

**DEVELOPING A WELLBEING FRAMEWORK TO ENHANCE THE SENSE OF
COHERENCE AND WORK-LIFE BALANCE OF NURSES IN MPUMALANGA PUBLIC
HOSPITALS**

by

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SUPERVISOR: PROF S GROBLER

DECLARATION

I, Nthabeleng Innocentia Mdhluli, student number 35291087, hereby declare that “Developing a wellbeing framework to enhance the sense of coherence and work-life balance of nurses in Mpumalanga public hospitals” is my original work, and that all the references cited have been acknowledged.

I certify that the Department of Health and the Department of Industrial and Organisational Psychology at the University of South Africa granted ethical approval for the study. The consent of the nurses who participated in this study was acquired. Furthermore, I certify that the research was conducted in accordance with the University of South Africa's (Unisa’s) Research Ethics Policy. Considering Unisa's Policy on Infringement and Plagiarism, care was taken to guarantee that the study was undertaken with the utmost honesty.

In addition, I declare that I have not formerly submitted this work, or parts thereof, for examination at Unisa for another qualification or at any other higher education institution.



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I am privileged to thank all of those who contributed to the completion of my thesis.

I would like to begin by expressing my gratitude to my supervisor, Professor Sonja Grobler, for her unwavering support, guidance, and mentorship throughout this journey. Her insightful comments and constructive criticism have been invaluable in shaping my research and enhancing the calibre of my work.

I would also like to acknowledge my family's unwavering support and encouragement. Throughout this process, their love and confidence in me have been an inexhaustible source of strength and inspiration.

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Lastly, I express my appreciation to the participants who generously contributed their time and effort to my research. This thesis would not have been feasible without their participation.

Once more, I express my gratitude to everyone who helped me finish my thesis.

ABSTRACT

Developing a wellbeing framework to enhance the sense of coherence and work-life balance of nurses in Mpumalanga public hospitals

by

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The objective of this study was to develop a comprehensive framework aimed at enhancing the wellbeing of nurses employed in Mpumalanga public hospitals. The framework focuses on improving the sense of coherence (SOC) and work-life balance (WLB) among nurses, addressing the challenges prevalent in healthcare settings.

The research involved a sample size of 8 registered nurses and 3 hospital managers from various departments in Mpumalanga public hospitals. This sample size reflects the diversity of perspectives crucial to understanding the interplay between SOC, WLB, and overall wellbeing among nurses.

The study utilised a qualitative research design, employing open-ended questions to facilitate a comprehensive exploration of nurses' experiences, perceptions, and challenges.

Thematic analysis of the data revealed significant challenges associated with demanding work schedules and emotionally challenging conditions, which have a detrimental effect on nurses' wellbeing. These findings emphasize the necessity for targeted interventions and underline the crucial role of external support systems such as family, colleagues, and managers in sustaining nurses' wellbeing.

The study emphasizes the development of a tailored wellbeing framework specifically designed for nurses in Mpumalanga public hospitals. Informed by a

thorough review of existing literature and participant insights, this framework aims to strengthen SOC, promote positive WLB, and enhance overall wellbeing among nurses.

This research contributes to the literature by providing an important application of the SALCOR framework in healthcare settings. It offers actionable insights for implementing effective strategies to support nurses' wellbeing within Mpumalanga public hospitals.

Keywords: conservation of resources, framework, health, healthcare, hospital, model, Mpumalanga Health Department, professional nurses, salutogenic, salutogenesis, sense of coherence, stress, wellbeing, work-life balance

Go tlhama letlhomeso la itekanelo go tokafatsa bokgoni jwa go samagana le kgatelelo le tekatekano mo botshelong jwa tiro jwa baoki kwa dipetleleng tsa setšhaba tsa Mpumalanga

Ka

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Maikemisetso a thutopatlisiso eno e ne e le go tlhama letlhomeso le le akaretsang le le tlaa tokafatsang itekanelo ya baoki ba ba thapilweng kwa dipetleleng tsa setšhaba tsa Mpumalanga. Letlhomeso le totile go tokafatsa bokgoni jwa go samagana le kgatelelo le tekatekano ya botshelo jwa tiro jwa baoki. Patlisiso e akareditse seabe sa baoki ba ba kwadisitsweng le batsamaisi ba dipetlele go tswa kwa mafapheng a a farologaneng a dipetlele tsa setšhaba tsa Mpumalanga.

Mmatlisisi o dirisitse mmeo wa patlisiso ya khwalitatifi go tlhotlhomisa itekanelo ya baoki, a totile maitemogelo a bona, melebo ya bona, le dikgwetlho tse ba kopanang natso. Go dirisitswe mmotsolotso wa dipotso tse di sa arabiweng ka ee kgotsa nnyaa go kokoanya data go tswa mo banningleseabe. Go dirilwe tokololo go ya ka merero go supa merero le dipaterone tse di ipoeletsang mo dateng. Thutopatlisiso e upolotse dikgwetlho tse di amanang le dithulaganyo tse di gwetlhang tsa tiro le maemo a a imelang maikutlo a a amang itekanelo ya baoki maswe.

Diphithlelelo tseno di senola botlhokwa jwa go tsenya tirisong ditsereganyo tse di rileng go samagana le dikgwetlho. Gape di gatelela seabe sa botlhokwa sa dithulaganyo tsa tshegetso tsa kwa ntle, di tshwana le lelapa, balekane le batsamaisi, go tshegetsa itekanelo ya baoki. Patlisiso e dirile gore go tlhamiwe letlhomeso la itekanelo le le thadiseditsweng baoki, le le theilweng mo tshekatshekong e e tseneletseng ya dikwalo tse di gona le kitso e e bonweng go tswa mo banningleseabe. Letlhomeso leno le tsepame mo ditogamaanong tsa go

maatlafatsa bokgoni jwa go samagana le kgatelelo mo baoking, le go tokafatsa itekanelo ya bona ka kakaretso, go lebeletswe dipetlele tsa setšhaba tsa Mpumalanga.

Mafoko a botlhokwa: boitshwaro jwa ditlhoko, letlhomeso, boitekanelo, tlhokomelo ya boitekanelo, sepetlele, sekao, Lefapha la Boitekanelo la Mpumalanga, baoki ba porofesenale, salutojeniki, salutojenesese, seemo sa tsamaelano, kgatelelomaikutlo, itekanelo, tekatekano ya botshelo jwa tiro

**Ukwakha uhlaka lwezempilo ukuze kuthuthukiswe umuzwa wokumelana
nempilo yengcindezi yokusebenza yabahlengikazi ezibhedlela zikahulumeni
zaseMpumalanga**

Ngu

Nthabeleng Innocentia Mdhluli

UMPHATHI : uSolwazi Sonja Grobler
UMNYANGO : Isifundo sesayensi sokuziphatha komuntu ezinhlanganweni
nasendaweni yokusebenza
IZIQU : Udokotela kweZohwebo

Inhloso yalolu cwaningo bekuwukuthuthukisa uhlaka oluphelele oluzothuthukisa inhlalakahle yabahlengikazi abaqashwe ezibhedlela zikahulumeni zaseMpumalanga. Uhlaka lugxile ekuthuthukiseni umuzwa wokumelana nempilo yengcindezi yokusebenza yabahlengikazi. Ucwangingo lubandakanya ukuhlanganyela kwabahlengikazi ababhalisiwe kanye nabaphathi bezibhedlela abavela eminyangweni eyahlukene ezibhedlela zikahulumeni zaseMpumalanga.

Umcwangingi usebenzise indlela yocwaningo ngokuchaza ukuhlola inhlalakahle yabahlengikazi, egxile kulokho abahlangabezane nakho, imibono yabo, kanye nezinselela abahlangabezana nazo. Uhlu lwemibuzo oluvulekile lusetshenziwe ukuqoqa imininingwane kubahlanganyeli. Ukuhlaziywa kwendikimba kwenziwa ukuze kuhlonzwe izingqikithi namaphethini avela kaningi emininingwaneni. Ucwangingo lwembule izinselela ezihambisana nezinhlelo zokusebenza ezinzima nezimo ezicindezelayo ezinomthelela omubi enhlalakahleni yabahlengikazi.

Le miphumela igqamisa ukubaluleka kokuqaliswa kokungenelela okuqondile ukubhekana nalezi zinselela. Iphinde igcizelele indima ebalulekile yezinhlelo zokusekela zangaphandle, njengomdeni, ontanga, nabaphathi, ekugcineni inhlalakahle yabahlengikazi. Ucwangingo luphumelele ekuthuthukisweni kohlaka lwezenhlalakahle olwenzelwe abahlengikazi, olwenziwe ngokusekelwe ekubuyekezweni okuphelele kwezincwadi ezikhona kanye nemininingwane eqoqwe

kubahlanganyeli. Lolu hlaka lugxile kumasu okuqinisa umuzwa wokumelana nengcindezi kwabahlengikazi, ukukhuthaza ukugcina ubudlelwano obuhle obunobunye phakathi komsebenzi nempilo yomuntu siqu, kanye nokwenza ngcono inhlalakahle yabo iyonke esimeni esithile sezibhedlela zikahulumeni zaseMpumalanga.

Amagama asemqoka: ngokomzimba nangokwengqondo, ukubhekana ngempumelelo nento enzima, Ubhubhane, uhlaka, impilo, ezempilo, isibhedlela, isifanekiso, Umnyango Wezempilo waseMpumalanga, abahlengikazi abangochwepheshe, indlela yempilo yomuntu, isifundo ngemvelaphi yezempilo, ukumelana nengcindezi, ukukhandleka kwengqondo, inhlalakahle, ukugcina ubudlelwano obunobunye phakathi komsebenzi nempilo yomuntu siqu

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ABBREVIATIONS AND ACRONYMS

EAP	employee assistance programmes
SOC	sense of coherence
SS	supervisor support
WLB	work-life balance
WHO	World Health Organisation

CHAPTER 1: SCIENTIFIC ORIENTATION TO THE RESEARCH

1.1 INTRODUCTION

This first chapter offers a comprehensive outline of the scientific background in which this research study was carried out. The chapter describes the research topic, clarifies the reason this research study was conducted, defines the research problem, and establishes the research objectives that guided the study. In addition, this chapter presents the paradigms, theories, and models that form the foundational framework of the study. Further, it explores the theoretical framework and research methodology that form the foundation of the study. The chapter concludes by providing a brief summary of the upcoming chapters.

1.2 BACKGROUND

Nurses assume a crucial role in the healthcare system, as they are on the front lines, providing vital care and essential healthcare services (WHO, 2020). Nurses are essential in delivering essential medical care and offering significant emotional support to individuals in need of assistance (WHO, 2020). Nevertheless, the nature of their work frequently exposes them to elevated levels of stress and demanding workloads, which can have a major effect on their overall wellbeing (Diehl et al., 2021). In recent years, the wellbeing of nurses has become a growing priority for researchers and healthcare organisations globally. Understanding and addressing the wellbeing of nurses is crucial for maintaining a sustainable and efficient nursing workforce. Several studies (Baqeas & Rayan, 2018; Diehl et al., 2021; Hakanen et al., 2018; Jarden et al., 2021; Milella et al., 2021) have made substantial contributions to this important topic. Nurses worldwide, including those in Mpumalanga Province, encounter numerous challenges in their profession such as long working hours, heavy workloads, and emotionally demanding circumstances (Diehl et al., 2021; Mundalamo et al., 2018; Netshisaulu et al., 2019; Ramabulana, 2017,). Moreover, nurses often encounter challenging environments characterised by high levels of stress. This requires them to think quickly and handle multiple tasks at the same time, which are both crucial to providing optimal care to patients (Diehl et al., 2021; Ejebu et al., 2021). The factors previously mentioned have been identified by researchers as important factors contributing to the increased levels of

stress experienced by nurses (Ejebu et al., 2021). Hence, nurses are vulnerable to stress and emotional exhaustion.

In South Africa, the challenges experienced by nurses resemble those observed worldwide. Malelelo-Ndou et al. (2019), in their comprehensive study, explored the complex experiences encountered by nurses in South Africa. They found that nurses experience a range of stressors, primarily associated with patient care, limited resources, and organisational dynamics (Netshisaulu et al., 2019). Matlala et al. (2018) have identified several challenges faced by nurses, including a lack of support from management, inadequate allocation of resources, and psychological stress resulting from the demands of patient care. Nurses in Mpumalanga Province face similar challenges, such as inadequate support systems and psychological stress due to workload pressures (Netshisaulu et al., 2019; Mundalamo et al., 2018; Ramabulana, 2017). Recognising these similarities is crucial for promoting a collaborative global effort to address the challenges faced by nurses and improve their overall wellbeing. This will ensure their capacity to deliver optimal care to patients on a global scale.

Antonovsky's (1979) influential work introduced the salutogenic model, which established a basis for understanding how individuals can sustain wellbeing in the face of stressors. Antonovsky (1979) proposed a concept known as "sense of coherence" (SOC), which highlights the significance of comprehensibility, manageability, and meaningfulness in shaping individuals' reactions to life's difficulties. In the field of nursing, SOC plays a significant role in shaping nurses' understanding and management of the complex requirements of their profession (Eriksson et al., 2019; Masanotti et al., 2020). SOC has a significant influence on the wellbeing of nurses by promoting adaptive coping mechanisms and shaping their perspective on their work (Masanotti et al., 2020; Smrekar et al., 2023). The theoretical foundations of SOC suggest that individuals with a strong SOC are better able to manage stress and preserve their wellbeing (Antonovsky, 1979; Eriksson et al., 2019; Kretowicz & Bieniaszewski, 2015; Masanotti et al., 2020). Literature revealed compelling evidence supporting the link between SOC and various aspects of the wellbeing of nurses. A strong SOC is consistently associated with a higher level of psychological health among nurses (Eriksson et al., 2019; Kretowicz et al.,

2015; Masanotti et al., 2020; Smrekar et al., 2023). Those with stronger SOC have lower levels of anxiety and depression, indicating the protective nature of this construct on mental health (Eriksson et al., 2019). In addition, nurses who have a clear understanding of work-related challenges and confidence in their ability to overcome them reported higher levels of job satisfaction (Eriksson et al., 2019). This suggests that a strong SOC can contribute to a sense of fulfilment and engagement in a nursing role. In addition, nurses with a higher SOC displayed more effective coping strategies, resulting in less burnout and emotional exhaustion (Eriksson et al., 2019). Smrekar et al. (2023) indicate in their research that SOC helps nurses navigate high-pressure situations and maintain resilience in their profession. These findings are consistent with the salutogenic viewpoint, which emphasizes the role of SOC in promoting a proactive and optimistic approach to stress management (Antonovsky, 1979; Smrekar et al., 2023). In addition, a stronger SOC was associated with nurses' increased work engagement. Smrekar et al. (2023) reported that engaged nurses were more productive and contributed to a positive work environment, demonstrating the positive influence of SOC on their professional commitment. This highlights the significant implications of nurses' SOC on the overall work culture and performance in healthcare settings (Smrekar et al., 2023). Finally, nurses with a higher SOC were more committed to remaining in their profession (Eriksson et al., 2019). This finding suggests that SOC may contribute to increased WLB, possibly due to nurses' perception of meaningful and manageable work (Eriksson et al., 2019).

Nurses often encounter considerable difficulties in maintaining an ideal balance between their professional obligations and personal lives. One significant obstacle that nurses frequently face is the demand for irregular working hours, which often necessitates continuous availability (Farber et al., 2023; Kelly et al., 2019; Liu & Aunguroch, 2018). Previous research, including findings by Ramabulana (2017), indicates that the natural sleep-wake cycle of nurses in Mpumalanga public hospitals is disrupted by irregular shift changes, resulting in disturbances in sleep, feelings of fatigue, and heightened stress (Farber et al., 2023; Kelly et al., 2019). Nurses may encounter difficulties in effectively managing their personal and family responsibilities, leading to a sense of time constraint and conflict between their work and family life. Healthcare environments are often characterised by a rapid pace,

large numbers of patients, and complex conditions, which can place added pressure on nurses to execute their duties with efficiency and effectiveness (Farber et al., 2023). Liu and Aunguroch (2018) found that the experience of emotional exhaustion and feeling overwhelmed can arise from the combination of a demanding workload and limited time availability. Demerouti et al. (2021) found that nurses who face challenges in attaining an optimal balance between their professional and personal lives are prone to experiencing fatigue. This phenomenon can be described as the experience of negative emotions and a reduced sense of personal achievement, which in turn can result in a decline in one's level of involvement and commitment to one's work (Demerouti et al., 2021). Consequently, a decline in productivity, a rise in absenteeism, and even a tendency to leave the nursing profession could occur. Prolonged exposure to such occupational demands, without sufficient time for recuperation, can lead to a level of emotional, mental, and physical depletion, which significantly affects one's overall state of wellbeing (Demerouti et al., 2021).

Van Bogaert et al. (2014) determined that the level of control and autonomy that nurses have in their work responsibilities is important for their overall wellbeing. Soheili et al. (2021) additionally indicated in their research that creating a work environment that is supportive, where nurses experience a sense of respect, value, and connection with their colleagues and managers, can significantly contribute to their ability to effectively manage the challenges of their profession. The provision of social support plays a crucial role in enhancing the wellbeing of nurses. This support not only fosters a sense of connection among nurses but also offers them emotional assistance during challenging times. Social support, therefore, contributes to the establishment of a favourable work environment, thereby promoting the overall wellbeing of nurses (Soheili et al., 2021).

The aforementioned research emphasizes the importance of implementing interventions that promote wellbeing and are tailored to address the unique needs and difficulties experienced by nurses in various regional settings, including Mpumalanga, South Africa (Eriksson et al., 2019; Liu & Aunguroch, 2018; Smrekar et al., 2023; Soheili et al., 2021; Van Bogaert et al., 2014). It is important to recognise that the nursing profession is affected by various contextual factors, including

cultural diversity, socio-economic disparities, and distinct healthcare dynamics (Morton et al., 2020; Ronnie, 2019).

Although there is substantial evidence in the literature supporting the effectiveness of wellbeing interventions that are customised to specific contexts, there is still a significant gap in the development of a thorough and cohesive framework that comprises essential concepts (Goorts et al., 2021; Watson & Turnpenny, 2022; Watson et al., 2018). A thorough review of the integration between SOC, WLB, and overall wellbeing lacks significant attention in existing research (Abe, 2015). Although previous studies have emphasized the significance of social support in achieving a healthy WLB and in shaping individuals' coping mechanisms and overall wellbeing (Matsuo et al., 2021; Matsuo, 2023; Phillips, 2020; Stiles-Shields et al., 2022), these aspects have traditionally been examined in isolation from each other.

The absence of a comprehensive framework that integrates SOC, WLB, and overall wellbeing is a deficiency in the scholarly discourse (Goorts et al., 2021; Watson & Turnpenny, 2022; Watson et al., 2018). A framework could offer a comprehensive and structured approach to understanding the intricate interplay among these concepts and their influence on the wellbeing of nurses in particular regional settings (Watson & Turnpenny, 2022; Watson et al., 2018). The proposed framework is meant to provide guidance for interventions that recognise the interconnectedness between SOC, WLB, and overall wellbeing. This approach would enable the development of tailored strategies that effectively address the unique challenges faced by nurses in Mpumalanga public hospitals.

Undertaking qualitative research on Mpumalanga public hospitals is of utmost importance to gain an in-depth understanding of nurses' perceptions and experiences in this particular setting. This study is intended to identify the various challenges faced by nurses working in Mpumalanga public hospitals. In addition, the development of a comprehensive wellbeing framework provides significant insights that can inform the development of targeted interventions and policies designed to enhance WLB and the overall wellbeing of employees. Consequently, this would lead to an improvement in the quality of patient care.

1.3 MOTIVATION FOR THE RESEARCH

Nurses serve as the fundamental support system of the healthcare system, fulfilling a crucial function in delivering high-quality patient care and contributing to the overall operation of hospitals (Alwani, 2020; WHO, 2020). The strict requirements of their occupation often subject them to a diverse range of challenges, including stress relating to their extensive variety of duties and responsibilities, extended periods of work, emotional strain, and restricted resources (Diehl et al., 2021; Ramabulana, 2017). These factors can significantly affect their WLB and overall wellbeing. Hence, the wellbeing of nurses has emerged as a progressively significant area of interest within the healthcare sector. By addressing the challenges faced by nurses, hospital managers will not only enhance the quality of nurses' lives, but also the quality of patient care and healthcare outcomes (Eriksson et al., 2019; Liu & Aunguroch, 2018; Smrekar et al., 2023; Soheili et al., 2021; Van Bogaert et al., 2014).

The current body of literature highlights the urgent need for inclusive wellbeing interventions specifically designed to address the needs and difficulties of nurses in specific regional settings, such as Mpumalanga, South Africa (Watson & Turnpenny, 2022; Watson et al., 2018). Nevertheless, there exists a significant gap in the development of a comprehensive and organised framework for wellbeing that successfully integrates the concepts of SOC, WLB, and overall wellbeing. The objective of this research study was to address the aforementioned gap by creating a wellbeing framework that is specific to this context and considers the distinct challenges encountered by nurses in Mpumalanga public hospitals. By providing targeted interventions and strategies, this framework is intended to improve nurses' SOC, WLB, and their overall wellbeing, fostering a positive work environment and leading to better healthcare outcomes (Claringbold et al., 2022; Watson & Turnpenny, 2022; Watson et al., 2018).

In addition, this research aligned with world-wide efforts to prioritise the wellbeing of healthcare professionals, recognising their essential role in ensuring the delivery of quality healthcare services (Farber et al., 2023; Kelly et al., 2019). By addressing the specific challenges faced by nurses in Mpumalanga public hospitals, this study is intended to contribute to the advancement of evidence-based practices and policies that promote nurse wellbeing, in the region and more widely. To achieve

these aims, a comprehensive literature review was conducted to identify the gaps in the existing literature on nurse SOC, WLB and wellbeing, both internationally and in South Africa, particularly in the Mpumalanga province (Eriksson et al., 2019; Farber et al., 2023; Kelly et al., 2019; Liu & Aunguroch, 2018; Matsuo et al., 2021; Smrekar et al., 2023; Soheili et al., 2021; Van Bogaert et al., 2014). By employing qualitative research methodologies, particularly the distribution of open-ended questionnaires, the researcher took into consideration the experiences and perspectives of nurses in the specified geographic area. The application of this approach was important in providing the contextual appropriateness and significance of the wellbeing framework.

In conclusion, the findings of this study are a valuable resource for hospital managers and policymakers, guiding the development and implementation of targeted strategies that prioritise nurse wellbeing and, thus, improving the quality of healthcare provision in Mpumalanga public hospitals.

1.4 PROBLEM STATEMENT

Nurses employed in Mpumalanga public hospitals face significant challenges related to their Work-Life Balance (WLB) and overall wellbeing, factors that can adversely affect their professional performance (Malelelo-Ndou et al., 2019; Mutshatshi & Munyai, 2022). Despite the growing awareness of these issues, there is a noticeable absence of targeted wellbeing interventions specifically designed for nurses in this region (Malelelo-Ndou et al., 2019; Mutshatshi & Munyai, 2022). The literature emphasizes the urgent need for a comprehensive framework that effectively promotes nurses' wellbeing and fosters supportive work environments (Zaffar, 2021).

Abe (2015) confirmed these challenges in her study on integrated frameworks for wellbeing interventions among employees in South African municipal settings, addressing common issues such as WLB and stress management. Abe's (2015) research highlights the foundational principles of SOC and WLB, which are crucial for employee wellbeing and performance. However, despite the relevance of these principles to healthcare settings, research specific to Mpumalanga public hospitals remains limited, hindering the development of focused strategies.

Abe's (2015) work highlights the importance of contextual adjustments to optimise the effectiveness of wellbeing interventions. This indicates that while foundational principles such as SOC and WLB are universally important, tailored frameworks are necessary to address the unique challenges faced by different sectors, including healthcare.

This study aimed to address this critical gap by proposing a context-specific wellbeing framework for nurses in Mpumalanga public hospitals, with a particular emphasis on enhancing their SOC and WLB. Therefore, question that guided this research study was “How can a wellbeing framework be developed and adapted to effectively address the experiences, perceptions, and challenges related to SOC, WLB, and overall wellbeing of nurses in Mpumalanga public hospitals?”

To fortify the foundational justification of this study, it was crucial to establish clear connections between SOC, WLB, and overall wellbeing within the specific nursing context of Mpumalanga public hospitals. This necessitates a focused exploration and synthesis of local evidence and experiences to inform the development of a tailored wellbeing framework.

1.5 RESEARCH OBJECTIVES

The primary objective of the research was to develop a comprehensive wellbeing framework that improves the SOC and WLB of nurses in Mpumalanga public hospitals. This wellbeing framework can serve as a guide for nurses, healthcare organisations, and policymakers to develop interventions and strategies that foster nurses' SOC, support their WLB, and enhance their overall wellbeing.

The following empirical aims were formulated from the research question.

1.5.1 Empirical Aims of the Research

- To understand the nurses' experiences, perceptions, and challenges in relation to their SOC;
- To understand the nurses' experiences, perceptions, and challenges in relation to their WLB;
- To understand the nurses' experiences, perceptions, and challenges in relation to their wellbeing;

- To contribute to the existing research body on the concepts of SOC, WLB and wellbeing;
- To explore the interconnection between SOC, WLB and wellbeing; and
- To develop a wellbeing framework for nurses.

1.6 EXPECTED CONTRIBUTION OF THE STUDY

This research has several important benefits for a variety of nursing and healthcare stakeholders. This study can possibly enhance nurses' WLB and wellbeing by addressing gaps in the literature and developing a comprehensive wellbeing framework.

The findings of this study can benefit nurses in Mpumalanga public hospitals by providing them with interventions and strategies that are tailored to their specific challenges and needs. An effective framework for wellbeing can positively influence nurses' fulfilment at work and overall psychological wellbeing (Bakker & Demerouti, 2018). By incorporating evidence-based practices into the framework, nurses may experience less stress and burnout, resulting in improved wellbeing and patient care quality (Dagne & Beshah, 2021).

In addition, healthcare managers and policymakers can benefit from the study's findings as they can inform decision-making processes that are based on evidence. With an emphasis on promoting nurses' WLB and wellbeing, the wellbeing framework can contribute to the creation of a supportive work environment that promotes nurse wellbeing and efficiency (Bakker & Demerouti, 2018). In turn, this can lead to improved organisational outcomes, such as improved public hospital functioning (Dagne & Beshah, 2021).

The study's contribution to nursing research and literature is also important. This study can contribute to the body of knowledge on nurse SOC, WLB and wellbeing by addressing gaps in the existing literature, particularly in the context of Mpumalanga province and other diverse regions. As a qualitative study, it can provide rich and context-specific insights into the experiences and challenges faced by nurses in the region that may not be captured by quantitative methods (Busetto et al., 2020).

This study can pave the way for additional research and exploration of wellbeing frameworks in nursing and other healthcare settings in a broader academic context. It can also be a benchmark for other regions facing similar challenges, enabling comparative studies and cross-cultural analysis of wellbeing interventions in various healthcare contexts.

In conclusion, the benefits of the study are multifaceted, ranging from direct improvements in nurse wellbeing to the provision of evidence for evidence-based decision-making in healthcare administration. The development of a comprehensive wellbeing framework, rooted in the context of Mpumalanga public hospitals, can have a long-lasting influence on patient care, and the overall quality of healthcare services. The study's contributions to the nursing literature and its potential implications for future research make it a worthwhile endeavour for advancing the wellbeing of nurses.

1.7 THE PARADIGM PERSPECTIVE

Lincoln and Guba (1985) define a paradigm as a system of beliefs of what people believe about the world, rather than what they can prove about the world. "Paradigms serve as viewpoints that provide a basis for analysis and commit the researcher to clear methods for data collection, observation, and interpretation" (Tenny et al., 2022). Otherwise, paradigms may be defined as the models or frames of reference for the purposes of organising observations and rationalisation of what has been understood and seen (Tenny et al., 2022). Such definitions provide insights into how paradigms promote and direct what can be learned about the world, and why it is necessary to consider the researcher's own paradigm to contextualise the research, its processes, and even the interpretation of the results.

1.7.1 Metatheoretical Statements

Research is typically conducted within a specific discipline, and the choice of research methodology is determined accordingly (Snyder, 2019). This study was conducted within the discipline of industrial and organisational psychology (IOP) and the subdisciplines of organisational psychology and career psychology.

1.7.1.1 *Industrial and organisational psychology*

Industrial and organisational psychology (IOP) is an applied field of psychology which studies the behaviour of individuals in the workplace (Truxillo et al., 2016). The essence of IOP is that it goes beyond the workplace and considers all the aspects that affect the life of individuals at work and home (Schreuder & Coetzee, 2010). This discipline focuses on a range of issues, such as recruitment and selection, training and development, the psychological processes underlying employee job performance, productivity, motivation and satisfaction, group processes such as relationships in the workplace, and the physical work environment (Truxillo et al., 2016). IOP, as an applied field of study, aims to enhance the dignity and performance of human beings and the organisation in which they work, by advancing the science and knowledge of human behaviour (Bergh & Geldenhuys, 2013).

The present research falls under IOP because it is intended to improve the wellbeing of nurses working in high-stress environments, such as government hospitals, by providing a model for managing WLB more effectively during turbulent times. Additionally, the research promotes organisational wellbeing practices and enhance performance by gathering and transferring knowledge about the constructs of WLB, SOC, and wellbeing in a public hospital setting.

IOP consists of various subfields; the subfields related to this study are organisational psychology and career psychology.

1.7.1.2 *Organisational psychology*

Organisational psychology is concerned with investigating individual behaviour within an organisation (Aamodt, 2016). Truxillo et al. (2016) indicate that organisational psychology is decidedly psychologically focused with an emphasis on the human side of employees. The focus is on an “emotional fit” and the social and emotional adaptation between the employee and the work context (Weiten, 2007). Psychologists in this subfield deal with organisational issues such as leadership, job satisfaction, employee motivation, conflict management, organisational culture, and WLB (Aamodt, 2016; Bergh & Theron, 2006). The focus of organisational psychology therefore remains on employee wellbeing, productivity and adjustment (Bergh & Theron, 2006).

Additionally, organisational psychology emphasizes the elimination of ineffective policies and the making of structured plans (Aamodt, 2016). Organisational psychology is therefore appropriate to this research as it contributes to the improvement of nurses' health and wellbeing by describing optimal working conditions for this to occur. Thematically, this research provides insight into behaviours of nurses in a public hospital setting through the lens of WLB, SOC, and wellbeing.

1.7.1.3 Career psychology

Career psychology is the subfield of IOP that shows the greatest overlap with some of the areas of specialisation (Van Vuuren, 2010). Career psychology focuses on the meaning of work in people's lives, quality of work-life, vocational and career counselling, organisational mental health, stress, and WLB issues. The core focus of career psychology is the psychological contract between the organisation and the employee (Van Vuuren, 2010). In this research study, the constructs of WLB, SOC and wellbeing were studied in the context of career psychology. Career psychology is thus relevant to this research since it contributes to the improvement of nurses' health and wellbeing by facilitating this improvement through the creation of WLB and employee wellbeing policies. Additionally, career psychology contributes by educating hospital managers and industrial and organisational psychologists on how to support nurses in managing their careers, by identifying the aspects that affect their WLB, SOC and overall wellbeing.

1.7.2 Theoretical Perspective

The metatheoretical perspective is a broad theoretical framework or worldview that guides the study of a specific field (Svejvig, 2021). It is composed of the underlying assumptions, concepts, and methods of a theory for understanding phenomena. Metatheoretical perspectives can influence how researchers conceptualise and study a phenomenon, and the conclusions drawn from their research. This study is presented from the theoretical paradigm of positive psychology and salutogenesis.

1.7.2.1 Positive psychology

Positive psychology is an approach that focuses on the positive aspects of human experience, such as happiness, wellbeing, and fulfilment (Benoit & Gabola, 2021).

Positive psychology has been applied to various fields, including healthcare, and has shown promising results in promoting wellbeing and reducing stress among healthcare workers (Allen et al.,2021; Hendriks et al., 2020; Lianov et al.,2020).

Research has shown that positive psychology interventions, such as mindfulness training, gratitude exercises, and positive self-talk, can improve the wellbeing and job satisfaction of nurses (Lianov et al.,2020; Zhang et al., 2020). Positive psychology can also be used to promote a positive work culture, by encouraging the development of supportive relationships, promoting a sense of purpose and meaning, and fostering a positive work environment (Lupsa et al., 2019).

Using positive psychology as a paradigm for this research included concentrating on the positive aspects of the WLB and wellbeing of nurses in the province of Mpumalanga. In addition, positive psychology offers a strengths-based approach that emphasizes the positive aspects of nurses' experiences and could result in more effective interventions and strategies to promote their wellbeing (Lupsa et al., 2019).

1.7.2.2 Salutogenesis

The salutogenic paradigm, devised by Antonovsky (1979), is a health-focused paradigm that concentrates on factors that promote health and wellbeing. This paradigm defines health as a state of complete physical, mental, and social wellbeing, as opposed to merely the absence of disease. The salutogenic model emphasizes identifying and enhancing the factors that promote health and wellbeing, as opposed to focusing solely on the factors that cause illness.

The salutogenic paradigm is particularly applicable to the study of SOC, the paradigm's central construct. SOC is a global orientation that reflects the degree to which individuals view their environment as comprehensible, manageable, and meaningful. It has been demonstrated to be a significant predictor of health and wellbeing among nurses (González-Siles et al., 2022).

In the context of developing a wellbeing framework to enhance the SOC and WLB of nurses in Mpumalanga public hospitals, the salutogenic paradigm suggests that by enhancing nurses' SOC, it may be possible to improve their overall wellbeing and WLB (González-Siles et al., 2022). This could be accomplished by interventions

aimed at enhancing nurses' perceptions of their work environment, fostering a sense of control and mastery, and fostering a sense of meaning and purpose in their work.

Overall, the salutogenic paradigm provides a useful framework for understanding the complex interaction between WLB, SOC, and wellbeing among nurses, and suggests that by focusing on promoting health and wellbeing, it may be possible to mitigate the negative effects of work-related stressors.

1.7.3 Metatheoretical Concepts

The metatheoretical concepts used in this research are:

- **Healthcare system** has been described by the World Health Organisation (WHO, 2007) as all organisations, people, and actions with the primary aim of promoting, restoring or maintaining health. This includes efforts to influence health determinants and more direct health-enhancing activities. Consequently, a health system is more than a pyramid of public facilities that provide personal health services;
- **Nurse** is a person who is specially prepared and registered to provide care for the sick, wounded, or helpless, and those with potential health problems (Freshwater & Masiln-Prothero, 2005). Nurses are registered with the South African Nursing Council (SANC);
- **Positive psychology**: The study of positive aspects of human life, including happiness, wellbeing, and flourishing. It is a meta-theoretical framework that focuses on building strengths and positive emotions to promote optimal functioning and improve quality of life (Ryan & Deci, 2001);
- **Salutogenic paradigm**: This concept is a meta-theoretical framework that focuses on the factors that promote health and wellbeing, rather than the factors that cause disease (Antonovsky, 1979). It emphasizes the role of SOC and other positive factors in promoting health and wellbeing;
- **Sense of coherence (SOC)**: This concept refers to the global orientation of an individual that reflects the extent to which one perceives the world as comprehensible, manageable, and meaningful (Antonovsky, 1979). It is an important concept in salutogenic theory, linked to health outcomes, wellbeing, and coping;

- **Work-life balance (WLB):** This concept refers to the extent to which an individual can balance the demands of work and personal life (Frone, 2002). It is an important factor for the wellbeing of individuals, including nurses, as it affects their job satisfaction, stress levels, and overall quality of life; and
- **Wellbeing:** This concept refers to a person's overall state of being and encompasses physical, emotional, and social dimensions (Diener et al., 2018). It is influenced by various factors, including SOC and WLB.

The interrelated nature of SOC, WLB, and wellbeing presents an integrative framework emphasizing their mutual links and collaborative potential to improve the holistic wellbeing of nurses in Mpumalanga public hospitals.

1.8 RESEARCH DESIGN

Research design can be considered a guideline to be followed by a researcher from start to finish, and consists of the research methodology, research strategy and research method (Creswell, 2014). As this research was exploratory in nature, the qualitative research design was deemed appropriate. The choice of qualitative research design is explained below.

1.8.1 Research Paradigm

The interpretive paradigm was adopted to present the literature review on SOC, WLB, and wellbeing. The interpretative paradigm focuses on understanding social phenomena from the perspective of those experiencing it. This approach allowed for a comprehensive study of the subjective experiences, perceptions, and meanings of individuals regarding a particular phenomenon.

The interpretative paradigm was useful in the context of nursing to comprehend how nurses experience WLB and wellbeing, how they make sense of it, and how they create meaning from their experiences. It allowed the researcher to investigate the influence of coherence on the WLB and wellbeing of nurses. This approach was especially beneficial for understanding the complexity of nursing work and the difficulties nurses face in maintaining a healthy balance between work and personal life. Overall, the interpretive paradigm provided an extensive and thorough understanding of the subjective experiences of nurses, which can aid in identifying ways to promote their WLB and wellbeing.

1.8.2 Research Approach

1.8.2.1 Phenomenology

Phenomenology is a qualitative research method focused on comprehending and articulating the meaning and essence of a specific phenomenon or experience as perceived by those who have lived through it (Sloan & Bowe, 2014). It aims to explore the subjective experiences of individuals and uncover their underlying meanings and structures (Van Manen, 2014).

Given its capability to delve deeply into the subjective experiences and perceptions of nurses, phenomenology was an apt method for formulating a wellbeing framework to enhance the SOC and WLB of nurses in Mpumalanga public hospitals. The inherently personal and subjective nature of nurses' perspectives on SOC, WLB, and wellbeing necessitated a research approach capable of capturing and exploring these insights comprehensively.

1.8.2.2 Grounded theory,

Grounded theory, on the other hand, is a qualitative research methodology aimed at developing theories based on data collected in the field (Charmaz, 2014; Glaser & Strauss, 1967). It involves systematic data collection and analysis to identify patterns, concepts, and themes emerging from the data itself, without preconceived theories or hypotheses (Chun Tie et al., 2019). Grounded theory was particularly suitable for this study due to its inductive approach, which allowed for the exploration and development of a comprehensive wellbeing framework grounded in the experiences and perspectives of nurses in Mpumalanga public hospitals.

1.8.2.3 Integration of methodologies

The study employed both phenomenology and grounded theory methodologies to triangulate findings and ensure a comprehensive exploration of nurses' experiences with SOC, WLB, and wellbeing. Phenomenology, known for its focus on understanding subjective experiences and uncovering underlying meanings, provided deep insights into how nurses perceive and interpret SOC, WLB, and their overall wellbeing (Sloan & Bowe, 2014; Van Manen, 2014). This approach allowed the researcher to capture the nuanced and personal aspects of nurses' experiences in Mpumalanga public hospitals.

Conversely, grounded theory facilitated the systematic development of a theoretical framework grounded in empirical data collected from the field (Charmaz, 2014). Grounded theory's inductive approach enabled the identification of patterns, concepts, and themes emerging directly from the data without imposing preconceived theories (Charmaz, 2014; Glaser & Strauss, 1967). This methodological choice ensured that the developed wellbeing framework was not only informed by the subjective experiences elucidated through phenomenology but also substantiated by rigorous empirical evidence.

By integrating phenomenology and grounded theory, the study benefitted from complementary perspectives that enriched the methodological approach and enhanced the rigor of the findings (Chun Tie et al., 2019). This dual approach facilitated a thorough exploration of the complex interplay between SOC, WLB, and nurses' wellbeing, thereby contributing to a deeper understanding of these phenomena within the specific context of Mpumalanga public hospitals.

1.8.3 Assumptions

Philosophical assumptions are the fundamental beliefs and hypotheses that underpin scientific research and shape the research process. Intentionally or inadvertently, researchers adopt these philosophical perspectives and perspectives when designing their studies, collecting data, and interpreting their findings (Matta, 2022).

Matta (2022) identified three main categories of philosophical assumptions: beliefs about the topic of study, beliefs about the concept of knowledge, and beliefs about the relationship between knowledge and empirical reality.

Personal biases and prior knowledge can influence beliefs about the topic of study, which itself is shaped by the theoretical framework and research questions that guide the study (Matta, 2022). Beliefs about the concept of knowledge refer to assumptions about the nature of knowledge and how it is acquired; they influence the methods used to collect and analyse data and the interpretation of research findings (Matta, 2022). Beliefs regarding the relationship between knowledge and empirical reality refer to assumptions about the nature of the relationship between

theory and empirical evidence, and influence the methods used to collect and analyse data, and the interpretation of research findings.

Understanding the philosophical assumptions underlying scientific research is essential because it enables researchers to reflect critically on their own assumptions and biases and to adopt more nuanced and sophisticated approaches to studying complex social phenomena.

1.8.3.1 Ontological assumptions

Ontology refers to the branch of philosophy concerned with the nature of being and reality (Furlong & Marsh, 2010). In qualitative research, an ontological approach is concerned with exploring the fundamental nature of the phenomena being studied, and how they are constructed and experienced by individuals. An ontological approach acknowledges that individuals' experiences and perceptions of reality are shaped by underlying assumptions and beliefs, and seeks to uncover these assumptions and beliefs to gain a deeper understanding of the phenomena studied (Furlong & Marsh, 2010).

An ontological approach in qualitative research "starts with the assumption that there is a reality that exists beyond individual experiences and perceptions, but that reality is constructed and interpreted by individuals based on their underlying assumptions and beliefs" (Creswell & Poth, 2018, p. 61). An ontological approach recognises that individuals' experiences of reality are shaped by their cultural, social, and historical contexts, and seeks to explore the ways in which these contexts shape their perceptions and experiences.

The researcher used the constructivist ontology, which holds that reality is constructed by individuals through their experiences and interactions with the world (Creswell & Poth, 2018). From a constructivist perspective, nurses' experiences of SOC, WLB, and wellbeing are shaped by their individual perceptions, beliefs, and interpretations of their work and personal lives. Therefore, a constructivist ontology provided a useful framework for exploring the subjective experiences and meanings that nurses attach to SOC, WLB, and their wellbeing.

According to constructivism, individuals do not simply passively receive knowledge or perceptions of reality, but actively construct their own understandings of the world

through their experiences and interactions with it (Muhajirah, 2020). From a constructivist perspective, there is no single objective reality that exists independently of human perceptions and interpretations. Instead, reality is seen as a socially constructed phenomenon that emerges from the interactions and interpretations of individuals and groups (Creswell & Poth, 2018). Constructivists argue that individuals interpret their experiences and create their own meanings based on their unique perspectives, experiences, and cultural backgrounds (Muhajirah, 2020).

A constructivist ontology can be related to the developing of a wellbeing framework to improve the SOC and WLB of nurses in Mpumalanga public hospitals in several ways. Firstly, constructivism emphasizes the subjective nature of knowledge and the importance of exploring the individual experiences, perceptions, and interpretations of participants (Creswell & Poth, 2018). In the context of the nursing profession, this means that nurses' experiences of SOC, WLB, and wellbeing are likely to be shaped not only by external factors such as workload and work environment, but also by their individual perceptions, beliefs, and interpretations of their work and personal lives.

Additionally, a constructivist ontology highlights the importance of exploring the unique perspectives and meanings that individuals create through their experiences and interactions with the world (Creswell & Poth, 2018; Kivinen & Piironen, 2019). In the context of nursing, this means that nurses' experiences of SOC, WLB, and wellbeing may be shaped by a range of factors, including their personal values, beliefs, and priorities, and broader social and cultural norms and expectations related to work and personal life.

Finally, a constructivist ontology emphasizes the active role of individuals in constructing their own reality (Creswell & Poth, 2018; Kivinen & Piironen, 2019), meaning that nurses have agency and the ability to shape their own experiences of SOC, WLB, and wellbeing. This perspective highlights the importance of exploring the strategies and coping mechanisms that nurses use to maintain an SOC and balance in their work and personal lives.

1.8.3.2 Epistemological assumptions

Epistemological assumptions refer to philosophical assumptions regarding the nature of knowledge and how it is acquired and validated. These assumptions shape the researcher's approach to data collection, analysis, and interpretation in qualitative research (Creswell, 2014). Several epistemological assumptions can be derived from the context of designing a wellbeing framework to improve the SOC and WLB of nurses in Mpumalanga public hospitals.

First, the importance of the subjectivity of knowledge in exploring the individual experiences, perceptions, and interpretations of nurses is acknowledged. Therefore, the epistemological assumptions derived from this topic may emphasize the significance of investigating subjective experiences and perspectives to gain a more complete understanding of these phenomena (Denzin & Lincoln, 2011). Second, nurses may have various ways of recognising and comprehending SOC, WLB, and wellbeing. The epistemological assumptions about this topic may acknowledge the validity and significance of multiple ways of knowing, and the need to take a multidisciplinary approach to comprehending these phenomena (Creswell, 2014). Thirdly, broader social, cultural, and organisational factors may influence the experiences and meanings nurses associate with SOC, WLB, and wellbeing. This researcher's epistemological assumptions about the topic may highlight the significance of understanding the contextual factors that shape nurses' experiences and interpretations of these phenomena (Creswell, 2014).

Based on their personal experiences, beliefs, and values, nurses may construct their own meanings and interpretations of SOC, WLB, and wellbeing. The epistemological assumptions derived from this topic may acknowledge the constructive and interpretive nature of knowledge, and the need to investigate the unique perspectives and meanings created by nurses through their experiences and interactions with the world (Denzin & Lincoln, 2011).

In conclusion, epistemological assumptions regarding developing a wellbeing framework to improve the SOC and WLB of nurses in Mpumalanga public hospitals may highlight the significance of investigating subjective experiences, multiple ways of knowing, contextual factors, and the constructive and interpretive nature of knowledge.

1.8.3.3 Methodological assumptions

Methodological assumptions are the beliefs and guiding principles that inform the researcher's choices regarding research design, data collection, data analysis, and interpretation (Babbie, 2016). The methodology is the process through which we choose to acquire knowledge. Ontology and epistemology dictate the process (Babbie, 2016). They provide the theoretical foundation for determining which method, or combination of procedures, should be used in the research (Babbie, 2016). Igwenagu (2016) states that methodology is important in the overall research strategy that will be used to conduct the research; hence, the methodologies to be employed should be identified and should align with the chosen research strategy. According to Igwenagu (2016), methodology refers to the process of designing research, not to the tools or procedures used to conduct the research. The methodology chapter of this study includes and describes the methods used to collect the data. Methodology does not prescribe a particular procedure to be followed; rather, it directs attention to the nature of the process used to accomplish the research's purpose in a procedure (Igwenagu, 2016).

The methodological assumptions regarding developing a wellbeing framework to improve the SOC and WLB of nurses in Mpumalanga public hospitals focus on the exploration of subjective experiences, the use of appropriate data collection techniques, engaging in ongoing data analysis, ensuring rigor and credibility, and acknowledging the researcher's role in the research process.

Phenomenology provides insights into the lived experiences and subjective meanings associated with SOC, WLB, and wellbeing (Sloan & Bowe, 2014; Van Manen, 2014). This approach was instrumental in uncovering the nuanced perspectives and personal interpretations of nurses in their work environments.

Grounded theory, on the other hand, facilitated the systematic development of a theoretical framework grounded in empirical data collected from nurses (Charmaz, 2014; Glaser & Strauss, 1967). This methodological choice enabled the identification of key concepts, relationships, and themes emerging from the data, essential for constructing a comprehensive wellbeing framework.

By integrating phenomenology and grounded theory, this study ensured a robust methodological approach that triangulated findings and enhanced the rigor of the research (Chun Tie et al., 2019). These methodological assumptions guided the selection of appropriate data collection techniques, ongoing analysis, and the researcher's role in maintaining rigor and credibility throughout the study.

1.8.3.4 Axiological assumptions

Axiological assumptions in research pertain to the researcher's position on values and ethics, and how they are incorporated into the research process. These assumptions inform decisions regarding the researcher's role, potential biases, and the ethical handling of participants and data (Creswell, 2014).

In his seminal research on qualitative research, Denzin (1989) highlights the significance of reflexivity in the research process, which requires the researcher to reflect on his or her own values and biases that may influence the research. He argues that researchers should disclose their own stance and how it may influence the research process. Similarly, Lincoln and Guba (1985) advocate for a research methodology that values participant perspectives and acknowledges that knowledge is situated and constructed through social interactions. They argue that researchers should adopt a "naturalistic" methodology that considers the complex social and cultural contexts in which the research is conducted.

In conclusion, the axiological assumptions of qualitative research relate to the significance of valuing the perspectives and experiences of participants, the researcher's reflexivity, and the recognition of the situated and constructed nature of knowledge (Denzin & Lincoln, 2017). These assumptions are pertinent to this study, as they emphasize the significance of giving the voices and experiences of nurses' priority in the research process.

1.9 RESEARCH STRATEGY

1.9.1 Literature Review Strategy

1.9.1.1 Approaches to conducting a literature review

There are numerous guidelines for conducting literature reviews. Depending on the methods required to accomplish the review's objective, any style can be beneficial and appropriate.

Some approaches to conducting a literature review are:

- **Systematic literature review:** This methodology involves a comprehensive and structured search of multiple databases and other information, followed by a systematic process of screening and selecting articles based on predefined inclusion and exclusion criteria. This method permits a thorough and objective review of the literature; however, it is time-consuming and requires extensive research (Davis et al., 2014);
- **Scoping review:** This approach involves a broader search of multiple databases and other sources, with a focus on identifying the key concepts and themes in the literature (Pham et al., 2014). Scoping reviews are often used to identify research gaps and to provide an overview of the existing literature on a topic;
- **Narrative literature review:** This method employs a more flexible and qualitative approach to reviewing the literature, with an emphasis on providing a narrative summary of the existing research on a particular topic (Pillai, 2020). Narrative reviews can be useful for identifying key themes and trends in the literature, but their selection and interpretation of studies may be subject to bias (Pillai, 2020); and
- **Meta-synthesis:** This strategy entails a qualitative synthesis of multiple qualitative studies on a specific topic, often using thematic analysis or other qualitative methods to identify common themes and patterns in the literature (Brookfield et al., 2019). This method can provide a more in-depth and complex view of a specific phenomenon, but requires the availability of a sufficient number of high-quality qualitative studies (Brookfield et al., 2019).

1.9.1.2 The literature review followed in this research

A narrative literature review can be a useful approach for the research on developing a wellbeing framework to improve the SOC and WLB of nurses in Mpumalanga public hospitals. Some potential benefits of using a narrative literature review (Pillai, 2020) are:

- **Flexibility:** A narrative review allows for a more flexible approach to reviewing the literature. This can be particularly useful if the literature on the topic is diverse and difficult to categorise;

- **Identification of gaps in the literature:** A narrative review can identify areas of the literature that have not been thoroughly researched or where conflicting findings exist. This can help to identify potential areas for future research;
- **Insight into the scope and diversity of the literature:** A narrative review can provide insight into the scope and diversity of the literature on a particular topic. This can help to identify patterns and trends in the literature and provide an overview of the state of research on the topic.
- **Exploration of theoretical and conceptual frameworks:** A narrative review can explore the theoretical and conceptual frameworks that have been used to understand the phenomenon under investigation. This can help to identify the underlying assumptions and perspectives that inform the research in the field; and
- **Synthesis of diverse sources:** A narrative review can synthesize a wide range of sources, including both empirical and theoretical literature, to provide a comprehensive overview of the literature on the topic.

Overall, a narrative literature review provides a useful starting point for research, allowing the researcher to identify key themes and gaps in the literature, and providing a comprehensive overview of the research in the field (Pillai, 2020).

The researcher opted to conduct a narrative literature review due to the complex nature of the research topic and the wide range of available literature sources. By using a narrative approach, the researcher aimed not only to synthesize the available literature but also identify key themes and gaps in the research. This approach allowed the researcher to gain a comprehensive understanding of the theoretical and conceptual frameworks that have been used to understand the phenomenon, and to synthesize both empirical and theoretical literature.

1.9.1.3 The literature review process

Different literature review processes that formed the theoretical underpinning for this research are shown in Table 1.1.

Table 1.1*Theoretical Underpinning for the Literature Review*

Ramdhani et al. (2014)	Templier and Paré (2015)	Snyder (2019)
Step 1: Choosing a review topic.	Step 1. Formulating the research question(s) and objective(s),	Phase 1: Designing the review.
Step 2: Searching and selecting appropriate articles.	Step 2. Searching the extant literature,	Phase 2: Conducting the review.
Step 3: Analysing and synthesizing the literature.	Step 3. Screening for inclusion,	Phase 3: Analysing the literature.
Step 4: Organisation of writing the review.	Step 4. Assessing the quality of primary studies, Step5. Extracting data, and Step6. Analysing data.	Phase 4: Structuring and writing the review.

1.9.1.4 Comprehensive literature review conducted in this research

The researcher adhered to the structured literature review process outlined by Templier and Paré (2015), which entailed a series of rigorous steps to guarantee an extensive and systematic review of the relevant literature.

Step 1: Formulating the research question(s) and objective(s)

The researcher clearly laid out the research questions that would direct the study prior to commencing the literature review. These questions were intended to identify the exact information required for exploring the links between the wellbeing of nurses, their SOC, and their WLB during difficult times. This step insured that the review centered on the most relevant concepts and variables that were central to the study's objectives. (Templier & Paré, 2015).

Step 2: Searching the extant literature

The following step involved conducting a literature search and determining the suitability of material for inclusion in the review. According to Templier and Paré (2015), there are three primary strategies for coverage: Firstly, exhaustive coverage entails making every effort to include all relevant studies, primary and secondary sources, in the review and thus basing conclusions on this all-inclusive body of knowledge; secondly, presenting resources that are representative of most other works in each specific area. Researchers who follow this strategy often conduct a search for relevant articles in several quality scientific publications in a field (Templier & Paré, 2015). Thirdly, the researcher focused on prior research which has been fundamental to the concepts of WLF, SOC, and nurse wellbeing during turbulent times. This segment covered empirical studies and conceptual articles that initiated a line of inquiry, changed the framing of problems or questions, introduced novel methods or concepts, or prompted significant debate. The sources that were used for this research were extracted from the Unisa Library databases, Google Scholar, published books, journal articles, etc.

Step 3: Screening for inclusion

The researcher conducted a thorough screening of articles to determine their relevance after identifying potential studies. The objective of this screening process was to reduce biases by guaranteeing the inclusion of a variety of methodologies and perspectives that were applicable to the study's focus on WLB, SOC, and wellbeing. Studies that made substantial contributions to the theoretical frameworks and empirical research on these subjects were prioritised in the inclusion criteria.

Step 4: Assessing the quality of primary studies

The researcher conducted a critical evaluation of the scientific rigor of the selected articles, in addition to their relevance. In order to guarantee that the conclusions reached were founded on reliable evidence, this evaluation evaluated the methodological reliability, research design, and ethical considerations of each study. The reliability and validity of the data that informed the study's findings were determined by this step.

Step 5: Extracting data

The process of data extraction entailed the systematic retrieval and documentation of critical information from the selected studies. The objective of this procedure was to extract data that was relevant to the understanding of the connection between the wellbeing of nurses, their social and occupational contexts, and their WLB. Thematic categories were employed to organise the extracted data, which were then analysed to identify trends and conclusions that were applicable to the study's objectives. (Templier & Paré, 2015).

Step 6: Analysing data

The extracted data's synthesized findings were meticulously analysed to identify emerging themes and patterns. The objective of this analytical process was to identify the connections between wellbeing, SOC, and WLB as they were reported in the literature. The thesis presented the results of this analysis in a coherent manner, thereby adding a new perspective to the existing body of knowledge on these critical topics.

It is important to note that, while these steps are listed sequentially, the review process was adaptable, and numerous activities in the planning stage were refined throughout the process of the research.

1.10 RESEARCH METHOD

A research method refers to the research tools and techniques required to complete the intended research journey (Walliman, 2017). It calls for inquisitiveness, creativity, originality, initiative, and perseverance. This section describes the research instruments and methods, such as data collection and data analysis techniques, employed in this study.

1.10.1 Research Setting

The study took place in public hospitals in Mpumalanga province, South Africa. The total population recorded for Mpumalanga in 2016 was 4,4 million. Mpumalanga is in the north-eastern part of the country, bordering Swaziland and Mozambique to the east (Mpumalanga Department of Health, 2020). The province has 13 hospitals which provide free health services to the poor in the community (Stats SA, 2017). These communities are characterised by unemployment, low formal education and

poverty. The nurses and hospital managers are men and women in different age groups with different levels of care qualifications. The targeted hospitals were selected for their geographical proximity and accessibility.

1.10.2 Entrée and Establishing Researcher Roles

The researcher approached the provincial Department of Health offices in Nelspruit to discuss receiving approval for conducting the research. Approval was sought by following due processes, which include a research outline on why the study was being conducted. After being granted permission from the hospital managers to conduct the study, the researcher requested contact details of nurses who met the criteria of the research. Nurses and hospital managers were asked via e-mail to participate. The e-mail included a brief on the purpose of the research, and information on anonymity and confidentiality of the participants. Open-ended questionnaires were distributed to participants who expressed interest in participating. The hard copies of open-ended questionnaires were administered at a mutually agreed convenient time. The scheduling arrangement was effectively communicated to the participants in accordance with the qualitative research study. To reduce mistrust and confusion, the researcher presented the information sheet to the participants, explaining the intent of the study and emphasizing that participation was voluntary, and that participants were free to withdraw from the study without fear of adverse effects, and that privacy and anonymity were assured. The researcher collected the hard copies of the open-ended questions from the participants upon their completion.

1.11 DATA COLLECTION AND DATA ANALYSIS PROCEDURES

Data collection and data analysis procedures refer to the steps in verifying, organising and transforming data to provide explanations to the research questions (Saunders et al., 2016; Wilson, 2014). This procedures for data collection and analysis are discussed in this section. The target population, sampling techniques, sample size, data collection, measurement and data analysis procedures are discussed in the following subsections.

1.11.1 Target Population

The target population of research is described as the people, event or thing of interest that is the subject of investigation (Sekaran & Bougie, 2016). Wilson (2014, p.210) refers to the target population as “research subjects that are being sampled”. In social research, it is imperative to establish the target population from which samples are drawn. It is from the samples that data are collected to be generalised to the population.

The target population was professional nurses registered with the South African Nursing Council, and hospital managers working in Mpumalanga public hospitals. The choice of Mpumalanga public hospitals was borne out of the fact that they provide a representation of the demographic details such as departments or units, educational qualifications, work experience and age group required for analysis. The nurses and hospital managers were chosen as their experience contributed to the improvement of the attainment of the study objective, which was to devise a wellbeing framework to improve the SOC and WLB of nurses in Mpumalanga public hospitals.

1.11.2 Sampling

The term "sampling technique" pertains to the methodology employed to select a sample for research. There are two primary categories of design methodologies: probability and nonprobability sampling techniques (Sekaran & Bougie, 2016). Sampling is defined as the process of selecting a subset of individuals from a larger population with the intention of making generalisations about the entire population (Wilson, 2014). Probability sampling refers to an instance where the elements of a population have a known or non-zero probability of being chosen as participants (Sekaran & Bougie, 2016). In contrast, the elements involved in nonprobability sampling lack a predetermined probability of being selected.

The researcher used convenience sampling to select public hospitals based on geographic proximity and accessibility. The researcher utilised convenience sampling as a method to select public hospitals based on their geographic proximity and accessibility. Convenience sampling is a non-probability sampling technique commonly employed in qualitative research to select participants based on their easy availability and accessibility (Polit & Beck, 2012). This approach was chosen

to facilitate practical considerations such as logistical feasibility and ease of access to potential research sites (Brink et al., 2014). By selecting hospitals located nearby and easily accessible, the researcher aimed to minimize logistical challenges associated with travel and maximise participation rates among eligible institutions (Creswell & Creswell, 2018). Within these hospitals, purposive sampling was employed to select participants based on their relevance and expertise related to the study's focus. Purposive sampling is a method of selecting participants for research that does not rely on random chance. Instead, it is based on the researcher's judgement and evaluation of individuals who are considered to be representative or have an extensive knowledge of the phenomenon being studied (Brink et al., 2014). Purposive sampling refers to the deliberate selection of participants who demonstrate substantial knowledge on the specific topic being investigated. One advantage of purposive sampling is that it allows the researcher to carefully choose participants based on their understanding of the subject matter (Polit & Beck, 2012). In this particular study, the researcher deliberately selected hospital managers and nurses who displayed valuable insights and were willing to share their experiences and expertise.

The concept of eligibility criteria pertains to the principles of inclusivity that are employed to integrate an individual into the population under study (Brink et al., 2014). The criteria for determining eligibility establish the specific characteristics that must be met for individuals to be included in the study (Polit & Beck, 2012). Exclusion sampling criteria refer to specific characteristics that have the potential to result in the exclusion of individuals from participating in a study (Burns et al., 2013). The researcher employed specific criteria for inclusion and exclusion, which are outlined as follows.

Inclusion criteria

Group A

- Participants are nurses (auxiliary, enrolled) who are registered with the South African Nursing Council working in and around Mpumalanga public hospitals;
- Between 25 and 65 years old;
- They have two or more years' experience in the nursing profession; and
- They provide direct patient care.

Group B

- District hospital directors or managers working at participating Mpumalanga public hospitals;
- Between 25 and 65 years old;
- They have two or more years' experience as hospital managers; and
- In charge of hospital policy development and implementation.

Exclusion criteria

Group A

- Nurses who deal with administrative work only were excluded, as their experiences was likely to differ from nurses who deal with patients daily;
- Those who are not working as nurses in Mpumalanga Province; and
- Those with less than two years working experience as nurses.

Group B

- Those who are not appointed as district hospital directors or managers at any of the Mpumalanga public hospitals;
- Those who do not have two or more years working experience; and
- Those who are not in charge of hospital policy development and implementation.

1.11.3 Data Collection Methods

1.11.3.1 Question guide

The present researcher employed a meticulously designed open-ended questions in a form of an open ended questionnaire as the main tool for data acquisition. The open-ended questionnaire was designed to gather comprehensive responses to open-ended questions, aligning with the research questions, objectives, and a thorough review of relevant research studies. Significant emphasis was placed on ensuring that the open-ended questions and methodology were designed in a manner that supported a setting conducive to the study of the research questions. This approach aimed to provide participants with the freedom to express their thoughts and opinions without any limitations (Cohen et al, 2018). Prior to commencing the data collection process, an extensive discussion took place between the researcher and the supervisor to refine the quality of the questions. The procedure entailed obtaining input from the supervisor regarding the formulation

and structure of the questions. The process involved gathering input from the supervisor pertaining to the formulation and structure of the questions. Moreover, a pilot study was conducted involving a registered nurse and a hospital manager to determine the validity of the open-ended questionnaire in its suitability, appropriateness, and comprehensibility. The initial phase of this pilot study significantly contributed to the improvement of the data collection process, thereby enhancing the dependability of the acquired data.

1.11.3.2 Open-ended questionnaire

The rationale for selecting open-ended questions in a form of a questionnaire as the data collection method for this study was its ability to offer a thorough and reflective understanding of the experiences, perceptions, and perspectives of the participants in the research (Cohen et al., 2018; Tran et al., 2017). The scientific literature has extensively documented the effectiveness of open-ended questionnaires in capturing the intricate and diverse nature of human experiences (Tran et al., 2017). These surveys offer participants a valuable platform to articulate their thoughts and emotions in a detailed manner.

In addition, open-ended questionnaires provide a flexible method for collecting data, enabling an extensive review of different themes and the identification of unforeseen insights during the research (Cohen et al., 2018). The significance of this adaptability cannot be overstated when exploring complex and multifaceted phenomena, as it allows researchers to reveal hidden aspects of participants' experiences (Creswell & Creswell, 2017).

The selection of an open-ended questionnaire was deemed highly appropriate in the current study, as it enabled the thorough collection of a diverse range of factors that influence participants' general sense of coherence and balance between their professional and personal lives. The questionnaire effectively established a space where participants could freely express their thoughts, emotions, and experiences without limitations, due to the use of open-ended questions. The use of this specific methodology allowed for a comprehensive and in-depth exploration of the personal experiences and perspectives of the nurses, resulting in a substantial and invaluable collection of qualitative insights (Creswell & Creswell, 2017).

A strategic distribution of printed copies of the open-ended questionnaire, which contains questions that allow for detailed and comprehensive responses, was carried out among nurses and hospital managers. This was done to facilitate the collection of extensive and in-depth data. The use of open-ended questions allowed the participants to engage with the questionnaire in a practical way, giving them the opportunity to think and respond to the questions with ease and convenience. The distribution of printed copies of the open-ended questionnaire not only allowed for a diverse range of data submission preferences to be accommodated, but also enhanced accessibility for those with limited access to digital resources or who are less familiar with online platforms. The methodology used in this study aligns with the qualitative research principle of considering the needs and preferences of the participants (Creswell & Creswell, 2017). Further, the incorporation of printed copies of the questionnaires offered a personalised aspect, which could build a feeling of dependence and comfort among the participants, thus potentially facilitating more honest and transparent responses (Cohen et al., 2018). The objective was to create a methodology for data collection that fostered inclusivity and accessibility, while also recognising and accommodating the varied circumstances and preferences of all participants. The purpose of doing so was to improve the overall quality and comprehensiveness of the collected data.

1.11.3.3 Recording of data

The participants provided open-ended responses on questionnaires during the data collection process. The researcher then carefully converted these handwritten responses into a digital format. This procedure was executed in a systematic manner in order to accurately maintain the original content and terminology of the participants (Hennink et al., 2019). The researcher ensured that the data remained organised and worthy of analysis in the process of converting the handwritten responses into digital format.

After transcription, strict measures were implemented to ensure data security. The handwritten survey data was securely stored and organised. The researcher adhered to the best practices for managing qualitative data in labelling and categorisation (Hennink et al., 2019). These procedures helped in maintaining the

confidentiality of participant data, which is a crucial ethical consideration in qualitative research.

To enhance the accuracy and reliability of the data, transcriptions were cross-referenced with handwritten responses (Creswell & Poth, 2018). The precise verification method enhanced quality control by guaranteeing that the transcriptions precisely mirrored the inputs provided by the participants. The careful focus on detail enhanced the credibility and integrity of the study (Lincoln & Guba, 1985).

1.11.3.4 Data analysis

The initial stage of the analysis entailed an in-depth review and systematic arrangement of the transcribed data. This approach ensured that the data was thoroughly prepared for analysis. In the next phase, content analysis was employed to impartially classify and understand textual data (Im et al., 2023). A detailed and carefully managed classification and interpretation process ensured a thorough and unbiased data analysis. Content analysis is well-suited for the identification of recurring themes and patterns within qualitative data (Rørtveit et al., 2020). It is important to understand the intricate and multifaceted experiences of study participants (Im et al., 2023).

Thematic coding, which involved assigning codes to specific textual data that represented key concepts or ideas, played a crucial role in the analysis process (Im et al., 2023; Rørtveit et al., 2020). The codes were subsequently categorised into themes and sub-themes to facilitate the identification of patterns and variations in the participants' responses. The credibility and rigour of the findings were improved by employing a process of constant comparison, which served to refine and validate the emerging patterns (Im et al., 2023; Rørtveit et al., 2020).

1.12 ENSURING QUALITY OF DATA

Ensuring the quality of data is an essential aspect of qualitative research, as it directly affects the credibility and dependability of the findings. One should consider four fundamental criteria when evaluating the quality of data in qualitative research: credibility, transferability, dependability, and confirmability (Lincoln & Guba, 1985). These criteria assist in guaranteeing the credibility and adherence to the necessary standards of the research. Further, ethical considerations are an essential

component of the quality of data. Ethical guidelines guarantee that research is carried out in a responsible and respectful manner, thereby enhancing the quality and reliability of the data (Lincoln & Guba, 1985).

1.12.1 Ethical Considerations

The research study was conducted with ethical approval from the Unisa Research Ethics Committee. Additionally, the researcher obtained research permission from the Mpumalanga Provincial Health Research and Ethics Committee. The participants' rights and integrity were prioritised in this research. To ensure that participants were adequately informed about the study, they were provided with an informed consent form to sign. The term "informed consent form" pertains to a written agreement signed by a participant in a study and the researcher, outlining the terms and conditions for voluntary participation in said study (Polit & Beck, 2017). The participants received full details pertaining to their rights to make an informed and voluntary decision regarding their participation (Polit & Beck, 2017). All relevant study details, including the study's objective, the advantages for participants, and the potential risks associated with participation, were provided to the participants. Anonymity pertains to the act of deleting or omitting information to differentiate participants (Polit & Beck, 2017) more effectively. The researcher ensured anonymity by employing pseudonyms in place of participants' real names.

Privacy pertains to the right of individuals to determine the time, place, and conditions under which personal data may be shared or withheld by the researcher (Polit & Beck, 2017). This guarantees that participants can share their information without the risk of unauthorised individuals viewing or hearing it. In this study, participants were encouraged to share only information they were comfortable to discuss. In addition, the researcher solely requested information that was pertinent to the research study. The participants were also informed of their right to withdraw their written responses to the open-ended questionnaire if they experienced any discomfort with their involvement in the study. The research had the potential to provoke recollections of emotionally distressing incidents. Hence, the researcher was prepared to seek assistance from Unisa's Industrial and Organisational Psychology Department Ethics Committee regarding the support that could be provided to the participants who may require a referral.

To ensure an extensive and detailed understanding of the constructs and subject matter, the researcher conducted an in-depth literature review before developing the open-ended questions. The researcher submitted the written question guide to her supervisor for feedback before distributing it to the participants. The question guides were also reviewed and approved by the relevant authorities at each of the five selected Mpumalanga public hospitals that participated in this study, prior to the commencement of data collection.

1.12.2 Measures to Ensure Trustworthiness

Trustworthiness refers to the extent to which qualitative researchers possess confidence in the data obtained from their research (Hadi & José Closs, 2016; Polit & Beck, 2017). Hadi and José Closs (2016) define trustworthiness as a means of ensuring scientific rigour in qualitative research, while maintaining relevance. The main goal of upholding the scientific rigour of qualitative research is to faithfully reflect the experiences of the participants in the study. The above applies to this study, as the researcher's objective was to devise a framework for enhancing the SOC and WLB of nurses in Mpumalanga public hospitals. Consequently, it was of utmost importance to ensure the trustworthiness of this research. To uphold scientific rigour, the researcher adhered to Polit and Beck's (2017) criteria for ensuring reliability. Hence, this study adhered to the principles of credibility, transferability, dependability, and confirmability.

- The most crucial factor to consider is the credibility of the study, which refers to the level of confidence in the study's accuracy and its findings (Polit & Beck, 2017). To validate the accuracy of the research findings, the researcher should establish a definitive link between the study's outcomes and actuality (Polit & Beck, 2017). Throughout the research project, the researcher gathered materials and notes from the hospital managers and nurses, to establish an audit trail. This audit trail functioned as an extensive record of the researcher's study. The researcher maintained records of participant responses, conducted data analysis, and documented process notes in order to uphold credibility.
- Transferability refers to the degree to which the findings of a study conducted in one setting can be applied or transferred to another setting. To demonstrate transferability, the researcher presented extensive information pertaining to the

applied data analysis method. This was done to enable others to understand the phenomenon and draw comparisons based on the findings.

- Dependability involves ensuring that the findings are consistent and can be replicated. In the subsequent chapters of this thesis, the researcher provides a comprehensive description of all methods employed for data collection, analysis, and interpretation. The data obtained from the hospital managers and nurses was thoroughly analysed until it reached a state of saturation.
- Confirmability refers to the level of objectivity in a study, indicating the extent to which the findings are influenced by the respondents rather than any bias, motivation, or personal interest of the researcher. To ensure confirmability, the researcher diligently recorded each method used, and its advantages and disadvantages, so as to facilitate independent validation of the findings.

Within the methodological techniques employed, a range of strategies were utilised to ensure rigor in this study. These included prolonged engagement with participants, triangulation of data from multiple sources, maintaining a comprehensive audit trail of decisions and processes, ongoing reflexivity to acknowledge and mitigate biases, member-checking during coding and categorisation of data, confirming findings with participants for accuracy, and conducting research audits to ensure methodological transparency and consistency (Creswell & Creswell, 2018; Polit & Beck, 2012).

1.13 REPORTING

The researcher used the 7th edition of the American Psychological Association (APA) referencing style to compose the report in an academic format and to conduct research in accordance with the requirements set by Unisa. The Mpumalanga Department of Health Provincial Research and Ethics Committee was provided with both a physical and digital copy of the research report. A copy of the thesis is also accessible on the Unisa Internet Repositories. The researcher plans to publish the study in a journal article, a book chapter, create a flyer, and present the research findings at academic conferences. The research report will be used to improve the general working conditions and wellbeing of nurses in Mpumalanga public hospitals, thereby enhancing both nursing and the long-term efficacy of healthcare institutions.

1.13.1 Findings

The research findings centred on the devising of a wellbeing framework to enhance the SOC and WLB of nurses in Mpumalanga public hospitals. This involved the identification of possible factors influencing the nurses' SOC and the consequences of these factors on their WLB and overall wellbeing.

From the findings the researcher drew recommendations for interventions and strategies that could support the encouragement of a strong SOC, a positive WLB, and the improvement of the nurses' overall wellbeing. The recommendations covered personal, interpersonal, and organisational-level strategies that concentrate on the wellbeing of nurses. One of the objectives of this study was to make a valuable contribution to the expanding pool of knowledge regarding the significance of SOC, WLB, and wellbeing in the nursing profession. Additionally, the intention was to provide insights that could inform policymaking and practical implementation in this field.

1.13.2 Conclusion, Limitations, and Recommendations

The research findings were presented in accordance with the research problem and objectives. Recommendations were made regarding the suitable applications of the findings and potential areas for future research.

1.14 CHAPTER LAYOUT

Chapter 1 presented the research topic, offering an overview of the background and rationale for the study, along with the key concepts that are explored. The problem statement and the rationale behind it were presented, which led to the formulation of the research questions and the establishment of the research objectives. The conclusion of this chapter entailed laying out the theoretical framework employed in the study.

Chapter 2 offered an in-depth look into the fundamental components of SOC, WLB, and wellbeing. Using theoretical frameworks and empirical research studies, this chapter emphasizes the importance of understanding these concepts in the context of nurses' experiences and overall wellbeing. The aforementioned basic understanding is a cornerstone for the following sections, aiding in the development

of a framework for wellbeing that is tailored to meet the diverse requirements of nurses in Mpumalanga public hospitals.

Chapter 3 provided an overview of the research methodology employed in this study. The research design and process were thoroughly outlined, as was the open-ended questionnaire that was drawn up for this study.

Chapter 4 presents the results obtained from the nurses and hospital managers. A thematic analysis of the data is presented. The data is analysed and organised into key themes and subthemes, providing valuable insights into the experiences, challenges, and perspectives of nurses and hospital managers in Mpumalanga public hospitals.

In **Chapter 5**, an in-depth discussion is presented on the research findings. The focus is primarily on the challenges faced by nurses and hospital managers, and the wellbeing initiatives that have been reported. The chapter explores the similarities and differences in their responses, emphasizing the crucial link between the wellbeing of nurses and the quality of patient care. It also discusses the integration of responses from both groups, emphasizing the implications for wellbeing strategies and policies.

In **Chapter 6**, an analysis was conducted of the fundamental theoretical constructs that form the basis of this research study, specifically the salutogenic model and the conservation of resources (COR) theory.

Chapter 7 introduced the wellbeing framework for nurses in public hospitals in Mpumalanga. The discussion centred on the components of the wellbeing framework, with a specific focus on their alignment with the findings of this study and the literature review, and their ability to address the specific challenges encountered by nurses. The chapter additionally explores the potential consequences of implementing this framework.

Chapter 8 presented the conclusions, contribution to current knowledge and recommendations for future research.

1.15 CHAPTER SUMMARY

Chapter 1 presented a brief summary of the theoretical and empirical literature concerning SOC, WLB, and the wellbeing of nurses. It also identified gaps in literature, which this study is intended to fill. The research problem was identified as a need for exploring the concepts of SOC, WLB, and wellbeing among nurses employed in Mpumalanga public hospitals, and also devising a wellbeing framework that will enhance the wellbeing of nurses. The research questions were formulated, and the significance of the study was clarified. The specific aims and objectives of the study were outlined, and the layout of the thesis and the key contents of each chapter were provided.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

A literature review is a valuable first step in conducting research. It enables researchers to identify significant themes and areas that have not been adequately explored in the existing literature. Additionally, it offers a comprehensive summary of the research conducted in a particular field (Siddaway et al., 2019). The importance of nurses' SOC, WLB, and wellbeing has gained considerable attention in recent years. These factors have a significant influence on the nursing profession, patient care, and the overall functioning of healthcare organisations (da Silva et al., 2016; Mulaudzi et al., 2020; Rutherford et al., 2019; Tarcan et al., 2017; Tununu & Martin, 2020). The increased attention on these aspects of nurses' lives has prompted an extensive review, particularly within the framework of "Developing A Wellbeing Framework to Enhance the Sense of Coherence and Work-Life Balance of Nurses in Mpumalanga Public Hospitals".

In order to gain an in-depth knowledge of the various aspects of nurses' wellbeing and its related components, the researcher undertook a thorough exploration of scholarly publications and research studies of these important components of the nursing profession. The main objective of this review was to identify any research gaps that have emerged from the existing body of literature. After a thorough analysis of previous research, it was clear that certain aspects of nurse SOC, WLB, and overall wellbeing have not had the attention they deserve. These aspects include the need for social support, adequate training, the development of managerial skills, and an effective work schedule. It is important that these areas receive more focus and consideration to improve the overall working conditions and wellbeing of nurses in this specific context (da Silva et al., 2016; Gómez-Urquiza et al., 2016; Gómez-Urquiza et al., 2017; Melnyk et al., 2020; Mulaudzi et al., 2020; Rutherford et al., 2019; Tarcan et al., 2017; Vaismoradi et al., 2020). The identification of these research gaps laid the groundwork for this study. This research makes a valuable contribution to the healthcare sector by shedding light on areas that have been overlooked. It provides important findings that can help address the challenges faced by nurses in Mpumalanga public hospitals.

Another crucial aspect of the literature review was to provide justification for conducting this research study. Numerous studies have provided compelling evidence that the SOC, WLB, and overall wellbeing of nurses have a significant influence on their performance (Khan et al., 2019; Mulaudzi et al., 2020; Smith et al., 2019; Tshililo et al., 2019). By placing this study in the wider context of employee wellbeing and nursing research, the researcher enhance its credibility and contribute to the expanding body of knowledge in this field. A literature review that is skilfully conducted enhances the credibility of the research (Snyder, 2019) . The researcher demonstrates a deep understanding of the topic through a thorough analysis of the existing literature. The inclusion of this aspect adds credibility to the suggested framework and strengthens the overall thoroughness of the research (Snyder, 2019). In addition, the valuable insights obtained from the literature review played a role in shaping the methodological choices made for this study. By carefully examining different qualitative research methods and data collection techniques of previous studies, the researcher could make informed choices on how to effectively explore the experiences, perceptions, and challenges of nurses regarding SOC, WLB, and their wellbeing (Bragg & Bonner, 2014; Huang et al., 2020; Jarden et al., 2021, 2023; Khan et al., 2019; Newby et al., 2020; Smith et al., 2019).

Further, the development of a comprehensive wellbeing framework is intended to foster a constructive and nurturing workplace atmosphere by considering various elements that influence both the nurses and the healthcare organisation. These elements include hospital policies, support systems, and the nurses' SOC. This framework is ultimately intended to improve the WLB and overall wellbeing of nurses in Mpumalanga public hospitals.

2.2 ANTONOVSKY'S SALUTOGENIG MODEL

To gain a deeper understanding of the SOC concept, it was necessary to explore the paradigm from which it emerged. The SOC was then defined and analysed in greater detail.

Salutogenesis, a concept introduced by Antonovsky (1979), marks a paradigm shift in understanding health and wellbeing. Antonovsky's (1979) motivation for developing the salutogenic model was driven by his observation of individuals displaying significant strength when confronted with difficult circumstances. He

observed that some individuals exhibited good health despite being exposed to similar stressors, while others who became ill. This influenced him to conduct research on the factors that contribute to individuals' adaptability in the face of adversity. In contrast to conventional methods that focus on the origins of illness or stress, the salutogenic perspective prioritises an individual's abilities and resources to deal effectively with stressors, leading to enhanced overall wellbeing (Antonovsky, 1979). The paradigm centres on Generalised Resistance Resources (GRRs), a framework intended to explain how individuals improve their health and manage with life's challenges (Antonovsky, 1979; Antonovsky, 1987). GRRs play an important part in the salutogenic model by improving an individual's ability to deal effectively with challenges (Antonovsky, 1979). These resources include various cognitive, interpersonal, emotional, and macro-social cultural factors that collectively contribute to the development of an SOC and promote enhanced wellbeing (Antonovsky, 1979). Antonovsky's framework emphasizes the significance of GRRs in influencing individuals' life experiences and outcomes through promoting consistency and active engagement in their wellbeing journey.

Antonovsky (1979) grouped GRRs into four distinct categories, each serving a specific purpose in improving an individual's capacity to manage their stressors. Cognitive GRRs refer to an individual's cognitive appraisal skills, problem-solving abilities, and capacity to derive meaning from challenging situations. These skills facilitate the ability of individuals to redirect stressors, identify opportunities for personal development, and sustain a positive perspective. The interpersonal GRRs encompass social support networks, effective communication skills, and strong interpersonal relationships. Emotional GRRs encompass the skills of regulating emotions, employing coping strategies, and effectively managing one's emotional state. Macro-social cultural aspects refer to the broader cultural and societal factors that have an impact on an individual's wellbeing.

According to Antonovsky (1987), these resources serve as buffers that enable individuals to perceive stressors as manageable and comprehensible. Hence, they contribute to the development of a strong SOC. The establishment of a strong SOC within the salutogenic framework reflects an individual's perspective on life and their ability to successfully navigate difficulties (Antonovsky, 1987; Idan et al., 2016).

According to Antonovsky's (1979, 1987) theory, individuals with a strong SOC are able to find meaning and purpose in their life experiences. This, in turn, cultivates a positive mind-set and enhances their ability to effectively cope with stress.

2.3 DEFINING SOC

Different definitions of SOC have been provided by researchers over the years. Antonovsky (1979) defined SOC as " a global orientation that expresses the extent to which one has a pervasive, enduring though dynamic feeling of confidence that one's internal and external environments are predictable and that there is a high probability that things will work out and can reasonably be expected" (Antonovsky, 1979, p. 123). This definition implies that SOC is a foundational aspect of personality that reflects one's capacity to make sense of and find meaning in experiences. Mittelmark et al. (2017), on the other hand, define SOC as "a stable and generalised expectation that life events are comprehensible, manageable, and meaningful" (p. 3). Eriksson and Lindstrom's (2005) definition of SOC is that it is "a cognitive coping strategy for dealing with life's stressors that involves a global SOC or a perception of the world as comprehensible, manageable, and meaningful" (p. 179). SOC has three dimensions: cognitive, behavioural, and emotional (Eriksson & Lindstrom, 2005). According to their definition, the cognitive dimension of SOC is the capacity to understand and make sense of one's experiences, the behavioural dimension is the capacity to act and effectively cope with stressors, and the emotional dimension is the capacity to experience positive emotions in response to stressors. Similarly, Nilsson et al. (2010) propose a multidimensional definition of SOC comprising four dimensions: comprehensibility, manageability, meaningfulness, and goal orientation. Their definition emphasizes the significance of goal-directed behaviour in promoting health and wellbeing, and SOC's role in facilitating such behaviour.

The different definitions of SOC in the literature can be attributed to differences in theoretical orientation, research concentration, and methodological approach. Various perspectives emphasize various aspects of SOC, such as its cognitive, emotional, or behavioural components, which affect how the construct is conceptualised and measured. Despite these variations in definition, the above literature suggests that SOC is an important factor in promoting health and wellbeing

because it enables individuals to cope effectively with stressors and maintain a positive outlook on life.

2.4 COMPONENTS OF SOC

The components of comprehensibility, manageability, and meaningfulness are widely agreed upon as essential components of SOC (Antonovsky, 1987; Eriksson & Lindstrom, 2005; Mittelmark et al., 2017).

2.4.1 Comprehensibility

Comprehensibility as one of the three essential components of SOC refers to the ability to comprehend stimuli from the internal and external environment in daily life (Antonovsky, 1987). In other words, comprehensibility reflects the degree to which individuals view their environment as predictable and comprehensible.

The following are several crucial elements under the component of comprehensibility (Antonovsky, 1987):

Cognitive appraisal: This refers to a person's ability to understand and interpret information and events in a manner that makes sense to them. It involves assessing the situation, collecting relevant data, and making sense of it based on one's knowledge and beliefs.

Clarity of information: This refers to the clarity and accessibility of the available information to the individual. When information is presented in a clear, concise, and easily understandable manner, it greatly enhances the overall sense of comprehensibility. On the other hand, information that is intricate, conflicting, or unclear may hinder an individual's capacity to grasp the situation.

Logical coherence: This aspect pertains to the logical consistency and coherence of the information and events that are being presented. People find a situation more comprehensible when events unfold in a logical and consistent manner. On the other hand, when events seem to occur in a haphazard or unforeseeable manner, it can lead to feelings of confusion or anxiety.

Familiarity and prior experience: Having a good understanding of a particular context or previous experience with similar situations can greatly improve

understanding. When individuals can draw upon their previous knowledge and experiences to understand the present situation, it provides them with SOC and enables them to make sense of the unfolding events.

Mental models and schemas: Mental models are cognitive structures that individuals employ to organise and make sense of the information they use. Schemas refer to pre-existing mental frameworks that aid individuals in comprehending new information by connecting it to their existing knowledge. The development of mental models and schemas can greatly enhance an understanding by offering a structured framework for making sense of the world.

Collectively, these elements play a crucial role in enhancing the overall understanding within the concept of SOC. They enable individuals to understand and interpret their surroundings, ultimately facilitating a more effective ability to cope with stress and challenges.

Numerous researchers have provided support for the idea that comprehensibility plays a crucial role in the concept of SOC. Comprehensibility serves as a cognitive coping mechanism that individuals use when faced with stressful situations (Eriksson & Lindstrom, 2005). Mittelmark et al. (2017) wrote that comprehensibility refers to the extent to which individuals perceive events and experiences as being organised, having structure and predictability.

Research indicates a positive relationship between comprehensibility and mental and physical health. Li et al. (2015) and Behnke et al. (2019), for example, discovered that comprehensibility was positively associated with life satisfaction and negatively associated with depression and anxiety. Another study by Jung et al. (2020) discovered a positive link between comprehensibility and physical health among chronically ill individuals. Additionally, comprehensibility has been associated with positive mental health outcomes, such as decreased anxiety and depression (Greco et al., 2022). Veronese et al. (2020) found that comprehensibility is a significant predictor of mental wellbeing, particularly for individuals enduring stressful life events.

Overall, the ability to understand and make sense of one's experiences and environment is an important component of SOC. This factor has been extensively

researched and found to be linked to numerous positive health outcomes. It has also been recognised as a crucial element in the salutogenic model of health.

2.4.2 Manageability

The second component of SOC is manageability, which pertains to an individual's confidence in possessing the necessary resources and skills to effectively cope with stressors (Antonovsky, 1987). The ability to overcome challenges in life depends upon an individual's belief in themselves. According to Antonovsky (1987), the component of manageability holds great significance as in allowing individuals to experience a sense of control over their lives, rather than feeling overwhelmed and powerless in the face of stressors.

The component of manageability consists of several crucial elements (Antonovsky, 1987):

Resources: The availability and accessibility of personal, social, and external resources play a crucial role in ensuring manageability. An individual's personal resources consist of their knowledge, skills, abilities, and personal qualities that enable them to effectively cope with various stressors. Social resources include the essential support, assistance, and networks available through the presence of family, friends, and the broader social environment. External resources consist of a variety of environmental and material factors that have the potential to assist in problem-solving and adaptation.

Coping strategies: The manageability of a situation is determined by the coping strategies that an individual chooses to employ. Coping strategies refer to the conscious actions and mental processes that individuals employ to effectively handle stressors and resolve problems. Using effective coping strategies can greatly assist individuals in facing and overcoming challenges, ultimately strengthening their sense of control. Coping strategies consist of various techniques that individuals employ to navigate challenges and manage stress. Examples of these strategies include problem-solving, seeking social support, positive transformation, and relaxation techniques.

Self-efficacy: This concept refers to an individual's confidence in their ability to effectively accomplish specific tasks or navigate challenging circumstances. Having

a strong sense of self-efficacy can be helpful in developing a more manageable perspective. When people demonstrate confidence in their skills and abilities, they tend to perceive stressors as manageable and have faith in their ability to handle them effectively.

Perceived control: The perception of control is a crucial factor in determining the level of manageability. The belief in one's ability to exert influence or control over their circumstances and outcomes is a deeply held conviction. People who show a sense of empowerment, enabling them to act and make decisions despite facing challenges, tend to perceive those challenges as more manageable. This perception of manageability is closely linked to their sense of control.

Problem-solving skills: The presence of effective problem-solving skills greatly enhances manageability, as it enables individuals to effectively identify potential solutions, carefully evaluate various alternatives, then take the necessary actions to address the problem at hand. The ability to deconstruct complex challenges into more manageable steps and formulate strategies for resolving them increases an individual's sense of control and proficiency.

Adaptive flexibility: Adaptive flexibility refers to the ability to effectively adjust and adapt to changing conditions and demands. The ability to adapt one's thinking, behaviour, and strategies in the face of new challenges is key in fostering a sense of control and manageability. To maintain this quality, one must be open-minded and willing to consider various viewpoints. Additionally, it requires the ability to remain strong and determined when confronted with challenges.

These elements collectively contribute to the perception of manageability within the SOC framework, enabling individuals to effectively manage and cope with life's demands and stressors.

Greco et al. (2022) and Moksnes (2021) found evidence that higher levels of manageability are linked to better mental health outcomes. Individuals who carry a strong sense of manageability tend to employ problem-focused coping strategies, such as actively seeking social support and making efforts to solve the problem at hand. On the other hand, they are less inclined to resort to emotion-focused coping strategies, such as denial or avoidance (Greco et al., 2022; Moksnes, 2021).

According to Antonovsky (1987), "manageability does not necessarily imply self-sufficiency, but rather the capacity to find the necessary resources in the environment or through social relationships" (p.20). This indicates that manageability does not necessarily mean individuals are capable of handling all stressors by themselves. On the contrary, individuals hold the belief that they carry sufficient resources and skills to seek help when required and to discover possible solutions to challenges.

Further, researchers such as Antonovsky (1987), Moksnes (2021), and Veronese et al. (2020) have proposed that the perception of manageability can be enhanced through the development of effective coping strategies and the cultivation of supportive social networks. In this context, manageability refers to a dynamic concept that can be enhanced over time through the acquisition of new coping skills and resources.

2.4.3 Meaningfulness

The third component of SOC is meaningfulness. It refers to the extent to which an individual believes that life holds value, and their experiences hold meaning (Antonovsky, 1987). According to Antonovsky (1987), meaningfulness can be described as the degree to which individuals perceive life as coherent and purposeful, where events occur for a reason and personal experiences contribute to a sense of fulfilment and purpose. This particular component is distinguished by a strong sense of motivation and dedication towards achieving one's goals and upholding personal values. It also entails a belief in the importance of one's actions and experiences (Antonovsky et al., 2022; Eriksson & Lindstrom, 2006).

The following are elements of meaningfulness (Antonovsky, 1987):

Values and beliefs: Meaningfulness is closely related to an individual's values and beliefs. Individuals' values represent what they consider important and meaningful in life. They provide a structure for assessing and evaluating actions and experiences. When a person's actions align with their most cherished values and beliefs, they are likely to feel a greater sense of significance.

Goals and aspirations: A feeling of significance is enhanced by the presence of meaningful objectives and aspirations. Individuals who set and pursue goals that

align with their values are more likely to experience a sense of purpose and fulfilment. Individuals are motivated to invest time and effort in activities they perceive as meaningful if they have a sense of direction that is both challenging and attainable.

Sense of purpose: A sense of purpose entails the exploration and identification of a profound significance or purpose for one's existence. The concept suggests that an individual's actions and contributions hold significance that extends beyond the immediate present life experiences. Individuals are more likely to experience a deep sense of meaningfulness in their activities and interactions when they have a clear sense of purpose.

Connection and relationships: Establishing connections with others and cultivating meaningful relationships can greatly contribute to a sense of significance and fulfilment in life. Positive and supportive relationships play a crucial role in providing individuals with a sense of belonging, social connection, and shared meaning. The qualities of kindness, empathy, and altruism, which involve caring for the wellbeing of others, can greatly enhance the meaning and purpose of one's life.

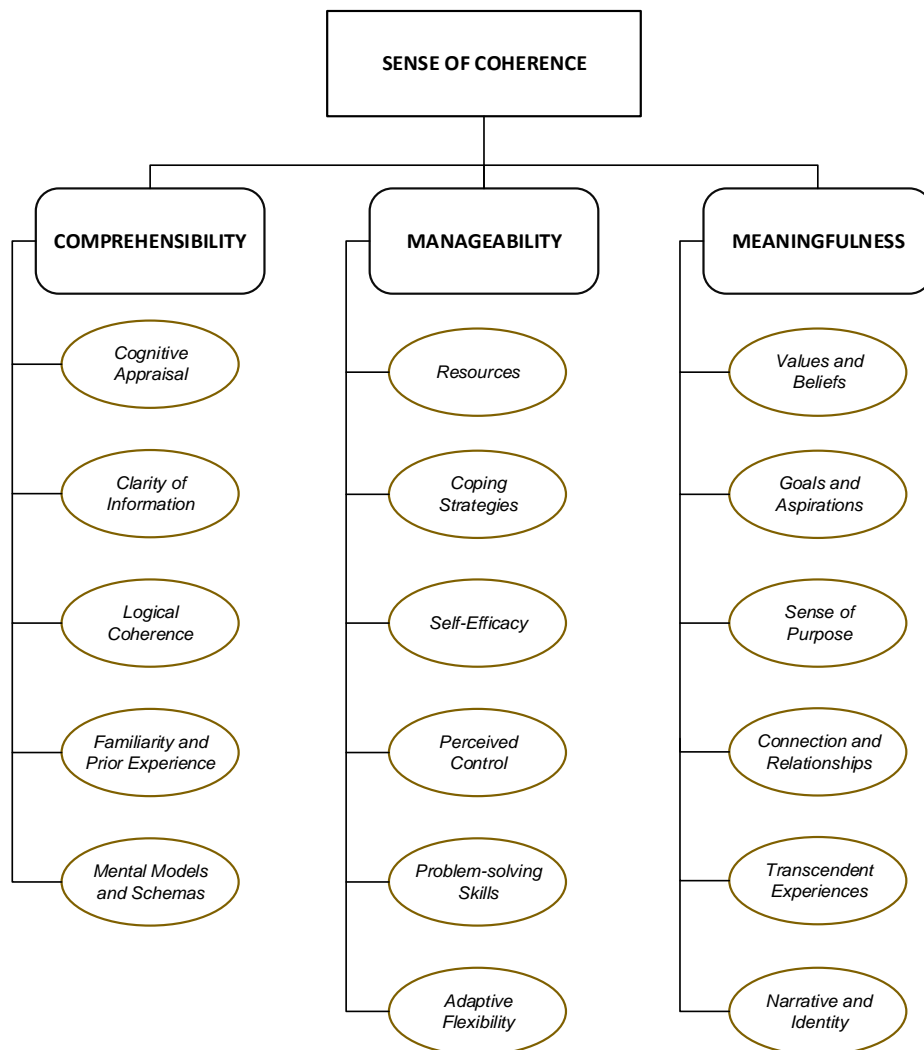
Transcendent experiences: Transcendent experiences refer to those extraordinary moments or activities that surpass the ordinary and generate feelings of awe, wonder, or a profound sense of spiritual connection. These experiences encompass a wide range of possibilities, such as engaging with nature, pursuing artistic or creative activities, participating in religious or spiritual practices, or engaging in acts of self-transcendence. By expanding the perspectives of individuals and linking them to something beyond their own selves, these experiences have the power to evoke a deep sense of meaning and importance.

Narrative and Identity: The process of constructing a cohesive narrative of one's life and identity plays a crucial role in shaping their overall significance. When individuals understand and integrate their life experiences, they can construct a coherent and purposeful narrative. This process ultimately enriches their perception of meaningfulness. This involves understanding the continuity and significance of the events that have occurred, are occurring, and will occur in one's life.

A combination of the abovementioned elements contributes to creating a sense of meaningfulness within the concept of the SOC. When individuals feel that their lives have meaning, they tend to have a more positive attitude towards matters that cause stress and are more likely to use effective coping strategies. This ultimately leads to an overall improvement in their wellbeing. Studies have shown that higher levels of meaningfulness have positive influence on both mental and physical wellbeing. They are associated with greater life satisfaction, and a strong sense of purpose and direction in life (Antonovsky et al., 2022; Eriksson & Lindstrom, 2006; Sawma & Sanjab, 2022). Individuals who exhibit a significant sense of meaningfulness are more inclined to perceive their lives as having a clear direction and purpose. This perception can be beneficial in helping them cope with stress and maintain their overall health and wellbeing. Antonovsky et al. (2022) found that individuals who experienced a higher sense of meaningfulness in their lives were less prone to displaying symptoms of anxiety and depression, even when faced with challenging and stressful life events. Eriksson and Lindstrom (2006) indicate that people who believe that their lives have meaning are more inclined to adopt healthy behaviours and show better coping mechanisms for dealing with stressors. Research has established a link between a lack of meaningfulness in life and various negative outcomes, such as depression, anxiety, and reduced levels of life satisfaction (Antonovsky, 1987; Kinnunen et al., 2006; Moksnes, 2021). In general, the concept of meaningfulness plays a vital role in the field of social and organisational psychology. It is closely linked to various aspects of wellbeing and has a positive impact on individuals' lives. Figure 2.1 overleaf provides a concise overview of the three fundamental components of SOC and their corresponding elements, as discussed in this section.

Figure 2.1

Components of SOC and their Elements



Source: Antonovsky, 1979

In conclusion, the three the dimensions of SOC (comprehensibility, manageability, and meaningfulness), collectively play a crucial role in enhancing the overall wellbeing of nurses. The ability to comprehend and deal with complex situations allows nurses to effectively navigate challenges. Empowering them with the skills to manage these challenges enables them to overcome them successfully. Additionally, finding meaning in their experiences provides nurses with a sense of purpose and fulfilment. The integration of these dimensions contributes to the improvement of nurses' overall wellbeing. This allows them to effectively fulfil their professional duties while also preserving their own psychological balance.

2.4.4 Interaction Between the Three Components

While comprehensibility, manageability, and meaningfulness are often thought of as three distinct components of SOC, they are interdependent and interact in complex ways (Eriksson & Lindstrom, 2007). The three components of SOC are not distinct entities that operate independently, but rather they work together to produce a SOC. Individuals can make sense of their experiences and create a sense of order and predictability in their lives due to comprehensibility, which is considered the foundational component of SOC. However, manageability and meaningfulness also play important roles in fostering SOC and contributing to overall wellbeing (Eriksson & Lindstrom, 2007).

Some researchers argue that the components are not of equal importance and that one component may be more important than the others in determining an individual's SOC (Bergman et al., 2012; Eriksson & Lindstrom, 2007; Veronese et al., 2021). For instance, Eriksson and Lindstrom (2007) suggest that comprehensibility is the most important component of SOC, as it provides the foundation for understanding and interpreting one's experiences. Veronese et al., (2021) indicated that manageability is the most important factor, as it enables individuals to act and effectively resist stressors. Bergman et al., (2012) on the other hand, stating that meaningfulness is the most important component as it provides individuals with a sense of purpose and direction in life.

Numerous studies have shown that interventions aimed at enhancing a specific aspect of SOC can yield positive outcomes for the other aspects too. Studies conducted by Li and Bressington (2019), Sevilla-Llewellyn-Jones (2018), and Zhang et al. (2021) indicate that mindfulness-based interventions can enhance both comprehensibility and meaningfulness. On the other hand, cognitive-behavioural therapy has been found to improve both manageability and comprehensibility (Nakao et al., 2021; Spinhoven et al., 2020). In general, the interconnectedness of the three components of SOC implies that interventions designed to improve one component should consider the possible effects on the other components. It also suggests that a comprehensive approach to promoting the wellbeing of nurses should address all three components simultaneously.

2.5 CRITICISM OF SOC

The concept of SOC has been studied extensively in the fields of psychology, sociology, and healthcare, but it is not without criticism (Eriksson, 2015; Geyer, 1997; Griffiths, 2010; Kumlin, 1998; Langeland & Vinje, 2017). In this section, the researcher discusses the criticisms of SOC and their implications for research and practice.

2.5.1 Methodological Issues

Several researchers have identified methodological concerns and limitations of studies investigating SOC. These issues pertain primarily to the instruments used to measure SOC, the cross-sectional design of most studies, and the potential influence of confounding variables on the findings.

The use of Antonovsky's (1979) SOC scale is a crucial factor to consider when conducting research on SOC. Some researchers have criticised the accuracy of this scale in capturing the three components of SOC (comprehensibility, manageability and meaningfulness). One limitation is that the scale may not be applicable to individuals from different cultures or backgrounds. Hence, it may not accurately measure SOC for all (Langeland & Vinje, 2017). Further, it has been argued by certain researchers that the SOC scale may not fully incorporate the intricacies of SOC. They say that further quantitative or qualitative methods may be necessary to gain a more in-depth understanding of SOC (Eriksson & Lindstrom, 2006).

Another methodological concern is the cross-sectional design of most SOC studies. Cross-sectional studies measure SOC and health outcomes at the same time point, and thus cannot establish causality. Therefore, it is challenging to determine whether SOC is a cause or effect of health outcomes (Eriksson & Lindstrom, 2006). To establish causal relationships between SOC and health outcomes, it is necessary to conduct longitudinal studies that carefully analyse SOC and health outcomes over an extended period.

Lastly, a possible limitation that should be considered in studies of SOC is the potential influence of confounding variables. Confounding variables are variables that are linked to both SOC and wellbeing outcomes and may impact the relationship between them (Eriksson, 2015; Geyer, 1997; Griffiths, 2010; Kumlin, 1998;

Langeland & Vinje, 2017). The presence of social support has been discovered to have a connection with both SOC and wellbeing outcomes. Consequently, it is possible that social support could complicate the relationship between SOC and wellbeing outcomes (Eriksson, 2015). Studies that do not consider possible confounding variables may lead to either an overestimation or underestimation of the relationship between SOC and wellbeing outcomes.

2.5.2 Conceptual Issues

The conceptual issues surrounding the SOC construct result from a lack of clarity regarding its theoretical foundation and differences in how it is conceptualised across various studies. Several conceptual issues associated with SOC are discussed below.

Firstly, the theoretical foundations of SOC are not always transparent, and researchers may interpret the concept differently. While Antonovsky (1979) initially proposed that SOC was related to the salutogenic model of health, which emphasizes factors that promote wellbeing, some researchers have suggested that SOC may also be related to other models, such as the pathogenic model, which emphasizes factors that contribute to disease and illness (Eriksson & Lindstrom, 2006). This lack of clarity regarding the theoretical foundation of SOC can lead to confusion and inconsistencies in the measurement and interpretation of SOC across studies.

Secondly, there is a debate on whether SOC should be considered a stable characteristic or a dynamic process. In his original proposal, Antonovsky (1987) posited that SOC is a trait that remains stable and relatively consistent throughout different life circumstances. However, Langeland and Vinje (2017) propose that the SOC is not a static state but rather a dynamic process that can vary over time and in reaction to life events. The variation in concepts may lead to discrepancies in how SOC is measured and analysed in different studies.

Third, the relationship between SOC and other related constructs such as coping and wellbeing, must be clarified. Even though these constructs are related to SOC, they are not identical, and it is necessary to clarify the unique contribution of SOC

to wellbeing outcomes beyond these related constructs (Eriksson & Lindstrom, 2006).

Finally, there have been concerns regarding the universality of the concept of SOC and its applicability in various cultures and contexts. Hochwalder (2019) and Langeland and Vinje (2017) have raised concern as to whether SOC is a concept that can be universally applied or if it is specific to certain populations or settings. They suggest that the concept of SOC might be influenced by cultural factors and social context. Consequently, it may not be universally applicable or relevant to all populations (Hochwalder, 2019; Langeland & Vinje, 2017). This matter highlights the importance of thoroughly investigating the accuracy and applicability of SOC in various cultures and situations.

2.5.3 Empirical Issues

One aspect of empirical criticism of SOC is its predictive validity with regard to wellbeing outcomes. Some studies have found weak or non-significant link between SOC and wellbeing outcomes (Eriksson & Lindstrom, 2006; Langeland & Vinje, 2017). Other studies have reported that higher levels of SOC are associated with improved wellbeing, including lower levels of stress, depression, and chronic disease. One possible explanation for these contradictory results is that SOC may interact with other individual and environmental factors that influence wellbeing outcomes, such as social support.

The measurement and application of the construct is an additional area of empirical criticism of SOC. While there are several validated measures of SOC, such as Antonovsky's SOC Scale (SOC-29), there are also concerns regarding their reliability and validity. Some studies have reported problems with the internal consistency and factor structure of the SOC-29, and the optimal number of factors and items required to measure SOC is still debated (Langeland & Vinje, 2017).

In addition, the directionality and causality of the connection between SOC and health outcomes must be clarified. While some studies have found that higher levels of SOC predict better health outcomes, others have found that improvements in health outcomes may lead to higher levels of SOC (Eriksson & Lindstrom, 2006).

This issue highlights the need for longitudinal studies that can monitor the evolution of SOC and health outcomes.

Lastly, there are restrictions on the generalisability of SOC research. The majority of SOC research has been conducted in Western nations and may not be applicable to other cultures or contexts (Hochwalder, 2019; Eriksson & Lindstrom, 2006; Langeland & Vinje, 2017). Moreover, most research on SOC has been conducted on clinical populations, such as patients with chronic illness; therefore, research on the role of SOC in healthy populations and preventive health settings is still needed.

2.6 SOC IN THE WORKPLACE

Recent research on SOC in the workplace has been extensive, particularly in relation to employee wellbeing (Del-Pino-Casado et al., 2019; Ekman et al., 2021). These studies found that employees with higher levels of SOC were more likely to experience WLB and less likely to experience burnout. This suggests that SOC may play an important role in promoting employee wellbeing and mitigating the adverse effects of workplace stress. Zheng et al. (2017) explored the role of SOC in predicting the work ability of nurses during the Covid-19 pandemic. They found a positive connection between SOC and work ability, suggesting that nurses with higher SOC could better adapt to the challenges of their working environment.

Stoyanova et al. (2021) and Gonzalez-Siles et al. (2022) found that nurses who had a strong SOC experienced positive relationships with job resources and work engagement. On the other hand, they also indicated that SOC was negatively related to job demands and burnout among nurses. SOC could have a significant effect on promoting positive work results and reducing the adverse consequences of stress in the workplace.

In a separate study, Hakanen et al. (2020) explored the link between SOC and work-related wellbeing among Finnish teachers. They found that SOC was positively associated with work engagement and job satisfaction, but negatively associated with burnout. These results demonstrate the potential for SOC to promote positive work outcomes and employee wellbeing in a variety of work settings. Ramberg et al. (2022) explored the relation between SOC and job strain and discovered that employees with higher SOC levels were less likely to exhibit work-related stress.

According to this study, having a strong sense of SOC may protect against negative work behaviours, which could have negative effects on employee wellbeing.

Kang et al. (2020) explored the effects of a mindfulness-based intervention on nurses' SOC and stress levels. They found that the mindfulness-based intervention effectively increased employees' SOC and reduced their stress levels. Tušl et al. (2022) investigated how a job-crafting intervention affected the SOC and work engagement of employees. The study revealed that the job crafting effectively enhanced employees' SOC and work engagement. The abovementioned studies suggest that mindfulness-based and job crafting could be valuable strategies for fostering SOC and positive work outcomes.

Joseph and Sagy (2016) explored the effectiveness of a positive psychology intervention on SOC and work engagement. The intervention consisted of a sequence of workshops that were designed to cultivate positive emotions, character strengths, and meaningful work. Positive psychology interventions have been identified as a valuable tool for fostering an SOC and enhancing positive work outcomes. Joseph and Sagy (2016) has demonstrated that positive psychology interventions can elevate SOC and work engagement among employees. Kang et al. (2020) investigated the influence of a mindfulness-based intervention on the SOC and job burnout among nurses in China. This implies that interventions based on mindfulness may be a valuable tool for promoting an SOC and alleviating the adverse consequences of stress in the workplace.

These studies indicate that interventions aimed at fostering SOC in the workplace, such as positive psychology interventions and mindfulness-based interventions, could have a significant effect on promoting favourable work outcomes and enhancing employee wellbeing, especially with regard to workplace stress and challenges.

2.7 RELEVANCE OF SOC TO THIS RESEARCH

Understanding the importance of a supportive work environment for nurses' wellbeing is essential. Nurses are essential to the healthcare system and play a critical role in maintaining the wellbeing of patients. Nurses often face challenging and stressful work environments, which can have a negative effect on their

wellbeing and their ability to deliver excellent patient care (Eriksson et al., 2019; Liu & Aunguroch, 2018; Smrekar et al., 2023; Soheili et al., 2021; Van Bogaert et al., 2014). To promote the wellbeing of nurses and enhance patient outcomes, it is crucial to understand the influence of the work environment on their overall health.

Multiple studies indicate that SOC is associated with better coping strategies, reduced stress, and lower burnout rates among nurses (Colomer-Pérez et al., 2019; Fei et al., 2023; Kupcewicz, 2022). Betke et al. (2021) and Ilić et al. (2017) explored how social support, coping strategies, stress, and burnout are interconnected among nurses. They observed that nurses who had a high SOC demonstrated better coping strategies and experienced lower levels of stress and burnout than nurses with a low SOC. The results also discovered a positive connection between SOC and the use of problem-focused coping strategies. These strategies involve actively addressing and solving problems. There was also a positive link between SOC and emotion-focused coping strategies, which involve managing emotions and seeking social support. In a similar manner, Stoyanova and Stoyanov (2021) observed that nurses with higher levels of SOC were less prone to emotional exhaustion and depersonalisation, which are key aspects of burnout. The results mentioned above show that SOC can help nurses cope with stress and burnout.

Zhan et al. (2020) explored how social support relates to SOC in nurses. They found that nurses who had a strong SOC were more likely to feel satisfied with their work. The authors suggest that SOC could assist nurses perceive their work as meaningful and manageable, which could result in higher job satisfaction and engagement. Further, they observed that work engagement plays a role in connecting SOC and job satisfaction. This suggests that having a strong SOC can contribute to improved employee wellbeing (Zhan et al., 2020).

Further, Hasimi et al. (2023) determined that SOC is an important factor in predicting nurse resilience. They found that nurses with higher levels of SOC are more resilient, indicating that SOC may be important in helping nurses cope with stress and challenges in their profession. Similarly, Sharma et al. (2020) observed that SOC strongly predicts nurses' quality of life. They reported that nurses with higher levels of SOC have better quality of life. This suggests that SOC is an important factor in promoting nurses' wellbeing. Ilić et al. (2017) observed that nurses with a

higher SOC experienced lower levels of work-related stress and burnout, suggesting that SOC may help protect against the adverse effects of workplace stress.

2.7.1 Factors that Influence SOC Among Nurses

Various factors have been found to influence nurses' SOC. Cecon et al. (2022) and Ramberg et al. (2022) discovered that nurses in high-stress work environments with demanding jobs have lower levels of SOC. However, job resources have been shown to enhance SOC in nurses. Zhan et al. (2020) determined that nurses who have sufficient job resources, such as social support, autonomy, and development opportunities, generally have higher levels of SOC.

Personal factors, such as personality traits, coping strategies, and life experiences, play a significant role in determining an individual's SOC (Baraczuk, 2021). Nurses with strategies for coping, such as problem-solving and obtaining social support, have higher SOC (Hasimi et al., 2023). Moreover, nurses with a sense of purpose or meaning in their work likely to have a stronger SOC (Li et al., 2020). Personality attributes, such as optimism and self-efficacy, are also associated with higher levels of SOC among nurses (Uzdil & Günaydn, 2021).

Organisational factors, including leadership, management practices, and organisational culture, have been found to influence SOC among nurses. Eriksson and Mittelmark (2016) found that nurses who feel that their organisational culture is supportive tend to have higher levels of SOC. In addition, Zhan et al. (2020) stated that leadership practices that promote empowerment and autonomy among nurses enhance SOC. Zhan et al. (2020) determined that organisational factors, such as a supportive culture and empowering leadership, greatly affect nurses' SOC. Social support is important for how individuals perceive their ability to handle stress and overcome challenges (Zhan et al., 2020). Improving social support can help nurses achieve a positive WLB. These findings highlight the need for organisational interventions that foster supportive cultures, and empowering leadership. These interventions can create an environment that improves nurses' wellbeing and WLB.

2.8 DEFINING WORK-LIFE BALANCE (WLB)

WLB is a complex concept. There are no universally accepted definition, measures, or theoretical framework for WLB at present (Perrigino et al., 2018; Thilagavathy &

Geetha, 2023). Numerous researchers, including Perrigino et al. (2018), have observed the lack of consistency in defining WLB in organisational behaviour literature. Although there is disagreement regarding the definition of WLB, it is commonly linked to achieving balance and overall wellbeing in life (Greenhaus et al., 2003; Guest, 2001; Veiga 2009).

Greenhaus et al. (2003) define WLB as the extent to which individuals are equally engaged in – and satisfied with – their work role and family role. This definition emphasizes the importance of balance, fulfilment, and involvement in both work and family roles. Similarly, Guest (2001) defines WLB as a person's ability to reconcile and balance the demands of their work and non-work lives. This definition emphasizes the importance of balancing personal and professional obligations to achieve a sense of equilibrium.

In contrast, Veiga (2009) provided a definition of WLB as the intentional and voluntary attempt to achieve a state of balance between various responsibilities and roles. This definition highlights the importance of actively seeking balance and harmony in one's life. According to Putri et al. (2023), the concept of WLB can be understood as a state of balance where the demands of both work and personal life are equal and proportionate. This definition highlights the significance of maintaining a harmonious and appropriate balance between one's professional responsibilities and personal commitments. According to UI Hasan et al. (2020), the concept of WLB includes the way individuals and families navigate the boundaries between their work and personal lives to enhance their overall satisfaction and wellbeing. This definition highlights the importance of recognising that WLB is a continuous process that requires individuals and families to communicate actively and set limits between their work and personal lives to attain happiness and overall wellbeing. WLB is commonly understood as the pursuit of balance, harmony, and proportionality between the demands of work and personal life. It involves actively negotiating and managing boundaries to optimise satisfaction and wellbeing. While there may be different interpretations of WLB, the ultimate objective remains the same: finding an adequate balance between work and personal life.

In this study, the researcher has chosen to use the definition of WLB as described by Greenhaus et al. (2003), Guest (2001), and Veiga (2009). According to these

authors, WLB pertains to an individual's ability to successfully manage the conflicting responsibilities of their work and personal life. Attaining a WLB is crucial for individuals, as it has been linked to enhanced overall wellbeing (Ul Hasan et al., 2020).

2.9 THEORETICAL APPROACH TO WORK-LIFE BALANCE

The following are the numerous approaches that to understanding WLB.

2.9.1 Role Theory

Role theory is a framework that assists in understanding WLB and the various roles that individuals fulfil in both their professional and personal lives (Kahn et al., 1964; Latip et al., 2022). Numerous researchers have developed role theory over time. The concept of role overload, introduced by Kahn et al. (1964), refers to the stress and strain that individuals experience when they have an excessive number of roles and responsibilities. Goode (1960) introduced the concept of role strain, which refers to the challenges that occur when an individual is responsible for fulfilling a single role. Marks et al. (2001) wrote that role enhancement refers to the positive experiences and benefits that one role can transfer to other roles. Tokenism refers to instances where an individual is a minority in a particular role or organisation (Kanter, 1977). These ideas pertain to role conflict in role theory. Greenhaus and Beutell (1985) found that individuals face role conflicts when the demands of their different roles clash and compete for their time and attention. According to role theory, individuals fulfil various roles in their professional and personal lives, including employee, parent, spouse, friend, and community member. Individuals may find it difficult to fulfil multiple roles at the same time, leading to conflicts between these roles (Greenhaus & Beutell, 1985). Therefore, the perspective of role theory is crucial for understanding WLB and the various roles individuals fulfil in their lives.

Byron (2005) found that role conflict can have adverse impacts on both work and personal life. These effects include stress, burnout, and reduced satisfaction. According to Clark (2000), there is a positive link between work and personal roles, where they can complement each other and lead to increased satisfaction and wellbeing. The role theory highlights the importance of considering the various roles that individuals have in both their professional and personal lives. Achieving WLB

necessitates effectively managing and prioritising the demands of various roles, while also considering potential conflicts and available support systems.

2.9.2 Spillover-Crossover Theory

According to the spillover-crossover theory, experiences, emotions, and behaviours in one area of life can affect another area and influence an individual's wellbeing there (Marks et al., 2001; Westman, 2001). There are positive and negative effects that spill over between work and non-work domains (Booth-LeDoux et al., 2020). Positive spillover refers to the positive influence that one area has on another, while negative spillover refers to the negative influence that one area has on another (Booth-LeDoux et al., 2020). Many researchers argue that the spillover-crossover theory is a valuable framework for understanding WLB (Booth-LeDoux et al., 2020; Westman, 2001). However, some have criticised the theory for oversimplifying the complexities of WLB and not fully considering the social and cultural factors that can affect spillover effects (Kossek & Ozeki, 1998; Vodanoff, 2004). Despite the criticisms, spillover-crossover remains a widely used approach for understanding WLB. Researchers have used this theory to study different subjects, including the effect of work-family conflict on job satisfaction (Dodanwala & Shrestha, 2021) and the impact of job stress on family life (Gragnano et al., 2020). Researchers can gain a better understanding of the complexities of WLB and its effect on employee wellbeing by studying the positive and negative spillover effects between work and non-work domains.

2.9.3 Conservation of Resources Theory

Another framework commonly employed to elucidate WLB is the conservation of resources (COR) theory. Hobfoll (1989) stated that individuals demonstrate a natural inclination to acquire and safeguard valuable resources, including time, energy, and social support. Experiencing losses in resources can lead to anxiety, fatigue, and negative outcomes. Nursing is a challenging profession that necessitates the constant use of emotional, cognitive, and physical abilities. The COR theory offers a useful framework for examining the difficulties nurses encounter in maintaining WLB.

According to the COR theory, individuals achieve WLB when they have sufficient resources to effectively manage the demands of both their professional and

personal lives, without exhausting their overall resource pool. The COR theory has been validated by several researchers as a framework for understanding WLB. Halbesleben and Buckley (2004) observed that individuals who have more resources, such as social support, experience improved WLB. Further, studies reveal that individuals who undergo resource depletion in one area, such as their professional life, may experience adverse effects on their overall wellbeing and performance in other areas, such as their personal life (Demerouti et al., 2004).

The COR theory, in the framework of WLB, is also met with various disagreements and limitations. One criticism of the theory is that it overly focuses on individual-level factors while neglecting the influence of organisational and societal factors contributing to WLB challenges (Clark, 2000). Further, some researchers contend that the theory fails to sufficiently consider the distinct experiences of different demographic groups, such as women and minorities (Fujimoto et al., 2022; Tahir, 2023). These groups may encounter additional obstacles and difficulties in attaining WLB. Although there are contradictions and limitations, the COR theory remains a crucial framework for understanding WLB. This highlights the importance of resources and the impact of resource depletion in the pursuit of WLB.

Previous research has demonstrated that the COR theory is applicable to healthcare professionals, such as nurses. Leiter and Maslach (2004) emphasize the significance of psychological stress on healthcare professionals. They focus on the depletion of resources in work environments that have high demands. The depletion becomes apparent through emotional exhaustion and burnout, emphasizing the importance of recognising how nurses effectively manage their resources to maintain their psychological and overall wellbeing. Halbesleben et al. (2014) employed the COR theory to investigate the relationship between emotional exhaustion, WLB, and burnout in the healthcare industry. They concluded that having a well-balanced work-life is essential for minimising resource exhaustion. This highlights the importance of WLB as a protective factor when dealing with high demands for resources. Nurses in Mpumalanga public hospitals face various challenges that are closely related to limited resources, heavy workloads, and unique contextual factors. These challenges can negatively impact the preservation of resources.

2.9.4 Social Exchange Theory

The social exchange theory is a theoretical perspective used to understand the concept of WLB. The theory, which originated in the 2000s, suggests that individuals participate in a process of exchanging resources between their work and personal lives (Cropanzano & Mitchell, 2005; Guest, 2002; Thomas & Gupta, 2021). These resources include time, energy, and support. Achieving WLB involves finding a balance in these exchanges (Guest, 2002). The theory highlights the idea that individuals make decisions by considering the advantages and disadvantages of different actions. Individuals can decide how they want to divide their time and resources when it comes to WLB. These decisions are influenced by the advantages and disadvantages associated with both their professional and personal lives (Cropanzano & Mitchell, 2005; Thomas & Gupta, 2021).

Researchers in social exchange theory generally agree that individuals consistently evaluate the advantages and disadvantages associated with their different roles and responsibilities (Cropanzano & Mitchell, 2005). Individuals can also engage in negotiations with others to maximise their rewards and minimise their costs (Thomas & Gupta, 2021). However, researchers of social exchange theory have differing opinions. Some argue that this theory places too much emphasis on rational decision-making and overlooks the emotional and psychological factors that can impact individual decisions (Bannya & Bainbridge, 2022). In addition, it does not consider the wider social and cultural aspects that can affect WLB (Bannya & Bainbridge, 2022). Another limitation of social exchange theory is its failure to fully consider the gender and racial dimensions of WLB. Certain researchers contend that women and individuals belonging to minority groups may encounter additional obstacles in attaining WLB (Byron, 2005; Thomas & Gupta, 2021). These challenges are attributed to systemic inequalities.

Social exchange theory enhances an understanding of WLB by highlighting the advantages and drawbacks linked to different roles and obligations.

2.9.5 Work-family Enrichment Theory

The theory of work-family enrichment (WFE) is a relatively new approach that aims to better understand the concept of WLB. This theory, developed in the mid-2000s, emphasizes the positive aspects of work and family roles and how they can mutually

enhance each other. According to the WFE theory proposed by Greenhaus and Powell (2006), participating in one role, such as work, can have positive effects on another role, such as family life. The converse is also true. This can occur through various means, such as enhancing one's skills, receiving social support, and accessing psychological resources (Greenhaus & Powell, 2006).

The WFE theory presents a positive and comprehensive perspective on WLB. It highlights the potential for both work and family roles to benefit and enhance each other (Awan et al., 2021). Koekemoer et al. (2020) have demonstrated that it can enhance job satisfaction, family satisfaction, and overall life satisfaction. However, some researchers have criticised the WFE theory for its failure to acknowledge the potential for conflict and stress when juggling work and family responsibilities (Koekemoer et al., 2020; Matapurkar & Bhargava, 2019). Critics contend that the theory's focus on positive outcomes fails to acknowledge the challenges and compromises individuals encounter while managing various responsibilities (Matapurkar & Bhargava, 2019). Additionally, some researchers have proposed that the WFE theory might be more relevant to specific populations, particularly those with higher levels of job autonomy and flexibility (Pak et al., 2022). However, it may have less relevance to individuals working in more inflexible or demanding work environments (Pak et al., 2022).

2.9.6 The JD-R Model (Job Demands-Resources Model)

Job demands include the physical, psychological, social, and organisational aspects of a job that necessitate continual effort and come with associated costs (Bakker & Demerouti, 2007). Work-life conflict can occur and negatively affect WLB (ibid). Job resources refer to various aspects of a job that can be beneficial in accomplishing work goals and reducing job stress. These resources can be categorised as physical, psychological, social, or organisational in nature. They can have a positive impact on WLB (Bakker & Demerouti, 2007).

The JD-R model suggests that when job demands are high and job resources are limited, it can lead to burnout, which can have a negative impact on WLB (Bakker & Demerouti, 2007). On the other hand, having ample job resources can lead to increased work engagement, ultimately enhancing WLB (Bakker & Demerouti, 2007). Extensive research has confirmed the validity of the JD-R model. Mishra and

Bharti (2023), for example, found that job resources such as autonomy, social support, and skill diversity were linked to improved WLB. Lee et al. (2021) demonstrated a positive relationship between high job demands and increased work-life conflict.

Several researchers have voiced their concerns about the JD-R model. Researchers have found that job resources do not always lead to work engagement and positive outcomes. Similarly, job demands do not always result in burnout and negative outcomes (Schaufeli et al., 2004; Xanthopoulou et al., 2008). Personal resources, such as personality traits, may also play a role in the link between job demands, resources, and WLB (Talukder & Galang, 2021).

2.10 ANTECEDENTS OF WORK-LIFE BALANCE

Previous studies have identified several factors that can affect an individual's ability to achieve a healthy WLB. These antecedents can be classified into three main categories: demographic and personal characteristics, family or non-work characteristics, and work-related characteristics (Koekemoer & Mostert, 2010).

2.10.1 Demographic and Personal Characteristics

The first category, demographic and personal characteristics, includes age, gender, marital status, and education level. Women and older workers tend to face more work-family conflict, while individuals with higher levels of education generally have a better WLB (Fritz & van Knippenberg, 2018; Kossek et al., 2023). According to Fritz and van Knippenberg (2018) and Kossek et al. (2023), individuals with higher education levels are more likely to have access to flexible work arrangements, which can help improve WLB. Fritz and van Knippenberg (2018) and Galea et al. (2020) found that gender plays a significant role in determining WLB. Women are more likely to experience work-family conflict because of societal expectations and gender-role stereotypes that persist in many cultures (Galea et al., 2020). Age is a significant factor in determining WLB. According to Kossek et al. (2023), older workers often face work-family conflict due to the dual responsibilities of caring for both children and elderly family members.

Further, research has shown that marital status can influence WLB. Married people often face more challenges in balancing their work and personal lives than those who are unmarried (Fritz & van Knippenberg, 2018; Kossek et al., 2023).

Demographic and personal characteristics play a role in determining WLB, but they do not provide a comprehensive understanding of all the factors that influence WLB (Fritz & van Knippenberg, 2018; Kossek et al., 2023). Additional categories, such as family or non-work attributes and work-related attributes, are also significant factors in determining WLB (Kossek et al., 2023).

2.10.2 Family or Non-Work Characteristics

The second category of factors influencing WLB includes family or non-work-related characteristics. These may include having children, caregiving responsibilities, and receiving support from a spouse or partner. Research shows that individuals who have children and caregiving responsibilities are more prone to experiencing conflicts between their work and family responsibilities. In a study conducted by Fitzenberger et al. (2016), it was discovered that employees with children experience more work-family conflict than those without children. Erden Bayazit and Bayazit (2019) found a link between caregiving responsibilities and increased work-family conflict. However, Fetto and Nomaguchi (2018) established that providing support to one's spouse can help alleviate conflicts between work and family responsibilities. This means that people who have supportive spouses tend to experience less work-family conflict.

Additionally, having children and caregiving responsibilities can affect the compatibility between work and family life. According to Fetto and Nomaguchi (2018), having children was shown to have a positive relationship with work-family compatibility. This means that individuals with children were more likely to use work resources to meet their family responsibilities. In a study conducted by Erden Bayazit and Bayazit (2019), it was determined that individuals with responsibilities for taking care of elderly family members are more likely to use their family resources to meet their work obligations. This suggests a bidirectional relationship between the domains of work and family.

The influence of family or personal factors on WLB is substantial (Erden Bayazit & Bayazit, 2019). Taking care of family members and having children can make it more likely for conflicts to arise between work and personal life. However, having support from a spouse and finding ways to make work and family life easier can help reduce these conflicts (Byun & Won, 2020; Fetto & Nomaguchi, 2018).

2.10.3 Work-Related Characteristics

Work-related characteristics also play a significant role in influencing WLB. Job demands are the extent to which a job requires a significant amount of time and emotional effort (Kossek et al., 2023). Greenhaus and Beutell (1985) determined that there is a connection between having demanding jobs and experiencing more conflict between work and family responsibilities. This is because individuals have less time and energy to dedicate to their personal lives. Job control refers to the level of autonomy an employee has in managing his or her tasks and work schedule (Kossek et al., 2023). Individuals with less control over their jobs are more likely to face conflicts between their work and family responsibilities. This is due to limited flexibility that these individuals have in managing their personal and professional obligations (Cañibano, 2019; Kossek et al., 2023). A final work-related quality is organisational support. Various policies and practices, such as flexible work arrangements, paid leave, and childcare assistance, can support the WLB of employees (Daniels et al., 2021). Organisational support can effectively reduce work-family conflict and improve work-family facilitation (Chen et al., 2018; Daniels et al., 2021). Further, when organisations provide support, it can lead to favourable results such as increased job satisfaction, stronger commitment to the organisation, and reduced intention to leave (Crain & Stevens, 2018).

Although these factors have been thoroughly examined, the existing research has its limitations. The inconsistency in measuring WLB is a limitation as various studies use different scales and definitions. Further, the antecedents identified in previous studies may not be universally applicable in different cultural contexts and may differ depending on the population studied (Kossek et al., 2023). Demographic and personal characteristics, family or non-work characteristics, and work-related characteristics all play a significant role in determining one's WLB. Organisations

can implement effective WLB and employee wellbeing strategies by considering the abovementioned factors.

2.11 IMPLICATIONS OF WLB FOR NURSES

WLB is a significant challenge faced by many professionals, including nurses. During times of disruption, such as pandemics, achieving WLB for nurses became even more difficult. The Covid-19 pandemic had a great effect on their personal and professional lives. Nurses on the frontlines experienced greater work demands, longer hours, and heightened levels of stress and burnout (Galanis et al., 2021). It is crucial to prioritise a healthy WLB as it can impact the wellbeing of nurses, their families, and patients (Williams et al., 2022).

These factors can make it more challenging for nurses to balance their personal and professional lives, which may have negative consequences for both the nurses and the healthcare organisation. During the Covid-19 pandemic, one study highlighted that nurses who reported greater levels of work-life conflict also reported greater levels of burnout and lower job satisfaction (Zhang et al., 2021). This suggests that achieving a healthy WLB may be even more important during turbulent times to avoid undesirable outcomes such as burnout.

The discussion on WLB for nurses in public hospitals during challenging times is complex, as researchers have different opinions on the matter. There is a debate regarding whether nurses should prioritise their work duties during pandemics, even if it means sacrificing their personal lives and WLB (Haahr et al., 2020). According to Haahr et al. (2020), nurses are ethically obligated to prioritise their patients' needs above their own. This may involve working extended hours, neglecting breaks, and sacrificing time with their families. However, some researchers argue that expecting nurses to prioritise their work responsibilities at the expense of their personal lives is unsustainable and may result in negative outcomes such as burnout, high turnover rates, and decreased patient care quality (Alshawish et al., 2023; Suhonen et al., 2018).

According to Kang et al. (2020), healthcare organisations should prioritise the wellbeing of their nurses. This can be achieved by implementing policies and programmes that support WLB, such as flexible scheduling, time off, and mental

health resources. Morley et al. (2020) suggested that implementing these policies during pandemics may not be practical due to potential staffing shortages and the inability of hospitals to meet patient needs.

There is ongoing debate regarding the effectiveness of WLB interventions in improving outcomes for nurses. The absence of WLB programmes and policies can worsen the challenges experienced by nurses in public hospitals. Aust et al. (2023) found that interventions aimed at improving WLB, such as mindfulness-based stress reduction programmes, can have a positive influence on the wellbeing of nurses and help reduce burnout, particularly during pandemics. Zhang et al. (2021) conducted a study during the Covid-19 pandemic, and found that healthcare organisations faced challenges in providing sufficient childcare facilities, flexible scheduling, and emotional support. The absence of support can hinder nurses in attaining a healthy WLB. Aust et al. (2023) determined that interventions alone may not effectively tackle the underlying systemic problems that cause work-life imbalance in healthcare organisations, such as insufficient staffing and resources.

Healthcare organisations are presented with the ongoing challenge of effectively managing WLB for nurses in public hospitals, a crucial practice that assumes even more importance during turbulent periods such as pandemics. Devising and implementing WLB policies and programmes that address the unique challenges of the current era can promote the wellbeing of nurses and prevent unfavourable outcomes like exhaustion and employee turnover.

2.12 IMPLICATIONS OF WLB FOR PUBLIC HOSPITALS

Promoting WLB for nurses in public hospitals poses distinct challenges. Public hospitals often lack sufficient funding and staff, leading to excessive job demands and overwhelming workloads for nurses. Zhang et al. (2020) found that nurses in public hospitals reported lower WLB than nurses in private hospitals. Zhang et al. (2020) stated that the difference was due to higher patient volume, lower staffing levels, and limited resource access in public hospitals. Additional challenges that nurses face in public hospitals include high patient volumes and increased exposure to workplace violence and bullying. Shorey and Wong (2021) found that nurses in public hospitals had a higher likelihood of experiencing workplace violence than nurses in private hospitals. The most reported form of violence was patient violence.

Bullying at work negatively affects the WLB and mental wellbeing of nurses (Shorey & Wong, 2021).

2.12.1 WLB Strategies

Public hospitals can apply various strategies to promote WLB for nurses during challenging times such as pandemics.

Flexible work schedules are an important strategy for enhancing nurses' WLB. Hainey (2021) found that flexible scheduling has a favourable effect on reducing work-related stress and increasing job satisfaction for nurses. Offering options such as part-time work, job sharing, and self-scheduling can provide nurses with greater autonomy in managing their work hours (Hainey, 2021).

A supportive organisational culture is crucial for the wellbeing of nurses. Studies by Luo et al. (2022) and Stover (2020) have shown that organisational support, including policies and practices that prioritise WLB, can improve nurses' job satisfaction and decrease burnout. Providing on-site childcare facilities, employee assistance programmes, and wellness initiatives shows a dedication to supporting the WLB of nurses (Luo et al., 2022).

Adequate staffing is crucial promoting WLB. Insufficient staffing has consistently led to higher workloads, overtime, and job dissatisfaction among nurses. Fikani (2021) found that increasing the number of nurses per patient led to better WLB and reduced emotional exhaustion among nurses. Having enough staff allows nurses to have more control over their workload and reduces the need for excessive overtime.

Emotional support and teamwork: Nurses rely on emotional support and teamwork for a healthy WLB. Siziba and Barnard (2023) determined that positive relationships, teamwork, and effective communication in healthcare work environments are linked to lower burnout levels and better WLB. Regular team meetings and shared decision-making processes can improve nurses' WLB (Arends et al., 2022).

Personal wellbeing programmes can improve nurses' WLB. Mumuni (2020) found that providing nurses with access to health and wellness programmes, such as stress management workshops, mindfulness training, and physical exercise initiatives, can enhance their psychological wellbeing and WLB. Providing these

programmes at work shows the organisation's commitment to supporting the overall wellbeing of nurses.

To promote WLB among nurses in South Africa, several strategies are possible. These include offering flexible work hours, fostering a supportive organisational culture, ensuring sufficient staffing levels, providing emotional support and encouraging teamwork, and implementing personal wellbeing programmes. Healthcare organisations can improve nurses' wellbeing, job satisfaction, and retention by implementing these strategies, leading to better patient outcomes. Flexible scheduling options, like part-time or job-sharing arrangements, can help nurses balance their work and personal responsibilities (Aust et al., 2023). Employee assistance programmes, like counselling services and wellness programmes, can help nurses manage stress and improve their health (Doran, 2022). Promoting a healthy WLB through organisational policies can help recruit and retain nurses in public hospitals, while also fostering balance between work and life. Providing benefits like paid time off, parental leave, and others can decrease work-life conflict and enhance job satisfaction (Hill et al., 2023). Nurses can benefit from training and education on WLB and stress management. The abovementioned interventions can assist the nurses to develop the skills required to maintain a positive WLB.

Healthcare organisations should apply policies and programmes that promote WLB for nurses. When nurses are unable to perform their duties effectively and efficiently, their patients' health outcomes are harmed. Additionally, a lack of WLB can negatively affect the organisation, leading to increased absenteeism and high turnover rates (Doran, 2022). The abovementioned research shows that when policies and programmes are put in place to promote WLB, positive results can be seen. These include higher job satisfaction, lower turnover rates, and better patient care outcomes. Healthcare organisations should recognise the importance of WLB and actively work towards promoting it. By doing so, they can ensure their nurses wellbeing and improved quality of patients care.

2.13 DEFINING WELLBEING

In recent years, there has been much emphasis on the complex and multifaceted concept of wellbeing. In addition to the definition provided by the World Health

Organisation (WHO, 2020), numerous researchers have put forth their own definitions of wellbeing that reflect the multidimensional nature of the concept. Diener et al. (2010, p. 3) highlighted the significance of internal and external factors in attaining wellbeing by defining it as "the balance point between an individual's resource pool and the challenges faced". This definition notes the importance of acquiring the resources and skills necessary to meet life's challenges, which can contribute to a sense of mastery and control over one's environment. Ryff and Singer (2013, p. 99) offered a psychological perspective on wellbeing by describing it as "the experience of positive emotions, the presence of meaning and purpose in life, and the possession of the skills and resources needed to pursue goals effectively". This definition emphasizes the importance of subjective experiences, such as positive emotions and a sense of purpose, and the ability to engage in meaningful and satisfying activities. Keyes (2006, p. 207) defined wellbeing as "the presence of high levels of subjective wellbeing, psychological wellbeing, and social wellbeing". This definition highlights the importance of social relationships and the ability to interact with others, in addition to subjective happiness and life satisfaction.

It is increasingly acknowledged that positive psychological factors, such as optimism, resilience, and self-efficacy, play a crucial role in enhancing wellbeing (Jarden et al., 2021; Pocinho et al., 2022; Ryff & Singer, 1996; Serrano et al., 2020). Research indicates that optimism, resilience, and self-efficacy all promote wellbeing. Optimism is linked to positive outcomes, such as improved wellbeing, better coping skills, and a reduced risk of depression and anxiety (Serrano et al., 2020). Resilience, the ability to adapt and recover from adversity, has been linked to improved wellbeing and reduced mental health risks (Pocinho et al., 2022). Self-efficacy, the belief in one's ability to achieve goals and overcome challenges, is a strong predictor of happiness. Bandura (1997) found that individuals with greater self-efficacy tend to have better wellbeing and are more inclined to adopt healthy behaviours. Including positive psychological factors in the conceptualisation of wellbeing highlights the importance of addressing both negative factors that affect wellbeing and promoting positive factors that enhance it. Additional research is required to understand how these factors affect wellbeing and how we can effectively address them in interventions.

One drawback of the concept of wellbeing is the difficulty of objectively measuring it. Self-report measures are commonly used to evaluate wellbeing. However, these can be influenced by social desirability biases and other factors, which could affect the accuracy of the data provided by respondents (Diener et al., 2010). Further, cultural and individual variances may influence how people perceive and define wellbeing, which poses a challenge when comparing data among different populations (Diener et al., 1997).

Although academics have proposed different definitions, there is a general agreement that wellbeing is a complex concept that includes physical, psychological and social aspects.

2.14 DIMENSIONS OF WELLBEING

The components of wellbeing reflect its multidimensional nature. According to the World Health Organisation (WHO, 2021), wellbeing can be categorised into three dimensions: physical, mental, and social.

2.14.1 Physical Dimension

The physical dimension of wellbeing pertains to an individual's physical health, including the capacity to perform daily activities without experiencing fatigue, illness, or pain (Kelly et al., 2022). This aspect of wellbeing is often seen as a requirement for achieving mental and social wellbeing.

Numerous studies have established a strong correlation between physical activity and physical health. Regular exercise is associated with reduced depression and anxiety, better sleep, and improved cardiovascular health (Kelly et al., 2022; Herbert et al., 2020). In addition, physical activity enhances immune system function, leading to a decreased likelihood of developing chronic diseases (Herbert et al., 2020). Besides nutrition and rest, other factors that affect physical health are proper hydration and sufficient rest. To maintain good physical health, one must have a balanced diet and get enough rest. Aune (2019) found that a diet abundant in fruits, vegetables, and whole grains can lower the likelihood of developing chronic diseases such as diabetes, heart disease, and certain cancers. Korkmaz et al. (2020) found that getting enough rest is associated with lower stress levels and improved cognitive function. Physical wellbeing includes not only the absence of

illness or disease, but also positive physical experiences and emotions. Participating in enjoyable physical activities such as dancing or hiking can enhance physical wellbeing by promoting feelings of happiness and joy (Ryff, 2014). Maintaining physical health is crucial for overall wellbeing, which can be achieved by engaging in regular exercise, following a balanced diet, and ensuring adequate rest. These practices can enhance physical, mental, and social wellbeing.

2.14.2 Mental Dimension

The mental aspect of wellbeing is an essential part of overall wellbeing. It entails different cognitive and emotional aspects of an individual's life, including their thoughts, feelings, and attitudes to themselves and the world (Pritchard et al., 2020). These aspects have been found to have a strong correlation with the mental aspect of wellbeing (Pritchard et al., 2020). Individuals with a higher level of mental wellbeing are more inclined to adopt healthy habits, such as engaging in regular exercise and maintaining a balanced diet (Wang et al., 2023). Additionally, individuals who demonstrate positive social relationships are more inclined to experience emotional wellbeing (Keyes, 1998). Further, studies have indicated a correlation between positive emotions and attitudes, such as optimism and self-efficacy, and improved mental wellbeing (Sabouripour et al., 2021). Scientific research has established a connection between positive emotions and enhanced mental health. Crego et al. (2020) observed that individuals who have a higher ratio of positive to negative emotions tend to have better mental health outcomes, including higher levels of psychological wellbeing. Gogo et al. (2019) found that individuals who displayed higher levels of resilience showed higher stress management skills and experienced greater emotional wellbeing than those with lower levels of resilience. However, negative emotions, such as anxiety and depression, can have a detrimental effect on mental health and overall quality of life (World Health Organisation, 2021).

Mental wellbeing also includes positive emotional states such as happiness, contentment, and satisfaction (Langeland, 2022). Wellbeing is not simply the absence of mental illness or the presence of positive emotions, it involves having a sense of purpose and meaning in life, and the capacity to deal with adversity and

uncertainty. The ability to adapt to changing circumstances and to find meaning and purpose has been associated with improved mental health (Langeland, 2022).

The mental dimension of wellbeing is a vital component of overall wellbeing that requires attention and care. Individuals can enhance their mental health through a variety of techniques, including mindfulness, cognitive-behavioural therapy, and positive psychology interventions (Chan et al., 2023).

2.14.3 Social Dimension

Social wellbeing can be described as the extent to which individuals experience positive connections and social networks and feel a sense of belonging and support within their communities (Keyes, 1998). Numerous studies have consistently shown that social support has a significant and beneficial effect on mental health and overall wellbeing. Delerue Matos et al. (2021) established a significant association between social isolation and an increased risk of premature death. In contrast, the existence of strong social connections has been linked to longer life. Numerous studies have demonstrated that social support plays a crucial role in alleviating the detrimental impact of stress on mental health and overall wellbeing (Li et al., 2021; Saltzman et al., 2020; Velando-Soriano et al., 2020). According to Velando-Soriano et al. (2020), there is a correlation between social support and reduced levels of depression, anxiety, and other mental health disorders.

Scientific research highlights the significance of social networks and fostering a sense of community in the promotion of overall wellbeing. Individuals who engage in community activities and experience a sense of belonging in their local community tend to exhibit higher levels of wellbeing (Bowe et al., 2020; Littman, 2022; Ng et al., 2022). Further, it has been observed that social capital, which encompasses the resources and relationships within a community, is positively correlated with individuals' wellbeing (Littman, 2022).

Physical health holds immense significance in promoting overall wellbeing. However, extensive research has consistently demonstrated that social relationships and support play a crucial role in fostering psychological health. Individuals may assign varying degrees of significance to different aspects of

wellbeing. Moreover, the relative importance of each dimension may differ across cultures and contexts.

The following section explores different theoretical approaches and models that enhance an understanding of the complex concept of wellbeing. By conducting an in-depth review of these theoretical frameworks, the researcher might gain a thorough understanding of the intricate factors that contribute to the overall state of wellbeing among nurses.

2.15 THEORIES AND MODELS OF WELLBEING

Theories pertaining to wellbeing are intended to clarify the concept of being in a state of being “well” and explore the ways in which individuals can enhance their overall wellbeing. The hedonic and eudemonic approaches are two prominent perspectives in the study of wellbeing.

2.15.1 Hedonic Wellbeing

Hedonic wellbeing, also referred to as subjective wellbeing, is one of the two fundamental approaches to the study of wellbeing. This viewpoint emphasizes the concept of happiness, in addition to pleasure, and defines wellbeing as the state of experiencing positive emotions while also being free from negative emotions. Diener et al. (2010) posit that individuals have the ability to attain a state of wellbeing by actively seeking to maximise their positive experiences while simultaneously minimising their negative experiences. In contrast, Waterman (1993) provides a definition of hedonic wellbeing that encompasses the absence of negative emotions and the presence of positive experiences, pleasure, and satisfaction. There is a consensus among researchers that hedonic wellbeing holds significant importance as a fundamental aspect of overall wellbeing. Positive emotions are associated with a range of positive consequences, such as better physical wellbeing, increased levels of creativity and productivity, and more robust social connections (Le Nguyen & Fredrickson, 2017).

The concept of hedonic wellbeing has its share of disagreements and limitations. Waterman (1993) asserts that positive emotions play a crucial role in fostering overall wellbeing, but they may not be adequate in themselves to sustain long-term wellbeing. The exclusive focus on positive emotions may fail to consider significant

aspects of wellbeing, such as personal development and finding meaning in life (Kun & Gadanecz, 2019). Wilson et al. (2020) found that while positive emotions were initially linked to higher levels of life satisfaction, this association lost its significance when additional factors such as personality traits, social support, and negative emotions are considered. This finding suggests that the connection between positive emotions and wellbeing is intricate and can be influenced by multiple factors. According to a separate study, an effort to attain happiness, commonly linked with positive emotions, may have adverse effects on an individual's wellbeing. According to Burns and Crisp, (2022), individuals who prioritised happiness to a great extent experienced lower levels of wellbeing and life satisfaction than those who did not place as much importance on happiness. This suggests that placing exclusive emphasis on positive emotions may not suffice in attaining comprehensive happiness, as they are just one aspect of a multifaceted construct. A more holistic perspective on wellbeing might include an emphasis on personal development, the pursuit of meaning, and various other elements that contribute to one's overall state of wellbeing. Scholars argue that an excessive emphasis on hedonic wellbeing can result in individuals prioritising immediate gratification over more significant and fulfilling experiences (Ryan & Deci, 2002). These experiences may include cultivating meaningful social connections or striving towards meaningful goals.

2.15.2 Eudemonic Wellbeing

Numerous researchers have presented various interpretations of the concept of eudemonic wellbeing. According to Ryff and Keyes (1995), this concept entails the cultivation of self-awareness, which in turn fosters a sense of purpose and the desire to contribute to the betterment of society. Similarly, Waterman (1993) posits that eudemonic wellbeing includes the notions of self-actualisation, the realisation of one's potential, and the act of making meaningful contributions to society. In addition, Deci and Ryan (2008) provide a definition for eudemonic wellbeing, which refers to the subjective experience of living in alignment with one's core values and self-determined objectives.

Although researchers agree on the importance of a sense of meaning and purpose in eudemonic wellbeing, they hold varying perspectives on its specific components. Ryff and Keyes (1995) put forth a comprehensive framework for understanding

eudemonic wellbeing, covering six distinct dimensions. These dimensions include self-acceptance, life purpose, personal growth, positive relationships with others, environmental mastery, and autonomy. By defining these components, Ryff and Keyes (1995) provided a valuable foundation for the study and assessment of eudemonic wellbeing. Waterman (1993) presented three distinct dimensions that are often linked: authenticity, purpose and meaning, and dedicated effort in pursuit of excellence. Deci and Ryan (2008) propose that eudemonic wellbeing can be attained through the fulfilment of three essential psychological needs: autonomy, competence, and relatedness.

Recent research has reaffirmed the significance of understanding the multifaceted nature of eudemonic wellbeing. Bauer et al. (2019) emphasize the importance of personal growth, relationships, and meaning in eudemonic wellbeing, aligning with the model of Ryff and Keyes (1995). In a similar way, Martela and Sheldon (2019) highlight the significance of self-concordance, self-acceptance, and personal development, aligning themselves with the views of Waterman (1993) and Deci and Ryan (2008).

The abovementioned research supports that eudemonic wellbeing covers various components. These components typically include a sense of purpose, fulfilment, and making meaningful contributions to the greater good. However, it is important to note that there are a few exceptions to this consensus.

2.15.3 Other Models of Wellbeing

The following section explores additional frameworks of wellbeing which have been proposed by numerous researchers to clarify and conceptualise this complex concept.

2.15.3.1 The Perma model

The Perma model has emerged as a comprehensive framework for understanding wellbeing, garnering significant attention in the discipline of positive psychology (Seligman, 2011). The model proposed by Seligman (2011) emphasizes five fundamental components that are essential to attaining an optimal state of wellbeing. The components in this framework are Positive Emotions (P), Engagement (E), Relationships (R), Meaning (M), and Accomplishment (A).

Positive (P) refers to the fundamental sentiments of happiness and contentment that individuals encounter often. Positive emotions play a crucial role in enhancing one's wellbeing as they foster feelings of happiness and contribute to a sense of overall life satisfaction. According to Kovich et al. (2023) and Seligman (2011), positive emotions have been found to be linked with improved physical health, enhanced social functioning, and increased psychological resilience.

Engagement (E) refers to a state of being completely involved and absorbed in a demanding and fulfilling work. When individuals are involved in an activity, they often encounter a state of flow, which is defined by their complete immersion and absorption in the task at hand (Kovich et al., 2023; Seligman, 2011). Participating in activities that are in line with an individual's personal strengths and interests has the potential to enhance their overall wellbeing and sense of fulfilment.

Relationships (R) include the social connections between individuals. Positive and supportive relationships with friends, family, and co-workers play a crucial role in promoting an individual's overall wellbeing. These relationships contribute to the development of a profound sense of belonging and connection to others. Numerous studies have provided evidence to support the notion that individuals who possess strong social support networks generally experience enhanced mental and physical wellbeing (Kovich et al., 2023; Seligman, 2011).

Meaning (M) pertains to an individual's life purpose and sense of direction in life. According to Kovich et al. (2023) and Seligman (2011), individuals who possess a strong sense of purpose tend to exhibit higher levels of motivation and engagement in their day-to-day activities. Engaging in activities that are in accordance with an individual's values and goals can significantly enhance their overall sense of purpose and satisfaction in life.

Accomplishment or achievement (A) refers to the means of evaluating one's efforts in pursuing a goal, and the extent to which it brings about a gratifying sense of success or fulfilment.

The Perma model, however, has certain limitations in its applicability and validity (Khaw & Kern, 2014; Wammerl et al., 2019). The above researchers have put forth the notion that the existing model might overemphasize individualistic objectives,

thereby failing to consider the importance of social and cultural elements in shaping overall wellbeing. Further, researchers have raised concerns regarding the model's broad and inclusive nature, which has resulted in challenges when it comes to measuring and implementing it (Ryan & Deci, 2001).

Despite these criticisms, the Perma model continues to serve as a valuable framework for understanding the diverse elements that influence an individual's holistic state of wellbeing. The model provides an extensive approach to promoting the optimal wellbeing of employees, such as nurses, by highlighting the importance of positive emotions, engagement, relationships, meaning, and accomplishment.

2.15.3.2 The dual-continua model

The dual-continua model of Keyes (2002) presents a theoretical framework that offers a new perspective on the concept of mental health and mental illness. This model redefines these constructs as two separate continua. In this model, individuals have the ability to experience different levels of emotional wellbeing and psychological distress simultaneously. Emotional wellbeing marks the positive end of the continuum, whereas psychological distress characterises the negative end (Keyes, 2002).

Keyes (2002) proposed the dual-continua model as a means to expand an understanding of mental health beyond the conventional focus exclusively on the absence of mental illness. The model recognises that mental health includes more than just the absence of mental illness. It comprises a unique concept involving positive emotions, life satisfaction, and optimal functioning. This perspective aligns with the principles of the positive psychology movement, which places a strong emphasis on the cultivation and enhancement of wellbeing (Keyes, 2007).

Empirical researchers such as Franken et al. (2018); Huta and Waterman (2014); and Khumalo et al. (2022), have successfully validated the dual-continua model. The researchers' reviews offered confirmation of the presence of two separate continua that represent emotional wellbeing and psychological distress. The studies provided evidence to support the notion that emotional wellbeing and psychological distress are separate yet interconnected concepts. This shows the importance of considering both positive and negative aspects of mental health. The analyses

emphasized the model's effectiveness in comprehensively addressing the intricacies of mental health and emphasizing the promotion of positive wellbeing.

Numerous researchers have raised concerns about the practical implementation and measurement of emotional wellbeing and psychological distress in the dual-continua model (Appiah, 2022; Lasiello & Van Agteren, 2020; Scheid & Brown, 1999; Kraiss et al. 2023). For instance, Lasiello and Van Agteren (2020) have called for a more comprehensive and inclusive methodology in assessing emotional wellbeing. They contend that the evaluation of emotional wellbeing should include more than just the absence of symptoms of mental illness. They propose that it should also encompass positive psychological functioning and additional dimensions, such as the significance and direction in one's life. This statement rises from the recognition that emotional wellbeing is not solely determined by the absence of psychological distress or symptoms of mental illness. On the contrary, this phenomenon entails a multifaceted interaction between positive psychological functioning and the existence of elements that contribute to a rewarding and purposeful existence. According to Lasiello and Van Agteren (2020), it is important to adopt a holistic perspective that recognises the intricate interplay between mental health and positive emotional experiences.

2.15.3.3 Multidimensional model

Keyes and Lopez (2002) introduced the multidimensional model of wellbeing. This model highlights the importance of considering various dimensions of wellbeing, such as emotional, psychological, and social aspects. According to this model, wellbeing includes more than just the absence of mental illness. It also comprises positive functioning and optimal experiences across various dimensions. Keyes and Lopez (2002) presented a framework of three dimensions that contribute to overall wellbeing: emotional, psychological, and social. Emotional wellbeing entails positive emotions like happiness, joy, and contentment, and the absence of negative emotions such as sadness and anxiety. Psychological wellbeing consists of various aspects of personal growth, including self-acceptance, life purpose, autonomy, environmental mastery, and positive interpersonal relationships. Social wellbeing is determined by the quality and quantity of individuals' social connections. This includes factors such as how integrated individuals are in society, the contributions

they make to social circles, the level of coherence in relationships, and the extent to which individuals feel accepted by others.

There is substantial empirical evidence supporting the Multidimensional Model of wellbeing. For instance, Hone et al. (2014) evaluated individuals' wellbeing by utilising the components of emotional wellbeing, psychological wellbeing, and social wellbeing as proposed by Keyes and Lopez (2002). Their research indicates that each aspect of wellbeing made a distinct contribution to overall wellbeing. Individuals who achieved high scores in all three dimensions experienced the highest levels of wellbeing. Further research provides evidence that wellbeing is a complex concept with multiple dimensions. Lamers et al. (2011) found that emotional wellbeing, psychological wellbeing, and social wellbeing were all positively linked to life satisfaction and overall wellbeing. These findings highlight the importance of considering various dimensions when evaluating and enhancing wellbeing. Lamers et al. (2012) conducted a thorough review of various studies that focused on the multidimensional model of wellbeing. Their findings consistently supported the idea that emotional, psychological, and social wellbeing are distinct from each other and play significant roles in overall wellbeing. The review highlighted the importance of addressing all three dimensions to enhance the overall wellbeing and quality of life of individuals.

2.15.3.4 Mental health continuum model

The mental health continuum model proposed by Keyes (2002) offers a comprehensive framework for understanding mental health. It depicts mental health as a continuum that spans from flourishing to languishing. This model recognises that mental health includes both positive wellbeing and the absence of symptoms of mental illness. The mental health continuum model highlights the importance of recognising the positive aspects of mental health (Keyes, 2002). The validity and usefulness of this model are supported by empirical research. Keyes and Annas (2009) studied a diverse group of adults in the United States and found that most individuals were classified as having moderate mental health. The remaining participants were divided into two categories: flourishing and languishing. This study presented evidence supporting the existence of different levels of mental health

(Keyes & Annas, 2009). It highlighted the importance of assessing mental health by considering both positive wellbeing and the absence of symptoms of mental illness.

The mental health continuum model has been successfully implemented in various populations and settings. An example is Suldo et al. (2014), who investigated the correlation between mental health status and academic achievement in college students. Students who were flourishing had higher levels of academic achievement than those who were languishing or had moderate mental health. The study conducted by Suldo et al. (2014) showcased the effectiveness of the mental health continuum model in understanding how mental health affects important aspects of life. Several other researchers have provided support for the continuum conception of mental health. Lamers et al. (2012) conducted a systematic review of various studies of the mental health continuum model. Their findings consistently supported the presence of three distinct categories of mental health: flourishing, moderate, and languishing. The review emphasized the importance of taking positive wellbeing into consideration when evaluating and implementing mental health assessments and interventions (Lamers et al., 2012).

The mental health continuum model has been successfully used in various populations, such as adolescents, healthcare professionals, and older adults. Multiple studies (Keyes et al., 2010; Lamers et al., 2015; Westerhof et al., 2014) have consistently found evidence to support the model's validity and usefulness. The studies have brought attention to the complex nature of mental health and the importance of fostering positive wellbeing to support mental health and functioning.

In conclusion, the various models of wellbeing discussed above offer valuable insights into different aspects of mental health and wellbeing. Every model provides a distinct viewpoint and contributes to an understanding of how to enhance and assess wellbeing. Further, each model plays a role in developing a comprehensive understanding of wellbeing, emphasizing the importance of adopting an interdisciplinary approach. The validity and applicability of these models have been supported by empirical research conducted in various populations and contexts. By examining these models, researchers, practitioners, and policymakers can enhance their understanding of the complex nature of wellbeing. This will enable them to devise interventions and policies that effectively address the different dimensions and

factors which influence individuals' wellbeing. Incorporating these models into a comprehensive approach can effectively promote the overall wellbeing of employees.

2.16 FACTORS AFFECTING EMPLOYEE WELLBEING

The factors that influence employee wellbeing are individual, organisational, and environmental. Several often explored concepts in research are WLB, social support, organisational culture, leadership style, and job demands and resources (Bakker & Demerouti, 2017). Empirical evidence has shown that certain factors, such as job autonomy, positive social interactions, effective leadership, and opportunities for growth and development, might improve the wellbeing of employees (Bakker & Demerouti, 2017; Grant et al., 2007; Judge et al., 2001).

2.16.1 Individual Factors

Individual factors have a great influence on the wellbeing of employees. The wellbeing of individuals in the workplace can be influenced by various factors such as personality traits, coping mechanisms, self-efficacy, and work-related attitudes (Judge et al., 2001; Luthans et al., 2007; Schaufeli & Bakker, 2004). The discussion of this topic revolves around how individual and contextual factors interact with each other. Individual factors such as optimism, resiliency, and emotional intelligence play a significant role in determining employee wellbeing (Salovey & Mayer, 1990; Seligman & Csikszentmihalyi, 2000). It is suggested that individuals who exhibit positive traits and have strong self-regulation skills are more likely to experience higher levels of wellbeing when confronted with difficult work situations. However, it is worth noting that certain researchers emphasize the significance of the work environment and organisational factors in shaping the wellbeing of employees. The researchers argue that various factors within a person's work environment, such as job demands, social support, and leadership styles, can either lessen or worsen the effects of individual factors on wellbeing (Judge et al., 2001; Schaufeli & Bakker, 2004).

Researchers extensively agree that it is crucial to consider both individual and contextual factors to fully understand employee wellbeing. Research suggests that personal factors and the work environment have a mutual influence, and that when

personal resources are combined with supportive organisational conditions, it can lead to improved wellbeing (Bakker & Demerouti, 2007; Luthans et al., 2007).

2.16.2 Organisational Factors

Extensive research has shown that organisational factors play a significant role in influencing the wellbeing of employees. These factors include job design, WLB, social support, leadership style, and organisational culture (Bakker & Demerouti, 2017; Daniels et al., 2017; Khawand & Zargar, 2022).

Bakker and Demerouti (2017) and Daniels et al. (2017), among other researchers, have confirmed the importance of job characteristics and design in fostering the wellbeing of employees. The improvement of employees' feelings of competence and contentment can be facilitated by factors such as autonomy, task variety, and skill use (Bakker & Demerouti, 2017; Daniels et al., 2017). According to Khawand and Zargar (2022), employees who have a higher level of autonomy in their job tasks and are exposed to a diverse range of responsibilities tend to experience a greater sense of fulfilment and satisfaction in their roles. Further, the establishment of a strong support network within the workplace has the potential to reduce the adverse consequences of job-related stress, thereby fostering an enhancement in the overall wellbeing of employees (Khawand & Zargar, 2022; Shanock et al., 2019).

However, there are differences about the relative importance and influence of specific organisational factors on employee wellbeing. Some researchers highlight the significance of leadership in influencing the wellbeing of employees (Bakker & Demerouti, 2017). But others emphasize the significance of the overall organisational context, which includes policies, practices, and structures (Shanock et al., 2019). Research has shown that the use of transformational and supportive leadership styles has a positive effect on the wellbeing of employees. These leadership styles foster a positive work environment and promote employee engagement. Motivating and empowering teams can have a positive impact on employees' sense of purpose and motivation, leading to improved wellbeing (Monteiro & Joseph, 2023; Schwartz et al., 2019). The synthesis of research findings highlights the importance of adopting a comprehensive and integrated approach to addressing organisational factors that impact wellbeing. Various factors within an organisation function collectively to have a positive influence on the wellbeing of

employees. An organisational culture that emphasizes WLB, fosters social support, and promotes employee development can greatly influence the overall wellbeing of employees (Monteiro & Joseph, 2023; Schwartz et al., 2019).

In conclusion, organisational factors are of utmost importance in influencing the overall wellbeing of employees. Organisations that prioritise these factors are more likely to cultivate a positive and thriving workforce, leading to enhanced productivity and overall success for the organisation.

2.16.3 Environmental Factors

The connection between workplace environmental factors and employee wellbeing is a crucial subject that has received significant attention in previous research (Cummings et al., 2018; Kesti et al., 2023; Matli, 2020; Monteiro & Joseph, 2023). In today's workplace, individuals spend much of their time in an environment that can be quite unpredictable. Therefore, it is crucial to understand the influence of environmental factors on wellbeing in order to create work environments that foster both personal and professional growth.

The organisational framework, including policies and culture, has an immense effect on the wellbeing of employees. Employees who value a harmonious integration of their personal and professional lives are highly drawn to policies that support WLB, flexible scheduling, and wellness programmes (Kesti et al., 2023). According to Kesti et al. (2023), these policies demonstrate caring within the organisation and contribute to increased employee loyalty and job satisfaction. An organisational culture that places importance on open communication, collaboration, and empowering employees fosters inclusivity and boosts employee satisfaction and engagement (Halvorsen et al., 2020; Richardson, 2023). However, a culture that is toxic or lacks support can significantly harm employees' mental wellbeing and level of engagement. This can ultimately lead to burnout and a higher rate of employee turnover.

The availability of adequate human and physical resources greatly affects the welfare of employees (Azizi et al., 2021). Equipping employees with the essential tools, technology, and training allows them to carry out their responsibilities efficiently, resulting in decreased frustration and a heightened sense of achievement

(Azizi et al., 2021). In addition, the support and guidance provided by colleagues, managers, and mentors foster a sense of inclusivity and togetherness. Khan et al. (2021) found a positive association between the perception of support from colleagues and supervisors and the wellbeing and job satisfaction of employees. Having access to resources creates an environment where employees can focus on their tasks without being hindered by resource-related obstacles. This, in turn, enhances their overall wellbeing (Azizi et al., 2021; Cummings et al., 2018; Kesti et al., 2023; Khan et al., 2021).

In conclusion, it is crucial to develop an in-depth understanding of the intricate and constantly evolving components of employee wellbeing. Additionally, it is important to identify precise strategies and interventions that can enhance the wellbeing of nurses in various organisational environments (Bakker & Demerouti, 2017).

2.17 IMPLICATIONS OF WELLBEING FOR NURSES

The wellbeing of nurses holds great significance due to the demanding nature of their profession and the potential consequences for patient outcomes (Dall'Ora et al., 2019). Based on the available literature, there is a clear link between the wellbeing of nurses and various positive outcomes. These include job satisfaction, staff retention, quality of patient care, and overall effectiveness of the organisation (Dall'Ora et al., 2019; James et al., 2021).

The literature relevant to this research study centres on the exploration of the complex factors that influence the wellbeing of nurses, and the diverse approaches employed to enhance and support it. Several researchers have emphasized the importance of personal characteristics, such as coping mechanisms, in mitigating the negative effects of stress and improving the overall wellbeing of nurses (Bakker & Demerouti, 2017; Dall'Ora et al., 2019; Ramasodi., 2012). Some researchers have highlighted the significance of organisational factors, including workload, staffing levels, work environment, and leadership support, in affecting the wellbeing of nurses (Cummings et al., 2018; Kesti et al., 2023).

Researchers have recognised the significance of promoting the wellbeing of nurses. It is crucial to adopt a comprehensive approach on an individual and organisational level to achieve this (Xiao et al., 2022). Implementing interventions such as

mindfulness training, self-care programmes, workload management, and supportive leadership can improve the wellbeing of nurses (Xiao et al., 2022).

Different researchers have different opinions of the prioritisation and execution of interventions, and the allocation of resources to enhance the wellbeing of nurses (Hussain, 2021; Jamieson & Tuckey, 2017; Johnson et al., 2017; Mihdawi et al., 2020; Müller et al., 2016). Some contend that precedence must be given to making structural and systemic changes in the healthcare setting (Johnson et al., 2017). This includes increasing the ratio of nurses to patients and improving the overall work environment for nurses (Mihdawi et al., 2020). Hussain (2021) emphasize the importance of individual-level interventions that encourage self-care and resilience to mitigate the adverse impacts of work-related stress.

Further longitudinal and intervention-based investigations are required to assess the effectiveness of different approaches and interventions in promoting and sustaining the wellbeing of nurses over a prolonged period. This gap in the research highlights the importance of conducting additional studies in this area (Dall'Ora et al., 2019). Additional research is needed for researchers to fully understand the unique factors and challenges that different subgroups of nurses may face. This includes nurses working in various specialties or healthcare settings (Dall'Ora et al., 2019).

2.18 EFFECT OF NURSES' WELLBEING ON PATIENT CARE AND HOSPITAL FUNCTIONING

The wellbeing of nurses is of utmost importance in healthcare, as it significantly affects the quality of patient care and the overall functioning of healthcare institutions (Engelbrecht et al., 2020). The wellbeing of nurses is also strongly connected to their WLB, which in turn influences how they interact with patients and colleagues. The purpose of this literature review is to analyse and integrate current research on the influence of nurse wellbeing on patient care and hospital operations. Healthcare organisations can improve patient care and create a positive work environment by understanding the connection between nurse wellbeing and healthcare outcomes. This understanding allows them to implement specific interventions and policies that support nurses and promote their wellbeing.

Numerous studies have shown an association between nurse wellbeing and patient care outcomes. Higher levels of nurse wellbeing, such as job satisfaction and work engagement, are associated with enhanced patient safety, decreased medical errors, and improved patient outcomes (Engelbrecht et al., 2020; 2021). Nurses who exhibit contentment and commitment are more likely to provide compassionate, patient-centred care, leading to greater patient satisfaction and adherence to treatment plans (Engelbrecht et al., 2021).

In addition, nurse wellbeing has been associated with improved communication and collaboration among healthcare teams, resulting in improved care coordination and fewer hospital readmissions (Kwame & Petrucka, 2020). When nurses experience a supportive work environment and leadership, they are more likely to actively participate in interdisciplinary care teams, resulting in enhanced patient care and healthcare outcomes (Kwame & Petrucka, 2020)

The wellbeing and happiness of the nurse play a crucial role in fostering positive relationships with patients. Nurses who demonstrate higher levels of wellbeing are more likely to exhibit empathy, attentiveness, and responsiveness towards patients' emotional and physical needs (Søvold et al, 2021). Positive interactions with patients help create an encouraging and restorative environment, enhance patient trust and satisfaction (Søvold et al, 2021). In contrast, higher levels of stress and burnout have a detrimental effect on the overall wellbeing of nurses. This can result in emotional exhaustion and a decline in their ability to empathise with patients (Engelbrecht et al., 2020). Negative emotions may hinder effective communication and patient-centred care and compromise the relationship between nurses and patients (Engelbrecht et al., 2020).

The wellbeing of nurses has significant effects on the overall functioning of hospitals. Nurses who are happy and dedicated are more inclined to stay in their roles, resulting in a decrease in nurse turnover and the expenses linked to hiring and training (Dzimhiri & Molefi, 2021). Further, a stable nursing staff enhances the consistency of patient care, thereby reducing the probability of mistakes and negative incidents (Mhlanga, 2021). The wellbeing of nurses in hospitals also has an impact on cooperation and collaboration among staff members. Dzimhiri and Molefi (2021) concluded that hospitals that prioritise nurse wellbeing and foster a

positive work environment experience enhanced interdisciplinary collaboration, improved communication, and better care coordination. This collaboration contributes to improving hospital functionality, increasing efficiency, and streamlining patient care procedures.

The evidence from literature clearly shows that the wellbeing of nurses has a significant impact on both patient care and the overall performance of hospitals. A supportive work environment, supportive leadership, and efforts to promote nurse wellbeing are crucial for improving patient outcomes, patient satisfaction, and hospital performance. Healthcare organisations should recognise the crucial connection between the wellbeing of nurses and the quality of care they provide. It is important for those organisations to adopt strategies that promote a nurturing and supportive work environment for nurses.

2.19 GAPS IN THE LITERATURE

Previous research on the SOC, WLB, and overall wellbeing of nurses has identified several important gaps on a global level. The above highlights the necessity for further research and attention in this field (Dousin et al., 2022; Morse, 2020). There is a significant lack of a comprehensive framework that successfully combines the ideas of SOC, WLB and overall wellbeing in the field of nursing. Numerous studies have been conducted to investigate different factors of nurse wellbeing. However, there is an opportunity for research that takes a comprehensive approach and recognises the interrelated nature of these factors. A comprehensive framework is required to comprehend of how these factors interact and collectively affect the overall wellbeing of nurses.

Another significant gap lies in the restricted cultural context portrayed in most of the available literary (El-Messoudi et al., 2023). The primary emphasis on prosperous Western nations gives rise to concerns regarding the generalisability of research outcomes to nurses operating in culturally diverse settings, encompassing Africa, Asia, and other geographical regions (Dall'Ora et al., 2020). There is a persistent demand for research that considers the distinct challenges and cultural contexts encountered by nurses across various parts of the world.

Moreover, there is also a gap in the geographic distribution of research pertaining to the wellbeing of nurses, as a considerable majority of studies are focused on high-income nations (Amouzou et al., 2014; Zhang et al., 2020). The scope of this attention may not fully include the experiences of nurses employed in low- and middle-income countries. In these contexts, the presence of limited resources and distinct healthcare systems may influence their perception of SOC, WLB, and overall state of wellbeing. Further research is needed to investigate the various challenges encountered by nurses in diverse global regions, particularly those operating in resource-constrained environments and distinct healthcare contexts.

To address the gaps in existing literature and gain a comprehensive understanding of nurse wellbeing, it was necessary to create a wellbeing framework that is specifically designed for the nursing profession. The framework incorporates the concepts of SOC, WLB, and overall wellbeing to offer a comprehensive approach in tackling the difficulties experienced by nurses (Saxena & Singh, 2023; van der Heijden, 2020). Further, this framework can be customised for various healthcare environments, including those in low- and middle-income countries. These settings often have limited resources, which can influence the wellbeing of nurses. The current literature on nurses' SOC, WLB, and overall wellbeing emphasizes the need for more comprehensive conceptual frameworks, research methods that consider cultural differences, and a broader geographic focus. These efforts are necessary to gain a more profound understanding of nurse wellbeing worldwide. Closing these gaps plays a crucial role in advancing targeted interventions and strategies that aim to enhance the wellbeing of nurses and improve the quality of healthcare worldwide. As researchers and policymakers commence this project, the creation of a thorough wellbeing framework will be crucial in directing future research and interventions. This framework will help support nurses in finding a balance between their personal and professional lives, ultimately improving their overall wellbeing.

2.20 INTEGRATION OF WELLBEING FRAMEWORKS

In recent years, there has been growing acknowledgment of the importance of integrating wellbeing models to gain a comprehensive understanding of individuals' overall wellbeing (Diener et al., 1999; Keyes, 2002; Ryan & Deci, 2001). This perspective emphasizes the significance of considering various frameworks to gain

a comprehensive understanding of wellbeing. By adopting this approach, it is possible to attain a more elaborate and inclusive analysis of individuals' experiences related to their wellbeing (Diener et al., 1999; Keyes, 2002).

The aforementioned transition signifies a merging of research insights and practical considerations, thereby suggesting that singular models of wellbeing offer only a restricted understanding of the intricate nature of individual wellbeing (Ryan & Deci, 2001). The increasing recognition of wellbeing stems from the understanding that it is a multifaceted concept that has physical, psychological, social, and existential aspects (Diener et al., 1999; Keyes, 2002).

One of the shortcomings of individual wellbeing models is their tendency to have a limited scope, as they often focus on specific dimensions. This narrow focus can lead to a disregard for the interconnected nature of various aspects that collectively contribute to an individual's overall wellbeing (Diener et al., 1999). The integration of wellbeing models surpasses the constraints imposed by individual frameworks, offering a comprehensive perspective that considers the interrelationships and interactions among different dimensions of wellbeing (Keyes, 2002).

This abovementioned opinions align with the latest research, which emphasizes the interconnectedness of various elements of wellbeing. It highlights how these elements interact with each other and influence one another (Ryan & Deci, 2001). The integration of wellbeing models has important practical implications for the fields of psychology, healthcare, and organisational management (Diener et al., 1999). In the field of psychology, it is crucial to conduct a holistic evaluation of the nurses' wellbeing. This approach ensures that all aspects of their health are considered, allowing for a comprehensive action plan that addresses the underlying factors contributing to their problems. Organisations have the opportunity to improve their work environment by recognising the different aspects of employee wellbeing and implementing strategies that cater to a variety of needs (Keyes, 2002).

The integrative approach recognises that an individual's wellbeing is influenced by various dimensions that collectively shape their experiences, emotions, and overall quality of life (Diener et al., 1999).

Several models have been combined to provide a more inclusive understanding of wellbeing:

- The Perma model, devised by Seligman, consists of five key components: Positive emotions, Engagement, Relationships, Meaning, and Accomplishment (Seligman, 2011). When the model is combined with other wellbeing models, researchers can conduct a more comprehensive examination of wellbeing by considering positive emotions, personal growth, and relationships. This approach allows us to delve deeper into the various aspects that contribute to overall wellbeing.
- The combination of eudemonic wellbeing, which emphasizes meaning and purpose, and hedonic wellbeing, which emphasizes pleasure and positive emotions, has been examined to offer a more well-rounded understanding of overall wellbeing (Huta & Ryan, 2010). Research suggests that both aspects are essential for a comprehensive understanding of an individual's wellbeing.
- The combination of social cognitive theory and self-determination theory offers valuable insights into the role of intrinsic motivation and self-regulation in promoting wellbeing. Social cognitive theory, devised by Bandura (1986), focuses on the importance of self-efficacy and goal setting. On the other hand, self-determination theory, proposed by Deci and Ryan (1985), emphasizes the significance of autonomy, competence, and relatedness. By integrating these two theories, researchers gain a deeper understanding of how these factors contribute to overall wellbeing.
- The integration of the wellbeing at work model by Warr (1990) and the job-demands-resources model by Bakker and Demerouti (2007) examines the connection between workplace factors, individual resources, and overall wellbeing. By contemplating the impact of job requirements and available resources, organisations can better understand and improve the wellbeing of employees at work.

To enhance an understanding of the wellbeing of nurses, this study is intended to integrate the salutogenic model, focusing on SOC, with the conservation of resources (COR) theory (Antonovsky, 1979; Hobfoll, 1989). The purpose of this strategic integration is to provide a clear understanding of the intricate

interconnection between nurses' cognitive orientations, which are reflected in their efficient SOC, and the corresponding behavioural strategies they employ, such as resource acquisition and conservation techniques. The researcher aimed to explore how the abovementioned integration affects the overall wellbeing of nurses in their challenging work environments.

The wellbeing framework can offer new and valuable insights into the complex nature of nurses' wellbeing. Additionally, it can contribute to the advancement of theoretical and practical approaches in the field of nurses' wellbeing research. By conducting a thorough analysis, the researcher hopes to provide valuable insights that can inform strategies and interventions to help nurses overcome professional challenges. Further, the integration of the two models shows the need for communicating the complexity of human experiences (Deci & Ryan, 2000; Seligman, 2011). Researchers and practitioners have an opportunity to develop more comprehensive frameworks that consider the diverse dimensions, contexts, and interactions which influence the overall wellbeing of individuals.

2.21 CHAPTER SUMMARY

Chapter 2 provided a comprehensive literature review, exploring the complex connections between SOC, WLB, and nurses' overall wellbeing. The review emphasized the critical need for a comprehensive framework in South Africa's healthcare system. The literature demonstrated the value of SOC and WLB in enhancing nurses' wellbeing. This chapter also highlighted the challenges that nurses face, such as limited resources, high patient-to-nurse ratios, and geographical isolation, emphasizing the importance of a tailored wellbeing framework.

Chapter 3 presents the research methodology of this study. The chapter outlines the research design, methods of data collection, and analytical techniques, ensuring a clear and thorough approach to address the research objectives. Additionally, the methodology chapter lays out the systematic process that will be used to address the gaps identified in the literature, ultimately contributing to the improvement of nurses' SOC, WLB and wellbeing.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 INTRODUCTION

This research methodology chapter provides a systematic plan for implementing the proposed wellbeing framework and addressing the research question. This chapter addresses the methodological choices, techniques, and procedures used for data collection, analysis, and interpretation. The chapter provides a thorough explanation of the research methods used, showing that the study was conducted with sound methodology, transparency, and alignment with the overall research objectives. The chapter further discusses the rationale for selecting qualitative research to capture nurses' experiences. It also outlines the sampling strategy used to select participants from public hospitals in Mpumalanga. The chapter further describes the data collection methods, including the use of open-ended questions, and explains the process of data analysis. The ethical considerations of this research, and strategies to improve the validity and reliability of the research, are presented. This chapter provides the groundwork for applying the wellbeing framework to practical insights, enhancing an understanding of how the framework's components interact, and generating valuable recommendations for promoting nurses' wellbeing.

3.2 RESEARCH PHILOSOPHICAL ASSUMPTIONS

Assumptions are fundamental beliefs that influence the design and implementation of research studies, and the way their methodology and findings are interpreted (Creswell & Hirose, 2019). Conceptual frameworks play a crucial role in shaping researchers' understanding of important concepts and factors, thereby affecting their choices regarding study design, data collection, and analysis. Creswell and Hirose (2019) emphasize the importance of assumptions in research planning, as they establish a framework for formulating research questions and hypotheses. Additionally, these assumptions can have implications for the study's validity and generalisability, and the accuracy of its conclusions. The assumptions made in qualitative research and their implications for study design, execution, and findings are considered in this section.

3.2.1 Ontological Assumption

Ontological assumptions shape the philosophical foundations of a research study, particularly in relation to the nature of reality and existence (Al-Ababneh, 2020). The assumptions made by a researcher reflect their position on the existence of an objective reality versus the idea that reality is shaped by individual and social perspectives (Guba & Lincoln, 1994). In qualitative research, ontological assumptions shape researchers' understanding of knowledge creation and the connection between subjectivity and the phenomena studied (Al-Ababneh, 2020).

Qualitative research considers an array of ontological assumptions, each offering a unique perspective on the nature of reality and knowledge. These ontological stances have a significant impact on the methodological choices and conceptual frameworks used in researching phenomena such as nurses' wellbeing.

Realism, which asserts the existence of an objective reality separate from human perception and interpretation (Creswell, 2007), holds that empirical observations can reveal universal truths. A realist perspective on nurses' wellbeing seeks to identify overarching patterns in the factors that shape nurses' experiences and overall wellbeing, with the goal of gaining insights that transcend individual perceptions.

Constructivism, in contrast to realism, argues that reality is socially constructed through language, culture, and individual perspectives (Cresswell, 2007). Researchers who take this stance acknowledge that individuals construct multiple realities based on their individual experiences and contextual influences. Constructivism in nurses' wellbeing research explores how individual nurses interpret and navigate their wellbeing in a variety of healthcare settings, with a focus on subjective interpretations and contextual factors.

Critical realism recognises objective reality while also acknowledging the limitations of human understanding (Bhaskar, 1997). Researchers in this paradigm are interested in identifying the root causes influencing observable phenomena within individual's wellbeing contexts, with a focus on the interaction of structural factors and individual experiences.

Pragmatism views reality as dynamic and context-dependent (Creswell, 2007), emphasizing practical outcomes over the pursuit of universal truths. A pragmatic approach to nurses' wellbeing focuses on effective interventions that improve wellbeing while considering the operational constraints of healthcare settings.

3.2.2 Ontological Assumption Followed in this Study

The selection of an ontological assumption is critical in shaping the methodology and framework for understanding nurses' wellbeing in Mpumalanga public hospitals. This study employed a constructivist ontology, which holds that individuals actively construct reality through their experiences, interactions, and interpretations (Creswell and Poth, 2018). According to this viewpoint, nurses' perceptions of SOC, WLB, and overall wellbeing are influenced by their subjective interpretations, beliefs, and contextual interactions in both their professional and personal lives.

Constructivist ontology emphasizes the subjective nature of knowledge and the significance of exploring participants' personal experiences and interpretations (Creswell & Poth, 2018). It rejects the notion of an objective reality that exists independently of human perception, instead viewing reality as socially constructed through individual and collective interactions (Kivinen & Piironen, 2019). In nursing research, this approach recognises that nurses' experiences with SOC, WLB, and wellbeing are multifaceted, influenced by personal values, cultural norms, and professional contexts.

Furthermore, a constructivist ontology allows for an analysis of the various perspectives and interpretations that nurses bring to their work (Creswell & Poth, 2018; Kivinen & Piironen, 2019). It emphasizes the dynamic interaction of personal agency and contextual factors in shaping how nurses perceive and manage their professional and personal lives. This perspective is ideal for identifying the strategies and coping mechanisms that nurses use to maintain control and balance in the face of challenges.

After evaluating alternative ontological frameworks such as realism, critical realism, and pragmatism, the researcher concluded that they were inadequate for this study's focus on understanding the subjective dimensions of nurses' wellbeing. Realism's emphasis on an objective reality may overlook the complex

interpretations nurses place on their wellbeing experiences, whereas critical realism and pragmatism may downplay the exploration of personal narratives and subjective meanings (Bhaskar, 1975; Kelly & Cordeiro, 2020).

The use of a constructivist ontology aligns with the study's goal of thoroughly exploring nurses' wellbeing through their subjective experiences and interpretations. This ontological stance serves as a solid foundation for creating a comprehensive framework that captures the complexities of SOC, WLB, and overall wellbeing among nurses in Mpumalanga public hospitals.

3.2.3 Epistemological Assumptions

Epistemological assumptions pertain to philosophical beliefs regarding the basis of knowledge and the processes involved in its acquisition and validation. Assumptions influence how researchers collect, analyse, and interpret data in qualitative research (Creswell, 2014).

3.2.3.1 Constructivism and Interpretivism

Constructivism and interpretivism are two key theoretical paradigms in qualitative research. These paradigms influence how researchers approach and understand the social world (Sebastian, 2019). Constructivism emphasizes that individuals construct knowledge based on their personal experiences, perspectives, and social contexts. The concept highlights the subjective aspect of reality and proposes the absence of a singular, objective truth. However, individuals construct reality through their interactions with the world. Researchers who follow constructivist principles acknowledge and appreciate the different ways in which individuals perceive and interpret their experiences (Sebastian, 2019).

Interpretivism, on the other hand, highlights the significance of understanding the meanings and interpretations that individuals give to their experiences (Sebastian, 2019). This theory suggests that individuals understand their surroundings based on their own interpretations, which are influenced by their cultural, historical, and social contexts. Researchers applying an interpretive approach aim to probe into subjective interpretations to understand the complex nature of human experience (Sebastian, 2019).

Both paradigms use qualitative research methods like open-ended questionnaires, semi-structured interviews, observations, and content analysis to explore participants' interpretations and subjective understandings (Sebastian, 2019). Researchers in these paradigms focus not only on collecting data, but also on interpreting and understanding the variety of meanings that individuals bring to their experiences.

Constructivism and interpretivism are important theoretical perspectives in qualitative research. They focus on the subjective and socially constructed nature of reality (Sebastian, 2019). These perspectives emphasize the significance of understanding how individuals interpret and give meaning to their experiences within their specific social and cultural contexts. In this study, these methodologies facilitate an in-depth exploration of nurses' perceptions regarding SOC, WLB, and overall wellbeing, within their professional and personal contexts.

3.2.3.2 Subjectivity and reflexivity

Qualitative researchers acknowledge the presence of subjectivity and reflexivity in their work. They understand that their own biases, assumptions, and perspectives can influence the research process (Timmermans & Blok, 2021). Researchers reflect on their own influence on the study and recognise how their personal beliefs may affect data collection, analysis, and interpretation. Reflexivity enhances research transparency and validity by allowing researchers to critically examine their own positionality (Timmermans & Blok, 2021).

3.2.3.3 Phenomenology

Phenomenological research is a methodological approach that emphasizes how individuals perceive and understand the world based on their unique perspectives (Umanailo, 2019; Van Manen, 2023). This approach is vital for exploring the lived experiences of nurses in Mpumalanga public hospitals, as it seeks to uncover the fundamental essence and meanings of their professional and personal experiences within the healthcare setting (Umanailo, 2019; Van Manen, 2023).

Researchers employing phenomenological methods aim to reveal the underlying structures and significances that shape nurses' subjective experiences of SOC, WLB, and overall wellbeing, thus enriching the understanding of these constructs

within the specific context of Mpumalanga public hospitals (Umanailo, 2019; Van Manen, 2023).

3.2.3.4 Ethnography

Although not employed as a full ethnographic study, ethnographic principles inform the study by emphasizing the importance of context and culture in shaping nurses' experiences. Ethnographic research recognises the significant effect of culture and context on human behaviour and experiences. Ethnographic researchers apply a direct approach to understand the cultural norms, values, and practices that influence the lives of the individuals they study (Harwati, 2019). Ethnographic studies commonly use participant observation and fieldwork as key research methods.

3.2.3.5 Critical theory

Critical theory is a theoretical framework that seeks to analyse and critique social, cultural, and political structures to identify and challenge power imbalances (Paradis et al., 2020; Tyson, 2023). Critical theory suggests that power dynamics and social structures have a substantial influence on the construction of reality. Researchers who adopt a critical perspective aim to uncover hidden power dynamics, challenge dominant ideologies, and promote social change (Tyson, 2023). This approach often involves analysing the ways in which social injustices are either perpetuated or challenged. Although a Critical Theory lens is not the main focus of this study, understanding its principles can help determine how structural injustices and power dynamics are present in the nursing profession more extensively. The study attempts to advance an in-depth awareness of the difficulties faced by nurses and to support interventions and policies that promote supportive and balanced work environments by recognizing and analysing these dynamics.

3.2.3.6 Case study

Case study research assumes that by carefully analysing one or more cases, researchers can gain valuable insights into complex phenomena. Case study researchers extensively analyse a particular context, investigating different perspectives and aspects of the phenomenon under study (Thomas, 2021).

3.2.4 Epistemological Assumption Followed in this Study

To effectively enhance the overall wellbeing of nurses, it was crucial to gain an understanding of their experiences and perspectives on WLB and SOC. Having this understanding was beneficial for developing interventions that effectively target their unique needs. The decision to use a constructivist and interpretivist approach in this particular context proved to be highly useful. This approach enabled the researcher to obtain valuable insights into the distinct interpretations that nurses have made regarding their wellbeing. This methodical approach aligns with the qualitative research tradition, which highlights the significance of exploring participants' diverse perspectives and lived experiences (Creswell, 2014).

Constructivism and interpretivism suggest that reality is shaped by the distinct interpretations and experiences of individuals. The perceptions of nurses regarding SOC and WLB in relation to their wellbeing as nurses were influenced by their individual experiences, values, and socio-cultural surroundings (Creswell, 2014). The researcher used qualitative methods to establish a conducive environment for nurses to openly express their thoughts, emotions, and challenges related to their overall wellbeing.

Further, this study involved the distribution of an open-ended questions in a form of a questionnaire (Clarke & Braun, 2013). Open-ended questions have been shown to be effective in uncovering the subjective experiences and insights of nurses. The study used methods that allowed participants to effectively express their thoughts. By employing this approach, researchers were able to obtain a thorough understanding of participants' emotional responses, coping strategies, and viewpoints on SOC and WLB (Lincoln & Guba, 1985). This approach has facilitated a review of subtle factors that quantitative approaches may have overlooked. The researcher gained a better understanding of the complex experiences associated with the wellbeing of nurses (Creswell, 2014). The above approach played an important part in the development of a wellbeing framework that specifically addressed the distinct needs and concerns of nurses in Mpumalanga public hospitals.

The study examined the epistemological assumptions that were relevant to the research objectives. The purpose of this study was to devise a framework for

enhancing the SOC and WLB among nurses working in Mpumalanga public hospitals. The philosophical approach of phenomenology by Merleau-Ponty (1962), aimed to reveal the fundamental nature of personal experiences. However, it was deemed inadequate in understanding the intricate interplay of organisational and contextual factors that influence the wellbeing of nurses. Although phenomenology provided valuable insights into nurses' experiences with SOC and WLB, it did not fully address the broader organisational dynamics that influenced these experiences. Traditionally, ethnography entails immersing oneself in the cultural context of a specific group (Geertz, 1973). Nonetheless, it has been observed that this method is not the most direct approach for developing a framework for wellbeing. While ethnography has been successful in revealing cultural practices and social interactions, it hasn't sufficiently addressed the systematic interventions required to improve the wellbeing of nurses in organisational settings. Based on the nature of the study, it was decided that adopting a constructivist and interpretivist approach would be more suitable for understanding the subjective experiences and perceptions of nurses. This played a crucial role in the development of a wellbeing framework that is tailored to meet their individual needs (Creswell, 2014).

3.2.5 Axiological Assumptions

Axiological assumptions in research refer to the researcher's stance on values and ethics and how they are integrated into the research process (Timmermans & Blok, 2021). Creswell (2014) explains that these assumptions play a crucial role in shaping decisions related to the researcher's role, potential biases, and the ethical treatment of participants and data. The ethical and value-oriented aspects of this research, which aimed to develop a wellbeing framework for enhancing the SOC and WLB of nurses in Mpumalanga public hospitals, were greatly influenced by the axiological assumptions (Timmermans & Blok, 2021). In his research, Creswell (2014) considered various factors such as ethical values, biases, and considerations regarding participants and data. In the context of this research, it is crucial to consider these axiological considerations.

The research placed a significant emphasis on ethical responsibilities. It was crucial to ensure adherence to the principles of informed consent, participant confidentiality, and participant wellbeing (Timmermans, 2020). Given the sensitive nature of the

topic and its potential impact on the personal wellbeing of nurses, it was of utmost importance to prioritise ethical conduct and safeguard their interests. In addition, when adopting a participatory approach that aligns with ethical principles, it is important to give participants a voice and acknowledge their active role in the research process (Timmermans, 2020). This approach adheres to ethical research principles by acknowledging participants as active contributors in the knowledge generation process. Through a thorough examination of axiological factors, this research made a valuable contribution to knowledge while also upholding ethical standards. As a result, it successfully prioritised the wellbeing of the nurses involved.

3.3 RESEARCH DESIGN AND METHODOLOGY

3.3.1 Research Design

Research design refers to a structured and methodical framework that offers direction for the complete research process (Tracy, 2019). The methodology section provides a detailed explanation of the methods employed in this research study. This includes information on data collection, sampling techniques, data analysis methods, and the overall approach taken to address the research questions or objectives.

The study conducted by Tracy (2019) emphasized the importance of the research design in determining the structure and methodology. The objective of this research study was to devise a wellbeing framework that would enhance nurses' SOC and WLB in Mpumalanga public hospitals. The researcher employed a qualitative research design, specifically using both phenomenological and grounded theory approaches (Khoa et al., 2023; Charmaz, 2014). The phenomenological approach facilitated a comprehensive exploration of the experiences, perceptions, and challenges encountered by nurses in relation to different aspects of wellbeing. This approach was used to explore the subjective interpretations of SOC and WLB by nurses, who shared their insights and personal experiences through open-ended questionnaires. The phenomenological design uncovered consistent patterns, significant themes, and inherent insights evident in the nurses' personal experiences (Khoa et al., 2023).

Simultaneously, the grounded theory approach allowed for the systematic development of theories grounded in the collected data. This method enabled the

identification of emerging themes and patterns related to nurses' SOC, WLB, and wellbeing, thereby contributing to the development of a theoretical framework that reflects the real-world experiences of the participants (Charmaz, 2014). By integrating both phenomenological and grounded theory approaches, the researcher was able to devise a wellbeing framework tailored to address the specific needs and context of nurses working in Mpumalanga public hospitals.

3.3.2 Research Methodology

Methodological assumptions refer to the beliefs and guiding principles that shape a researcher's decisions regarding various aspects of their study, such as research design, data collection, data analysis, and interpretation (Babbie, 2016). Methodology refers to the approach used to gain knowledge, and is influenced by ontology and epistemology (Babbie, 2016). Babbie (2016) asserts that it offers the theoretical basis for determining the appropriate research method or combination of procedures to be used. According to Igwenagu (2016), methodology plays a crucial role in the overall research strategy. Therefore, it is important to identify and align the methodologies with the chosen research strategy. The methodology section of a research study includes a detailed description of the methods employed to collect the data. Methodology does not dictate a specific procedure to be followed. Instead, it focuses on the approach or process used to achieve the research's purpose (Igwenagu, 2016). Below are some commonly used research methodologies.

3.3.2.1 Hermeneutic approach

The hermeneutic approach is based on the concept of understanding and interpreting human experiences (Suddick et al., 2020). Researchers who employ this methodology recognise that meaning is formed using language and interaction (Dibley et al., 2020; Suddick et al., 2020; van der Wath & van Wyk, 2020). A hermeneutic literature review is conducted to conceptualise compassion as a core value within the nursing field. The main goal is to reveal the underlying levels of meaning found in the narratives and texts shared by the participants. This approach typically involves ongoing phases of interpretation, during which researchers consistently enhance their understanding of the data.

3.3.2.2 Grounded theory

Grounded theory is a qualitative research methodology that focuses on developing theories derived from data collected in the field (Mohajan & Mohajan, 2022). The process is systematic and iterative. Grounded theory aims to generate theories based on empirical data, without relying on the validation or testing of existing hypotheses (Rieger, 2019). Researchers using this methodology employ continuous comparative analysis to identify recurring patterns, categories, and themes that emerge from the collected data (Mohajan & Mohajan, 2022). Grounded theory is a methodology that helps in the development of theories by drawing insights and understanding from the perspectives and experiences of the participants (Rieger, 2019).

3.3.2.3 Phenomenology

Phenomenology is a qualitative research approach that seeks to understand and describe the essence of lived experiences from the perspective of those who experience them (Smith, 2018). This methodology is particularly useful in exploring subjective phenomena and capturing the richness of participants' personal experiences and meanings (Van Manen, 2016). In this study, phenomenology was employed to gain deep insights into the lived experiences of nurses regarding their Sense of Coherence (SOC) and Work-Life Balance (WLB). This approach complements grounded theory by providing a detailed, descriptive account of the phenomena, which enriches the theoretical framework developed from the data.

3.3.2.4 Narrative inquiry

Narrative inquiry is a research approach that centres around understanding and interpreting the lived experiences of individuals. This is achieved by looking into their personal stories and narratives (Barkhuizen & Consoli, 2021). Researchers study how individuals create and communicate stories to better understand and interpret their experiences (Barkhuizen & Consoli, 2021). This approach allows researchers to investigate the personal interpretations that individuals give to their experiences and how they create a sense of consistency in their life stories.

3.3.2.5 Case study

Case study research involves conducting a thorough analysis of either a single case or a small number of cases (Thomas, 2021). Researchers use a variety of data reports, such as open-ended questionnaires, interviews, observations, and documents, to gain an in-depth understanding of a particular phenomenon.

3.3.2.6 Content analysis

Content analysis is a methodical and structured approach that is used to analyse various forms of content, including written texts, verbal conversations, and visual materials (Lindgren et al., 2020). The primary goal of this analysis is to identify and interpret patterns, themes, and underlying meanings that occur repeatedly in the content. This analytical technique provides researchers with a systematic framework to extract valuable insights from a significant amount of qualitative data (Lindgren et al., 2020).

3.3.3 Research Methodology Used in this Study

The qualitative research methodologies chosen for the study were grounded theory and phenomenology, with the objective of developing a framework to enhance the SOC and WLB of nurses in Mpumalanga public hospitals. Grounded theory, developed by Glaser and Strauss (1967), is recognised for its ability to generate theories directly from collected data, making it ideal for exploring complex topics like wellbeing and WLB. In contrast, phenomenology allowed for a thorough examination of nurses' subjective interpretations of SOC and WLB (Smith, 2018; Van Manen, 2016).

Grounded theory's inductive methodology entails gathering data and enabling patterns, concepts, and themes to develop naturally (Chun Tie et al., 2019). This approach fulfilled the study's objective of developing a comprehensive wellbeing framework that reflects nurses' experiences in the workplace. The researcher gained valuable insights into the factors influencing nurses' wellbeing and work-life balance by taking notes, distributing open-ended questionnaires, and conducting rigorous data analysis.

Furthermore, grounded theory enabled a thorough examination of the complex processes and interactions that underlie nurses' wellbeing and WLB (Glaser, 2016;

Rieger, 2019; Strauss & Corbin, 1998). The study explored how SOC influenced perceptions of WLB and overall wellbeing, offering insights into coping mechanisms, challenges, and influencing factors (Glaser, 2016; Rieger, 2019).

The continuous process of grounded theory, which included coding, and theory development, ensured that emerging themes were continuously improved and validated (Glaser, 2016; Rieger, 2019). This continuous method allowed for the refinement of initial themes based on new data, ensuring that the framework accurately captured nurses' diverse perspectives and experiences.

3.4 POPULATION AND SAMPLE

A target population refers to the individuals, events, or entities being investigated (Sekaran & Bougie, 2016). The overall population is the foundation of the research and serves as the source for selecting samples for data collection. "Target population" is a term used to describe the group of research subjects that are being sampled (Wilson, 2014). It is an important factor that significantly influences the research process. Accurately defining the target population is crucial in social research. This population is used for the purpose of selecting samples, gathering insights, and making generalisations.

This study focused on professional nurses who were registered with the South African Nursing Council, and hospital managers working in the vicinity of Mpumalanga public hospitals. The justification for selecting Mpumalanga public hospitals as the research site was that these hospitals provided an accurate representation of the demographic characteristics required for a thorough analysis. The hospitals had a large and diverse nursing workforce, with various departments, units, educational backgrounds, work experiences, and age groups represented. The deliberate and strategic decision to include both hospital managers and nurses in the target population aligns with the study's objectives. The study's objective was to devise a wellbeing framework to enhance the SOC and WLB of nurses in Mpumalanga public hospitals. To achieve this objective, the experiential insights of both groups were considered essential. The development of a comprehensive wellbeing framework required the management expertise and understanding of organisational dynamics offered by the hospital managers. The framework was

devised with the active participation of registered nurses so that it accurately reflects the real-life experiences and challenges faced by these nurses.

To conduct qualitative research effectively, it was important to carefully and strategically select the sample that closely aligned with the social context and phenomena being studied (Cotter & Silvia, 2021; Urban & van Eeden-Moorefield, 2018). The purpose for carefully selecting samples was to gain a thorough understanding of the research problem and question, which ultimately enhances the credibility of the research findings (Creswell, 2009). Triangulation is a widely used research method that entails purposefully integrating a wide range of collected information from various historical periods, geographical regions, and participant perspectives (Denzin & Lincoln, 2018). The researcher used the principle of triangulation in this study to improve its methodological rigour and accuracy (Flick, 2019).

The researcher took great care in selecting a sample that accurately represented the social context and phenomena under investigation. This was done to establish a strong connection between the research questions and the real-life experiences of the participants. This alignment facilitated a comprehensive examination of the wellbeing aspects, specifically the SOC and WLB of nurses in Mpumalanga public hospitals. The process of triangulation was carried out in a systematic manner by diversifying the sources of data (Flick, 2019). This involved including participants from various hospital departments, who had different work experiences and came from diverse demographic backgrounds. The researcher employed a comprehensive approach to collect diverse perspectives and narratives, gaining a thorough understanding of the interplay between wellbeing factors and nursing practices. Triangulation was used with nursing professionals and hospital managers, who play a crucial role in the healthcare system. The research was enhanced by the strategic inclusion, as it allowed for a broader understanding of the phenomenon under study (Flick, 2019).

The research study demonstrated methodological rigour and trustworthiness by employing triangulation and ensuring that the sample aligned with the research objectives (Flick, 2019). The researcher devised a comprehensive framework that accurately represented the complex dynamics of nurses' experiences in

Mpumalanga public hospitals by incorporating the viewpoints of various stakeholders, including nurses and hospital managers.

3.4.1 Sampling Methods

Sampling methods are crucial in qualitative research as they determine the selection of participants for the study (Creswell, 2014). Sampling methods are a range of techniques used to select participants or data sources from a larger population in a systematic manner. These methods are employed to obtain meaningful insights and draw conclusions from the study (Creswell, 2014; Morse, 2015; Patton, 2015). The main objective is to obtain information-rich cases that offer in-depth insights and understanding. Sampling is a crucial aspect of research that involves the deliberate and systematic selection of participants or data (Patton, 2015). It plays a fundamental role in achieving research objectives. Morse (2015) emphasizes the importance of sampling methods in determining the breadth, depth, and findings of research. These methods directly impact the credibility and applicability of the study.

The main categories of sampling are non-probability sampling and probability sampling. Non-probability sampling methods are frequently employed in qualitative research (Elfil & Negida, 2017; Firchow & MacGinty, 2020). Non-probability sampling methods lack the controlled and systematic approach of probability sampling methods, as they do not guarantee that every member of the population has a known and equal chance of being selected. In contrast, these methods allow researchers to choose participants based on convenience, relevance, or specific criteria that align with the research objectives, thereby offering flexibility and practicality.

- Convenience sampling is a straightforward and easily accessible non-probability sampling technique. Researchers typically choose participants who are easily accessible or readily available, often based on factors such as proximity or convenience (Stratton, 2021). Although this approach is practical and efficient, it may introduce bias due to potential non-representativeness of the sample in relation to the entire population. Convenience sampling is advantageous in situations where an initial exploration is needed, or when there are constraints on resources and time (Stratton, 2021).

- Purposive sampling involves deliberately choosing individuals who displays particular characteristics, traits, or experiences that are relevant to the research questions (Campbell et al., 2020). Researchers select participants who have the necessary information to address the research objectives. This approach is particularly valuable for obtaining comprehensive insights from individuals who possess distinctive perspectives or expertise. Purposive sampling encompasses two subtypes: maximum variation sampling, which involves selecting participants to represent a wide range of viewpoints, and typical case sampling, which involves selecting participants who demonstrate typical characteristics (Campbell et al., 2020).
- Snowball sampling is advantageous for studying hard-to-reach populations or investigating concealed or sensitive topics (Parker et al., 2019). In this methodology, researchers initially recruit a small group of participants and subsequently request them to refer additional potential participants who possess similar characteristics or experiences (Parker et al., 2019). The sample exhibits exponential growth. Snowball sampling has the potential to reveal hidden populations but may also introduce bias due to participants referring others who share similar perspectives (Parker et al., 2019).
- Quota sampling involves categorising the population into subgroups, or quotas, based on characteristics like age, gender, or occupation (Iliyasu & Etikan, 2021). Researchers then choose participants from each subgroup until the desired quota is met. Quota sampling seeks to ensure an equal representation of different subgroups. Although it provides more structure than convenience sampling, judgment in participant selection by researchers can still introduce bias (Iliyasu & Etikan, 2021).

Probability sampling methods play an important role in qualitative research as they provide systematic and structured approaches to selecting participants (Elfil & Negida, 2017; Firchow & MacGinty, 2020). These methods improve the representativeness and generalisability of research findings. These methods follow the principle of random selection, ensuring that each member of the population has an equal and known probability of being included in the sample. Randomness enhances the impartial and objective selection process, thereby strengthening the credibility and validity of the research findings.

- Random sampling, or simple random sampling, is a fundamental method of probability sampling. In this method, participants are chosen randomly from the population, typically through techniques such as random number generators or drawing names from a hat. This method ensures equal probability of selection for everyone in the population. Random sampling reduces selection bias and ensures a representative sample of the population, making it suitable for generalising findings to the broader population (Firchow & MacGinty, 2020).
- Systematic sampling is a method that incorporates both a systematic framework and a random element to ensure a structured and unbiased selection process (Mahmud et al., 2020). Researchers establish a sampling interval, a predetermined numerical sequence used for participant selection. For instance, when selecting individuals from a list, if every fifth person is chosen, the sampling interval would be five. The process commences by selecting a participant at random from the population list, followed by selecting subsequent participants at regular intervals. Systematic sampling is a method that combines efficiency and randomness, making it well-suited for large populations that have readily available lists.
- Stratified sampling is a probability sampling technique that involves dividing the population into subgroups, or strata, based on specific characteristics (Boschetti et al., 2016). These characteristics may encompass demographics, geographic locations, or additional important attributes. Participants are selected randomly from each stratum to create a sample that is representative. Stratified sampling offers the advantage of ensuring proportional representation of subgroups, thereby facilitating more precise insights into specific segments of the population. This approach is especially valuable when different subgroups have distinct and relevant characteristics for the research.

3.4.1.1 Sampling method used for this study

To conduct rigorous and impactful qualitative research, the researcher must carefully consider and strategically implement sampling methods to ensure the relevance and depth of the collected data (Elfil & Negida, 2017; Firchow & MacGinty, 2020). The sampling methods used in this study were carefully chosen to ensure methodological rigor while improving the significance of the findings.

The use of convenience sampling, a form of non-probability sampling, in selecting Mpumalanga public hospitals was a practical decision that aligns with the objectives of the research and available resources. The researcher recognised the importance of considering the practical aspects of conducting research within a specific context by selecting hospitals based on their proximity and accessibility. Although convenience sampling may have limitations in terms of representativeness, it was selected by the researcher to efficiently access participants from specific settings. This choice enabled a thorough exploration of wellbeing dimensions within the nursing context.

The researcher used purposive sampling, a technique known for its ability to provide data-rich insights that closely align with the research phenomenon, to recruit participants. Purposive sampling involves choosing individuals who have specific expertise or familiarity with the topic being studied (Polit & Beck, 2012). This researcher used purposive sampling to select hospital managers and nurses who provided knowledge in wellbeing in the healthcare sector and were willing to provide their experiential insights.

The researcher followed principles of purposive sampling by carefully selecting participants who possessed a comprehensive understanding of the research topic (Polit & Beck, 2012). This approach facilitated the use of the extensive knowledge held by hospital managers and nurses, leading to an in-depth analysis of the SOC and WLB in Mpumalanga public hospitals.

Purposive sampling provides a clear advantage by allowing researchers to select participants in a way that aligns with their research objectives, thereby enhancing the quality and depth of the collected data (Polit & Beck, 2012). The researcher selected a sample of highly qualified individuals who were motivated to contribute valuable insights based on their experiences. The deliberate participant selection strategy strengthened the accuracy and richness of the study's findings, ultimately improving the overall credibility and impact of the research.

Alternative qualitative sampling methods were evaluated but found to be less appropriate due to their potential limitations in capturing the complex nature of the research phenomenon.

Random sampling, a fundamental method of probability sampling, could have been considered for this study. However, random sampling may not have been suitable for obtaining the specific insights required due to the study's emphasis on wellbeing dimensions in a particular geographic region and healthcare setting. The intricate nature of the research phenomenon necessitated participants possessing specific knowledge and experiences, which random sampling might not ensure (Elfil & Negida, 2017; Firchow & MacGinty, 2020). Systematic sampling, although efficient, may not have guaranteed the inclusion of participants with the desired level of knowledge in wellbeing and nursing practices. Stratified sampling, a probability-based method, could have provided proportional representation among various subgroups of nurses and hospital managers. The identification and categorisation of these subgroups may have been difficult due to the complex nature of wellbeing and the various roles within the nursing profession.

The study's unique requirements led to the decision not to use alternative qualitative sampling methods, such as snowball sampling, quota sampling, and theoretical sampling. Although snowball sampling is useful for reaching hidden populations (Elfil & Negida, 2017; Firchow & MacGinty, 2020), it may not have resulted in a targeted and relevant sample of hospital managers and nurses who possess specialised knowledge in wellbeing and WLB. Quota sampling, despite its structured nature, may present difficulties in determining suitable quota categories and could potentially overlook crucial insights.

Convenience and purposive sampling were ultimately selected as the most appropriate sampling methods for this study (Elfil & Negida, 2017; Firchow & MacGinty, 2020). Convenience sampling facilitated efficient participant recruitment from a specific geographic area, considering the logistical considerations of conducting research within a specific context. Purposive sampling was used to select participants with specialised knowledge and experiences in wellbeing and nursing practices, which closely aligned with the research objectives. The strategic alignment of sampling methods with research objectives improved the study's authenticity and ability to generate meaningful insights (Elfil & Negida, 2017; Firchow & MacGinty, 2020).

3.4.1.2 Participant Recruitment Process

The researcher approached the provincial Department of Health offices in Nelspruit to discuss receiving approval for conducting the research. Approval was sought by following due processes, which included presenting a research outline on why the study was being conducted (Creswell, 2014). After being granted permission from the hospital managers to conduct the study, the researcher visited the hospitals physically to recruit participants and requested contact details of nurses who met the criteria of the research.

Nurses and hospital managers were approached in person and also asked via e-mail to participate. The email included a brief on the purpose of the research and information on the anonymity and confidentiality of the participants. Open-ended questionnaires were distributed to participants who expressed interest in participating. The hard copies of open-ended questionnaires were administered at a mutually agreed convenient time. The scheduling arrangement was effectively communicated to the participants in accordance with the qualitative research study (Patton, 2015). To reduce mistrust and confusion, the researcher presented the information sheet to the participants, explaining the intent of the study and emphasizing that participation was voluntary, that participants were free to withdraw from the study without fear of adverse effects, and that privacy and anonymity were assured (Denzin & Lincoln, 2018). The researcher collected the hard copies of the open-ended questions from the participants upon their completion.

3.4.1.3 Sample size

Sample size determination is a crucial element in research design (Elfil & Negida, 2017; Firchow & MacGinty, 2020), as it has a substantial impact on the reliability, validity, and generalizability of study results. Determining the appropriate sample size necessitates a careful balance between obtaining enough data to address research objectives and ensuring feasibility given resource limitations (Althubaiti, 2023). Thorough deliberation is necessary to achieve a balance and provide full understanding into the research problem.

The process of determining the optimal sample size typically involves considering various factors, including the research design, research objectives, desired level of precision, variability within the population, and the analytical methods to be used

(Krejcie & Morgan, 1970). Qualitative research prioritises depth and richness over statistical generalizability, which necessitates a different approach to sample size calculations.

The Krejcie and Morgan (1970) table is a well-known and frequently referenced resource that offers guidance on determining appropriate sample sizes for research purposes. It is generally recommended that a sample size of 100 is appropriate for populations under 1,000. Qualitative research typically emphasizes smaller sample sizes to enable thorough examination of individual experiences and perspectives (Guest et al., 2006).

The sample size in qualitative research is determined by factors such as data saturation, which occurs when further data collection does not yield any new information or insights (Guest et al., 2006). Data saturation indicates that the sample size is sufficient to encompass the full range and depth of experiences related to the research phenomenon.

Further, it is important for researchers to consider the level of data richness that can be obtained from a smaller sample size. According to Marshall and Rossman (2016), smaller sample sizes allow researchers to thoroughly analyse the collected data, leading to a more thorough understanding of participants' viewpoints. The emphasis is on producing contextually rich insights rather than statistically generalisable ones (Hancock & Algozzine, 2016).

Although qualitative research does not usually follow strict sample size calculations as quantitative studies do, researchers must still maintain methodological rigor. Researchers should provide a rationale for their sample size decisions, specifically by demonstrating how the chosen sample size is consistent with their research objectives and the level of data saturation achieved (Marshall & Rossman, 2016).

To ensure methodological rigor and reliable insights, the researcher initially aimed for a sample size of 30 participants, comprising twenty five nurses and five hospital managers. The decision was made based on a thorough understanding of qualitative research principles, supported by empirical evidence, and established best practices in the field. However, due to challenges with obtaining responses, feedback was eventually received from eight nurses and three hospital managers.

Despite the smaller sample size, the researcher carefully selected participants to fully explore nurses' and hospital managers' perspectives on SOC and WLB in Mpumalanga public hospitals, intending to effectively identify recurring patterns and themes.

Qualitative research focuses on in-depth analysis, contextual understanding, and exploration of individual experiences, in contrast to quantitative research. The minimum sample size was determined based on the goal of achieving data saturation, which is a key aspect of qualitative research. Data saturation occurs when collecting more data no longer provides new insights and the identified themes become consistent and repetitive (Guest et al., 2006). The researcher recognised the importance of carefully choosing only a few participants to fully explore the perspectives of nurses and hospital managers with respect to SOC and WLB in Mpumalanga public hospitals. This would provide a strong basis for identifying recurring patterns and themes. Guest et al. (2006) found evidence that smaller sample sizes can adequately reach data saturation and capture the complexities of participants' experiences.

Including both nurses and hospital managers in the sample was essential for strengthening the study's comprehensiveness. Nurses and managers play separate but interconnected roles in the healthcare setting. Integrating different perspectives enables a complete understanding of wellbeing and WLF dynamics, including the potential interaction between organisational policies, leadership practices, and the nurses' experience (Lazarus & Folkman, 1984).

3.4.1.4 Sample challenges

The problems of sampling in qualitative research have a notable influence on the rigour, validity, and depth of information gathered in a study (Althubaiti, 2023). The process of selecting participants is of utmost importance in qualitative research as it reveals intricate perspectives and contextual details (Althubaiti, 2023). This section offers a comprehensive analysis of relevant literature that emphasizes the different challenges encountered by researchers when conducting qualitative sampling. Moreover, it provides valuable insights into possible strategies that can be implemented to tackle these challenges.

- A common problem in qualitative research is gaining access to participants (Guest et al., 2006). The process of reaching out to specific populations or groups with distinct backgrounds, knowledge, or cultural contexts may encounter obstacles such as gatekeepers, ethical constraints, and logistical difficulties, which can cause delays. In addition, it is important to carefully navigate the process of achieving participant diversity to represent a wide range of perspectives while still maintaining relevance to the research topic. The issue of diversity, particularly within disadvantaged or marginalised communities, remains a persistent challenge (Creswell, 2014).
- Non-response bias is a significant problem in research, as it introduces bias into the sample. This occurs when participants who decline or do not respond differ from those who freely choose to participate (Babbie, 2016). Snowball sampling is a valuable approach for reaching populations that are difficult to access. However, the use of snowball sampling can introduce bias, as it depends on the initial participants to refer others who have similar characteristics or perspectives (Creswell, 2014).
- Determining an appropriate sample size can be a complex challenge when conducting qualitative research. The process of achieving data saturation, which is the point where no new insights emerge, while minimising unnecessary data collection, is a complex task (Guest et al., 2006). The challenge becomes more complex when the researcher considers the need to balance the depth of exploration with limited resources and time constraints (Babbie, 2016).
- Ethical considerations add complexity to the situation. When working with sensitive or vulnerable populations, one must take ethical considerations into account. These considerations include obtaining informed consent, protecting privacy, and ensuring the safety of participants (Palinkas et al., 2015).

To overcome these challenges, it was important to engage in careful preparation and ensure transparency in the methods employed. Researchers should employ various strategies to minimise biases, enhance the representativeness of the sample, and maintain ethical integrity. To enhance the overall rigour of qualitative research, it is important to employ a range of recruitment strategies, clearly justify the sampling selections made, and thoroughly document the steps taken to overcome any challenges encountered.

3.4.1.5 Sample challenges in this research

Throughout the course of this research, the researcher encountered several challenges related to the sample. These challenges provided valuable insights into the complex process of recruiting and selecting participants in qualitative research. This study faced various challenges, both practical and methodological. As a result, it was necessary to carefully plan and take proactive measures to ensure the research's integrity and validity (Creswell, 2009).

Gaining access to the specific group of nurses in Mpumalanga public hospitals proved difficult. The demanding and restrictive nature of nurses' schedules, complicated by their long shifts, often limited their availability to participate in the research. Moreover, the participation of institutional gatekeepers was vital in enabling participant access, thereby adding an extra layer of complexity. To overcome these challenges, it was necessary to build a strong rapport and establish a collaborative relationship with the hospital management. In addition, it was necessary to implement flexible scheduling strategies that could accommodate the participants' shift work (Creswell, 2009).

The nursing profession's diverse range of experiences and perspectives posed a significant challenge in obtaining a sample that truly represents the profession's variability. Nurses who work in different departments, have varying shifts, and take on diverse roles in hospital settings may have different perspectives on their SOC, WLB, and overall wellbeing. The potential variability in data collection can affect the accuracy and quality of the data that is collected. To address this specific challenge, the researcher used purposive sampling techniques. These techniques were chosen to ensure that participants with varying levels of experience, roles, and departments were included. This approach was followed done with the intention of capturing a wide range of perspectives (Creswell, 2009).

The presence of participant resistance and concerns about privacy have been recognised as major problems in research. Participation hesitancy or resistance is commonly observed among individuals asked to take part in research. This hesitation often arises from concerns about the privacy and confidentiality of their personal information. Nurses may feel hesitant due to the same concerns about privacy and confidentiality. Sharing personal experiences, especially in the field of

healthcare, may cause individuals to feel uneasy due to the sensitive nature of the topics being discussed. The primary challenge in this situation is creating trust and cultivating a secure environment where participants feel comfortable sharing their experiences openly. The concerns related to research objectives, informed consent procedures, and privacy can be adequately addressed by providing simple but thorough explanations (Creswell, 2009; Liamputtong, 2013).

The geographical locations of public hospitals in Mpumalanga presented logistical challenges in travel and communication. To minimise disruptions and inconveniences, strategic planning was required for the distribution of printed copies of open-ended questionnaires to participants at various hospital locations. To address this challenge, the researcher adapted the methodology by using open-ended questionnaires distributed in hard copy format. These questions were designed to capture detailed qualitative data, including possible follow-up questions that the researcher anticipated might be necessary to elicit more comprehensive responses (Creswell, 2014). This approach aimed to ensure that the depth and quality of the data collected would be as close as possible to that obtained through direct interviews.

The researcher personally distributed the open-ended questionnaires to participants at their respective hospital sites, providing clear instructions on how to complete them. Participants were requested to place their completed responses in the provided return envelopes to maintain confidentiality. The researcher then personally collected these sealed envelopes to ensure the secure handling of the data. This method allowed the researcher to manage the data collection process directly, ensuring that the responses remained confidential and that no unauthorised individuals had access to the data. These measures were critical in maintaining the integrity of the study and the trust of the participants.

The researcher demonstrated adaptability, resourcefulness, and sensitivity to the unique context of the research while addressing the challenges associated with the samples. The researcher successfully navigated the challenges of sample selection in the nursing profession by employing a range of strategies. These included purposive sampling, engaging collaboratively with gatekeepers, and arranging

flexible appointments. To ensure the inclusion of a diverse and representative range of perspectives, these approaches were implemented.

3.5 DATA COLLECTION METHODS

The section on data collection methods is crucial in research as it describes the collection of vital information to address research questions and achieve the study's objectives. To ensure the quality, depth, and reliability of the insights generated, researchers must have an in-depth understanding of data collection methods. Creswell (2014) offers valuable guidance on how to navigate the complexities of data collection methods. He highlights that the data collection process must be in line with the overall research design and objectives. This alignment ensures that the methods selected are properly customised to the specific context of the study, which helps in extracting important findings. Qualitative research uses various techniques, including open-ended questionnaires, interviews, focus groups, and observations, to collect contextual data. Qualitative researchers achieve a thorough understanding of the phenomenon under study by engaging participants in open-ended discussions. This approach enables researchers to gain insight into participants' perspectives, experiences, and interpretations (Creswell, 2014).

Creswell (2014) states that open-ended questions allow participants to express their personal and detailed perspectives. Observations offer valuable insights into the behaviours and interactions of participants within their natural environments. Researchers can gain a comprehensive understanding of participants' experiences and perspectives by carefully selecting these methods. This approach brings the research closer to the core of the issue.

Silverman (2016) makes a valuable contribution to the field of data collection methods by introducing ethnography as an innovative approach. Ethnographic research involves immersing oneself in a culture or context to discover the hidden complexities and subtleties of participants' experiences. Observations are of utmost importance in ethnography as they enable researchers to accurately document behaviours, interactions, and contextual dynamics as they naturally occur in their respective settings. In qualitative research, Silverman (2016) highlights the significance of documents and artefacts. Texts, visuals, and records offer valuable insights into the social phenomena under research.

3.5.1 Data Collection Methods Used in this Study

This study employed a qualitative research approach to explore the wellbeing of nurses. Data was collected from registered nurses and hospital managers through the distribution of open-ended questions in a form of a questionnaire. Open-ended questions are considered to be a valuable method for researching participants' experiences, perceptions, and emotions. This approach yields rich qualitative data (Smith, 2015). In this section, the researcher discusses the use of open-ended questions and examine the advantages and disadvantages of employing this method to capture the various dimensions of nurse wellbeing.

Open-ended questions in a form of a questionnaires provide researchers with a valuable opportunity to gain extensive insight into the lived experiences of participants. The use of open-ended questions enabled participants to share their thoughts and emotions in their own unique way, which facilitated a thorough examination of their experiences (Creswell & Creswell, 2017; Marshall & Rossman, 2016). The chosen approach was well-suited to the study's objective of exploring different subjective and context-dependent factors associated with nurse wellbeing. Open-ended questionnaires are a versatile research tool that enables researchers to explore different themes and discover unexpected insights (Creswell & Creswell, 2017). The researcher's ability to adapt was crucial in studying complex and multifaceted phenomena, as it allowed her to uncover hidden aspects of participants' experiences. Open-ended questionnaires are of great value in research focused on understanding the intricate aspects of nurse wellbeing, due to their depth and flexibility.

However, the use of open-ended questions has its own set of challenges. One limitation of the study was that it required significant time and effort to analyse the data. The reason for this was the qualitative nature of the responses, which necessitated a comprehensive and often time-consuming process of coding and thematic analysis (Guest et al., 2012). Concerns arise regarding participant engagement and response quality when using open-ended questions, as they necessitate a higher level of mental engagement than closed-ended formats (Clarke & Braun, 2013).

3.5.1.1 The use of a question guide

The use of a question guide is essential when using an open-ended questionnaire methodology for the following multiple reasons (Creswell & Creswell, 2017; Marshall & Rossman, 2016). A question guide is a structured framework that assists researchers in collecting data in a systematic and focused manner. It ensures that the data collection process aligns with the objectives of the study (Creswell & Creswell, 2017; Marshall & Rossman, 2016). A structured approach is crucial in qualitative research, as it gathers comprehensive and intricate responses from participants. Using a question guide helps maintain consistency during data collection (Creswell & Creswell, 2017). Researchers use predetermined questions or prompts to ensure that all participants are exposed to the same fundamental concepts or themes. Consistency allows researchers to make meaningful comparisons between responses. It enables them to identify patterns, themes, and variations in participants' experiences or perspectives (Creswell & Creswell, 2017).

In addition, a well-constructed question guide helps to ensure that the research stays focused on the research questions or objectives. It is a protective measure to prevent any straying from the intended scope of the study. Not using a guide can make it more likely to accidentally include unrelated or external topics in the gathered data. This can lower the quality and relevance of the data (Dillman et al., 2014). Further, a question guide provides researchers with a valuable framework to further investigate and gain deeper insights into participants' responses. Qualitative questions are open-ended, meaning they allow participants to provide detailed responses (Dillman et al., 2014). To facilitate this, a guide can include prompts or probes that encourage participants to expand on their initial answers or provide further clarification. Researchers are able to explore additional areas of interest or unexpected themes that may emerge during the data collection process, due to their ability to adapt (Clarke & Braun, 2013).

A well-designed questionnaire is a valuable tool in establishing a strong rapport and fostering trust between the researcher and the participants. The framework improves the credibility and professionalism of the research by offering a clear structure and promoting transparency. According to Bryman (2016), establishing a

comfortable and inclusive atmosphere can motivate participants to freely express their experiences and viewpoints.

In this study, an open-ended questionnaire guided by a structured question guide was distributed to nurses in Mpumalanga public hospitals to explore their SOC, WLB, and overall wellbeing. This methodological approach aimed to gather rich qualitative data for an in-depth analysis and understanding of these critical aspects of nurses' professional lives.

3.5.1.2 Fieldwork

Fieldwork plays a crucial role in qualitative research as it allows researchers to directly engage with participants in their natural settings, enabling them to collect comprehensive and context-rich data (Braun & Clarke, 2019; Nowell et al., 2017). Recent research has focused on examining the advantages and challenges of fieldwork. This research highlights the significance of fieldwork in generating comprehensive and in-depth insights. However, it also acknowledges the difficulties that researcher encountered during the data collection process (Braun & Clarke, 2019; Nowell et al., 2017).

a. Advantages of fieldwork.

- Fieldwork facilitated the gathering of extensive and contextually relevant data in the real environments where the participants were engaged in their work. The process of collecting valuable and relevant data was simplified, enabling a more comprehensive comprehension of the experiences, challenges, and perspectives of nurses and hospital managers in Mpumalanga public hospitals.
- Fieldwork provided a valuable opportunity to directly engage with participants in hospital environments. By establishing a strong rapport and building trust, it created an opportunity for a deeper and more meaningful exchange of information. This enabled a deeper analysis of their experiences and insights in the context of Mpumalanga public hospitals (Creswell & Creswell, 2017; Marshall & Rossman, 2016).
- In addition to the open-ended question responses, the fieldwork yielded valuable observational data. The researcher could observe different aspects of the hospital environment, such as workflows and interactions among staff members. The observations conducted in Mpumalanga hospitals were highly valuable as

they provided specific context, thereby enhancing the depth of the collected data (Creswell & Creswell, 2017; Marshall & Rossman, 2016).

- Fieldwork offered the chance to adapt and accommodate the specific circumstances and complexities of the hospitals in Mpumalanga. This allowed for flexibility in collecting data. The researcher had the flexibility to adjust her approach based on the schedules, availability, and preferences of the participants. This enabled a data collection process that is more flexible and responsive, designed to suit the specific circumstances of Mpumalanga public hospitals (Creswell & Creswell, 2017; Marshall & Rossman, 2016).

b. Disadvantages of fieldwork

- Fieldwork was a time-consuming process, specifically when working with healthcare professionals who have busy schedules, such as nurses and hospital managers. In a research setting, it is crucial to have careful coordination when scheduling data collection. Coordinating the data collection process may result in a longer duration, which is an important factor to consider (Creswell & Creswell, 2017).
- Effective management of subjectivity is essential in research. The personal beliefs and assumptions of researchers can unintentionally influence how they interact with others and interpret data. Ensuring the validity of the findings in the study on nurse wellbeing required maintaining objectivity (Nowell et al., 2017).
- In the hospital setting, ethical considerations, such as participant privacy and wellbeing, had higher priority. Careful navigation is necessary to balance the collection of authentic data with ethical standards. Maintaining research integrity and protecting the rights of participants are essential aspects of fieldwork, making ethical considerations a crucial component (Braun & Clarke, 2019).
- It was necessary to acknowledge the challenges posed by time and resource constraints. Conducting fieldwork in a busy hospital necessitated careful planning and allocation of resources. Effective management of logistical complexities is essential as it may affect both the research timeline and budget (DiCicco-Bloom & Crabtree, 2006).
- The researcher obtained clearance from the hospital management and nursing supervisors to access the Mpumalanga public hospitals and engage with the nursing staff for data collection. This step was taken to ensure ethical compliance

and to facilitate the researcher's entry into the field for the study. The researcher was granted gatekeeper clearance, which enabled her to commence immersive fieldwork. This involved directly interacting with participants in their natural work environments and gathering data that is extremely sensitive (Thorogood & Green, 2018).

- The researcher took crucial steps, such as confirming the final number of participants and arranging materials and resources (Thorogood & Green, 2018). She made careful preparation to ensure a smooth and efficient data collection process that aligned with its objectives. Further, the researcher clearly communicated the arrangements to the participants.
- After completing the data collection, the researcher took the time to address any questions from the participants (Thorogood & Green, 2018). This step was part of maintaining transparency and integrity throughout the research process.

3.5.1.3 The researcher

During the data collection process, the researcher played a multifaceted and active role, serving as a means for gathering and interpreting the narratives and experiences of the participants. This phase of qualitative research entailed an active interaction between the researcher's obligations, her physical presence in the research environment, and her commitment to thoroughly exploring all dimensions of nurses' SOC, WLB, and wellbeing (Creswell, 2009; Leedy & Ormrod, 2015).

The researcher played a crucial role as a facilitator, establishing an environment that cultivated open dialogue and facilitated the sincere exchange of information. In line with the recommendations put forth by Creswell (2009) and Leedy & Ormrod (2015), the researcher employed active listening, probing techniques, and empathetic engagement to effectively encourage participants to articulate their thoughts and emotions. The participants' willingness to assume a facilitative role allowed them to express their thoughts and emotions without constraint, thus ensuring accurate documentation of their narratives (Creswell & Creswell, 2017; Marshall & Rossman, 2016).

Moreover, the researcher assumed an active role in supervising the administrative elements of the data collection process, combined with facilitating important discussions. The process involved the careful arrangement of schedules with the

participants to facilitate the distribution and retrieval of the open-ended questionnaires (Braun & Clarke, 2019). By meticulously and methodically planning the logistical aspects, the researcher successfully reduced potential disruptions and improved the overall quality of interactions.

As the researcher employed open-ended questionnaires, the role of facilitator was integral in cultivating an environment conducive to open dialogue and sincere information exchange. This was achieved through initial rapport-building, ensuring clarity of questions, and encouraging participants to elaborate on their responses. By actively listening and probing further, the researcher prompted participants to articulate their viewpoints comprehensively. Verbal expressions were recorded meticulously to capture contextual richness in participants' responses, maintaining exactness to their perspectives and experiences.

Further, the researcher ensured adaptability and sensitivity during the data collection process, which was required by the demanding work environment of the nurses. The data collected from the open-ended questions enabled the identification of unexpected and unplanned patterns that arose during informal interactions. The researcher displayed an excellent degree of skill in adapting her methodology and exploring emerging themes, while simultaneously prioritising the participants' wellbeing and comfort. The abovementioned strategies enhanced the depth and comprehensiveness of the collected data.

The researcher took on the responsibility of supervising the ethical considerations related to the process of data collection. The researcher ensured that the principles of confidentiality, privacy, and informed consent were upheld for the participants involved in the study (Creswell, 2009; Leedy & Ormrod, 2015). The researcher's dedication to the wellbeing and trust of the participants was exemplified through an act of ethical awareness.

3.5.2 Potential Source of Bias

Qualitative research acknowledges subjectivity as a crucial element of its methodology, which means it does not support the idea of researchers being neutral. Instead, it recognises that researchers actively contribute to shaping both the research process and its outcomes (Denzin & Lincoln, 2018; Charmaz, 2014).

This approach acknowledges that researchers are not impartial observers, but rather active participants in the research process (Denzin & Lincoln, 2018; Charmaz, 2014). The dismissal of researcher neutrality is a core principle in qualitative research (Denzin & Lincoln, 2018; Charmaz, 2014). Researchers do more than just receive data. They actively engage with participants, analyse the data, and develop interpretations based on specific sociocultural contexts (Denzin & Lincoln, 2018). Recognising and valuing the subjective perspective of the qualitative researcher is crucial for enhancing our broad understanding of the phenomena under study. The researcher successfully minimised potential sources of bias by diligently adhering to the following guiding principles.

The researcher addressed and reduced possible sources of bias throughout the research process. She acknowledged the significant effect that bias can have on data collection, analysis, and interpretation (Creswell, 2009; Leedy & Ormrod, 2015). The researcher employed rigorous strategies to adhere to the principles of reflexivity and transparency. She recognised the significance of maintaining research validity and credibility (Creswell, 2009; Leedy & Ormrod, 2015).

The researcher first adopted a position of reflexivity, which involved continuously examining their own beliefs, experiences, and potential biases that might influence their interactions with participants (Francisco et al., 2023). The researcher engaged in a process of introspection, which helped them recognise and acknowledge their own perspectives. At the same time, she made efforts to maintain objectivity during the data collection phase (Smith & Johnson, 2019). The researcher showed a thoughtful understanding of how her personal background could affect the development of open-ended questions and the emphasis on certain topics. This approach ensured a thorough analysis of the SOC, WLB and overall wellbeing. The above was done while maintaining a balanced perspective.

To address confirmation bias, the researcher took a proactive approach by actively seeking out and engaging with a diverse range of perspectives and experiences (Peters, 2022). The researcher chose to approach her searches without bias, allowing for the discovery of unexpected patterns and findings (Braun & Clarke, 2019). By implementing this methodology, the researcher could increase her

understanding of the participants' narratives and minimise the risk of missing out on crucial information.

To minimise the potential effect of participant bias, the researcher implemented measures to create a secure and unbiased environment during the data collection process. The researcher emphasized that there were no definitive right or wrong answers and created an atmosphere that encouraged participants to freely share their actual experiences. The purpose of this approach was to reduce participants' tendency to present themselves in a positive light, thus encouraging authentic and open conversations (Nowell et al., 2017).

The researcher addressed the challenge of interpretive bias through a systematic and transparent analytical approach. The researcher took great care in documenting coding decisions, themes, and interpretations. This was done to ensure that these aspects could be easily traced and validated by external reviewers (Braun & Clarke, 2019). The use of this methodology contributed to developing a comprehensive documentation of the researcher's analytical process, which enhanced the credibility and reliability of the study.

3.5.3 Distribution of Open-Ended Questionnaires

To minimise potential disruptions during data collection, a proactive strategy was implemented by distributing printed copies of open-ended questionnaires to participants. The approach was meticulously designed to enhance the efficiency and effectiveness of the data gathering process.

The researcher addressed any potential technical or logistical challenges in a hospital setting by offering printed copies as a solution. Hospitals are intricate environments that require individuals to handle numerous tasks and responsibilities. The use of printed open-ended questionnaires allowed participants to easily interact with the questionnaire based on their own preferences and schedules. The flexibility of planning in a hospital setting helps to minimise disruptions caused by conflicting commitments or unforeseen events. Further, by offering printed open-ended questionnaires, participants could provide their responses conveniently and physically to the open-ended questions. This method is designed for individuals who prefer or are more comfortable working with physical documents than digital

platforms. Further, it acknowledged and accounted for potential challenges, such as limited internet connectivity or lack of access to technology, that may have impeded the process of collecting data.

In addition, the use of printed open-ended questionnaires helped create a sense of familiarity and comfort among the participants. The use of a familiar question format may have helped participants feel more at ease and encouraged them to provide more open and honest responses when completing the questionnaires. Improving the quality and depth of participants' responses can be achieved through this approach. The decision to distribute printed copies of the questionnaires demonstrates a deliberate and strategic approach which minimised disruptions and facilitated efficient data collection in the hospital environment. This approach shows a commitment to obtaining reliable and high-quality data for the study.

After the data collection, the researcher conducted a careful transcription process to accurately record the participants' verbal expressions (Liddicoat, 2021). The transcription process followed ethical guidelines and focused on faithfully representing the participants' voices, ensuring the data's authenticity (Liddicoat, 2021). The transcripts were considered valuable documents that would be carefully analysed to uncover the underlying themes and patterns present in the participants' experiences (Liddicoat, 2021).

3.5.3.1 Open-ended questions

The use of open-ended questions enables participants to express their thoughts and emotions authentically, providing them with a platform to convey the complex aspects of their experiences (Smith & Firth, 2011). The researcher used open-ended questions to encourage participants to share their experiences of workplace-related factors that contributed to their overall wellbeing.

Open-ended questions have an unrestricted format. They encourage participants to freely express their experiences, emotions, and perceptions using their preferred language. Such questions prompt individuals to provide narrative-driven answers that investigate the intricate and contextual details of their personal experiences (Liddicoat, 2021). When individuals are prompted to share a recent positive experience that has improved their wellbeing at work, it encourages them to share

their own stories. This allows for valuable insights into the factors that contribute to their overall wellbeing. The responses mentioned above not only provide rich and detailed data, but they also offer valuable insights into the subjective aspects of the participants' experiences. This improves the qualitative depth of the study.

The use of open-ended questions aligns with the principle of methodological triangulation, which entails employing various data collection methods to validate and enhance research findings (Creswell, 2009). This methodology enables the researcher to gain valuable insights from various perspectives, specifically those of nurses and hospital managers. By doing so, it helps to minimise bias and provides a more comprehensive understanding of the factors that influence nurses' SOC, WLB, and overall wellbeing. The use of this specific methodology led to the gathering of responses that were rich in narrative content. This effectively captured the intricate dynamics of emotions, interactions, and situational elements that play a role in the overall wellbeing of nurses.

Further, the deliberate incorporation of open-ended questions aligns with the grounded theory methodology advocated by Charmaz (2014). This methodology emphasizes the importance of using inductive reasoning while conducting thorough exploration. It allows for the natural identification of themes and patterns from the collected data. The researcher skilfully encouraged participants to freely express their viewpoints by using open-ended questions, which effectively led to the emergence of complex themes related to SOC and WLB. The approach used in this study ultimately enhanced the authenticity and depth of its findings.

3.5.3.2 Data recording process

To ensure comprehensive data collection, the researcher effectively employed a qualitative open-ended questionnaire method, which is commonly used in qualitative research (Bryman, 2016; Creswell & Creswell, 2017). The method was chosen as it is effective in providing broad and intricate responses from participants, allowing for an in-depth review of their experiences, perspectives, and views (Bryman, 2016). The open-ended questionnaire was thoughtfully crafted to incorporate a diverse range of open-ended questions. The questions were formulated with great care, taking into consideration the research objectives, questions, and a thorough review of the relevant literature (Clarke & Braun, 2013).

The open-ended questions were thoughtfully crafted to match the study's specific objective. This approach enabled participants to freely express themselves in their own words. The purpose of this method was to avoid imposing any preconceived notions or restrictions on responses. This allowed for a more authentic representation of the participants' perspectives (Bryman, 2016).

In addition, the researcher took care that the open-ended questionnaire had a well and easy-to-understand structure. Ensuring that the questions were organised in a logical order was crucial for the thorough and effective analysis of the research participants. This aspect played a vital role in maintaining the significance of the research. The meticulous planning during the research process assisted to establish a good rapport with the participants. To achieve this, the researchers began by asking broader questions and then gradually moved towards more specific and potentially sensitive topics (Creswell & Creswell, 2017).

The researcher showed her expertise in using this method by skilfully creating an environment that encouraged participants to communicate openly and honestly. The researcher emphasized the importance of maintaining confidentiality and providing honest and open feedback, while also providing clear instructions and reassurances. The approach used in this study helped establish trust between the researcher and participants, which is essential for obtaining reliable and trustworthy information (Braun & Clarke, 2013).

In addition, the use of open-ended questions in a form of a questionnaire allowed for flexibility in gathering data, which was essential given the complex nature of the hospital setting. In healthcare settings, participants were given the freedom to respond at their own pace and express themselves in their own words. This approach eliminated the pressure of immediate responses, which is commonly experienced in other data collection methods like semi-structured interviews (Bryman, 2016). The flexibility offered was beneficial in accommodating the diverse preferences and schedules of the participants, ultimately leading to a more inclusive and comprehensive dataset.

3.6 DATA ANALYSIS

The analysis of data in qualitative research is where the collected data is systematically analysed, interpreted, and synthesised to generate meaningful insights and themes. This study was an investigation of the relationship between nurse SOC, WLB, and wellbeing. The researcher conducted a thorough data analysis to gain an in-depth understanding of the participants' experiences and perspectives (Charmaz, 2014; Smith & Firth, 2011).

The initial step was transcribing the written responses. This involved carefully converting the written texts into digital format. Microsoft Excel was instrumental in the meticulous transcription of written responses into digital format, which was a critical component of this qualitative study that examined the interaction between nurse SOC, WLB, and wellbeing (Bree & Gallagher, 2016; Smith & Firth, 2011). This essential step provided a solid foundation for subsequent data analysis processes by ensuring the accurate capture and systematic organisation of participants' narratives (Smith & Firth, 2011).

The transcription process was optimised by utilising Excel's capabilities, which provided a structured method for converting handwritten or typed responses into a digital database. Excel cells were utilised to input each response, resulting in a well-organised and transparent repository of participant data (Bree & Gallagher, 2016; Smith & Firth, 2011). This methodical approach not only improved the efficiency of data handling but also reduced the errors associated with manual transcription, thereby guaranteeing the accuracy of the narratives that were captured (Charmaz, 2014). Additionally, Excel's spreadsheet capabilities enabled easy sorting, filtering, and categorization of transcribed data, which facilitated the subsequent phases of familiarisation and initial coding. The researcher had the ability to effectively manage large volumes of qualitative data in this digital format, which facilitated comprehensive data analysis and interpretation (Smith & Firth, 2011).

This study ensured that participant narratives were accurately represented and prepared for in-depth analysis to uncover insights into nurse SOC, WLB, and wellbeing by utilising Excel for data transcription, thereby maintaining methodological rigor and accuracy. Subsequent to transcribing the data, the

researcher engaged in an extensive process of familiarisation, in order to obtain a basic understanding of the content (Smith & Firth, 2011).

The coding process involves systematically categorising data segments into meaningful units. The initial codes were assigned to capture the specific concepts, experiences, and emotions expressed by the participants. Throughout the analysis, the initial codes were refined and expanded, ultimately forming the basis for the development of themes (Charmaz, 2014). The codes were organised into overarching themes by employing a methodical approach of continuous comparison and continuous analysis. This approach effectively captured recurring patterns and provided valuable insights. The themes discussed by the participants included their perspectives on their overall wellbeing, their ability to understand their experiences, and their ability to achieve a healthy balance between their professional and personal lives. These themes were explored in the context of their nursing responsibilities. The researcher engaged in reflective discussions and carefully reviewed the coded data to ensure the consistency and relevance of the identified themes (Smith & Firth, 2011).

The researcher employed validation and triangulation techniques to enhance the credibility and validity of the findings. The result was accomplished by cross-referencing the emerging themes with a diverse range of data sources and perspectives. These perspectives included input from participants who were directly involved in the study. The study used a methodology that involved thoroughly analysing themes from different participants and contexts. The goal was to determine their coherence and reliability (Creswell, 2009).

During the interpretation phase of the study, a thorough examination of the themes was conducted to reveal hidden meanings and implications. The researcher successfully contextualised the identified themes within a broader theoretical framework by using established theoretical frameworks and drawing from relevant academic literature. The process of data analysis resulted in a comprehensive collection of findings that offered valuable insights into the various aspects of nurse experiences. The findings mentioned earlier were presented in a systematic and structured manner. They were supported by relevant quotations and illustrations taken from the narratives shared by the participants. The research report offered a

comprehensive analysis of the synthesised insights. It identified thematic patterns and discussed their significance in relation to the research context (Creswell, 2009).

The researcher carried out a thorough analysis of the data, successfully addressing the complexities related to qualitative data. The researcher gained valuable insights into nurse SOC, WLB, and wellbeing through this comprehensive process. The researcher's commitment to using a thorough approach in analysing, validating, and interpreting the data ensured that the study's findings were solid, reliable, and accurately reflected the actual experiences of the participants.

3.6.1 The Process of Building Theory

The data analysis process began by carefully reviewing the qualitative data collected from nurses and hospital managers. The researcher performed an extensive review to identify common themes related to resources for personal wellbeing. The themes included cognitive strategies, emotional regulation, and opportunities for training and development. The themes mentioned above were based on the experiences and narratives of the participants. These themes indicate how individual resources contributed to improving their SOC, WLB and overall wellbeing. The personal component of the Salcor framework (which integrates the salutogenic model and the conservation of resources (COR) theory – see section 7.4) was established by drawing insights from the data collection (Smith & Firth, 2011; Charmaz, 2014).

The next phase of the analysis involved examining the interpersonal dynamics in the nursing environment. By conducting a thorough analysis of the participants' narratives, the researcher identified common themes related to interpersonal support, social networks, and collaboration. The factors mentioned above emphasize the significance of interpersonal relationships and social interactions in shaping individuals' overall wellbeing. The analysis revealed that the interpersonal component of the Salcor framework is crucial in highlighting the importance of supportive relationships in improving the SOC, WLB and overall wellbeing of nurses (Creswell, 2009; Smith & Firth, 2011).

The final phase of data analysis involved examining the organisational context within the nursing field. The researcher thoroughly analysed the narratives provided by the

participants. The goal was to identify recurring themes that were related to workplace policies, autonomy, managerial practices, and conflicting demands. The themes mentioned above offered valuable insights into how organisational factors affect individuals' perceptions of wellbeing. The inclusion of the organisational component in the Salcor framework is a result of synthesising multiple research findings. These findings have highlighted the significant effect that organisational structures and practices have on the SOC, WLB and overall wellbeing of nurses.

After obtaining insights from each individual component, the researcher proceeded to systematically integrate them, effectively aligning the personal, interpersonal, and organisational components into an integrated structure. The primary goal of the integration process was to systematically capture the complex interaction among these factors and their combined influence on the wellbeing of nurses. The Salcor framework is a comprehensive and contextually relevant tool that effectively captures the complex interplay between personal resources, social dynamics, and organisational influences on wellbeing.

To ensure the credibility and reliability of the Salcor framework, the researcher conducted a member-checking process that involved the active participation of nurses and managers. The participants' feedback was essential in refining the framework and making sure it aligned with their individual experiences. The credibility of the framework in the nursing context was improved by continuously validating and refining it (Creswell, 2009).

The Salcor framework is significant as it aligns well with the research context and effectively captures the complex nature of the phenomenon under study. Additionally, the framework is significant as it is specifically tailored to address the unique challenges, resources, and dynamics faced by nurses in Mpumalanga public hospitals. The framework ensures the delivery of practical insights and actionable recommendations that are specifically tailored to the context. The concept's value is strengthened by its broad scope, which encompasses the analysis of personal, interpersonal, and organisational factors that affect individuals' overall wellbeing. The broad strategy employed shows a clear understanding of the complex and diverse nature of wellbeing experiences, which helps to avoid oversimplifying the matter. This approach offers a more precise and comprehensive understanding of

nurses' wellbeing by acknowledging and considering the intricate interrelationships that influence it. The framework's value goes beyond theoretical considerations and also applies practically. The Salcor framework provides a comprehensive set of strategies that can effectively improve resources, social support, and organisational practices. Therefore, it can be a valuable tool for policymakers, hospital executives, and nurse managers who are striving to develop interventions that aim to enhance overall wellbeing. The effect's practical significance is heightened, which in turn increases its impact on the field of nursing and the wider healthcare industry. The study's significance is enhanced by the inclusion of empirical validation. This is achieved through member checking with nurses and managers, and obtaining expert feedback. These processes contribute to establishing credibility in terms of accuracy and relevance. The comprehensive and pioneering conceptual instrument that emerges from integrating the salutogenic model, the conservation of resources theory, and the specific nursing context within the framework enhances knowledge development in the fields of wellbeing and nursing. The primary value of the Salcor framework lies in its ability to align with the specific needs and circumstances of nurses in Mpumalanga public hospitals. This framework provides an in-depth view of the factors that contribute to the wellbeing of nurses in this context. Further, it offers practicality by providing tangible strategies and interventions that can be implemented to improve the wellbeing of nurses. The credibility and reliability of the Salcor framework as a resource for improving nurse wellbeing are further enhanced by its empirical validation. Further, the framework incorporates a range of theoretical perspectives, thereby strengthening its theoretical robustness and relevance.

3.7 ENSURING DATA QUALITY

In qualitative research, the critical importance of guaranteeing the quality of gathered data is unquestionable and integral. The integrity of the data collected is crucial for establishing the credibility, dependability, and trustworthiness of research findings. It serves as the fundamental basis for deriving insights, drawing conclusions, and determining implications (Creswell, 2009; Lincoln & Guba, 1985). Therefore, it was crucial to adopt a deliberate and comprehensive strategy for ensuring data quality to maintain the integrity and reliability of qualitative research activities.

3.7.1 Ensuring Trustworthiness of Qualitative Data

Establishing trustworthiness was of utmost importance in this research to ensure the credibility and validity of the findings. To ensure the reliability of the study's findings, a detailed research approach was applied due to the complexity of exploring wellbeing in this professional context.

a. Credibility

In this study, credibility played a central role as it referred to the perceived trustworthiness of the research. Accurately presenting the experiences and perspectives of the participants was important. To ensure credibility, the researcher used a method called member checking. This involved giving participants the chance to confirm that the researcher's interpretations accurately reflected the nurses' experiences. This practice helped to strengthen the credibility of the data that was collected. It ensured that the research objectives were in line with the first-hand experiences of nurses (Lincoln & Guba, 1985).

b. Transferability

The objective of the study was to attain transferability, which is the capacity to apply research findings to different contexts. The researcher achieved this by providing comprehensive descriptions of the research context, participants, and the work environments of nurses. The detailed descriptions provide a comprehensive understanding of all the factors involved in the wellbeing of nurses. This enabled the researcher to assess the importance and possible application of the findings in comparable nursing settings. To enhance the study's transferability, an in-depth analysis of the challenges faced by nurses in Mpumalanga public hospitals was provided (Korstjens & Moser, 2018).

c. Dependability

Meticulous record-keeping was employed to ensure the utmost dependability, which pertains to the reliability and consistency of research findings. The audit trail meticulously documented the research selections, methods, and any modifications that were made. This approach enhances transparency and accountability, allowing other researchers to track the study's progress and evaluate the reliability of the

resulting conclusions. The study's documentation was conducted meticulously, following a rigorous design.

d. Confirmability

The practice of reflexivity was employed to ensure confirmability, which pertains to the objectivity and neutrality of the research process. The researcher demonstrated proactivity by acknowledging and addressing any potential biases that may have influenced their perspective. The researcher diligently kept a reflective journal to document her thoughts, emotions, and insights that emerged throughout the process. This practice promoted transparency, demonstrated a commitment to objectivity, and minimised the potential influence of biases. In their work, Guba and Lincoln (1989) highlighted the significance of reflexivity in attaining an impartial and comprehensive understanding of nurse wellbeing.

Peer debriefing, an integral component of this study's methodological approach, involved soliciting feedback from colleagues well-versed in qualitative research techniques. Following data collection, the researcher engaged in discussions with these colleagues about emerging themes, interpretations, and analytical decisions. Their insights and critiques offered fresh perspectives and rigorous scrutiny, thereby enhancing the reliability and validity of the findings. The contributions of the researcher's colleagues ensured that the study's interpretations were robust and closely aligned with the nuanced realities of nurse wellbeing within the study context.

The study aimed to achieve data saturation by thoroughly exploring various perspectives on nurse wellbeing. The stage was explained in detail, allowing for a comprehensive understanding of the insights that were obtained. The study's emphasis on the depth of exploration highlighted its accuracy and alignment with the overall research goals.

The qualitative research conducted on nurse wellbeing in Mpumalanga public hospitals demonstrated a strong commitment to ensuring the credibility, dependability, and significance of its findings. This was achieved through the implementation of rigorous trustworthiness strategies.

3.7.2 Ethical Considerations in Research

The research conducted on nurses and hospital managers in Mpumalanga public hospitals placed a strong emphasis on ethical considerations. Taking these considerations into account was essential for safeguarding the rights and wellbeing of the participants, maintaining the integrity of the research process, and enhancing the credibility of the findings. The importance of ethical considerations in research is emphasized by several sources (Creswell, 2009; Gelling, 2016; Polit & Beck, 2017). Due to the sensitive nature of the healthcare environment and the participation of healthcare professionals, this was of utmost importance.

Obtaining informed consent is a crucial component of the ethical framework. In this qualitative study, the process of obtaining informed consent went beyond mere signature on a document. The study emphasizes the importance of transparent and open communication. This approach ensured that all participants were fully informed of the research objectives, potential risks and benefits, and their right to withdraw at any point (Creswell, 2009; Polit & Beck, 2017). Adopting this approach required the researcher to prioritise and respect the autonomy of the participants.

Protecting the privacy of participants and preventing any potential harm are crucial considerations, making it crucial to ensure confidentiality and anonymity (Gelling, 2016). The participants were assured that their identities and responses would be treated with the utmost confidentiality. In addition, the data was reported with extreme caution to completely eliminate any possibility of identification (Gelling, 2016). The purpose of this study was to establish trust and promote open and honest communication among the participants (Creswell, 2009; Gelling, 2016).

The research process was conducted in accordance with the ethical principles of beneficence and non-maleficence. Researchers have a moral responsibility to maximise the benefits for participants while minimising any potential harm (Gelling, 2016). The process involved conducting an extensive assessment of the potential risks and benefits associated with participation, paying particular attention to the emotional wellbeing of the participants. The researcher followed the recommendations of Polit and Beck (2017) and the World Medical Association (2013) to minimise any potential negative consequences.

Gelling (2016) argues that ethical research practices are founded on the principle of voluntary participation. The participants were assured that their involvement in the study was entirely voluntary. They were informed that they had the freedom to decline participation without facing any negative consequences. To foster a supportive environment that encouraged open communication, it was essential to provide participants with the opportunity to freely express their thoughts and opinions. Additionally, it was important to give them the freedom to make choices that reflect their personal preferences (Creswell, 2009; World Medical Association, 2013).

It was crucial to recognise the possibility of power imbalances, especially given the diverse roles and positions of the participants (Roets & Lubbe, 2015). The researcher took deliberate steps to acknowledge and rectify these imbalances, with the aim of preventing any kind of exploitation. In conducting the study, the researcher placed great importance on ensuring fair treatment and equal opportunities for all participants to express their perspectives (Creswell, 2009).

During the research process, the researcher consistently upheld a commitment to transparency, honesty, and ethical obligations. Clear communication of research intentions, methodologies, and any potential conflicts of interest was necessary. Ensuring transparency requires the crucial factors of establishing trust and minimising potential biases (Creswell, 2009; Polit & Beck, 2017). Transparency was maintained by clearly communicating the nature of the research, the role of the researcher, and any affiliations related to the study.

Obtaining ethical approvals from both the Unisa Ethics Committee and The Mpumalanga Provincial Department of Health Research Committee was a crucial and necessary step in the research process. The approval processes were in place to ensure that the research design, methods, and ethical considerations adhered to established standards. This effectively protected the rights and wellbeing of the participants (Creswell, 2009). This process has further enhanced the commitment to upholding ethical standards in the research conducted in public hospitals in Mpumalanga.

3.8 REPORTING OF RESULTS

3.8.1 General Approach to Reporting

The researcher followed the APA 7th edition referencing style to write the report in an academic format and to conduct research in accordance with Unisa requirements. The Mpumalanga Department of Health Provincial Research and Ethics Committee was given both a soft and hard copy of the research report. The thesis can also be found on the Unisa Internet Repositories. The researcher plans to disseminate the study by publishing it in a journal article and a book chapter, creating a flyer, and presenting the research findings at academic conferences. The purpose of the research report was to enhance the working conditions and wellbeing of nurses in Mpumalanga public hospitals. This improvement will have positive effects on the nurses, their patients, and the overall effectiveness of healthcare institutions.

3.8.2 Findings

The research findings focused on the development of a wellbeing framework aimed at enhancing the SOC and WLB of nurses in public hospitals in Mpumalanga. This involved identifying the potential factors that influence SOC of nurses and exploring the implications of these factors on their WLB and overall wellbeing.

The research focused on exploring the experiences and perceptions of nurses regarding their SOC, WLB, and overall wellbeing. The objective of the study was to identify the factors that either encourage or hinder the development of a strong SOC, and the factors that influence WLB and overall wellbeing.

The research findings also included recommendations for interventions or strategies that can be implemented to promote the development of a strong SOC, improve WLB, and enhance the wellbeing of nurses. The recommendations included various approaches at both the individual and organisational levels. These approaches included mindfulness training, mentoring programmes, flexible work arrangements, and the implementation of organisational policies that prioritise the wellbeing of employees. The main objective of the research was to add to the existing knowledge on the significance of SOC, WLB, and wellbeing in the nursing profession.

Additionally, the research aimed to provide valuable insights that can be used to shape policies and practices in this field.

3.8.3 Discussion

The main focus of this section was to provide a comprehensive analysis and interpretation of the findings, specifically pertaining to nurses and hospital managers in public hospitals in Mpumalanga. It provided an opportunity to gain a deeper understanding of the implications and significance of the research findings.

The discussion section offered a comprehensive analysis of how the findings corresponded with the existing literature and theoretical frameworks that are significant to healthcare management and nursing practices. This involved conducting a thorough analysis to determine how the results contributed to the existing knowledge in this field. It has the potential to offer valuable insights into best practices and highlight areas that require further attention.

Further, the discussion section centred on the development of a comprehensive wellbeing framework tailored specifically for nurses and hospital managers in Mpumalanga public hospitals. The framework was carefully constructed to include crucial aspects of wellbeing, considering the unique challenges and demands faced by healthcare professionals in this specific context. The development process involved conducting an extensive review of existing literature, engaging in discussions with experts in the field, and conducting rigorous validation through the collection of empirical data during the study. This framework provides a structured approach for evaluating and enhancing wellbeing. It also serves as a foundation for potential interventions and policies that strive to improve the overall quality of work-life for nurses in these settings.

3.8.4 Conclusions, Limitations and Recommendations

The results were summarised and presented in a thorough section titled "Conclusions, Recommendations, and Limitations." The research findings were thoroughly evaluated in relation to the main research question and objectives. The evaluation resulted in specific recommendations for practical implementation and suggestions for future research guidance. The study acknowledged its limitations,

which contributed to a better understanding of the scope and implications of the research within the healthcare sector.

3.9 CHAPTER SUMMARY

Chapter 3 presented a comprehensive overview of the methodological approaches, research design, and strategies employed for data collection, analysis, and interpretation. It highlights the significance of upholding methodological rigour, transparency, and alignment with research objectives. The chapter emphasized the significance of qualitative research in capturing nurses' experiences. The explanation why this approach is preferred was provided, and a systematic sampling strategy was further outlined. In addition, the chapter presents a comprehensive explanation of the data collection methods, specifically highlighting the use of open-ended questions. The researcher paid much attention to ethical considerations and presented comprehensive strategies to enhance the validity and reliability of the research. In the next chapter, the researcher investigates the findings obtained through the data collected from nurses and hospital managers.

CHAPTER 4: RESULTS AND FINDINGS

4.1 INTRODUCTION

In this chapter a comprehensive analysis is provided of the results obtained from the collection of data from nurses and hospital managers. The chapter begins with a description of the population and sample being investigated. Next, an analysis is conducted to explore the diverse challenges encountered throughout the sampling procedure, accompanied by an explanation on the potential implications of these challenges on the study's outcomes. Then comes a thorough analysis of the research findings, with emphasis on the rich narratives, experiences, and perspectives shared by the participating nurses and hospital managers.

This chapter also places emphasis on the identification of significant codes and themes that were uncovered during the analysis. This study offers valuable insights into the important aspects of the challenges and disruptions that occur in healthcare settings in Mpumalanga province. The chapter concludes with a thorough analysis of the complex relationship between SOC, WLB, and wellbeing. This analysis is supported by the responses gathered from the participants.

4.2 RESEARCH CONTEXT

The previous chapters have laid the groundwork for this research, which focuses on public hospitals in South Africa, specifically those in the province of Mpumalanga. The primary goal of this study was to create a comprehensive framework that is specifically designed to enhance the SOC, WLB, and overall wellbeing of nurses employed in public hospitals in the Mpumalanga province.

4.3 FINDINGS

This section is dedicated to presenting the findings obtained from the analysis of the questionnaires that were distributed to the participants as part of the research. The researcher carefully analysed the collected data and subsequently organised the findings in a manner that effectively highlights the thematic patterns that emerged from the data. The aim was to proficiently convey the gathered information in a logical and organised manner.

The responses gathered from the open-ended questions offer significant and insightful information that greatly support and reinforce each theme. The inclusion of direct input from the participants enhances the representation of themes in this analysis. In addition, this section provides a brief overview of the questionnaires used, offering the reader contextual information about the questionnaire tool and how it was distributed among the participants.

4.3.1 Biographical Information of the Participants

The inclusion of biographical information regarding the participants was important as it provided valuable contextual understanding of the individuals involved in this research study. The study covered a wide range of participants to ensure fair and impartial representation of both men and women. Recognising the possible variations in perspectives and life backgrounds the participants was part of cultivating an atmosphere of inclusivity.

The study demonstrated a worthy commitment to inclusivity by actively engaging individuals from various age groups in the research process: young adults, middle-aged individuals, and occasionally, senior participants. All participants displayed significant expertise in their roles. The presence of individuals from different age groups in a healthcare setting, such as a hospital, resulted in the emergence of diverse perspectives. This observation was made based on the understanding that individuals belonging to various age groups frequently share unique perspectives, attitudes, and life experiences, particularly when it pertains to the wellbeing of nurses.

Further, significant emphasis was placed on the careful and thorough selection of participants to guarantee the inclusion of individuals from diverse professional backgrounds in the healthcare sector. The study included a wide range of healthcare professionals, comprising specialised nurses from various subspecialties with varying degrees of experience. Further, the participant pool consisted of experts who possessed specialised knowledge in different areas of healthcare administration. The healthcare sector stands to gain significant advantages by incorporating professionals from various disciplines, which will facilitate the implementation of a comprehensive and holistic approach to enhancing overall wellbeing.

Further, the study took into consideration that participants held different lengths of tenure in their current positions. Certain participants held extensive years of experience, whereas others were comparatively new to their roles. The study included a diverse cohort comprising individuals with varying levels of expertise and understanding regarding the intricate dynamics of healthcare settings. The study's findings were carefully analysed within the complex and diverse context of the participants' individual life experiences. The following tables, Table 4.1 and Table 4.2, provide a comprehensive summary of the demographic information.

Table 4.1
Biographical Details of Nurses

NURSES	GENDER	AGE	YEARS OF EXPERIENCE
NUR 1	Female	45 – 50	19 years
NUR 2	Male	25 – 30	Not stated
NUR 3	Female	25 – 65	8 years
NUR 4	Male	50 – 55	32 years
NUR 5	Female	45 – 50	27 years
NUR 6	Male	55 – 60	19 years
NUR 7	Male	55 – 60	18 years
NUR 8	Female	55 – 60	19 years

Table 4.2
Biographical Details of Hospital Managers

MANAGERS	GENDER	AGE	YEARS OF EXPERIENCE HOSPITAL
MAN 1	Male	35 – 40	2 years
MAN 2	Male	55 – 60	27 years
MAN 3	Female	50 – 55	22 years

From Table 4.1 and 4.2 it can be seen that four male nurses and four female nurses took part in this study. There were two male hospital managers and one female hospital manager. The distribution of genders in the study is reflective of a diverse mix, which enables the consideration of a wide range of perspectives and experiences. Further, the researcher considered the age groups that are represented within each gender category. The presence of individuals from various genders and age groups contributes to a broad perspective on the experiences and insights shared by male and female nurses and hospital managers.

4.3.2 Overview of Questions

All selected participants were invited to participate in the study by engaging with a comprehensive set of open-ended questions distributed in hard copy format. The question guide can be located in Appendix E. The objective of this study was to involve a wide range of nurses who are employed in different departments and work different shifts. A total of 50 open-ended questionnaires were distributed among the participants, with 10 questionnaires allocated per hospital. Additionally, a set of open-ended questionnaires was administered to a sample of five hospital managers. However, the actual response rate was lower than anticipated, with only eight nurses and three hospital managers participating in the study. The distribution of 50 questionnaires aimed to ensure comprehensive feedback across multiple hospital settings, anticipating a higher response rate to gather diverse perspectives from both nurses and hospital managers. This approach sought to explore the organisational factors influencing SOC, WLB, and overall wellbeing of nurses, providing an in-depth understanding of the healthcare setting by incorporating viewpoints from both nurses and hospital managers. Despite these efforts, the researcher faced challenges in achieving full participation, resulting in a smaller sample size.

The open-ended questionnaire was instrumental in collecting crucial research data from each participant related to variables such as professional experience. Further, the open-ended questionnaires administered to the participants yielded valuable insights into their engagement in wellbeing practices, strategies for coping with challenges, and the maintenance of self-care routines, despite the demanding nature of their roles. In addition, the researchers employed questionnaires as a

means of exploring the particular challenges and experiences that nurses face in their efforts to preserve their overall wellbeing. These factors included various dimensions, such as the workload that individuals had to manage, the emotional stress they experienced, the presence of support systems to assist them, and the influence of external circumstances on their overall state of wellbeing. The responses proved to be highly valuable, as they constituted the dataset that was used for the analysis and interpretation of the study's findings.

4.3.3 Themes Derived from Nurses' Responses

The subsequent section played an important part in the analysis of nurses' overall wellbeing. In this phase, the researcher conducted a thorough analysis and synthesis of the data obtained from the questionnaires that were administered. The main objective was to identify recurring themes, patterns, and insights that emerged from the data. Recurring patterns in participants' responses are referred to as themes. These themes encapsulated significant concepts or ideas. The identification of themes was carried out using a systematic approach, wherein the researcher carefully examined and categorised the responses obtained from the questionnaires. Coding is an important process in which parts of text are organised and classified according to their content and meaning. Throughout the course of this study, the researcher successfully identified shared characteristics and recurring topics, which ultimately allowed for the extraction of main themes. The themes were used to combine the large amount of information gathered from the questionnaires into well-structured and meaningful categories. The themes identified have been organised and are presented in the following Tables 4.3 to Table 4.7.

4.3.3.1 Sense of coherence

Table 4.3 explored the data gathered from nurses, focusing on their SOC experiences. This table illustrates different aspects of SOC, contributing to a more complete understanding of this crucial component of this study.

Table 4.3*Themes on Sense of Coherence*

Themes	Subthemes	Statements
1. Career Motivation and Sense of Purpose (CMSP)	Resilience and Adaptation in Nursing (RAN)	- "I never wanted to be a nurse, I wanted to become a doctor." (NUR2)
	Motivation to Help Others (MHO)	"To have empathy, care and rehabilitate them." (NUR1)
	Sense of Purpose (SOP)	"I wanted to take care of our people." (NUR4)
	Contribution to Patient Recovery (CPR)	- "I get satisfaction by improving people's lives." (NUR6)
Future Career Plans (FCP)	Intent to Continue Nursing Career (ICNC)	- "Nursing is an art, a noble profession." NUR1
		- "Only until I am 40 years or 45 years." (NUR3)
		- "Yes, as the Nursing Manager I plan to continue helping our community." (NUR8)
Changes in Work Schedule (CWS)	Shift Changes and Flexibility (SCF)	- "then have to work an 8 hour shift." (NUR1)
	Response to Irregular Work Schedule (RIWS)	- "It is very difficult to work as shift worker at time." (NUR4)
Understanding and Managing Responsibilities (UMR)	Ease of Understanding Responsibilities (EUR)	- "There is a lot that is required by our work." (NUR5)
	Handling Complicated Aspects (HCA)	- "Get support from my seniors to simplify the situation." (NUR8)
Dealing with Work Challenges (DWC)	Absenteeism Impact (AI)	- "Absenteeism of colleagues resulting in shortage of staff." NUR8
	Strategies for Managing Challenges (SMC)	- "Get support from my seniors." NUR8

a. *Theme 1: Career Motivation and Sense of Purpose (CMSP)*

Subtheme 1: Resilience and Adaptation in Nursing (RAN)

NUR2 stated, *"I never wanted to be a nurse. I always wanted to be a doctor, but I was never selected for Cuba bursary and my parents couldn't afford to take me to a medical school. I am learning to love my job each day."* Initially, NUR2 desired to pursue a career as a doctor, but financial constraints and not being selected for a particular bursary prevented it. The statement also highlights NUR2's evolving relationship with their nursing career, as they express a gradual process of learning to appreciate their work.

Subtheme 2: Motivation to Help Others (MHO)

NUR1 expressed, *"the role model (the midwife who delivered my first child) being an advanced psychiatric nurse, helped me to understand my patients better. To have empathy, care and rehabilitate them."* This statement demonstrates a profound internal drive, which is commonly linked to a deep sense of calling within the nursing profession. This concept is in line with the self-determination theory (SDT) that individuals who are intrinsically motivated, meaning they are driven by their personal values and genuine interest in helping others, experience greater job satisfaction and overall wellbeing (Deci & Ryan, 2000).

Subtheme 3: Sense of Purpose (SOP)

NUR4 shared, *"I chose to be a nurse because I wanted to take care of our people mostly those who don't have an alternative who are depending on us as public worker as nurses."* The statement made by NUR4 highlights the deep sense of purpose that numerous nurses find in their chosen profession. The study conducted by Gül et al. (2023) provides evidence that having a sense of purpose is linked to increased levels of job and life satisfaction and overall wellbeing. In the field of nursing, a deep sense of purpose frequently arises from the significant influence that nurses have on the lives of their patients.

NUR6 stated, *"Waking up every morning hoping to help the community's wellbeing."* The statement demonstrates a sincere and selfless dedication to enhancing the health and general welfare of the community. The statement highlights the inherent motivation that propels numerous people to pursue a profession in nursing, placing

emphasis on their aspiration to create a positive impact on the lives of others (Gül et al., 2023).

Subtheme 4: Contribution to Patient Recovery (CPR)

NUR6 stated, "*I get satisfaction by improving people's lives.*" According to Karlsson et al. (2019), nurses can experience an increased sense of job satisfaction and purpose when they have a feeling of accomplishment and see the direct influence, they have on patient outcomes. The association between nurses and patients holds significant importance in the field of nursing, as it serves as a fundamental aspect of nursing's overall sense of purpose (Grossman, 2022).

The insights provided by participants NUR1, NUR2, NUR4 and NUR6 collectively highlight the significance of career motivation and a sense of purpose within the nursing profession. The statements accord with widely recognised psychological theories, such as self-determination theory, and research on the concept of purpose. The job satisfaction and wellbeing of nurses are influenced by their intrinsic motivation, which stems from a sincere and genuine desire to assist others. Further, the sense of purpose within the nursing profession frequently arises from the profound impact nurses have on the recovery of their patients, and their unwavering dedication and adaptation to pursuing a lifelong career in the health profession.

b. Theme 2: Future Career Plans (FCP)

Subtheme 1: Intent to Continue Nursing Career (ICNC)

NUR1 indicated, "*Yes. Nursing is an art, a noble profession. You need to have love from within in order to serve.*" NUR1 stresses the importance of "love from within" in nursing. This highlights the significance of intrinsic motivation and genuine concern for others. It suggests that compassion and empathy are essential for nursing.

NUR3 expressed their intent by stating, "*Only until I am 40 years or 45 years.*" NUR3's statement suggests that the participant has a specific and time-limited intention to pursue a long-term career in nursing. Their enthusiasm for exploring different specialisations aligns with the idea that nursing offers diverse opportunities for career advancement and development. De Lange et al. (2019) emphasize the importance of career planning and continuous learning in nursing for personal and professional growth.

NUR5 mentioned, "*Not really. I am actually at an advanced age and I cannot wait to exit the profession.*" NUR5's statement conveys a strong intent to leave the nursing profession, primarily due to advanced age and a strong desire for a transition in their life (Çamveren et al., 2020).

NUR7 shared, "*Yes. Career pathing and various opportunities in nursing.*" The mention of "Career pathing" by NUR7 suggests a keen interest in advancing and growing professionally within the nursing domain. The concept of career pathing generally encompasses the strategic planning and progression of an individual's nursing career. This process often entails identifying and pursuing various avenues for professional growth, such as specialisation, assuming leadership positions, or engaging in advanced practice (Ngenzi et al., 2021).

NUR8 mentioned, "*Yes, as the Nursing Manager I plan to continue helping our community.*" NUR8's statement reflects a commitment to a long-term nursing career, emphasizing the desire to continue helping the community. Research indicates that nurses are likely to have long-term careers, as they are motivated by their positive contribution to the community (Hofmeyer et al., 2020).

The views expressed by participants NUR1, NUR3, NUR5, NUR7, and NUR8 collectively emphasize the significance of future career aspirations within the nursing field. The statements made by the individuals demonstrate their dedication to pursuing nursing careers in the long run, and their aspirations for personal and professional development, and their desire to have a significant positive influence on patient care. These aspirations accord with established principles found in nursing literature, which stress the significance of ongoing learning, professional growth, and leadership in the progression of nursing practise.

c. Theme 3: Changes in Work Schedule (CWS)

Subtheme 1: Shift Changes and Flexibility (SCF)

NUR1 stated, "*As a senior nursing personnel, I am expected to lead the team and at times stand in for the manager, thus instead of working a 12hour shift I will then have to work an 8 hour shift.*" NUR1's statement reflects an understanding of the dynamic nature of nursing schedules and the importance of adaptability. This aligns with the concept of flexibility in nursing, where nurses often need to adjust to

changing shift patterns to provide continuous care (Ngobeni & Dhanpat, 2022). Maintaining consistent patient care is a core principle in nursing practice.

NUR2 expressed, "*The work shifts are decided based on ensuring that there's a balance/adequate nursing staff in both shifts.*" The statement emphasizes the significance of ensuring a fair distribution of nursing personnel across various shifts. The objective of this approach is to guarantee that every shift is staffed with an optimal number of nurses to efficiently handle patient care (Heunis et al., 2019).

Subtheme 2: Response to Irregular Work Schedule (RIWS)

NUR4 mentioned, "*It is very difficult to work as shift worker at time. When you supposed to go off you end up extending working hour because of high shortage of nursing staff. We don't even claim those hours as overtime, we just give for free.*" NUR4's statement acknowledges the challenges associated with shift and the importance of adaptability in the nursing profession. This aligns with research indicating the importance of managing the stress and unpredictability of nursing schedules (Van der Merwe et al., 2023).

NUR8 shared, "*Changing from day to night shift or being called out while off duty. If available, I will respond positively.*" NUR8's statement highlights the potential effect of irregular schedules on personal life and the importance of self-care and communication with family as coping strategies. This aligns with research emphasizing the need for nurses to develop resilience and self-care practices to manage the demands of nursing schedules (Van der Merwe et al., 2023).

The responses of participants NUR1, NUR2, NUR4 and NUR6 emphasize the challenges and coping strategies related to changes in work schedules in nursing. These statements collectively reflect the importance of adaptability, peer support, resilience, and self-care in responding to shift changes and irregular work schedules. These concepts align with well-established principles in nursing literature, emphasizing the dynamic nature of nursing work and the need for strategies to maintain wellbeing.

d. Theme 4: Understanding and Managing Responsibilities (UMR)

Subtheme 1: Ease of Understanding Responsibilities (EUR)

NUR5 stated, *"There is a lot that is required by our work. The workload is too demanding."* NUR5's statement indicates the challenges and demands related to their nursing responsibilities. The subtheme "EUR" can be understood as the perspective of an individual nurse regarding their ability to comprehend and effectively handle the complex nature of their responsibilities. The statement made by NUR5 regarding the workload being "too demanding" indicates their perception that the responsibilities associated with their nursing role are difficult to understand and manage (Torrens et al., 2020). This highlights the intricate nature of the nursing profession.

NUR7 mentioned, *"To understand is easy but the responsibilities is too much. Ask assistance from colleagues."* NUR7's statement recognises that although comprehending one's responsibilities may not pose a major obstacle, the actual implementation of these duties can become overwhelming. This emphasizes the necessity for nursing colleagues to provide each other with mutual support and cooperation to effectively handle the workload. The subtheme discussed in this context highlights the importance of shared responsibility and teamwork within the field of nursing (Tørring et al., 2019).

Subtheme 2: Handling Complicated Aspects (HCA)

NUR2 stated, *"I manage my daily tasks easily and when it comes to complicated aspect of my work there are doctors who are always by our side to offer help. You shall remember the late Prof. Eddie Xijekana Mhlanga, always available to help with difficult aspects of our work."* NUR2's statement indicates that they perceive the routine tasks as easily manageable, and they express gratitude for the presence of doctors, specifically mentioning the esteemed late Prof. Eddie Xijekana Mhlanga as a valuable source of support when confronted with intricate aspects of their professional responsibilities (Tørring et al., 2019). This emphasizes the significance of fostering collaboration between nursing and medical personnel when tackling difficult tasks, thereby enhancing comprehension of respective roles and responsibilities.

NUR3 expressed, *"It is not always that I have management support to promote compliance with staff like I said resources run out of stock, I have infrastructure challenges, I have human resources challenges that are not always possible immediately."* NUR3 points out several challenges that are associated with management support and resource constraints. This sheds light on the difficulties faced in terms of resource availability, infrastructure, and human resources (Udekwe et al., 2021). This example highlights the intricate and diverse nature of nursing responsibilities and the significance of addressing challenges to ensure efficient task management.

NUR8 shared, *"Get support from my seniors to simplify the situation."* The statement made by NUR8 highlights the significant contribution of experienced nursing professionals in facilitating the resolution of complex situations. This highlights the importance of mentorship and support from seasoned colleagues in aiding the understanding and handling of nursing duties (Tørring et al., 2019).

The responses of participants NUR2, NUR3 and NUR8 highlight the importance of understanding that although it may be possible to comprehend the duties associated with nursing, effectively dealing with the practical challenges, intricacies, and constraints in the nursing setting often necessitates help and backing from both colleagues and experienced professionals. This particular subtheme highlights the significance of teamwork, mentorship, and the availability of resources in guaranteeing the provision of effective nursing care.

e. Theme 5: Dealing with Work Challenges (DWC)

Subtheme 1: Absenteeism Impact (AI)

NUR6 stated, *"Judging by high percentage of absenteeism the level of satisfaction is not so high."* NUR6's perspective indicates that there might be a link between the frequent absence of colleagues and the overall level of job satisfaction in the nursing profession. The statement highlights the complex connection between nurse job satisfaction and workforce challenges, such as absenteeism. It emphasizes the significance of recognising job satisfaction as a crucial element in retaining nursing staff and upholding the quality of patient care. NUR6's statement is supported by research that suggests workplace stressors play a significant role in causing healthcare professionals to be absent from work (Achour et al., 2022). Efforts to

reduce absenteeism should include strategies aimed at addressing stressors and enhancing overall job satisfaction.

NUR8 stated, “*Absenteeism of colleagues resulting in shortage of staff.*” NUR8's perspective sheds light on a common practical issue in nursing. When colleagues are absent for reasons such as illness or leave, it can result in a shortage of staff. The shortage of staff can have a major effect on the workload, responsibilities, and overall quality of patient care in healthcare settings. The above statement highlights the real-world challenges that nurses encounter when it comes to maintaining sufficient staffing levels. This has significant implications for their ability to effectively manage their responsibilities. Healthcare institutions should prioritise staffing issues and implementing strategies to minimise the impact of colleague absenteeism on nurses' workloads and patient care. NUR8's statement highlights the significance of effective workforce management and the necessity of finding solutions to staffing challenges in the nursing profession. This highlights the importance of addressing staffing shortages to uphold the quality of care delivered by nurses.

The statements made by NUR6 and NUR8 indicate that workforce challenges, specifically absenteeism, have significant consequences on job satisfaction levels in the nursing profession.

These statements highlight the significance of recognising the connection between workforce challenges and job satisfaction in the field of nursing. High levels of absenteeism can strain staffing levels and reveal underlying issues related to job satisfaction. Healthcare institutions and managers should acknowledge the intricate connection between these factors and strive to establish supportive and fulfilling work environments to improve nurse retention and overall wellbeing.

Subtheme 2: Strategies for Managing Challenges (SMC)

NUR3 stated, “*Recently I have decided to do what I can how I can and when I can. Which is not easy as my work is demanding.*” NUR3's perspective sheds light on their approach to effectively managing a demanding workload in nursing. They place great importance on the need to be adaptable and take a pragmatic approach to their responsibilities. The statement implies that the person acknowledges the

difficulties presented by their demanding job but has made a deliberate choice to handle their responsibilities by concentrating on what they are capable of doing, how they can accomplish it, and when they can complete it (Kulcsár et al, 2020). This strategy demonstrates a practical and flexible approach to time management.

NUR4 expressed, *"I am always calm, and I don't panic I take everything easy even is very difficult I approach everything in a positive attitude."* NUR4's perspective highlights their remarkable ability to remain composed and maintain a positive outlook, even in the face of highly demanding and challenging situations in the field of nursing. Their attitude exemplifies their resilience and ability to approach their responsibilities with a positive and constructive mind-set (Wallin et al., 2022). This subtheme highlights the significance of nurses' mental and emotional resilience, and their capacity to maintain a positive attitude. These qualities are crucial in effectively fulfilling their roles and delivering high-quality care to patients.

NUR8 shared, *"Get support from my seniors."* NUR8's recognition of the importance of seeking support from more experienced colleagues, or seniors, highlights the significance of mentorship in the field of nursing. It emphasizes the significance of learning from individuals who demonstrate more experience and knowledge in the field. This can be extremely valuable in comprehending and effectively handling nursing responsibilities.

The above emphasizes the importance of a supportive environment, where senior nurses help their junior colleagues navigate the complexities of their work (Al-Hamdan & Bani Issa, 2022). The mutual support and knowledge-sharing within the nursing profession contribute to the development and success of nurses.

In conclusion, the insights provided by participants NUR3, NUR4, and NUR8 offer valuable perspectives on the various strategies and attitudes that nurses use to effectively navigate the challenges that come with being a nurse. Together, these sources provide a comprehensive view of the strategies, attitudes, and support systems that nurses use to navigate the complexities and demands of their profession. The statement highlights the significance of adaptability, emotional resilience, and mentorship in the nursing profession. These factors play a crucial

role in enhancing the quality of patient care and promoting the professional growth of nurses.

4.3.3.2 Work-life balance

The following table explores the themes that emerged from the nurses responses on WLB.

Table 4.4

Themes on Work-Life Balance

Themes	Subthemes	Statements
1. Management of Work and Personal Responsibilities	Daily Planning of Duties (DPD)	"Daily planning of my duties helps me to do my day's work effectively." (NUR8)
	Subtheme: Strategic Planning (SP)	- "I develop quality improvement plans." (NUR3)
2. Work-Life Balance and Time for Family (WLBTF)	Weekend Relaxation (WR)	"I only find time to relax with my family only during the weekend especially on Saturday." (NUR4)
	Subtheme: Limited Relaxation Time (LRT)	"Time is not enough to relax and to spend time with the family." (NUR7)
	Subtheme: Insufficient Family Time (IFT)	"My time is minimal. I rest only during weekends so my time with family is minimal." (NUR3)
	Subtheme: Family Perception (FP)	"My family they perceive my job as slavery." (NUR4)
Work Shifts and Scheduling (WSS)	Subtheme: Shift Rooster (SR)	"Work overload affects work scheduling and demands." (NUR3)
	Subtheme: Daily Work Predictability (DWP)	"My duties are not predictable." (NUR2)
	Subtheme: Unpredictable Work During Covid-19 (UC)	"Staff shortage due nurse being affected by Covid-19." (NUR8)

a. *Theme 1: Management of Work and Personal Responsibilities*

Subtheme 1: Daily Planning of Duties (DPD)

NUR8 stated, *"Daily planning of my duties helps me to do my day's work effectively."* NUR8 highlights the significance of daily planning in effectively carrying out their duties, emphasizing the importance of time management and organisational skills in nursing.

The perspective of NUR8 highlights the importance of planning and organising daily nursing duties to improve work effectiveness. This approach highlights the significance of organising and prioritising tasks to effectively manage nursing responsibilities and provide excellent patient care (Tofighi et al., 2022). The statement emphasizes the practical strategies that nurses use to maximise their time and manage their responsibilities effectively. It highlights the importance of time management and task planning in their daily work. The statement by NUR8 demonstrates the proactive and organised approach that numerous nurses embrace to effectively fulfil their responsibilities, ultimately enhancing the quality of patient care in the nursing profession.

Subtheme 2: Strategic Planning (SP)

NUR3 expressed, *"I'm an infection prevention act control co-ordinator. I train staff. I monitor compliance. I do surveillance. I develop and renew policies. I develop quality improvement plans in terms of identified gap and advocate for availability of needed resources to promote IPE compliance."* The role of NUR3 as an infection prevention and control coordinator is crucial in ensuring a safe and infection-free healthcare environment. It involves strategic planning to effectively maintain these standards. The responsibilities of NUR3 collectively demonstrate a strategic approach to infection prevention and control in the nursing profession. In this context, strategic planning plays a crucial role in ensuring the safety of patients, healthcare staff, and the wider community (Weston, 2022). It ensures that healthcare organisations are adequately prepared to systematically prevent and manage risks associated with infectious diseases.

In conclusion, the responses from participants NUR3 and NUR8 collectively highlight the significance of strategic planning in nursing. This involves not only setting long-term goals and allocating resources but also effectively organising and

managing daily nursing responsibilities. Strategic planning plays a crucial role in upholding high standards of care, ensuring patient safety, and promoting the wellbeing of nursing professionals. A proactive and systematic approach is essential for addressing the complex and dynamic challenges within the healthcare environment.

b. Theme 2: Work-Life Balance and Time for Family (WLBTF)

Subtheme 1: Weekend Relaxation (WR)

NUR4 shared, *"I only find time to relax with my family only during the weekend especially on Saturday."* NUR4's statement highlights the common WLB and time management challenges that nurses frequently encounter. The statement indicates that some nurses can only find time to relax with their family on weekends, specifically on Saturdays. NUR4's statement emphasizes the significance of making the most of their limited leisure time, particularly on weekends, to unwind and spend quality time with their families. It is a reminder that nursing professionals require supportive workplace policies and personal time management strategies to ensure their wellbeing.

NUR5 mentioned, *"On weekends and holidays. The time is not enough."* NUR5's statement emphasizes the challenge that nurses frequently encounter when trying to find sufficient time for relaxation and personal wellbeing, even on weekends and holidays. This highlights the significance of addressing WLB concerns and advocating for self-care strategies to prioritise the physical and emotional wellbeing of nursing professionals (Khalfan et al., 2023).

NUR6 stated, *"Over the weekend and when I am on leave."* NUR6's statement reflects their strategy for prioritising relaxation and personal wellbeing. NUR6's response emphasizes a common personal strategy that many nurses adopt to achieve WLB. It highlights the significance of dedicating time to relaxation and self-care, especially on weekends and during vacation leave, to recharge and sustain their psychological and physical wellness.

NUR7 responded with, *"Available, time is only weekends, public holidays, and annual leave. Time is not enough to relax and to spend time with the family."* The response from NUR7 emphasizes the significant difficulties that nurses encounter

when trying to maintain a healthy WLB. The vacation time they have is mainly restricted to weekends, public holidays, and annual leave. However, these periods are often insufficient for both relaxation and spending quality time with their family. This highlights the challenging nature of nursing work and the struggles in achieving a healthy WLB. The importance of maintaining strong personal relationships is highlighted by the desire to spend time with family (Thapa et al., 2022). The experience of NUR7 highlights the work-life challenges that are commonly faced by nurses. It emphasizes the urgent need for workplace policies and strategies that support nurses in managing their time effectively and prioritise self-care.

Subtheme 2: Limited Relaxation Time (LRT)

NUR7 expressed, *"Time is not enough to relax and to spend time with the family."* NUR7's statement effectively captures the common challenge that nurses encounter when trying to balance their professional obligations with their personal wellbeing and family commitments. This statement highlights the time limitations that nurses face, as they have insufficient time for both relaxation and meaningful interactions with their families (Dawood et al., 2022). This statement highlights the challenging nature of nursing work and the urgent requirement for implementing strategies that prioritise WLB and self-care within the nursing profession.

Subtheme 3: Insufficient Family Time (IFT)

NUR3 stated, *"My time is minimal. I rest only during weekends so my time with family is minimal."* NUR3's statement effectively captures the difficult task of maintaining a WLB that many nurses face. This brief statement emphasizes the scarcity of personal time for relaxation and spending quality time with family. The statement highlights the demanding nature of nursing work, which frequently allows nurses to have only weekends as a short break. It is crucial to prioritise WLB and promote self-care strategies in the nursing profession. This will help nurses maintain their wellbeing and strengthen their family connections, even with their demanding schedules.

NUR4 mentioned, *"The time is not enough because even while at home relaxing with family I always receive calls from hospital reporting about anything that they require to execute their nursing care even when machines not working, they phone at times & have to come back to ensure that lives are saved."* NUR4's statement

highlights the difficulties that nurses encounter in balancing their professional responsibilities with personal relaxation and family engagement (Farber et al., 2023). Even when nurses are at home with their families, they still have the responsibility to respond to hospital calls, address equipment issues, and ensure patient care. This highlights the perpetual nature of nursing duties. This scenario not only extends the work hours, but it also reflects the dedication of nurses to the wellbeing of their patients. The experience of NUR4 highlights the unwavering dedication of nurses and emphasizes the importance of having solid support systems in place. These systems are essential for helping nurses manage their work and personal lives, all while ensuring that patients receive top-notch care.

NUR5 stated, "*The time is not enough.*" NUR5's statement clearly captures the common challenge that nurses face in effectively managing their time. This brief statement emphasizes the scarcity of time for different aspects of life, such as relaxation, family, and personal wellbeing. The statement highlights the challenging nature of nursing work, which frequently results in nurses having limited time to fulfil their professional and personal responsibilities (Robinson et al., 2022). The experience of NUR5 exemplifies the broader challenges that nurses face in achieving a healthy work-life balance. This highlights the importance of implementing strategies and support systems to help nurses maintain their wellbeing while fulfilling their professional duties.

Subtheme 4: Family Perception (FP)

NUR4 stated, "*My family they perceive my job as slavery because I don't have time to rest or to relax with them. They don't encourage anyone from my family to follow what I am doing as job. They don't perceive nursing as good career.*" NUR4's statement emphasizes the family's recognition of the demanding nature of nursing work and emphasizes the significance of promoting support and understanding among family members for nurses as they face the challenges of their profession. Additionally, it highlights the importance of addressing WLB and concerns related to wellbeing in the nursing profession.

NUR7 mentioned, "*They are scared because of the number of patients long working hours, personal safety and contracting diseases and infections.*" NUR7's statement reveals that family members of nurses express an obvious sense of worry and

concern. Many individuals are apprehensive about the challenges and risks that come with being a nurse. These concerns include dealing with a heavy patient workload, working long hours, ensuring personal safety, and the possibility of contracting diseases and infections. This perception emphasizes the family's understanding of the demanding and potentially risky nature of nursing work (Thompson et al., 2022). It also highlights the significance of their support and understanding as nurses face these challenges in their profession.

In conclusion, the responses of participants NUR3, NUR3, NUR5, NUR6, NUR7 and NUR8 shed light on the challenges and importance of achieving WLB and spending quality time with family for nurses. Weekend relaxation is essential for recharging, while limited relaxation time and insufficient family time can pose challenges. Additionally, the family's perception and support play a crucial role in nurses' wellbeing and WLB.

c. Theme 3: Work Shifts and Scheduling (WSS)

Subtheme 1: Shift Roster (SR)

NUR3 mentioned, "Work overload affects work scheduling and demands." NUR3's statement emphasizes the significant effect that excessive workloads have on work scheduling and the demands faced by nurses. This highlights the importance of implementing strategies and support systems to effectively handle workload challenges and ensure a well-balanced and sustainable work environment for nursing professionals (Pratt, 2023).

NUR4 stated, *"It is very difficult to work as shift worker at times."* NUR4's statement sheds light on the challenges faced by nursing professionals who work in shifts (Ramdan & Sari, 2022). The challenges in this profession are related to irregular working hours, fluctuating demands, and the physically and mentally demanding nature of the job. It is important to recognise and address the specific challenges that nurses encounter when it comes to managing their work schedules and taking care of their wellbeing while working in shifts.

Subtheme 2: Daily Work Predictability (DWP)

NUR2 mentioned, *"My duties are not predictable since you cannot tell or predict the number of people coming to give birth each day."* The statement by NUR2 highlights

the unpredictable nature of nursing responsibilities, specifically in a labour and delivery environment where the daily influx of expectant mothers cannot be predicted. This statement emphasizes the difficulties that nurses encounter when it comes to planning and allocating resources (Breuer et al., 2022). It also emphasizes the significance of being adaptable to effectively respond to the changing demands of patient care in healthcare settings where workloads can be unpredictable.

NUR3 stated, *"My work is sometimes unpredictable as we are a tertiary hospital with tertiary level services so we get referrals and sometimes referrals that can and will affect the whole day's settings."* The statement by NUR3 emphasizes the unpredictability of nursing duties in tertiary hospitals, where referrals can have a major effect on daily operations. This emphasizes the need for nurses in advanced healthcare settings to be adaptable and skilled in managing complex patient cases and the related difficulties.

Subtheme 3: Unpredictable Work During Covid-19 (UC)

NUR5 shared, *"Covid-19 was very challenging as a lot of people were sick and as a manager, I had to do patient care at times."* NUR5's statement emphasizes the difficulties encountered during the Covid-19 pandemic, which resulted in a significant increase in the number of patients. As a nursing manager, NUR5 had to assume patient care responsibilities, showcasing adaptability and dedication in response to the crisis. Public health emergencies place exceptional demands and responsibilities on healthcare professionals.

NUR8 stated, *"Hospital could not accommodate everyone due to restrictions, patients advised to quarantine at home. Staff shortage due nurse being affected by Covid-19."* The statement by NUR8 highlights the significant difficulties that healthcare facilities faced during the Covid-19 pandemic. Due to limited hospital capacity, healthcare providers recommended that patients quarantine at home, highlighting the overwhelming demand on healthcare resources. Further, the reference to staff shortages, a likely result of nurses contracting Covid-19, highlights the susceptibility of the healthcare workforce during this pandemic. The experience of NUR8 highlights the importance of having flexible and adaptive healthcare strategies to handle the demands of a public health crisis (Lee et al., 2022). It also

emphasizes the need to prioritise the protection of healthcare workers from infection, as this is crucial for uninterrupted patient care.

In conclusion, the insights provided by participants NUR3, NUR4, NUR5, and NUR8 are valuable in understanding the challenges that nursing professionals face with work shifts and scheduling. The challenges include unpredictable work environments, the impact of the Covid-19 pandemic on hospital capacity and staff availability, and the requirement for adaptability and dedication to ensure quality patient care during crises. These responses highlight the challenging and ever-changing nature of nursing, especially when dealing with public health emergencies. Further, they emphasize the significance of adaptable healthcare strategies and the safeguarding of healthcare workers to ensure the uninterrupted provision of essential healthcare services.

4.3.3.3 Wellbeing

The following table explores the themes that emerged from the nurses' responses on wellbeing.

Table 4.5*Themes on Wellbeing*

Themes	Subthemes	Statements
1. Job Satisfaction and Challenges (JSC)	Challenging Hospital Environment (CHE)	"My co-workers are dissatisfied because working environment." (NUR4)
	Co-worker Wellbeing (CWB)	"The overall wellbeing of co-workers is taken care of." (NUR2)
	Subtheme: Burnout Among Staff (BAS)	- "People are overworked, burnout is the issue." (NUR8)
	Subtheme: Satisfaction Level (SL)	- "I am not satisfied about being a nurse in our province. (NUR2)
	Subtheme: Co-worker Satisfaction (CWS)	- "My co-workers seem to be unsatisfied about working for our province because of poor salaries. (NUR2)
	Subtheme: Common Challenges and Stressors (CCS)	- "The common challenges we face as workers include the shortage of nursing personnel." (NUR2) "Delegation without remuneration. Need for staff to further their studies." NUR3

*a. Theme 1: Job Satisfaction and Challenges (JSC)***Subtheme 1: Challenging Hospital Environment (CHE)**

NUR3 responded, "*Employment of enough staff for all categories and availability of resources and then an environment that is work friendly.*" NUR3's response emphasizes the importance of taking a comprehensive approach to address healthcare challenges. The main points emphasized are the significance of having sufficient staff in all areas, ensuring that essential resources are accessible, and promoting a conducive work environment. The goal of this comprehensive strategy is to address staffing shortages, ensure healthcare facilities are well-equipped, and foster a supportive workplace. Ultimately, this will improve the wellbeing and job satisfaction of healthcare professionals, leading to better quality patient care.

NUR4 stated, *"My co-workers are dissatisfied because working environment always struggling when they are supposed to do their jobs always short staff and material resources."* NUR4's statement highlights the complex challenges that plague the healthcare setting, particularly the issues of staff shortages and limited material resources. Insufficient staffing places a considerable burden on the workforce, resulting in excessive workloads and the potential for nurses to experience burnout. At the same time, shortages of material resources may hinder the delivery of high-quality patient care, affecting both patient outcomes and the job satisfaction of nurses (Khan & Muhammad, 2022). The dissatisfaction among co-workers is a powerful reminder of how crucial it is to address these issues to maintain a balanced and supportive work environment. This, in turn, leads to improved wellbeing, job satisfaction, and the ability to provide the best possible care to patients.

Subtheme 2: Co-worker Wellbeing (CWB)

NUR2 stated, *"The overall wellbeing of co-workers is taken care of as the occupational health department tries by all means to address individual worker challenges according to their needs."* NUR2's statement emphasizes a positive aspect of the healthcare environment, which is the focus on the overall wellbeing of co-workers. The fact that the occupational health department is making efforts to address individual worker challenges based on their specific needs highlights a strong commitment to the wellbeing and health of healthcare professionals. This proactive approach recognises the various challenges that healthcare workers may encounter in their roles and strives to offer customised support to address these issues. Ultimately, this approach contributes to creating a more supportive and comprehensive work environment.

NUR5 mentioned, *"Most of the co-workers are also frustrated about the shortage of human and material resources."* NUR5's statement provides a significant insight into the widespread frustration experienced by nurses because of the ongoing shortage of human and material resources. The collective sentiment expressed highlights the considerable difficulties that healthcare professionals encounter when trying to uphold the standard of patient care in situations where resources are scarce. Further, it emphasizes the urgent requirement for extensive efforts to address these shortages. These measures are necessary not only to improve the working

conditions but also to enhance the overall job satisfaction and wellbeing of nurses. Ultimately, this will lead to an improvement in the quality of care for patients.

Subtheme 3: Burnout Among Staff (BAS)

NUR6 stated “*Not entirely satisfied due to long hours of overworking and no time to rest on certain days.*” NUR6's statement highlights the significant challenges that exist in the healthcare sector, specifically the difficulties caused by long working hours and the lack of time for much-needed rest. This brief statement highlights several important aspects of the healthcare profession, particularly the challenging expectations placed on healthcare professionals, such as nurses, who often work extended and demanding hours to deliver essential patient care. The expression of frustration regarding insufficient rest on certain days highlights the adverse effects it can have on both physical and emotional health, which may ultimately result in burnout (Sullivan et al., 2022). This situation highlights a wider problem in the healthcare industry, where the dedication to patient care often requires individuals to make personal sacrifices and maintain a strong work ethic. To address these challenges and provide support for healthcare professionals, it is crucial to establish measures that encourage balanced work schedules, provide sufficient opportunities for rest and recovery, and ultimately protect the health and job satisfaction of those who are committed to the wellbeing of others.

NUR7 responded “*All the staff is having burnout.*” NUR7's response offers a clear and concerning perspective on the healthcare industry, highlighting how burnout is not an isolated problem but rather a widespread and universal concern that impacts all members of the staff. The observation highlights the extensive and wide-ranging effects of burnout in the healthcare industry. Healthcare professionals face numerous demands, pressures, and challenges that have resulted in both physical and emotional exhaustion. The extensive occurrence of burnout can lead to significant consequences, affecting not only the wellbeing and job satisfaction of healthcare workers but also the overall effectiveness of the healthcare team and the quality of patient care (Sullivan et al., 2022). It is crucial to address this issue by implementing comprehensive strategies, allocating resources, and establishing support systems. These measures will help alleviate burnout, improve the working

environment, and ultimately ensure the sustainable delivery of high-quality healthcare services.

NUR8 expressed, *"People are overworked, burnout is the issue, and it leads to absenteeism in the facilities."* The statement made by NUR8 brings attention to a significant concern in the healthcare industry, specifically the prevalent issue of healthcare professionals experiencing excessive workloads and burnout. This observation highlights the considerable challenges that healthcare professionals face in their field. The demands and pressures of patient care often result in exhaustion and emotional fatigue. The abovementioned highlights the urgent need for measures that specifically target the physical and emotional strain experienced by nurses. These measures should focus on promoting their overall wellbeing and, in turn, guaranteeing the long-term viability of healthcare operations while maintaining a high standard of patient care.

Subtheme 4: Satisfaction Level (SL)

NUR2 shared, *"I am not satisfied about being a nurse in our province since the management (provincial) protect patient more than the staff."* NUR2 expresses their discontent with healthcare management in their province, noting a perceived imbalance between prioritising patient protection and supporting healthcare staff. This brings up concerns regarding the delicate balance between patient care and staff wellbeing. It highlights the importance for healthcare management to effectively address both aspects to maintain a productive and harmonious healthcare environment. Failing to do so could result in staff dissatisfaction and burnout, ultimately affecting the quality of patient care.

NUR3 responded, *"Dissatisfied. I wish to get the post or at least be informed on my future with this programme."* NUR3's response reflects their discontent with their present situation and their longing for clarity regarding their future in a specific programme. This response suggests that there is uncertainty and a need for transparent communication regarding professional prospects. It emphasizes the significance of clear career paths and professional development support in the healthcare industry to alleviate dissatisfaction and stress among healthcare professionals.

NUR4 shared, *"I am not satisfied due to lack of resources to provide care to our public."* NUR4's response indicates their dissatisfaction due to limited resources, which is affecting their ability to deliver sufficient care to the public. This emphasizes the clear connection between the availability of resources and the quality of patient care in the healthcare industry. This highlights the urgent requirement for sufficient resources to support healthcare professionals in their roles and guarantee the delivery of high-quality patient care. Insufficient resources can result in frustration and job dissatisfaction among healthcare staff.

NUR5 stated *"I am very dissatisfied. We are working in very difficult conditions and getting little or no support from our principals at the management."* NUR5's response clearly expresses a strong sense of dissatisfaction, highlighting the difficult work conditions and the perceived lack of support from management. This scenario highlights a concerning situation in which healthcare professionals are working in a stressful and unsupportive environment. Such conditions can lead to job dissatisfaction and burnout among these professionals. The statement emphasizes the crucial importance of effective management in enhancing the wellbeing and job satisfaction of healthcare staff. It also brings attention to the necessity of creating a workplace that is more supportive and caring.

Subtheme 5: Co-worker Satisfaction (CWS)

NUR2 stated, *"My co-workers seem to be unsatisfied about working for our province because of poor salaries and nurse-patient ratio imbalance."* According to NUR2, their co-workers are expressing dissatisfaction with working in their province for two main reasons: inadequate salaries and an imbalance in the nurse-patient ratio. This observation highlights the economic and staffing challenges that exist in the healthcare sector (Yusefi et al., 2022). These challenges can have a significant impact on the job satisfaction and overall wellbeing of healthcare professionals. It is crucial to address these issues in order to alleviate dissatisfaction and ensure the sustainability of high-quality patient care. This can be achieved by offering competitive salaries and maintaining an appropriate nurse-patient ratio.

NUR4 shared, *"My co-workers are dissatisfied because working environment always struggling when they are supposed to do their jobs always short staff and material resources."* NUR4's statement brings attention to a common feeling of

discontent among their colleagues. This dissatisfaction is mainly due to the difficult working conditions, which are characterised by a lack of staff and limited resources. The issues highlighted here reflect the larger challenges that healthcare professionals encounter in various settings. Insufficient staffing and a lack of essential resources can result in frustration, compromise the quality of patient care, and contribute to job dissatisfaction (Ashipala & Nghole, 2022). It is crucial to address staffing and resource-related issues to improve the wellbeing and job satisfaction of healthcare workers. Ultimately, this will lead to an improvement in the overall healthcare environment.

Subtheme 6: Common Challenges and Stressors (CCS)

NUR2 mentioned, *"The common challenges we face as workers include the shortage of nursing personnel, shortage of equipment and shortage of personal protective equipment."* NUR2's statement highlights the common challenges that healthcare workers encounter, such as a lack of nursing staff, inadequate equipment, and a shortage of personal protective equipment (PPE). These challenges have immediate effects on the quality of care and safety for both nurses and patients. The shortage of nursing staff can result in excessive workload and burnout, while the inadequate availability of equipment and PPE can compromise the effectiveness and safety of healthcare services. It is crucial to address these common challenges to prioritise the wellbeing and job satisfaction of nurses, and uphold the highest standards of patient care.

NUR3 stated *"Delegation without remuneration. Need for staff to further their studies."* NUR3's response emphasizes two major challenges in the healthcare setting. One primary concern is when healthcare staff are given additional responsibilities without receiving equivalent payment, as this can result in job dissatisfaction. Engaging in this practice frequently leads to a higher workload without receiving the appropriate financial recognition for the additional tasks (Sherwood et al., 2022). The second issue that has been raised is the importance of healthcare staff pursuing further studies, emphasizing the significance of ongoing professional development. Advancing nurses' education is crucial for staying updated with evolving healthcare practices and providing high-quality patient care (John, 2023). However, it can present challenges, including time and financial

constraints. It is crucial to address these concerns to promote the wellbeing and job satisfaction of healthcare professionals. This includes ensuring that they receive adequate compensation for their work and are supported in their pursuit of continuing education. By doing so, we can ultimately benefit the overall healthcare environment and the patients they serve.

NUR4 indicated “*Shortage of resources especially consumable items things are always out of stock.*” NUR4's statement brings attention to an ongoing issue in healthcare: the scarcity of resources, specifically consumable items that are often unavailable. The implications of this challenge for nurses and patient care can be significant. Shortages of essential supplies and consumables can cause frustration, hinder the ability to deliver quality care, and potentially increase stress levels among nurses. It is essential to address these resource shortages to create a healthcare environment that is more conducive and efficient. This will support the wellbeing and job satisfaction of healthcare staff, while also maintaining the quality and safety of patient care.

NUR5 shared “*Shortage of consumables (basic), from pharmacy main depot.*” NUR5's statement highlights a prevalent problem in healthcare, which is the scarcity of essential supplies, often originating from the primary pharmacy depot. The limited availability of necessary supplies, such as medications and other consumables, can present significant obstacles for healthcare professionals and the provision of high-quality patient care. Shortages such as these can result in frustration, hinder the ability to administer essential treatment, and raise stress levels among nurses. It is crucial to address the shortages of consumables to establish a healthcare environment that is more supportive, enhances the wellbeing and job satisfaction of healthcare professionals, and guarantees the ongoing quality and safety of patient care.

NUR6 shared, “*Mostly shortage of skilled nurses, lack and shortage of material resources needed to perform tasks.*” NUR6's statement highlights two significant challenges in the healthcare industry: a shortage of competent nurses and a lack of necessary resources to effectively carry out tasks. The shortage of skilled nursing personnel can result in nurses being overworked, experiencing high levels of stress, and facing the risk of burnout. In addition, the absence of essential material

resources hinders the ability to deliver the best possible patient care and can also lead to staff frustration. It is crucial to address these challenges to promote the wellbeing of nurses and to ensure the delivery of high-quality care to patients.

In conclusion, the responses from the nurses reveal a complicated environment in which nurses face numerous challenges. The responses highlight various common issues that have an enormous effect on overall wellbeing of nurses. Dissatisfaction is primarily caused by staffing shortages, a lack of essential material resources, and concerns about remuneration. The theme of the shortage of skilled nurses and the resulting risk of burnout presents pressing challenges. Further, it is widely believed that management's emphasis on patient care may occasionally overshadow the wellbeing of nurses. In conclusion, this theme highlights the intricate relationship between various factors that affect wellbeing in healthcare. It emphasizes the urgent requirement to address these challenges to enhance the wellbeing of healthcare professionals and uphold the quality of patient care.

4.3.3.4 Support and resources

The following table explores the themes that emerged from the nurses' responses on support and resources.

Table 4.6*Themes on Support and Resources*

Themes	Subthemes	Statements
1. Support and Assistance (SA)	Management Support (MS)	"I have management for support." (NUR3)
	Extra Staff Assistance (ESA)	"The occupational health department offers a variety of support." (NUR2)
	Subtheme: Training Support (TS)	- "The foundation that nurses receive at training is the one that make nurses to accept whatever situation." (NUR4)
2. Resources for Effective Nursing Duties (REND)	Equipment Shortage (ES)	- "We do not have adequate necessary equipment." (NUR2) - "Sometimes I must use my own money to buy certain tools"(NUR6)
3. Suggestions for a Supportive Environment (SSE)	Budget for Staffing and Resources (BSR)	- "Enough budget to hire enough staff." (NUR8)
	Educational Development (ED)	- "Formal training of personnel which will improve competencies." (NUR1)
	Wellness and Appreciation Programs (WAP)	"Implementation of Performance Appraisal Systems and incentive bonuses." (NUR1)
4. Wellbeing Practices and Interventions (WPI)	Physical Activities (PA)	"Practices like aerobics, netball, and soccer." (NUR1, NUR4, NUR7, NUR8)
5. Work-Life Balance Practices (WLBP)	Time Management and Relaxation (TMR)	"There isn't enough time to fully rest." (NUR1)

a. *Theme 1: Support and Assistance (SA)*

Subtheme: Management Support (MS)

NUR3 mentioned, *"I have management for support."* NUR3's statement suggests that they have the necessary support from management. Although the statement is brief, it emphasizes the existence of a support system within their healthcare environment. The support provided by management is essential in addressing the wellbeing of nurses. It plays a crucial role in the overall challenges faced in the healthcare industry and contributes to a positive work environment.

NUR 1 and NUR4 stated, *"No, support is not enough."* NUR1 and NUR4's response clearly shows that they do not have enough support available to them. This statement emphasizes the significance of assessing and improving the existing support systems for nurses. Insufficient support can lead to heightened stress levels, which can have wider consequences within the healthcare setting (Smith et al., 2022). Ensuring the wellbeing of nurses, and maintaining the quality of patient care, is dependent on addressing the lack of support.

NUR5 shared, *"We are working in very difficult conditions and getting little or no support from our principals at the management."* NUR5's statement emphasizes the difficulties of the work environment, which are further worsened by a perceived lack of support from management. Insufficient support can have negative consequences on the wellbeing of nurses, resulting in increased stress and dissatisfaction (Smith et al., 2022). It is crucial to address this challenge in order to establish a healthcare environment that is more supportive and promotes the wellbeing of nurses.

NUR6 shared, *"From my immediate manager there is always support and encouragement."* NUR6's statement reflects a positive recognition of the support and encouragement received from their immediate manager. Having a supportive and encouraging manager in a healthcare setting can greatly enhance the wellbeing of nurses. Effective leadership is crucial in healthcare management, as managers have an important part to play in establishing a work environment that is positive and supportive. This support can help reduce stress and ultimately contribute to improving the quality of patient care.

Subtheme 2: Extra Staff Assistance (ESA)

NUR2 stated, *"The occupational health department offers a variety of support tailored for individual needs e.g. stress management, managing addictions and many other."* The statement made by NUR2 emphasizes the comprehensive approach taken by the occupational health department in providing support to the nurses. The proactive approach to addressing the wellbeing of nurses is reflected in the offering of various support mechanisms, such as stress management and addiction management, that are tailored to individual needs (Smith et al., 2022). Recognising and catering to the diverse challenges and needs faced by nurses is essential in this approach. This highlights the significance of having comprehensive support systems in healthcare settings. These systems are crucial for promoting the overall wellbeing of nurses.

NUR4 shared, *"We always having support from professionals like psychologist and nursing education itself it's prepare nurses to be strong by facing difficult situation also by also keeping themselves health at all times."* NUR4 emphasizes the importance of a holistic approach to providing support in their healthcare setting. The statement highlights the importance of professionals, such as psychologists, providing support to nurses. It also emphasizes the significance of nursing education in equipping nurses with the necessary skills to handle difficult situations and prioritise their own wellbeing (Tolyat et al., 2022). This approach demonstrates a dedication to enhancing the wellbeing and resilience of nurses. The healthcare environment recognises the significance of prioritising the emotional and psychological wellbeing of nurses by offering access to mental health support and providing nurses with the necessary skills to handle challenging situations (Smith et al., 2022).

NUR5 shared, *"We have employment assistance programme."* NUR5's statement suggests that there is an employment assistance programme available in their healthcare setting. These programmes are specifically designed to offer support to employees in different aspects of their professional lives. The statement, although concise, indicates a dedication to prioritising the wellbeing of nurses. Employment assistance programmes typically offer a variety of services to meet the different needs of employees. These services can include counselling, financial advice, and

support for achieving a healthy WLB. This contribution can help create a healthcare environment that is more supportive and positive, ultimately benefiting the nurses and the overall healthcare institution.

Subtheme 3: Training Support (TS)

NUR1 shared, “Poor implementation of training programmes by Skills Development Committee.” NUR1 expressed a concern about the implementation of training programmes by the Skills Development Committee. This issue highlights the significance of not only establishing training programmes but also ensuring their successful implementation (Pueyo-Garrigues et al., 2022). The professional growth and wellbeing of nurses heavily rely on the successful implementation of training. By addressing the challenges in implementing training programmes, healthcare organisations can achieve increased professional development.

NUR4 shared, *“The foundation that nurses receive at training is the one that make nurses to accept whatever situation also keeping themselves happy avoiding circumstances that might trigger some unnecessary aspects that can cause unhappiness. The support structure that we as nurses are received and in-service training that they offer to maintain our wellbeing as nurses.”* The statement made by NUR4 emphasizes the significance of having a strong foundation in nursing training and the existence of support systems that are in place to ensure the wellbeing of nurses (Ndung’u et al., 2022). Foundational training is considered a crucial aspect that prepares nurses to effectively handle different situations and maintain their wellbeing by avoiding potential triggers for unhappiness. Further, the support structures and in-service training offered to nurses are widely acknowledged as crucial factors in maintaining their wellbeing throughout their professional journeys. The holistic approach, which includes education, training, and continuous support, greatly contributes to improving overall wellbeing among nurses.

NUR6 shared, *“The patients also need to be educated to use the health facilities correctly.”* NUR6 highlights the importance of patient education in effectively utilising healthcare facilities. The focus on patient education is in line with the larger idea of empowering and engaging patients in their own healthcare. Educating patients about the appropriate use of healthcare facilities can result in more efficient healthcare delivery, enhanced patient outcomes, and a decrease in challenges

faced by the nurses. This approach benefits both patients and nurses. When patients are well-informed and actively participate in their own health management, nurses can provide more efficient and effective care. This, in turn, contributes to the wellbeing of nurses.

NUR7 shared, “*Provide training by management and NGO’s.*” NUR7’s statement implies that both management and non-governmental organisations (NGOs) offer training opportunities. The collaborative approach to training is highly valuable in healthcare settings as it ensures that nurses have access to educational resources and opportunities for skills development. Training initiatives like these can have a positive impact on the professional development and overall wellbeing of nurses.

In conclusion, the statements by NUR1, NUR4, NUR6 and NUR7 emphasize the significance of successfully implementing training programmes and providing ongoing support for nurses. The integrated approach contributes to the professional growth and overall wellbeing of nurses. The statements also highlight the need for adequate foundational training in nursing, the existence of support systems, and collaborative training initiatives that involve both management and non-governmental organisations (NGOs). The integrated approach to training and education aims to effectively prepare nurses for a range of challenges, while also promoting their wellbeing and empowering patients to make the most of healthcare facilities. By improving the quality of care and enhancing wellbeing, it contributes to an overall positive and supportive healthcare environment that benefits both patients and nurses (Ndung’u et al., 2022).

b. Theme 2: Resources for Effective Nursing Duties (REND)

Subtheme 1: Equipment Shortage (ES)

NUR2 mentioned, “*We do not have adequate necessary equipment that would have allow us to render quality nursing care.*” The statement made by NUR2 emphasizes a major challenge in the healthcare industry, which is the insufficient availability of necessary equipment. This limitation greatly hinders the ability to deliver high-quality nursing care. Having access to necessary equipment is crucial for providing excellent patient care. When nurses do not have the essential tools they need, it can cause frustration and stress (Chaka et al., 2022). This challenge highlights the significance of addressing resource shortages to preserve the wellbeing of nurses.

NUR3 stated, "*I don't have a lab top to train and present. I don't have a printer or a fax machines or even scan machines to submit reports. I don't have wi-fi to even be able to attend zoom meetings.*" NUR3's statement highlights the absence of crucial technological resources such as a laptop for training for presentations, a printer, fax machines, scan machines, and access to Wi-Fi for virtual meetings (Iyanna et al., 2022). These limitations can greatly hinder one's ability to efficiently perform tasks and participate in professional development activities. In the healthcare sector, having access to technology is becoming more and more important, particularly due to the growing reliance on virtual communication and remote work. It is crucial to address these technological gaps to improve overall wellbeing of nurses. This will enable them to effectively fulfil their responsibilities and actively engage in ongoing training and collaboration.

NUR6 stated, "*Sometimes I must use my own money to buy certain tools.*" NUR6's statement emphasizes instances in which they are required to use their own personal funds for the purchase of specific tools or equipment. This practice, which is sometimes called "out-of-pocket" or personal spending, can impose an extra financial burden on nurses. The financial strain experienced by nurses can lead to job dissatisfaction and heightened stress levels. This highlights the need to address these financial challenges and provide healthcare professionals with the resources they need to effectively carry out their roles without incurring personal expenses.

NUR7 indicated, "*Tools are available, but not sufficient.*" NUR7's statement suggests that although tools are available, there is a lack of both quantity and quality. This situation can present challenges in delivering the best possible patient care and may also contribute to nurses feeling dissatisfied (Iyanna et al., 2022). It is important to prioritise the provision of necessary tools and resources to support the wellbeing of nurses, and to uphold the quality of patient care. Effective addressing of these challenges within the healthcare environment requires a strong emphasis on resource management and allocation.

In conclusion, the responses provided by NUR2, NUR3, NUR6 and NUR7 highlight the lack of access to necessary equipment, which greatly hampers the ability to deliver high-quality patient care. A lack of necessary tools and resources can cause nurses to feel frustrated and stressed, which can negatively affect their wellbeing.

Nurses face an additional source of stress and dissatisfaction when they are required to use their own personal funds to purchase necessary tools. This financial burden further contributes to their overall wellbeing. Although there may be some tools available, they are often limited in both quantity and quality. This can create additional challenges when it comes to providing the best possible care for patients. It is crucial to address these challenges by effectively managing and allocating resources. This will ensure that nurses have the tools and resources they need to perform their roles efficiently.

c. Theme 3: Suggestions for a Supportive Environment (SSE)

Subtheme: Budget for Staffing and Resources (BSR)

NUR1 shared, "*Advertisements of posts. Correct placements of nurses of Persals so that less overtime is used.*" The importance of efficient human resource management in healthcare settings is highlighted by NUR1's input, which emphasizes the need for "advertisements of posts" and "correct placements of nurses on Persals to reduce overtime use." Healthcare organisations can optimise staffing, minimise excessive overtime, and support a healthier WLB for nurses by effectively advertising vacant positions (Jarden et al., 2023) and ensuring appropriate placement in the Persal system. These measures contribute to the overall wellbeing of nurses.

NUR8 mentioned, "*Enough budget to hire enough staff.*" The statement by NUR8 emphasizes the importance of having a sufficient budget to hire an adequate number of staff members. This is important to ensure that there are enough nursing professionals available for recruitment. This recommendation is crucial for ensuring a manageable nurse-to-patient ratio, which has a direct impact on the quality of patient care and the wellbeing of nurses. Having enough staff is important as it not only decreases the amount of work and stress that each nurse has to handle, but it also improves their overall wellbeing. Healthcare organisations can create a more favourable and sustainable work environment for their staff by allocating a sufficient budget to support the recruitment of an adequate number of nursing professionals.

Subtheme: Educational Development (ED)

NUR1 noted, "*Facilitate a much higher number of nurses going for formal training per year.*" The suggestion made by NUR1 highlights the importance of increasing

the opportunities available for nurses to pursue formal training and education, with the goal of enabling a greater number of nurses to participate each year. This recommendation aligns with the continuous professional development of nurses, which is vital for their competence and overall wellbeing (Pueyo-Garrigues et al., 2022). Healthcare organisations can provide valuable support to nurses by offering more training opportunities. This will enable nurses to enhance their knowledge and skills, leading to improved patient care and the overall wellbeing of the nursing workforce.

NUR1 also mentioned "*Formal training of personnel which will improve competencies.*" NUR1's suggestion regarding the "formal training of personnel to improve competencies" emphasizes the importance of continuous education and skills development for nurses. This recommendation is crucial for improving their skills and overall wellbeing. Investing in formal training opportunities is crucial for nurses to stay updated with the latest developments in healthcare (Pueyo-Garrigues et al., 2022). This enables them to provide the best possible care to patients. Additionally, it promotes a culture of ongoing learning, which is essential in the nursing profession.

NUR4 shared, "*Government must encourage skill development well highly, skilled nursing profession we need people to specialise especially at critical areas.*" The input from NUR4 highlights the significance of government support and encouragement for skill development in the nursing profession, especially in critical areas. This recommendation emphasizes the importance of receiving specialised training and developing skills to effectively handle various challenges and requirements in critical healthcare environments. The government can enhance the professional growth and overall wellbeing of nurses by actively promoting and facilitating skill development. Promoting specialisation in critical areas not only improves the quality of patient care, but also guarantees that nurses are sufficiently equipped to handle the challenges of their roles. This is crucial for their overall wellbeing.

NUR6 shared, "*Employing enough skilled personnel.*" The recommendation from NUR6 to emphasize the importance of having adequate staffing levels that consist of qualified and skilled nursing professionals. Having an adequate number of staff

members is crucial to provide high-quality patient care and reduce the workload on current healthcare personnel. To prevent burnout, enhance the wellbeing of nurses, and maintain the quality of healthcare services, it is crucial to ensure that healthcare facilities have an adequate number of skilled personnel (Pueyo-Garrigues et al., 2022). This recommendation highlights the significance of workforce planning and recruitment strategies to meet the needs of the healthcare industry, while also promoting the overall wellbeing of nurses.

NUR8 stated, "*Train more nurses to increase staff.*" The suggestion made by NUR8 effectively addresses the persistent challenge of nurse staffing shortages in the healthcare industry. Healthcare organisations may decrease workload stress, reduce burnout, and improve the wellbeing of nurses by increasing the number of trained nurses (Pueyo-Garrigues et al., 2022). Having adequate staffing is beneficial not only for nurses but also for ensuring that patients receive the high-quality care they need. This recommendation emphasizes the significance of investing in nurse education and training to improve the nursing workforce and overall healthcare outcomes.

The recommendations made by NUR1, NUR4, NUR6 and NUR8 collectively emphasize the significance of educational and skill development in the nursing profession. These recommendations highlight the importance of enabling a larger number of nurses to pursue formal training annually. It is important to promote formal training to enhance competencies. Additionally, there is a need to encourage government support and investment in skill development, especially in critical areas. Lastly, expanding the healthcare workforce requires training more nurses. These measures are designed to improve the competence and overall wellbeing of nurses, prevent burnout, and enhance the quality of patient care. It is crucial to address these educational and staffing needs to ensure the sustainable and effective functioning of healthcare systems.

Subtheme: Wellness and Appreciation Programs (WAP)

NUR1 mentioned, "*Implementation of Performance Appraisal Systems and incentive bonuses.*" NUR1 noted that it is important to acknowledge and appreciate the efforts of nurses by conducting regular performance appraisals and offering incentive bonuses. This suggestion emphasizes the significance of acknowledging

and rewarding the diligent efforts and commitment of nurses by implementing performance appraisal systems and offering incentive bonuses (Matahela & van Rensburg, 2022). Implementing such initiatives can have a positive influence on the morale, motivation, and job satisfaction of nurses. This, in turn, can greatly contribute to their overall wellbeing. Recognising the valuable contributions of experienced and skilled nursing professionals and offering them financial incentives can be an effective strategy for retaining them in the healthcare workforce.

NUR2 shared, *“The occupational health department offers a variety of support tailored for individual needs e.g. stress management, managing addictions and many other.”* NUR2 emphasized the importance of the occupational health department in offering personalised assistance for specific needs, such as stress management and addiction management. This approach highlights the importance of having comprehensive support systems for overall wellbeing in healthcare organisations. It is crucial for nurses to address a variety of personal and professional challenges, such as stress and addiction, to maintain their overall wellbeing. Healthcare institutions can promote the physical and mental health of their nursing workforce by providing specialised assistance and resources through the occupational health department.

NUR3 shared, *“The government must stop cutting salaries and benefits.”* NUR4's statement highlights the importance of providing fair compensation and job security for nurses. The government can contribute to the overall wellbeing of nurses by addressing concerns related to salary cuts and retaining their benefits. Providing nurses with appropriate financial compensation is a necessity for acknowledging and appreciating their diligent efforts and unwavering commitment. Moreover, it assists in the reduction of job-related stress and burnout, ultimately leading to increased job satisfaction and improved quality of patient care.

NUR5 share; *“Open communication between employees and management.”* NUR5 highlighted the importance of fostering open communication between employees and management. Effective communication is a crucial factor in confronting issues pertaining to wellbeing among nurses. Engaging in transparent and open dialogue between employees and management fosters a culture of trust and collaboration. Creating such an environment enables nurses to openly communicate their

concerns, receive the necessary support, and actively engage in decision-making processes. This, in turn, contributes to their overall wellbeing. Effective communication plays a crucial role in promptly identifying and addressing issues, which in turn contributes to creating a positive work environment.

NUR7 shared, “*Effective employee wellness programme is a challenge. Management to include staff in decision making.*” The comments made by NUR8 highlights the significance of implementing employee wellness programmes that are effective, and involving the nurses in decision-making processes. Implementing an employee wellness programme may effectively address and minimise the stress and burnout commonly experienced by nurses. Healthcare management can reduce burnout and improve overall wellbeing by creating opportunities for nurses to participate in decision-making (Grant & Pabico, 2022). This approach not only empowers nurses but also recognises their valuable insights and contributions to the healthcare system.

The feedback NUR1, NUR2, NUR3, NUR and NUR7 highlights the significance of focusing on key areas to improve the overall wellbeing of nursing professionals. Implementing performance appraisal systems and offering incentive bonuses can be effective strategies for recognising and rewarding the hard work of nurses. These measures can contribute to job satisfaction and help retain nursing professionals. Tailored support for individual needs, such as stress management and addiction management, is crucial for addressing personal and professional challenges and contributing to the wellbeing of nurses. This support is provided through the occupational health department. It is important to recognise the efforts of nurses and address job-related stress and burnout by guaranteeing fair compensation and job security. This can be achieved by putting a stop to salary cuts and preserving benefits. Promoting open and transparent communication between employees and management fosters a culture of trust and collaboration. This, in turn, empowers nurses to freely voice their concerns, seek the support they need, and actively engage in decision-making processes. In conclusion, the implementation of effective employee wellness programmes and involving staff in decision-making can effectively address stress and burnout issues, ultimately improving the overall wellbeing of nurses.

d. Theme 4: Wellbeing Practices and Interventions (WPI)

Subtheme: Physical Activities (PA)

NUR1 shared, *“Practising mindfulness.”* NUR1’s statement emphasizes the importance of including mindfulness techniques in the wellbeing initiatives for nursing professionals. Mindfulness is the practice of being completely present and attentive to the present moment (Sulosaari et al., 2022). It has been found beneficial for nurses in managing stress, enhancing emotional wellbeing, and improving overall mental health. Promoting mindfulness practices within healthcare organisations can provide nurses with valuable tools to manage the challenges and demands they face in their roles. This, in turn, can enhance their overall wellbeing.

NUR4 stated, *“Exercise, well balanced diet.”* The statement highlights the importance of nurses maintaining a healthy lifestyle for their overall wellbeing. Engaging in regular exercise and maintaining a nutritious diet are essential for promoting both physical and mental wellness. These practices play a crucial role in managing stress and improving overall health (Wang & Tian, 2022). Healthcare institutions can provide support to nurses by promoting wellness programmes that involve guidance on physical fitness and nutrition. Incorporating these practices into their daily lives can have positive effects on the wellbeing, job satisfaction, and resilience of nurses in the demanding healthcare environment.

NUR7 shared, *“Nurses day of prayer.”* NUR7’s suggestion highlights the significance of recognising and attending to the spiritual needs of nurses. This recommendation emphasizes the importance of acknowledging and providing support for the spiritual aspect of nursing practise. Designating a specific day for prayer can provide nurses with a valuable chance to engage in reflection, foster connections, and receive emotional support. Taking into consideration the spiritual aspect of wellbeing can enhance the holistic approach to nurturing the overall health of nurses. Fostering a sense of community, solidarity, and emotional resilience can have a positive effect on nurses’ overall wellbeing.

NUR8 shared, *“Introduce more activities in the workplace e.g. sports, team building activities going out on excursions and Wellness programmes in the facilities where nurses can walk in anytime when they need to.”* NUR8’s recommendation emphasizes the significance of establishing a supportive work environment that

promotes both professional development and the overall wellbeing of nurses. This can be achieved by incorporating various workplace activities such as sports, team building exercises, excursions, and wellness programmes within the facilities (Wang & Tian, 2022). Incorporating activities that encourage physical fitness, team bonding, and relaxation can effectively decrease job-related stress and burnout among nurses. In addition, the facilities offer wellness programmes that are available at any time. These programmes provide nurses with the resources they need to effectively address their wellbeing needs. Additionally, these programmes contribute to the development of a positive and supportive work environment, ultimately resulting in a more satisfied and motivated nursing workforce.

In conclusion NUR1, NUR4, NUR7 and NUR8 highlight the importance incorporating a wide range of approaches aimed at enhancing the wellbeing of nurses. It highlights the significance of addressing the physical, emotional, and spiritual aspects of nurses wellbeing. Implementing the abovementioned strategies is crucial for reducing stress, improving emotional and physical health, and creating a supportive and motivated nursing workforce. These practices will provide nurses with the necessary tools and environments to manage the challenges of their demanding roles, ultimately leading to improved overall wellbeing.

e. Theme 5: Work-Life Balance Practices (WLBP)

Subtheme: Time Management and Relaxation (TMR)

NUR1 shared, “*There isn’t enough time to fully rest.*” The statement made by NUR1 brings attention to a common challenge that healthcare professionals, especially nurses, often encounter in terms of having enough time for rest. Insufficient rest time is a major concern in the healthcare industry, particularly for nurses who often work long and irregular hours (Steffey et al., 2023). This can have a major effect on their overall wellbeing. This challenge is linked to higher stress levels, fatigue, and an increased risk of burnout. These factors can negatively impact both the nurses’ wellbeing and the quality of patient care. It is of utmost importance to address this issue to improve the wellbeing of nurses.

NUR2 mentioned, “*the time is way more beyond enough for me to fully rest.*” NUR2’s statement indicates that they have a positive outlook on the amount of rest time they have, implying that they consider it to be sufficient for their needs. Maintaining a

balance between work and rest is essential in a demanding profession such as nursing. This balance is crucial as it can effectively prevent burnout and promote overall nurse wellbeing.

NUR4 shared, "*The time is not enough because even while at home relaxing with family I always receive calls from hospital.*" NUR4's statement highlights a crucial concern within the nursing profession: the insufficient amount of time available for nurses to rest and relax. Nurses frequently encounter the difficulty of being on call, even during their designated off-duty hours. This disrupts their personal time and hinders their ability to fully relax and spend quality time with their families. The constant availability for work-related calls and responsibilities can result in higher stress levels and an elevated risk of burnout. Establishing clear boundaries and providing nurses with adequate time for rest and recuperation is crucial for healthcare organisations. This is necessary to protect the wellbeing of nurses and to guarantee the provision of high-quality patient care.

NUR6 shared, "*though I don't find time to rest and relax during working hours, especially on busy days.*" NUR6's statement emphasizes the difficulties that nurses encounter when trying to find time for rest and relaxation amidst their demanding work schedules, especially on days when they are extremely busy. Nurses often face challenges in taking breaks and recharging due to the demanding workload and critical nature of their responsibilities in the healthcare sector. The ongoing stress and lack of opportunities for relaxation can result in burnout and have a detrimental effect on the overall wellbeing of nurses. Healthcare institutions should address these problems by implementing strategies that encourage WLB, reduce excessive workloads, and provide opportunities for nurses to relax during their shifts. These measures will ultimately contribute to the overall wellbeing of nurses.

The responses from NUR1, NUR2, NUR4 and NUR6 shed light on an ongoing challenge in the nursing profession, which is the difficulty of finding enough time for rest and relaxation. Nurses often have difficulty finding a balance between their demanding work schedules and the necessity for sufficient downtime. The challenge is made more difficult by the irregular and long working hours that are typically associated with nursing. Insufficient time for rest is a widespread problem that can have detrimental effects on the wellbeing of nurses. This can lead to higher stress

levels, increased fatigue, and an elevated risk of burnout. To support the overall wellbeing of nurses, it is essential to address this challenge by implementing strategies that promote WLB, reduce workloads, and provide opportunities for relaxation during their shifts.

4.3.3.5 Impact on patient care

The following table explores the themes that emerged from the nurses' responses on impact on patient care.

Table 4.7

Theme on Patient Care

Themes	Subthemes	Statements
1. Impact of Personal Wellbeing on Patient Care (IPW)	Wellbeing and Patient Care (WPC)	"A happy mind always explores ways to deal with challenges" NUR1 " A happy nurse heals patients before even touching them." NUR8

a. Theme 1: Impact of Personal Wellbeing on Patient Care (IPW)

Subtheme 1: Wellbeing and Patient Care (WPC)

NUR1 shared, "*A happy mind always explores ways to deal with challenges.*" NUR1's statement highlights the importance of maintaining a positive mind-set when facing challenges. The notion highlights the significance of maintaining a positive and resilient mind-set in the nursing profession. Having a positive mind-set can greatly assist nurses in successfully overcoming the challenges that are associated with the healthcare field (Maideen et al., 2022). It can also play a significant role in reducing stress levels and improving their overall wellbeing. The statement highlights the importance of mental and emotional wellbeing in the nursing profession. Developing a positive mind-set can enhance a nurse's capacity to deliver excellent care to patients.

NUR7 shared, *“If you are sick and unhappy you cannot provide care.”* NUR7's statement captures a fundamental truth in healthcare: the wellbeing of nurses directly affects their ability to provide quality care to patients. The statement emphasizes the significant link between the wellbeing of nurses and the quality of patient care (Maideen et al., 2022). It highlights that if nurses are sick and unhappy, they are unable to provide proper care. It highlights the importance of nurses prioritising their health and happiness, as these are crucial for providing effective and compassionate care. This observation emphasizes the close connection between the wellbeing of nurses and the outcomes of patients.

NUR8 shared, *“Taking care of myself spiritually, emotionally, and physically to ensure that I am always well and happy to be able to do my job. Because a happy nurse heals patients before even touching them.”* NUR8's statement highlights the significance of self-care, which includes taking care of one's spiritual, emotional, and physical wellbeing. This is crucial for nurses to be able to carry out their responsibilities efficiently. The statement that "a happy nurse heals patients before even touching them" points to the significant influence of a nurse's own wellbeing on patient care outcomes. This insight supports the holistic approach to healthcare, emphasizing the importance of a nurse's emotional and spiritual wellbeing in delivering excellent care.

In conclusion, the statements by NUR1, NUR7 and NUR8 emphasizes the important connection between the wellbeing of nurses and the quality of patient care in the healthcare industry. Nurses understand that their own wellbeing, which consists of emotional, physical, and spiritual aspects, has a direct influence on their ability to deliver effective and compassionate care. Having a positive mind-set and emotional resilience is crucial for overcoming challenges and ensuring the maintenance of patient care quality. The statements by nurses highlight the importance of healthcare organisations prioritising the wellbeing of nursing professionals. They emphasize the promotion of self-care, emotional resilience, and spiritual wellbeing. By paying attention to these matters, healthcare organisations can ensure the delivery of exceptional patient care, while also enhancing the overall quality of life for nurses.

4.3.4 Themes Derived from Managers' Responses

In this section, the researcher explores the themes that emerged from the responses collected through open-ended questionnaires distributed to hospital managers. To identify and discuss these themes, a thorough analysis was conducted on the responses provided by the managers. The purpose of this analysis was to gather the perspectives, experiences, and insights of managers regarding wellbeing in the healthcare setting. Tables 4.8 to Table 4.14 below provide a summary of the themes identified.

4.3.4.1 Theme 1: Organisational Support and Policies

The following table explores the themes that emerged from the hospital managers' responses on organisational support and policies.

Table 4.8*Themes on Organisational Support and Policies*

Theme	Subtheme	Statements
Organisational Support and Policies (OSP)	Subtheme 1: Strategies for promoting wellbeing.	"Nurse are sent to OHS for consultation as managers encourage them to verbalise work and non-work related challenges." (MAN1) "Nurses who are appointed as either nurse-assistants or staff nurses are sent to training to upgrade themselves." (MAN2) "Sessions of exercises approved by management, every Wednesday aerobics are done for an hour from 3 to 4." (MAN3)
	Subtheme 2: Policies and initiatives	"Occupational health and safety policy." (MAN1) "There are training programmes from Regional Training Centre that nurses would attend throughout the year." (MAN2) "Staff support policy." And "Employee assistance programme." (MAN3)
	Subtheme 3: Determining Shift Roosters	"The nursing services management, matron, and operational managers on quarterly basis make a changeover/allocation list." (MAN1) "Night duty is working 7 days in and 7 days and day duty is working 5 days in and 2 days off." (MAN3)

Subtheme 1: Strategies for Promoting Wellbeing

MAN1 shared, "Nurse are sent to OHS for consultation as managers encourage them to verbalise work and non-work related challenges." According to MAN1's statement, the hospital's strategy for promoting wellbeing among nurses involves sending them to Occupational Health Services (OHS) for consultation. Managers

actively encourage nurses to engage in discussions during these consultations, where they can freely talk about both work-related and non-work-related challenges. This approach demonstrates a proactive effort to prioritise the wellbeing of nurses. It provides them with a platform to express their concerns and seek support, and ultimately promotes a more supportive and comprehensive work environment.

MAN2 shared, "*Nurses who are appointed as either Nurse-Assistants or Staff Nurses are sent for training to upgrade themselves.*" MAN2 emphasizes a strategy implemented by the hospital to enhance the wellbeing of nurses. The hospital prioritises the professional development of nurses by providing them with opportunities for training that aim to enhance their skills and knowledge. This approach offers multiple benefits to nurses. It empowers them with additional qualifications, which in turn enhances their overall wellbeing. Additionally, it supports their career growth and job satisfaction. The hospital's investment in the education and development of its nursing staff showcases a strong dedication to promoting their wellbeing and their professional development.

MAN3 shared, "*Sessions of exercises approved by management, every Wednesday aerobics are done for an hour from 3 to 4.*" MAN3's statement highlights the hospital's proactive approach to supporting the wellbeing of its nursing staff. They have approved sessions of exercises, specifically aerobics, that take place every Wednesday for an hour. The hospital promotes physical activity and stress relief among its staff by organising officially approved and scheduled exercise sessions. Incorporating aerobics sessions not only promotes physical fitness, but also offers nurses a chance to relax and recharge. This practice enhances the overall wellbeing of nursing staff by addressing their physical and mental health needs. In addition, it promotes a positive work environment, which can potentially decrease stress and improve the quality of patient care by ensuring that nurses are physically and mentally fit.

Subtheme 2: Policies and Initiatives

MAN1 shared, "*Occupational health and safety policy.*" MAN1's statement highlights the significance of the occupational health and safety policy in the hospital's efforts to prioritise the wellbeing of nurses. The purpose of this policy is to prioritise the safety and wellbeing of nurses and other healthcare staff. The document probably

contains guidelines and procedures for effectively managing workplace hazards, preventing injuries, and addressing health-related concerns. The hospital's implementation of this policy demonstrates their dedication to establishing a secure and conducive work environment for nurses. This commitment is crucial for ensuring the nurses' overall wellbeing and their ability to deliver high-quality care to patients. Additionally, it indicates that the hospital prioritises adherence to occupational health and safety regulations and standards.

MAN2 responded, "*There are training programmes from Regional Training Centre that nurses would attend throughout the year.*" MAN2's response indicates that the hospital has implemented a wellbeing strategy by providing training programmes for nurses through the Regional Training Centre. These training programmes are scheduled throughout the year, demonstrating a consistent dedication to the professional development and wellbeing of nursing staff. Training programmes in nursing typically consist of an extensive variety of topics, with the goal of improving nurses' knowledge and skills in various areas of practise. This approach not only benefits nurses by offering them opportunities for growth and development, but it also ensures that they stay updated on the best practices in healthcare. Ultimately, this benefits patient care. The hospital's commitment to fostering a supportive work environment for nurses' personal and professional growth is evident through its provision of ongoing training opportunities. This dedication plays an important part in promoting the overall wellbeing of nurses.

MAN3 shared, "*Staff support policy*" and the "*Employee assistance programme.*" MAN3's mention of these highlights the hospital's commitment to ensuring the wellbeing of its staff through a comprehensive approach. The hospital's dedication to nurturing the holistic wellbeing of its nursing staff is evident through the presence of a formal policy specifically focused on staff support, and the implementation of an employee assistance programme. These initiatives provide comprehensive support to nurses, including physical, emotional, and psychological assistance. They aim to ensure that nurses have the necessary resources to effectively address both personal and work-related challenges. The hospital prioritises the wellbeing of its staff by providing these support systems. This, in turn, contributes to maintaining a motivated and dedicated nursing workforce.

Subtheme 3: Determining Shift Rosters

MAN1 shared, "*The nursing services management, matron, and operational managers on quarterly basis make a changeover/allocation list.*" MAN1's statement clearly indicates that the hospital has implemented a well-organised method for determining nurse shift schedules and assignments. The regular participation of nursing services management, the Matron, and Operational Managers on a quarterly basis demonstrates a deliberate and cooperative approach to addressing the wellbeing of nurses. This practice involves evaluating the needs of the hospital, considering the preferences and requests of nursing staff, and considering equal and fair scheduling. The hospital conducts this process regularly to ensure that shifts are allocated in a manner that satisfies the needs of both the healthcare facility and the nursing staff. An efficiently structured and transparent system for assigning shifts can have a positive effect on the wellbeing of nurses. This is achieved by minimising scheduling conflicts and work-related stress, leading to increased job satisfaction and a better WLB.

Man3 shared, "*Night duty is working 7 days in, and 7 days and day duty is working 5 days in and 2 days off.*" The statement made by MAN2 offers valuable information about the hospital's shift scheduling practices. These practices play an important part in ensuring the wellbeing and WLB of nurses. Based on this response, it appears that the hospital adheres to a specific shift rotation system.

- Night-duty nurses work for seven consecutive days and then have seven days off.
- Day-duty nurses work for five consecutive days and then have a two-day break.

The purpose of this shift rotation strategy is to effectively manage the demands of nursing work while also providing ample time for rest and recovery. The extended time off between shifts offers nurses the opportunity to rest, spend quality time with their family, and effectively manage their WLB. Adequate rest and predictable schedules are crucial for supporting the wellbeing of nurses, reducing burnout, and ensuring their ability to provide high-quality patient care.

MAN3 indicated, "*Awaiting standardised shifts for the whole province, currently on draft proposal stage.*" According to MAN3, the hospital is currently in the draught

proposal stage for standardised shifts for the entire province. This indicates that they are considering implementing these schedules for nursing staff province wide. This initiative showcases a strong dedication to enhancing the WLB of nurses through the implementation of more consistent and fair working hours. Implementing standardised shifts can be helpful in several ways for nursing staff. Firstly, it can help to reduce irregular working patterns, ensuring that employees have a consistent and predictable schedule. This can contribute to minimising burnout, as nurses will have a better WLB and can plan their personal lives more effectively. Additionally, standardised shifts can enhance the overall wellbeing of nursing staff, as they will have more stability and control over their work schedules. Overall, implementing standardised shifts is a valuable strategy to improve the working conditions and overall satisfaction of nursing staff. Additionally, it demonstrates a proactive approach towards addressing the challenges related to shift work. This approach has the potential to enhance the quality of patient care by ensuring that nurses are provided with reasonable and consistent work schedules.

In conclusion, the feedback provided by MAN1, MAN2, and MAN3 demonstrates that the hospitals have adopted comprehensive strategies to promoting the wellbeing of its nursing staff. The hospitals have implemented various strategies to improve its operations. These strategies include sending nurses for training, organising regular exercise sessions, and considering standardised shifts across the province. Further, the hospitals' dedication to promoting the wellbeing of nurses is evident through the implementation of specific policies and programmes, such as the Staff Support policy and the employee assistance programme. These initiatives highlight the hospital's commitment to addressing different aspects of nurses' wellbeing. The goal of these efforts is to establish a nurturing and supportive environment for nursing staff. This will not only improve their personal and professional development, but also have a positive effect on the quality of patient care. The hospitals' commitment to addressing the practical and emotional needs of its nurses demonstrates a comprehensive approach to promoting staff wellbeing.

4.3.4.2 Theme 2: Implementation of Supportive Measures for Sense of Coherence

The following table explores the themes that emerged from the hospital managers' responses on implementation on supportive measures for sense of coherence.

Table 4.9*Theme on Implementation of Supportive Measures for Sense of Coherence*

Theme	Subthemes	Statements
Implementation of Supportive Measures for Sense of Coherence	Subtheme 1: Efforts to Help Nurses Understand Jobs	"In-service trainings are done and also through mentoring of nurses." (MAN1) "If there are new equipment or new treatment regimen, nurses are sent for training." (MAN2) "In-service trainings conducted daily in the units using plan for each unit." (MAN3)
	Subtheme 2: Development of Sense of Purpose	"Nursing services manager have monthly meetings with the nurses where their value in the clinical setting is emphasized." (MAN1) "Activities done using health calendar where each unit does their own celebration by teaching patients based on the topic in health calendar." (MAN2)

Subtheme 1: Efforts to Help Nurses Understand Jobs

MAN1 shared, "*In-service trainings are done and also through mentoring of nurses.*" MAN1's response highlights two key strategies implemented by the hospital to enhance the wellbeing and professional growth of nursing staff. The first aspect involves a dedication to in-service trainings. These trainings are designed to consistently update nurses' knowledge and skills, ensuring that they stay current in their field. Additionally, the practice of mentoring among nurses provides essential guidance and support for less-experienced colleagues, promoting a sense of belonging and facilitating their professional growth (Hoover et al., 2020). These measures demonstrate the hospital's commitment to creating a nurturing and supportive environment. In this environment, continuous learning and personal development are essential for the wellbeing of the nursing staff. Ultimately, this focus on growth contributes to improving the quality of patient care.

MAN2 shared, *“If there are new equipment or new treatment regimen, nurses are sent for training.”* The statement made by MAN2 emphasizes the hospital's dedication to providing its nursing staff with the essential skills and knowledge required to adjust to changing healthcare practices. The hospital takes proactive measures by sending nurses for training whenever new equipment or methods of therapy are introduced. This approach not only guarantees that nurses stay updated and skilled in their roles but also empowers them to deliver the highest level of care to patients (Zhang et al., 2022). Investing in training during times of change not only supports the professional development of nurses but also improves the quality of patient care. This is achieved by equipping nurses with the necessary skills to effectively use the latest tools and treatments in their practise.

MAN3 shared, *“In-service trainings conducted daily in the units using plan for each unit.”* MAN3's statement emphasizes the hospital's dedication to promoting ongoing professional development and education for its nursing staff. The hospital has implemented a systematic approach to provide regular in-service training within each unit. A structured plan has been put in place to ensure the effectiveness of this training. This practice ensures that nurses have the opportunity to engage in ongoing education, which allows them to stay updated with the latest industry trends, equipment, and treatments. The hospital's daily in-service trainings not only invest in the professional growth and competence of its nursing staff, but also enhance their sense of purpose and self-confidence. This, in turn, has a positive effect on the quality of patient care. When nurses are well-trained and well-informed, they are better prepared to provide excellent healthcare services.

Subtheme 2: Development of Sense of Purpose

MAN1 shared, *“Nursing services manager have monthly meetings with the nurses where their value in the clinical setting is emphasized.”* MAN1's statement clearly highlights the hospital's commitment to acknowledging and reinforcing the importance of nurses in healthcare settings. The hospital actively promotes a culture of appreciation and acknowledgment through monthly meetings between nursing services managers and nurses. This practice extends beyond simple administrative discussions and emphasizes the importance of nurses' contributions to patient care. By placing emphasis on the significance of nurses' roles, the hospital not only

improves morale but also increases the nurses' sense of purpose and importance in their work. As a result, it enhances the quality of patient care by cultivating a motivated and dedicated nursing workforce.

MAN2 stated, "*Activities done using health calendar where each unit does their own celebration by teaching patients based on the topic in health calendar.*" The statement by MAN2 emphasizes the hospital's proactive approach in involving both nursing staff and patients in activities focused on promoting health and wellbeing. Each unit within the hospital uses a health calendar as a guide to plan and organise its own celebrations and educational sessions. These events are centred on topics that are related to health. This practice serves as a platform for nurses to interact with patients and educate them on health-related matters. Additionally, it emphasizes the importance and significance of nurses' work. The hospital promotes a sense of purpose and significance among nursing staff by actively involving patients and nurses in health-related activities. Additionally, this approach contributes to patient wellbeing by offering valuable health education and creating a more engaging hospital experience. This approach establishes a cycle that benefits both nurses and patients, as it strengthens the link between the wellbeing of nurses and the quality of care they provide to patients.

In conclusion, the responses from MAN1 and MAN2 indicate that the hospitals have adopted a comprehensive approach to improve the overall wellbeing of its nursing staff. The hospitals promote a supportive environment that recognises the value of its nursing workforce by offering in-service trainings, mentoring, and celebrations that emphasize the importance of nurses' roles. This commitment to professional development contributes to creating a culture that values continuous growth and improvement (Zhang et al., 2022). These measures not only support the personal and professional growth of nurses but also contribute to improving the quality of patient care. The hospitals have successfully created a strong connection between the wellbeing of nurses and the delivery of high-quality patient care by fostering a sense of purpose, motivation, and shared responsibility among the nursing staff.

4.3.4.3 Theme 3: Resources and Support for Wellbeing

The following table explores the themes that emerged from the hospital managers responses on resources and support for wellbeing.

Table 4.10*Theme on Resources and Support for Wellbeing*

Theme	Subtheme	Statement
Resources and Support for Wellbeing	Subtheme 1: Resources to Deal with Work-related Problems	"Management and OHS are doing their best to try and solve work-related problems and to solve the implications it has to staff members. Some work-related problems cannot be solved by our management. Some are provincial problems, and some are national problems; it takes a long time to address those problems." (MAN1)
	Subtheme 2: Support Systems for nurses	<p>"Good working relationship is promoted."</p> <p>"Management support groups and individuals in work-related and personal problems."</p> <p>"Contributions made by colleagues if one's family member passed on."</p> <p>"Referral to relevant stakeholders if challenges arise for staff members (e.g., OHS, social worker, physiotherapist, psychologist)." (MAN1)</p> <p>"The hospital opened an Occupational Health unit that has a referral wing when nurses attend this unit, and it is established that more therapy is needed. Some nurses use the CEO's office for debriefing and support when going through hardships, whether personal or work-related issues alike." (MAN2)</p> <p>"Occupational Health (OH) Unit in place where nurses consult anytime, and they are attended to immediately and referred to the doctor if a need arises."</p> <p>"Employee Assistance Program (EAP) – Staff referred by OH if a need arises. Provincial EAP booked in advance, sometimes EAP also comes for debriefing sessions."</p> <p>"Debriefing sessions/workshops/symposium – arranged for staff by Province."(MAN3)</p>

Subtheme 1: Resources to Deal with Work-related Problems

MAN1 shared, "*Management and OHS are doing their best to try and solve work-related problems and to solve the implications it has to staff members. Some work-related problems cannot be solved by our management. Some are provincial problems, and some are national problems; it takes a long time to address those problems.*" The statement made by MAN1 highlights the hospital's commitment to resolving work-related issues and prioritising the wellbeing of their nurses. Management and the Occupational Health and Safety (OHS) unit work together to address these issues, demonstrating a strong commitment to supporting nurses. However, MAN1 also recognises that not all work-related problems can be resolved solely at the hospital level. Some issues may be connected to larger provincial or national concerns, which could necessitate more time and detailed solutions. This statement emphasizes the complex nature of handling work-related difficulties and highlights the importance of employing a comprehensive approach to promote the wellbeing of nurses.

Subtheme 2: Support Systems for Nurses

MAN1 shared, "*Good working relationship is promoted.*"

"Management support groups and individuals in work-related and personal problems."

"Contributions made by colleagues if one's family member passed on."

"Referral to relevant stakeholders if challenges arise for staff members (e.g., OHS, social worker, physiotherapist, psychologist)."

The responses from MAN1 highlight the hospital's commitment to promoting a supportive environment for the nurses. They emphasize the importance of encouraging positive working relationships, offering management support groups to address both work-related and personal issues, colleagues who are willing to provide support during personal hardships, and the hospital's practice of referring staff to appropriate resources such as occupational health and safety (OHS), social workers, physiotherapists, and psychologists. The hospital's commitment to nurturing the wellbeing of its nursing staff is exemplified by these broad measures, which address a wide range of work-related and personal challenges.

MAN2 shared, "*The hospital opened an Occupational Health unit that has a referral wing when nurses attend this unit, and it is established that more therapy is needed. Some nurses use the CEO's office for debriefing and support when going through hardships, whether personal or work-related issues alike.*" The insights from MAN2 emphasize the hospital's commitment to the wellbeing of nurses. This is demonstrated by the establishment of an Occupational Health unit with a referral section, which ensures that nurses receive the necessary therapy when required. Further, the knowledge that the CEO's office is available for debriefing and support during personal or work-related hardships highlights the hospital's dedication to offering a variety of resources and support systems to meet the diverse needs of nurses and promote their overall wellbeing.

MAN3 shared, "*Occupational Health (OH) Unit in place where nurses consult anytime, and they are attended to immediately and referred to the doctor if a need arises.*"

"Employee Assistance Programme (EAP) – Staff referred by OH if a need arises. Provincial EAP booked in advance, sometimes EAP also comes for debriefing sessions."

"Debriefing sessions/workshops/symposium - arranged for staff by Province."

MAN3's responses highlight the hospital's commitment to the wellbeing of nurses by referring to the presence of an occupational health (OH) unit. This unit offers immediate consultation and referral to a doctor for nurses whenever necessary. The inclusion of the employee assistance programme (EAP) highlights the hospital's dedication to assisting employees with personal and work-related difficulties through the provision of referral services. Further, the province's organisation of debriefing sessions, workshops, and symposiums for staff showcases a proactive approach to offering resources and support systems that are designed to improve the overall wellbeing of nurses.

In conclusion, the responses from the participants highlight the hospital's extensive approach to promoting the wellbeing of nurses. There is a commitment to resolving challenges by making efforts to address work-related problems, including those at the provincial and national levels. The importance of the Occupational Health unit

and the CEO's office in offering support and debriefing to nurses dealing with personal and work-related challenges is emphasized. The resources mentioned include the occupational health unit, the employee assistance programme, and organised debriefing sessions and workshops. These responses provide an extensive plan that integrates support systems, policies, and resources to prioritise the wellbeing of nurses within hospitals.

4.3.4.4 Theme 4: Barriers and Challenges in Wellbeing Programmes

The following table explores the themes that emerged from the hospital managers responses on barriers and challenges in wellbeing programmes.

Table 4.11*Theme on Barriers and Challenges in Wellbeing Programmes*

Theme	Subtheme	Statements
Barriers and Challenges (BC)	Subtheme 1: Resistance to Change	"Resistance to change." (MAN1) "The most challenge that is cited is lack of privacy and people talking about their attendance to, for example, a psychiatrist. They say colleagues label them as being mentally unstable." (MAN2) "Resistance to change." (MAN3)
	Subtheme 2: Workload and Staffing Issues	"Prioritising rights, compromising patient care." (MAN1) "Shortage of staff which leads to overworking and staff burnout." (MAN2) "Prioritizing their rights, compromising patient care." (MAN3) "Burnout syndrome due to shortage of staff." (MAN3)
	Subtheme 3: Attending Wellbeing Programs	"Demotivated and always busy in the wards, leading to nurses ignoring their wellbeing and attend available programmes." (MAN1) "Psychosocial programme was not launched since 2020. Unfortunately, nurses only attend when they need referrals to the psychiatrist by the Occupational Nurse Practitioner because they do not want to discuss their mental health issues or social issues in the hospital environment. They will attend to social events as part of de-stressing." (MAN2) "Nurses only attend when they need referrals to the psychiatrist by the occupational nurse practitioner because they do not want to discuss their mental health issues or social issues in the hospital environment." (MAN2) "Demotivated and always busy in the wards, leading to nurses ignoring their wellbeing and attend available programmes." (MAN3)

Subtheme 1: Resistance to Change

MAN1 and MAN2 shared, "*Resistance to change.*" Both MAN1 and MAN2 faced the same challenge of resistance to change when implementing wellbeing programmes. This suggests that nurses in their units may show reluctance or opposition when it comes to adapting to new practices or initiatives aimed at improving their wellbeing. This resistance can hinder the successful implementation of such programmes.

MAN2 shared, "*The most challenge that is cited is lack of privacy and people talking about their attendance to, for example, a psychiatrist. They say colleagues label them as being mentally unstable.*" MAN2 brought attention to a major challenge that affects the wellbeing of nurses – the perception of lack of privacy and the fear of facing stigma from colleagues when seeking mental health assistance. The concern about privacy and the possibility of being labelled as "mentally unstable" can discourage nurses from seeking mental health services and support, which can ultimately have a negative effect on their wellbeing.

Subtheme 2: Workload and Staffing Issues

MAN1 shared, "*Prioritising rights, compromising patient care.*" One common challenge that MAN1 highlighted is the difficulty nurses face in balancing their rights with the responsibility of providing high-quality patient care. This challenge highlights the importance of nurses striking a delicate balance between taking care of themselves and fulfilling their commitment to delivering the best possible care to their patients.

MAN2 shared, "*Shortage of staff which leads to overworking and staff burnout.*" According to MAN2, one of the major challenges that nurses encounter is the shortage of staff. This shortage often leads to excessive workloads, ultimately resulting in staff burnout. The importance of maintaining adequate staffing levels in order to ensure the wellbeing and effectiveness of nurses is highlighted by this issue. Staff shortages have negative consequences not only on nurses but also on the quality of patient care provided by the hospitals.

MAN3 responded, "*Prioritizing their rights, compromising patient care.*"

"*Burnout syndrome due to shortage of staff.*" The MAN3 response has identified some common challenges in the nursing profession. These challenges include

situations where nurses' rights are sometimes prioritised over patient care, which can have negative consequences. Additionally, the statement highlights the rise of fatigue and burnout among nurses, which is often caused by staff shortages. These challenges highlight the importance of nurses finding a delicate balance between taking care of themselves and delivering high-quality patient care, particularly when dealing with staffing problems. It is crucial to address these challenges to ensure that nurses can function optimally and provide high-quality healthcare services.

Subtheme 3: Attending Wellbeing Programs

MAN1 shared, "*Demotivated and always busy in the wards, leading to nurses ignoring their wellbeing and attend available programmes.*" MAN1 pointed out that nurses often encounter challenges related to feeling demotivated and the constant business in the wards. These challenges can result in nurses neglecting their own wellbeing and the wellbeing programmes available to them. This situation highlights the need for hospitals and healthcare organisations to implement strategies that encourage and assist nurses in managing their workloads effectively while still prioritising their own health and wellbeing. It is important to address these challenges to establish a work environment that is more supportive and sustainable for nursing staff.

MAN2 shared, "*Psychosocial programme was not launched since 2020. Unfortunately, nurses only attend when they need referrals to the psychiatrist by the occupational nurse practitioner because they do not want to discuss their mental health issues or social issues in the hospital environment. They will attend to social events as part of de-stressing.*"

MAN2 additionally stated, "*Nurses only attend when they need referrals to the psychiatrist by the occupational nurse practitioner because they do not want to discuss their mental health issues or social issues in the hospital environment.*" According to MAN2, the psychosocial programme has only recently started since 2020. Nurses typically participate in wellbeing programmes mainly when they need referrals to psychiatrists from the occupational nurse practitioner. This indicates that nurses may be reluctant to openly discuss their mental health or social issues while working in a hospital setting. In addition, nurses tend to prefer participating in social events as a means of relieving stress, rather than discussing their concerns about

their own wellbeing. This emphasizes the importance of establishing a stigma-free and supportive environment for nurses to openly discuss their wellbeing requirements and obtain the necessary support services.

MAN3 shared, "*Demotivated and always busy in the wards, leading to nurses ignoring their wellbeing and attend available programmes.*" MAN3 highlighted that nurses often experience feelings of demotivation and being overwhelmed due to the demanding nature of their work in the wards. As a result, they tend to neglect their own wellbeing and choose not to attend the wellbeing programmes that are available to them. This highlights a major barrier in motivating nurses to prioritise their self-care and make use of the support and programmes available to improve their wellbeing. It is crucial to address this issue to ensure that nurses can maintain their physical and mental wellbeing while delivering high-quality patient care.

In conclusion, the responses from MAN1, MAN2, and MAN3 collectively emphasize the multitude of challenges and barriers faced by nurses in their wellbeing programmes. Some of the challenges faced in the healthcare industry include resistance to change, concerns regarding privacy and mental health stigma, prioritising patient rights over patient care, burnout caused by staff shortages, and nurses neglecting their own wellbeing programmes due to demotivation. These insights provide valuable information about the intricate and diverse nature of wellbeing challenges faced by nurses. They highlight the importance of implementing comprehensive strategies to successfully address these issues and provide better support for nurses' overall wellbeing and WLB.

4.3.4.5 Theme 5: Monitoring and Evaluation of Wellbeing Initiatives

The following table explores the themes that emerged from the hospital managers responses on monitoring and evaluation of wellbeing initiatives.

Table 4.12*Theme on Monitoring and Evaluation of Wellbeing Initiatives*

Theme	Subtheme	Statement
Monitoring and Evaluation of Wellbeing Initiatives (MEWI)	Subtheme 1: Measurement of effectiveness	"Not sure – but we do set a report as to how many staff members attended and how many were given vaccines." (MAN1) "Absenteeism rate and overtime usage are used as a measure to ensure that programmes given to support nurses are working. The quality assurance officer also collects complaints and compliments data monthly." (MAN2) "Staff satisfaction survey conducted annually, measured on the results given after the survey." (MAN3)
	Subtheme 2: Specific indicators for impact assessment	"The number of compliments received is used as a yardstick for the impact of the initiatives." (MAN2)

Subtheme 1: Measurement of Effectiveness

MAN1 shared, *"Not sure – but we do set a report as to how many staff members attended and how many were given vaccines."* MAN2 shared that the absenteeism rate and overtime usage are used as measures to assess the effectiveness of programmes designed to support nurses. The quality assurance officer collects data on complaints and compliments monthly.

MAN2 shared, *"Absenteeism rate and overtime usage are used as a measure to ensure that programmes given to support nurses are working. The quality assurance officer also collects complaints and compliments data monthly."* According to MAN2's response, the hospital evaluates the effectiveness of wellbeing programmes for nurses by considering absenteeism rates and overtime usage as performance indicators. In addition, the quality assurance officer has an important task of collecting and monitoring data regarding complaints and compliments

monthly. These measures assist in assessing the effectiveness of the hospital's wellbeing initiatives, guaranteeing that they are attentive to the requirements of the nurses.

MAN3 shared, "*Staff satisfaction survey conducted annually, measured on the results given after the survey.*" Based on MAN3's response, the hospital carries out an annual staff satisfaction survey to assess the effectiveness of their wellbeing programmes. The survey results are crucial for evaluating the effect of these programmes on the wellbeing and job satisfaction of nurses. The hospital uses a feedback-driven approach to identify areas that may need improvement and continuous development in its attempts to support and enhance the wellbeing of nurses.

Subtheme 2: Specific Indicators for Impact Assessment

MAN2 shared, "*The number of compliments received is used as a yardstick for the impact of the initiatives.*" MAN2 uses the number of compliments received as an essential yardstick to measure the effectiveness of the hospital's wellbeing initiatives. Compliments are an important measure of how well programmes are improving nurses' overall wellbeing and their ability to provide quality patient care. Tracking and acknowledging compliments received can offer valuable insights into the concrete advantages of these initiatives. This is crucial to evaluating their impact and making informed decisions to improve measures of wellbeing.

The responses provided by MAN1, MAN2, and MAN3 shed light on the different approaches that hospitals employ to assess the impact of their wellbeing initiatives. These measures include both quantitative and qualitative approaches, showcasing comprehensive evaluation strategies. Evaluations involve monitoring patterns of absenteeism, analysing overtime usage, and collecting data on complaints and compliments. Some hospitals administer annual staff satisfaction surveys to gather valuable insights regarding the overall wellbeing of their nurses. In addition to these approaches, some hospitals use the number of compliments received as an important indicator for measuring the impact of their wellbeing initiatives. This initiative focuses on the different methods that hospitals use to consistently evaluate the impact and effectiveness of their wellbeing programmes.

4.3.4.6 Theme 6: Future Plans for Wellbeing

The following table explores the themes that emerged from the hospital managers responses on future plans for wellbeing.

Table 4.13

Theme on Future Plans for Wellbeing

Theme	Subtheme	Statements
Future Plans for Wellbeing Improvement (FPWI)	Subtheme 1: Future Plans	<p>“NIL” (MAN1)</p> <p>“We are planning to have more nurses studying in specialties to improve both their positions but also their salaries. The hospital is also planning to continue with celebrating days that will enhance their profession like International Nurses’ Day.” (MAN2)</p> <p>"Plan for more debriefing sessions for nurses, team building exercises to be done more often, awards ceremonies for nurses, multi-disciplinary team plan to be in place." MAN3</p>

Subtheme 1: Future Plans

MAN1 shared, “NIL” Based on MAN1's response, it appears that the hospital may not have any specific or established plans or strategies in place to improve the wellbeing of nurses at the moment. The absence of specific future initiatives suggests that the hospital may not have developed any new or unique programmes or measures to enhance the support and wellbeing of its nursing staff. This issue is worth considering as it suggests that the hospital may have a potential gap in their approach to ensuring the wellbeing of nurses. To promote a healthier work environment, it would be beneficial for the hospital to explore the development and implementation of future plans that specifically address the wellbeing of its nursing staff. This initiative has the potential to enhance patient care and overall staff satisfaction.

Man2 shared, "*We are planning to have more nurses studying in specialties to improve both their positions but also their salaries. The hospital is also planning to continue with celebrating days that will enhance their profession like International Nurses' Day.*" The response from MAN2 suggests that the hospital has implemented specific plans and strategies to improve the wellbeing and professional growth of its nurses. These plans involve promoting the goal of speciality certifications and training among nurses. This initiative aims at expanding their roles within the hospital and potentially result in salary increases. Further, the hospital plans to maintain its tradition of commemorating important occasions, such as International Nurses' Day, to promote the reputation of the nursing profession and recognise the significant contributions made by nurses. These future plans demonstrate a proactive approach to supporting and motivating nursing staff, ultimately leading to improved wellbeing for them.

MAN3 shared, "*Plan for more debriefing sessions for nurses, team building exercises to be done more often, awards ceremonies for nurses, multi-disciplinary team plan to be in place.*" In MAN3's response, they provide an overview of the hospital's upcoming plans and strategies. These initiatives are designed to improve the wellbeing and overall support provided to the nurses. The plans involve incorporating additional debriefing sessions to effectively address and reduce any psychological or emotional challenges that nurses may encounter in their roles. Further, the hospital plans to increase the frequency of team-building exercises to promote a positive team dynamic and enhance staff morale. To acknowledge the hard work and dedication of nurses, the hospital has made plans to host awards ceremonies. These ceremonies will not only show appreciation for the nursing staff, but also serve as a source of motivation for them. Finally, the implementation of a multi-disciplinary team plan proposes a collaborative approach to addressing different aspects of wellbeing and patient care. This involves healthcare professionals from various disciplines working together to offer comprehensive support for nurses. The hospital's future plans highlight its dedication to establishing a good and supportive environment for its nursing staff. This commitment will ultimately enhance the wellbeing of the nurses.

In conclusion, the responses collected from MAN1, MAN2, and MAN3 highlight the various approaches that hospitals apply to enhance the wellbeing of their nurses. While it appears that certain hospitals may have limited or unspecified plans for the future, there are others that are actively taking proactive measures to enhance the wellbeing of nurses. These efforts include various measures, such as improving professional development opportunities, commemorating nursing-related events, and implementing comprehensive strategies. These strategies involve conducting debriefing sessions, organising team-building exercises, hosting awards ceremonies, and developing multi-disciplinary team plans. The responses provided demonstrate different levels of commitment and initiatives, which are indicative of the overall support systems available for nursing staff in healthcare institutions.

4.3.4.7 Theme 7: Connection Between Nurses' Wellbeing and Patient Care

The following table explores the themes that emerged from the hospital managers responses on connection between nurses' wellbeing and patient care.

Table 4.14*Theme on Connection Between Nurses' Wellbeing and Patient Care*

Theme	Subtheme	Statement
Connection Between Nurses' Wellbeing and Patient Care (CBNWPC)	Subtheme 1: Nurses Wellbeing and Patient Care	<p>"Staff wellbeing is very important for patient care as staff deals with patients on a daily basis. They also need to be cared for, and if they have any problem or sickness, they become absent, and nurse care is affected at times. If they have psychosocial problems, they tend to have a negative attitude toward patients and colleagues." (MAN1)</p> <p>"If the nurses are taken care of at work, through training and team building, the outcome of patients will be enhanced. Staff who are not happy tend to have a negative attitude, and the patients will bear the brunt of their anger." (MAN2)</p> <p>"It is not good at all, seeing by the increased absenteeism rate of nurses, thus compromising patient care. Nurses are demotivated, demoralized by current working conditions such as a shortage of staff." (MAN3)</p>

Subtheme 1: Nurses Wellbeing and Patient Care

MAN1 shared, *"Staff wellbeing is very important for patient care as staff deals with patients on a daily basis. They also need to be cared for, and if they have any problem or sickness, they become absent, and nurse care is affected at times. If they have psychosocial problems, they tend to have a negative attitude toward patients and colleagues."* The response from MAN1 highlights the significant connection between the wellbeing of nurses and the quality of patient care in a healthcare environment. It is emphasized that the wellbeing of healthcare staff, especially nurses who have daily interactions with patients, is of utmost importance. This statement highlights the importance of providing care and support to nurses,

just like any other employees. MAN1 also highlights the potential consequences of disregarding the wellbeing of nurses, such as increased absenteeism due to personal issues or health challenges faced by the nurses. The reference to psychosocial problems causing negative attitudes towards patients and colleagues highlights the complex connection between nurses' emotional and mental wellbeing and their interactions with both patients and co-workers.

MAN2 shared, "*If the nurses are taken care of at work, through training and team building, the outcome of patients will be enhanced. Staff who are not happy tend to have a negative attitude, and the patients will bear the brunt of their anger.*" The response from MAN2 emphasizes the crucial connection between the wellbeing of nurses and the quality of care provided to patients. Providing nurses with sufficient care and support at work, including training and team-building activities, directly and positively affects patient outcomes. The statement implies that nurses who receive adequate support and have a strong knowledge base are more likely to deliver excellent care to their patients. In addition, MAN2 emphasizes the importance of considering the potential consequences that may arise from neglecting the wellbeing of nurses. Specifically, it highlights the risk of nurses developing negative attitudes that could eventually affect the quality of patient care. This perspective supports the idea that healthcare includes not only medical procedures, but also the emotional and psychological wellbeing of healthcare providers and patients alike.

MAN3 shared, "*It is not good at all, seeing by the increased absenteeism rate of nurses, thus compromising patient care. Nurses are demotivated, demoralized by current working conditions such as a shortage of staff.*" The response from MAN3 brings attention to the important and concerning matter of how the wellbeing of nurses directly affects the quality of patient care. The statement highlights the negative effects of nurses' poor wellbeing, specifically the high rate of absenteeism. This absenteeism negatively affects the quality and consistency of patient care.

MAN3 highlights the considerable challenges faced by healthcare providers by acknowledging that nurses are experiencing demotivation and demoralised because of current working conditions, which include staff shortages. This response highlights the important connection between the wellbeing of nurses and the outcomes of patient care. This statement highlights the pressing need to address

concerns regarding nurses' working conditions and job satisfaction. By doing so, hospitals can guarantee that patients receive the exceptional level of care they rightfully deserve. The perspective of MAN3 emphasizes the importance of healthcare organisations investing in strategies that promote and improve the wellbeing of nurses.

4.4 CHAPTER SUMMARY

Chapter 4 explored the results of a comprehensive study that offered valuable insights into the SOC, WLB and wellbeing of nurses in healthcare settings. The study considered the perspectives of both nurses and hospital managers. The findings emphasize the intricacy of the issue and the importance of taking a comprehensive approach to improving nurse wellbeing. This approach should consider both immediate needs and long-term objectives, so as ultimately to enhance the quality of life for nurses and the care they deliver to patients. The following chapter provides an extensive discussion of the findings.

CHAPTER 5: FINDINGS

5.1 INTRODUCTION

Chapter 5 holds significant importance as the study's findings are examined here. In this chapter, the researcher explores and provides an analysis of the responses from nurses and hospital managers, providing insights into their perspectives on the SOC, WLB and wellbeing of nurses in healthcare settings.

The chapter analyses the areas where these two groups agree and differ. In addition, this chapter delves into the important themes that have emerged. These include the challenges that nurses encounter, the support and resources accessible to them, the assessment of wellbeing initiatives, and future strategies to improve nurse WLB and wellbeing. Each theme covers a variety of findings, showing the multifaceted nature of nurse wellbeing in healthcare settings. The researcher aims to contribute to a better understanding of the complexities surrounding nurse wellbeing by examining the perspectives of nurses and hospital managers. This understanding will assist in developing strategies and policies that can support nurses in their efforts to enhance their SOC, WLB and overall wellbeing.

5.2 DISCUSSION ON THE FINDINGS FROM NURSES' RESPONSES

This section presents the findings obtained from the analysis of the responses to questionnaires distributed to both nurses.

5.2.1 Sense of Coherence

5.2.1.1 Theme 1: Career Motivation and Sense of Purpose

Career motivation and a sense of purpose emerged as a significant theme. The statement emphasizes the internal drive that motivates nurses to. The responses received suggest that nurses pursue their profession passionately and persistently, being inherently motivated by their desire to make a meaningful impact on the health of patients and the healthcare system. The theme mentioned above focuses on the factors that contribute to nurses' commitment to their profession and which shape their professional identities.

Subtheme: Resilience and Adaptation in Nursing

The statement shared by NUR2 provides valuable insights into their personal nursing journey and the various factors that have influenced their career. At first, NUR2 had a strong desire to pursue a career as a doctor. However, they encountered multiple challenges along the way that ultimately shaped their professional path. The individual's aspiration to pursue a career in medicine was hindered by financial limitations and the absence of a scholarship for medical studies. This sheds light on the socioeconomic obstacles that can influence an individual's career decisions. Despite the initial setbacks, NUR2's statement also demonstrates personal growth and adaptation. They express that they are gradually developing a passion for their nursing occupation, indicating a positive change in their mind-set and an increasing recognition of the value of their role as a nurse. The nursing profession is known for its ability to adapt and remain resilient in the face of challenges (Cooper et al, 2020). Nurses often encounter unexpected obstacles, and grow because of their experiences.

The journey of NUR2 can be viewed as a representation of the nursing profession. Individuals often enter this profession with various aspirations, and go through a transformative process as they gain experience. It emphasizes the significance of acknowledging and assisting nurses in their professional growth, as their initial fears or career aspirations may change over time. The resilience often required in healthcare is exemplified by the ability to adapt and find fulfilment in nursing, even in the face of challenges. NUR2's statement highlights the ever-changing nature of nursing careers and emphasizes the importance of continuous support and professional growth (Zhai et al., 2023). This support is crucial in helping nurses overcome challenges and find satisfaction in their roles.

Subtheme: Motivation to Help Others

NUR1's statement highlights the significant influence that role models and intrinsic motivation have on the nursing profession. The influence of a midwife who also had advanced training in psychiatric nursing, particularly relevant to a significant life event like childbirth, had a profound effect on shaping NUR1's nursing approach. This influence emphasizes the transformative potential of mentorship and the

significant impact of positive role models in guiding and inspiring the upcoming generation of nurses.

The profound internal drive of NUR1 to better understand patients, provide empathy, care, and participate in their rehabilitation is a testament to their strong sense of calling in the nursing profession. The statement highlights the importance of having a natural dedication to providing compassionate patient care and promoting rehabilitation. The motivation of NUR1 extends beyond simply fulfilling job duties. It involves a higher purpose and a deep commitment to making a significant impact in the lives of patients. The concept of intrinsic motivation, as described in the self-determination theory (SDT), is highly relevant to NUR1's personal experience. Intrinsic motivation implies that individuals who are motivated by their personal values and a sincere interest in assisting others experience higher levels of job satisfaction and overall wellbeing from their work (Zhang et al., 2020). The commitment of NUR1 to empathy, care, and rehabilitation serves as a great example of intrinsic motivation. This means that satisfaction and fulfilment are derived from aligning personal values with professional responsibilities.

NUR1's journey exemplifies the qualities of a nursing professional who embodies the spirit of the profession. Their dedication to understanding patients, displaying empathy, and actively engaging in the rehabilitation process exceeds mere job obligations. Nursing has a greater purpose and a deep sense of calling, as it plays a crucial role in promoting the wellbeing and aiding in the recovery of patients.

Subtheme: Sense of Purpose

NUR4's statement highlights their motivation for becoming a nurse – a strong desire to provide care for individuals who lack other options and rely on nurses as public servants. This sense of purpose is often found among nurses. The profound sense of purpose that nurses often experience comes from the significant effect that they have on the lives of their patients. Research such as the study conducted by Gül et al. (2023) provides evidence that having a strong sense of purpose is strongly linked to higher levels of job satisfaction, life satisfaction, and overall wellbeing.

NUR4 is motivated to become a nurse as they genuinely want to care for those in need, especially those who have limited options and rely on healthcare

professionals for support. The sense of responsibility and duty that public workers in the nursing field hold is a true reflection of the selflessness inherent in nursing. Nurses, such as those in the NUR4 profession, often get fulfilment from providing care, empathy, and support to individuals who are vulnerable and require medical attention. This intrinsic motivation is in line with the principles of self-determination theory (Dutt et al., 2023). According to this theory, individuals are motivated by their personal values and a genuine interest in helping others. This motivation ultimately leads to higher job satisfaction and overall wellbeing.

NUR6's statement, "*Waking up every morning hoping to help the community's wellbeing,*" shows a genuine and selfless dedication to enhancing the health and overall wellbeing of the community. This statement highlights the underlying motivation that drives many individuals to choose a career in nursing. It strongly emphasizes their desire to have a positive influence on the lives of others, which aligns with the findings of Gül et al. (2023).

NUR6's daily commitment to contributing to the wellbeing of the community reflects the responsibility and dedication often seen in nurses. Their motivation arises from a sincere desire to improve the health and quality of life of the individuals they assist. The sense of purpose serves as a powerful driving force that continuously motivates and fulfils nurses in their roles.

The statements made by NUR4 and NUR6 emphasize the deep sense of purpose that numerous nurses experience in their profession. Their motivations are in line with established psychological theories and research that suggest individuals who are intrinsically motivated by a desire to help others tend to have higher job satisfaction and overall wellbeing (Ryan & Deci, 2022). The nursing profession offers a perfect opportunity for individuals who have a strong sense of purpose to excel and find fulfilment in their work. With its emphasis on caring for those in need and making a positive impact on individuals and communities, nursing provides an ideal platform for the above.

Subtheme: Contribution to Patient Recovery

NUR6's statement, "*I get satisfaction by improving people's lives*" captures the intrinsic motivation that encourages many nurses to excel in their profession. This

motivation aligns with the findings of Karlsson et al. (2019), who conducted research indicating that nurses tend to have higher job satisfaction and a stronger sense of purpose when they perceive a sense of accomplishment and observe the direct influence, they have on patient outcomes. Grossman (2022) highlights the deep connection between nurses and their patients, which is a fundamental aspect of nursing's overall sense of purpose.

The satisfaction that NUR6 experiences from improving people's lives demonstrates their strong dedication to the wellbeing and health of the individuals under their care. The feeling of accomplishment and the positive effect that healthcare professionals have on their patients greatly contribute to their job satisfaction and overall wellbeing. NUR6's motivation is in line with the principles of self-determination theory, which suggests that individuals are driven by their internal values and a sincere desire to help others. Internal motivation not only enhances job satisfaction but also fosters a deeper sense of purpose in one's nursing career.

In the field of nursing, the connection between nurses and their patients holds great significance. Nurses, such as NUR6, find great satisfaction in knowing that their actions have a direct impact on the lives and wellbeing of the individuals they provide care for. The sense of purpose that drives nurses to choose a lifelong career in healthcare is their constant desire to have a positive impact on their patients' recovery and overall quality of life.

In conclusion, the participants NUR1, NUR2, NUR4, and NUR6 have provided valuable insights that highlight the significant importance of career motivation and a strong sense of purpose in the nursing profession. These statements are in line with established psychological theories, such as the self-determination theory, and are supported by studies examining a sense of purpose. The presence of intrinsic motivation, which arises from a genuine and sincere desire to help others, has a significant impact on nurses' job satisfaction and overall wellbeing.

5.2.1.2 Theme 2: Future Career Plans (FCP)

The Future Career Plans (FCP) theme represents the aspirations and intentions that nurses have for their nursing careers. It includes their perspective on the future, which may involve their intentions to either continue their career in nursing, pursue

higher-level positions, or explore alternative career paths within or outside of the healthcare industry. This theme demonstrates the long-term career goals and ambitions of nurses, offering valuable insights into their professional journeys.

Subtheme: Intent to Continue Nursing Career

The responses from participants NUR1, NUR3, NUR5, NUR7, and NUR8 offer valuable insights into the intentions of nurses regarding their nursing careers. The insights provided cover a wide range of motivations, career plans, and personal considerations, offering valuable information about the complex nature of nurses' professional paths.

NUR1's response highlights the inherent qualities of nursing as both an art and a noble profession, emphasizing the importance of having a sincere passion for the role. This perspective is in line with the self-determination theory (SDT). According to SDT, individuals who are intrinsically motivated, meaning they are driven by personal values and a genuine desire to help others, tend to have higher job satisfaction and overall wellbeing (Deci & Ryan, 2000). NUR1's statement highlights the importance of compassion, empathy, and a genuine concern for others as crucial qualities for nurses.

The response from NUR3 indicates a clear and focused intention to pursue a nursing career, indicating a thoughtful and strategic approach to their professional path. The participant's eagerness to explore different specialisations within nursing is in line with the idea of career planning and continuous learning. This concept is emphasized in nursing literature as crucial for both personal and professional growth (de Lange et al., 2019). This demonstrates a proactive mind-set towards their nursing career.

On the other hand, NUR5's response clearly indicates a strong intention to leave the nursing profession. This decision is primarily driven by their advanced age and a desire for a transition in their life. This perspective highlights the inherent progression of careers and stages of life. Çamveren et al. (2020) emphasize the significance of flexibility and adaptability in the nursing profession. Nurses may need to make different career choices based on their changing circumstances. This

finding demonstrates the wide range of career paths available within the nursing profession.

NUR7's mention of "Career pathing" demonstrates a strong desire to progress and excel in their nursing career. This concept involves strategic planning and progression in one's nursing career, including opportunities for professional growth, specialisation, leadership roles, and advanced practise. NUR7's desire for Career pathing is in line with the concept that nurses have a wide range of opportunities for career growth and advancement. This contributes to their overall job satisfaction and wellbeing (Ngenzi et al., 2021).

As a nursing manager, NUR8 is dedicated to advancing their nursing career while prioritising community service. This statement demonstrates a commitment to nursing over an extended period of time and a strong aspiration to improve patient care and the overall health of the community. According to Hofmeyer et al. (2020), research indicates that nurses frequently have long-term careers due to their strong motivation to make positive contributions to the communities they serve.

In conclusion, the collective responses of NUR1, NUR3, NUR5, NUR7, and NUR8 shed light on the detailed and varied intentions that nurses have for their nursing careers. These intentions include intrinsic motivation, career planning, life transitions, career advancement, and a dedication to community service. These findings align with well-established psychological theories, such as SDT, and emphasize the complex nature of nursing as a profession (Ryan & Deci, 2022). Nursing requires adaptability, lifelong learning, and a strong sense of purpose. It is essential for healthcare institutions to have a clear understanding of nurses' career intentions to effectively support and retain their nursing staff.

5.2.1.3 Theme 3: Changes in work schedule (CWS)

The theme "Changes in Work Schedule" (CWS) refers to changes, adaptations, or shifts in the work hours and routines of nurses in healthcare settings. This theme explores the dynamic and sometimes unpredictable nature of nursing schedules, and how these changes can affect nurses' daily routines and overall wellbeing.

Subtheme: Shift Changes and Flexibility

The insights shared by participants NUR1 and NUR2 offer valuable perspectives on nursing schedules, highlighting the significance of adaptability and balance in staffing. These findings highlight the complex nature of nursing shift management and emphasize its crucial role in providing high-quality patient care.

As one of the senior nursing personnel, NUR1's statement demonstrates a keen understanding of the demands and responsibilities that come with leadership roles in nursing. The participant highlights the importance of taking charge of the team and sometimes filling in for the manager. This can lead to a change in work schedule, transitioning from a 12-hour shift to an eight-hour shift. The adaptability mentioned here is in line with the idea of flexibility in nursing. Nurses frequently have to modify their schedules to ensure that patient care is continuous and efficient (Ngobeni & Dhanpat, 2022). Being able to smoothly switch between various shift lengths demonstrates a dedication to upholding a standard of a constant and excellent patient care, which is a fundamental principle in the field of nursing.

The response from NUR2 emphasizes the careful and thoughtful approach used to determine work shifts. The participant highlights that the allocation of shifts is determined with the goal of achieving a balance and ensuring that each shift has an appropriate number of nursing staff. This approach is essential in healthcare settings as it ensures that each shift has the right number of nurses to effectively handle patient care. According to Heunis et al. (2019), it is important to maintain appropriate staffing levels in all shifts to provide safe and efficient patient care.

Subtheme: Responses to Irregular Work Schedule

The insights shared by NUR4 and NUR8 offer valuable information concerning the challenges and coping strategies associated with changes in work schedules within the nursing profession. The findings provide insight into the intricate nature of nursing schedules and the strategies that nurses use to adjust and maintain their wellbeing when faced with irregular work hours.

The statement made by NUR4 emphasizes the challenges that come with being a shift worker and the unpredictable nature of nursing schedules. The participant acknowledges that they frequently work longer hours due to a significant shortage

of nursing staff. They often go beyond their regular working hours, sometimes without even claiming those additional hours as overtime. This situation highlights the commitment and flexibility of nurses who are willing to extend their shifts to ensure uninterrupted patient care. Research by van der Merwe et al. (2023) provides support for the significance of effectively managing the stress and unpredictability associated with nursing schedules. Nurses, such as NUR4, consistently go above and beyond to meet the needs of their patients.

NUR8's response highlights the possible effect of irregular schedules on their personal life. It emphasizes the significance of practising self-care and maintaining open communication with family as effective ways to manage these challenges. The participant acknowledges the difficulties that come with transitioning between day and night shifts or being asked to work while not on duty. However, they also express a willingness to respond positively whenever they are available. This emphasizes the importance of nurses cultivating resilience and practising self-care to effectively handle the demands of nursing schedules. The statement aligns with previous research that highlights the significance of self-care and the development of personal resilience in nurses (Van der Merwe et al., 2023).

In conclusion, the responses from NUR1, NUR2, NUR4 and NUR8 highlight the difficulties and coping mechanisms that come with changes in nursing work schedules. These findings collectively reflect the significance of adaptability, peer support, resilience, and self-care in responding to shift changes and irregular work schedules. Nursing schedules are recognised for being dynamic and frequently unpredictable. It is essential for nurses to adapt and prioritise their wellbeing to ensure personal satisfaction and provide high-quality patient care.

5.2.1.4 Theme 4: Understanding and Managing Responsibilities (UMR)

This section present a comprehensive analysis of nurses' perspectives on their daily responsibilities. Additionally, the implications of clear job expectations for their overall job performance are explored here. Existing literature is used to provide support and context for these findings.

Subtheme: Ease of Understanding Responsibilities

The insights shared by NUR5 and NUR7 are valuable in understanding the challenges and perceptions of the demanding nature of nursing responsibilities. These findings provide insight into the complex and diverse nature of the nursing profession. They show that understanding the extent of one's responsibilities is separate from effectively handling the workload that comes with them.

NUR5's statement emphasizes the significant demands and challenges that come with their nursing role. The participant expresses that the workload is extremely demanding, indicating that nursing responsibilities are perceived as complex and challenging to manage. This aligns with the subtheme "EUR," which represents an individual nurse's perspective on their ability to understand and effectively handle the complex nature of their responsibilities. NUR5's statement highlights the complex and challenging nature of the nursing profession, which encompasses a diverse array of tasks and responsibilities (Torrens et al., 2020).

NUR7's response acknowledges that although understanding the responsibilities may not pose a significant challenge, carrying out these duties can be overwhelming. The participant stresses the significance of reaching out to colleagues for help, emphasizing the need for mutual support and cooperation in the nursing profession. This concept aligns with the idea of teamwork and shared responsibility, in which nurses work together to ensure the workload is effectively managed. In the field of nursing, a team-based approach is often used to address the diverse challenges and responsibilities of patient care (Tørring et al., 2019).

Subtheme: Handling Complicated Aspects

The insights provided by NUR2, NUR3, and NUR8 highlight the diverse and complex nature of nursing responsibilities. They also emphasize the significance of collaboration, support, and resource availability in effectively managing these challenges.

NUR2's statement highlights their ability in handling everyday tasks effortlessly. They also express appreciation for the doctors, particularly the late Prof. Eddie Xijekana Mhlanga, who provided valuable support when dealing with complex aspects of their professional duties. This emphasizes the importance of

collaboration between nursing and medical staff when it comes to dealing with complex tasks. The statement highlights the significance of mutual understanding and collaboration among healthcare professionals, which ultimately improves the understanding of their respective roles and responsibilities. According to Tørring et al. (2019), it is essential to collaborate in order to provide thorough and effective patient care.

The response from NUR3 provides valuable insights into the difficulties of obtaining management support and dealing with limited resources. The participant discusses the challenges that arise from limited resources, infrastructure limitations, and human resource constraints. This example highlights the complex and diverse nature of nursing responsibilities and the significance of addressing these challenges to ensure effective task management. This demonstrates the importance of healthcare institutions and management in providing sufficient resources and support to empower nurses in effectively fulfilling their responsibilities (Udekwe et al., 2021).

NUR8's statement emphasizes the important role that senior nursing professionals play in simplifying complex situations. This highlights the significance of mentorship and support from experienced colleagues in helping understand and manage nursing responsibilities. This demonstrates the important role that experienced nurses play in guiding and mentoring newer members of the profession, helping them to develop professionally (Tørring et al., 2019).

In conclusion, the responses from NUR2, NUR3, NUR5, NUR7 and NUR8 emphasize the complex and varied nature of nursing duties, and the importance of teamwork, mentorship, and access to resources in delivering quality nursing care. Understanding the responsibilities of nursing is one thing, but effectively dealing with the practical challenges, complications, and limitations that come with working in a nursing environment often requires help and guidance from fellow colleagues and experienced professionals. The feedback from the nurses emphasizes the importance of collaboration and cooperation in nursing. It highlights the need for teamwork, mentorship, and accessible resources to ensure the delivery of excellent patient care.

5.2.1.5 Theme 5: Dealing with Work Challenges (DWC)

The theme “Dealing with Work Challenges” (DWC) refers to the variety of difficulties, barriers, and hardships that nurses face in their everyday work. This theme explores how nurses effectively navigate and cope with various challenges they encounter in their profession. The focus is on identifying the strategies they employ to overcome challenges and ensure their wellbeing.

Subtheme: Absenteeism Impact

The statements from NUR6 and NUR8 provide valuable insights into the connection between workforce challenges, specifically absenteeism, and job satisfaction in the nursing profession. These perspectives provide valuable insights into the complex link between nurse job satisfaction and practical workforce challenges.

NUR6’s statement implies that there may be a correlation between the high rate of absenteeism among colleagues and the overall level of job satisfaction. This perspective highlights the belief that the frequent lack of nursing staff could be a sign of underlying job dissatisfaction. This highlights the importance of acknowledging job satisfaction as a crucial factor in retaining nursing staff. This observation is consistent with previous research that suggests workplace stressors can lead to healthcare professionals taking time off from work (Achour et al., 2022). Therefore, to decrease absenteeism, it is important to implement strategies that address stressors and improve overall job satisfaction (Achour et al., 2022).

NUR8’s statement discusses a practical concern that arises in nursing: the effect of colleague absenteeism on staffing levels. When colleagues are absent for various reasons, it often results in a shortage of staff. This shortage affects the workload, responsibilities, and ultimately the quality of patient care. This observation highlights the practical difficulties that nurses encounter when it comes to maintaining sufficient staffing levels and efficiently managing their responsibilities (Alsadaan et al., 2021). Healthcare institutions should prioritise addressing staffing issues and implementing strategies that reduce the influence of colleague absenteeism on nurses’ workloads. The statement by NUR8 emphasizes the significance of efficient workforce management and emphasizes the need to find solutions for staffing issues in the nursing field. This ultimately plays a crucial role in improving the quality of care provided by nurses.

Subtheme: Strategies for Managing Challenges

The perspectives of NUR3, NUR4, and NUR8 offer valuable insights into the strategies and attitudes that nurses use to effectively handle the demanding nature of their profession.

The manner in which NUR3 manages a demanding workload demonstrates a practical and flexible mind-set. Despite recognising the challenges inherent in their work, they have made a deliberate decision to concentrate on what they are capable of, the methods they can employ, and the timeframe in which they can complete their tasks. The practical and flexible approach to time management is crucial for nurses, especially considering the frequent and unpredictable work demands they encounter.

The ability of NUR4 to stay calm and positive in extremely challenging situations demonstrates their resilience and positive mind-set. This quality is essential in nursing as it allows nurses to effectively handle stressful and complex situations while providing patients with high-quality care. Having a positive outlook is beneficial for both personal wellbeing and the wellbeing of patients.

Given that NUR8 acknowledges the importance of seeking support from more experienced colleagues highlights the significance of mentorship in the nursing profession. Gaining knowledge from experienced professionals is a valuable resource for nurses to understand and successfully manage their responsibilities (Mlambo et al., 2021). The mutual support and knowledge-sharing among nurses contribute significantly to their professional growth and success. This highlights the crucial role of a supportive environment in the nursing profession.

In conclusion, the shared insights of NUR3, NUR4, NUR6 and NUR8 highlight the different strategies and attitudes that nurses use to effectively handle the challenges and responsibilities of their profession. The importance of adaptability, emotional resilience, and mentorship in the nursing field is emphasized by these perspectives. These factors contribute not only to the personal wellbeing of nurses but also play a crucial role in improving the standard of patient care and promoting professional growth within the nursing profession.

5.2.2 Work-life Balance

5.2.2.1 Theme 1: Management of Work and Personal Responsibilities (MWPR)

The theme “Management of Work and Personal Responsibilities” (MWPR) looks into the manner in which nurses effectively balance their professional duties with personal obligations and wellbeing. This theme explores the strategies and approaches that nurses use to effectively manage their work-related responsibilities while also addressing personal commitments and maintaining their overall wellbeing.

Subtheme 1: Daily Planning of Duties

NUR8 emphasizes the significance of daily planning in effectively carrying out their duties. This highlights the importance of strategic planning and efficient time management in the nursing profession.

To achieve effective daily planning, it is important to strategically organise tasks, prioritise them, and optimise the allocation of time. In nursing, it is crucial to take a proactive approach, especially since nurses often have to manage multiple responsibilities at the same time. By carefully planning their daily tasks, nurses are able to effectively manage their professional responsibilities and ensure efficient time management (Tofighi et al., 2022). Effective time management is a crucial skill in the nursing profession as it enables nurses to optimise their limited time. NUR8’s dedication to planning their day allows them to allocate more time to providing direct patient care, ensuring that patients receive the necessary attention and support. The commitment to maximising time resources improves the overall quality of care provided by the healthcare institution.

Daily planning not only improves the quality of patient care but also functions as a valuable tool for reducing stress (Tofighi et al., 2022). Having a structured and predictable schedule helps nurses by reducing uncertainty and the possibility of feeling overwhelmed throughout their day. Consequently, nurses are able to effectively handle their stress levels and uphold their mental wellbeing, which is a crucial aspect of job satisfaction.

Subtheme 2: Strategic Planning

The NUR3's role as an infection prevention and control coordinator is crucial for maintaining a safe and infection-free healthcare environment. The responsibilities of NUR3 highlight the important role that strategic planning plays in the nursing profession. The multifaceted role includes various tasks such as developing policies, training staff, monitoring compliance, conducting surveillance, and advocating for resources to support infection prevention and control (IPE) work.

Strategic planning plays a crucial role in ensuring effective infection prevention and control due to several reasons. Ensuring the safety of patients and healthcare staff is of utmost importance. NUR3 The role of NUR3 as an infection prevention and control coordinator is crucial in ensuring the safety of the healthcare environment by preventing the spread of infectious diseases. The responsibilities of NUR3, including staff training, compliance monitoring, policy development, and quality improvement planning, highlight the strategic importance of infection prevention in the nursing profession (Weston, 2022).

Staff training is a crucial aspect of NUR3's role. Providing training to healthcare personnel in infection prevention practices is a proactive approach to ensure that all team members possess the necessary knowledge and skills to uphold a clean and hygienic environment. This training provides benefits to both patients and nurses. It helps reduce the risk of healthcare-associated infections for patients and also ensures that nurses are better protected from potential exposure to infectious substances while promoting their wellbeing.

Further, the role of NUR3 includes the ongoing monitoring of compliance with infection prevention protocols. Regular surveillance and assessment of adherence to these protocols is crucial for identifying areas of improvement and potential gaps in infection control (Forrester et al., 2021). This strategic approach enables timely interventions to address any deficiencies and improve the overall safety of the healthcare environment.

Another crucial aspect of NUR3's role is their involvement in policy development and renewal. This emphasizes the importance of taking a proactive approach to adapt to the ever-changing challenges in infection prevention. Policies should be

adaptable and able to respond to emerging infectious threats and evolving best practices (Forrester et al., 2021). Healthcare institutions can proactively maintain their infection control measures by strategically developing and updating policies.

As NUR3 mentioned, quality improvement planning is a crucial aspect of infection prevention. Strategic planning entails the identification of areas that require improvement, the establishment of goals, and the implementation of measures to address gaps in infection control (World Health Organisation, 2021). Quality improvement plans play a crucial role in upholding high standards of care and consistently improving patient safety.

The role of NUR3 serves as a prime example of how infection prevention and control in the nursing profession is both strategic and proactive. Maintaining a safe healthcare environment, protecting the wellbeing of patients and nurses, and addressing the ongoing challenges of infectious diseases are all crucial aspects of this approach (Weston, 2022). To achieve these objectives, it is crucial to have a strategic plan that includes training, compliance monitoring, policy development, and quality improvement planning.

In conclusion, the abovementioned findings emphasizes the complex nature of balancing work and personal responsibilities in the field of nursing. This highlights the importance of taking a proactive and strategic approach to organising work, emphasizing the need to maintain high standards of care, and demonstrating the significance of emotional resilience and support systems. These findings play a crucial role in improving the overall wellbeing of nursing professionals in the ever-changing healthcare environment.

5.2.2.2 Theme 2: Work-Life Balance and Time for Family (WLBTF)

“Work-Life Balance and Time for Family” explores the difficulties that nurses encounter when trying to maintain a positive balance between their work responsibilities and personal lives. The theme is centred on how nurses manage their work schedules and the consequences that it has on their ability to allocate time for their families. This statement highlights the importance of achieving an ideal WLB for the wellbeing of nurses, as it brings attention to the complexities involved in maintaining this balance.

Subtheme 1: Weekend Relaxation (WR)

The insights from NUR4, NUR5, NUR6, and NUR7 offer valuable information about the complex interactions that nurses encounter as they strive to find an ideal balance between their professional responsibilities and personal wellbeing. NUR4's statement highlights the scarcity of free time that nurses typically experience. The only chance they have to relax and spend time with their families is on weekends, particularly on Saturdays. This emphasizes the urgent requirement for workplace policies that provide support and effective time management strategies for nurses. These measures are necessary to help nurses maximise their limited free time and prioritise their personal lives.

NUR5 mentioned that they are only available on weekends and holidays. Nurses often find themselves facing the persistent challenge of not having enough time to relax and take care of themselves. They struggle to meet their wellbeing needs even on weekends and holidays. It is important to prioritise the solution of WLB challenges and encourage self-care practices in order to protect the physical and emotional wellbeing of nurses. NUR6's strategy of setting aside weekends and leave days for relaxation and self-care exemplifies a common approach used by nurses to achieve a healthy WLB. This strategy emphasizes the importance of setting aside time to relax and recharge, particularly on weekends and during vacation time, in order to maintain one's mental and physical health. The response from NUR7 highlights the significant challenges that nurses encounter when trying to achieve a healthy balance between their work and personal life. The time available for relaxation is mostly limited to weekends, public holidays, and annual leave. However, these periods are often not enough to fully relax and spend quality time with their family. This statement emphasizes the demanding nature of nursing work and the significant challenges involved in achieving a positive WLB.

The collective experiences of NUR4, NUR5, NUR6, and NUR7 highlight the complexity of achieving WLB in the nursing profession. This highlights the importance of promptly implementing workplace policies and strategies that enable nurses to efficiently manage their time and prioritise their own wellbeing. Maintaining a WLB is crucial for the overall wellbeing of nurses and is also crucial for ensuring a satisfying and sustainable career in the healthcare sector. The findings highlight

the urgent need to address WLB challenges and advocate for supportive environments that prioritise the overall wellbeing of nurses.

Subtheme 2: Limited Relaxation Time

NUR7's statement highlights a common challenge that nurses often face – the ongoing difficulty of balancing their demanding professional responsibilities with their personal lives, specifically in terms of dedicating meaningful time to their families. This dilemma emphasizes the time constraint that nurses face, making it extremely difficult for them to find enough hours for both relaxation and meaningful family interactions.

The phrase “*time is not enough*” captures the central challenge of achieving WLB in the nursing profession. Nurses frequently struggle with the constant demands of their job. The limited availability of time for relaxation and family engagement highlights the inherent challenges that they face (Dawood et al., 2022).

This discovery highlights the importance of implementing systemic changes and supportive policies within the healthcare sector. It is important to prioritise addressing WLB and promoting self-care in order to support nurses in maintaining their wellbeing and enhancing their personal relationships. It is important to acknowledge that promoting a healthy WLB is beneficial not only for nurses themselves but also for their ability to deliver high-quality care to patients and maintain a rewarding and sustainable nursing career.

Subtheme 3: Insufficient Family Time

The collective statements of NUR3, NUR4, and NUR5 highlight the common challenges that nurses encounter in effectively managing their time and finding a balance between work and personal life. These concise yet powerful statements offer valuable insights into the challenging nature of nursing work and how it affects individuals' personal lives.

NUR3's recognition of having limited personal time and only being able to relax on weekends emphasizes the lack of opportunities for nurses to relax while spending quality time with their families. Nurses have very limited time for themselves and their loved ones due to the demanding and ongoing nature of their work. There is a strong need for WLB initiatives and self-care strategies in the nursing profession.

These measures are crucial to protect the wellbeing of nurses and encourage their relationships with their families.

NUR4's statement highlights the constant dedication of nurses, even when they are not on duty. The fact that nurses are always available for hospital calls and must address equipment issues highlights the comprehensive nature of their responsibilities. This not only extends the nurses' working hours but also highlights their dedication to the wellbeing of their patients. It emphasizes the significance of having strong support systems and workplace policies in place to help nurses effectively balance their professional and personal lives, all while ensuring continuous patient care.

NUR5's concise statement highlights a key issue in nursing: the limited amount of time available. Nurses often find themselves with limited time for relaxation, spending time with family, and taking care of their own wellbeing due to the numerous demands of their profession. This highlights the larger problem of attaining a healthy WLB. It is important to prioritise the implementation of strategies and support systems that assist nurses in maintaining a healthy balance between their personal wellbeing and their professional responsibilities.

The experiences shared by NUR3, NUR4, and NUR5 highlight the various challenges that nurses encounter in effectively managing their time, balancing their work and personal lives, and prioritising their own wellbeing. The importance of tailored support networks and work policies for nurses in achieving an ideal balance between their personal lives and demanding nursing careers is highlighted by these findings. Initiatives like these are crucial, as they not only benefit nurses but also contribute to the delivery of high-quality patient care.

Subtheme 4: Family Perception

The perspectives shared by NUR4 and NUR7 provide valuable insights into how nurses' family members perceive and are concerned about the nursing profession. These perspectives provide insight into the difficulties that nurses encounter in maintaining a healthy WLB and dedicating meaningful time to their families. They also emphasize the crucial importance of family support and understanding in this regard.

NUR4's statement highlights the perception of their family that nursing is a demanding profession that allows limited time for rest and relaxation. The family's perception of nursing as a demanding and time-consuming career demonstrates the significance of seeking support and understanding from loved ones. Additionally, it emphasizes the importance of addressing WLB and concerns regarding wellbeing within the nursing profession. This perception can have an impact on the career decisions of individuals in the family, highlighting the importance of initiatives that encourage a better balance between work and personal life for nurses.

NUR7's statement highlights that family members have expressed significant concerns regarding the challenges and risks that come with the nursing profession. The concerns include the high patient workload, extended working hours, personal safety, and the risk of nurses contracting diseases and infections. The family's understanding of the demanding and potentially risky nature of nursing work is crucial, as it emphasizes the significance of their support and understanding while nurses face these challenges in their profession. Understanding the nature of nursing work and offering encouragement and support to loved ones in the profession is crucial for family members.

In conclusion, the responses by the participants have provided valuable insights that highlight the difficulties nurses encounter when trying to achieve a healthy WLB and dedicate meaningful time to their families. Additionally, they emphasize the crucial importance of family support and understanding in both the wellbeing and career decisions of nurses. These findings highlight the importance of creating a supportive environment in the nursing profession and implementing initiatives that help nurses achieve a healthy WLB. It is also crucial to address the concerns of nurses' family members.

5.2.2.3 Theme 3: Work Shifts and Scheduling (WSS)

"Work Shifts and Scheduling" (WSS) provides valuable insights into the various aspects of nurses' work schedules and explores how these schedules can affect their overall wellbeing and quality of life. This highlights the significance of establishing efficient scheduling practices and supportive policies to improve WLB and overall wellbeing.

Subtheme 1: Shift Roster

The statement by NUR3 highlights the significant connection between work overload, work scheduling, and the demands faced by professionals in the nursing field. Nurses frequently face challenging workloads, which can arise from various factors including high patient-to-nurse ratios, increased administrative responsibilities, or a sudden influx of patient admissions. Excessive workloads have a negative effect on both the daily schedules of nurses and the demands placed on them.

Work overload has a complex effect on scheduling. Irregular shift patterns, last-minute shift changes, and an increased frequency of overtime hours can result from nurses trying to meet patient care demands. Scheduling challenges can significantly disrupt the WLB of nurses, making it challenging for them to effectively plan and allocate time for personal and family commitments (Shetty & Panakaje, 2023). Work overload worsens the work scheduling challenges that nurses experience.

It is essential to address the issue of work overload and its effect on scheduling so as to prioritise the wellbeing of nurses and ensure high-quality patient care. Health institutions should prioritise the implementation of strategies aimed at reducing excessive workloads. These strategies may include ensuring appropriate staffing levels, effectively distributing workloads, and delegating tasks appropriately. In addition, developing schedules that are more predictable and manageable can assist nurses in maintaining a healthier balance between their work and personal lives (Rashmi & Kataria, 2021). Healthcare organisations can promote a more sustainable and supportive work environment for nursing professionals by acknowledging the negative effect of work overload on work scheduling.

The statement by NUR4 highlights the considerable challenges that shift workers, particularly nurses, often encounter in their line of work. Nursing shift work is known for its irregular hours, which can include night shifts and weekend shifts. There are multiple challenges associated with this type of scheduling that can have a major effect on nurses' wellbeing.

Shift work poses several challenges, with one of the main ones being the disruption of the body's biological clock (Finger et al., 2022). This disruption can result in

various problems, including sleep disturbances, fatigue, and a higher likelihood of experiencing burnout. Managing personal and family commitments can be challenging due to the irregular nature of shift schedules. Balancing work and personal life can be challenging, especially when your work schedule doesn't match up with regular social and family activities.

The challenges faced by shift workers are made worse by the physically and mentally demanding nature of nursing. Extended hours and overnight shifts can result in heightened stress levels, physical strain, and potential health problems. In addition, the ever-changing nature of patient care requires nurses on shifts to be constantly prepared to adjust to unforeseen circumstances.

In order to tackle the challenges associated with shift work, healthcare institutions should consider implementing policies and practices that prioritise the wellbeing of nurses. This involves ensuring that there is sufficient time for rest between shifts, aiding helping in managing sleep disruptions, and promoting a strong sense of community among shift workers. Involving nurses in scheduling decisions is equally important, as it allows them a degree of autonomy over their work hours. Healthcare organisations can improve the overall wellbeing of their nurses by acknowledging and addressing the specific challenges associated with shift work.

Subtheme 2: Daily Work Predictability

NUR2's statement highlight the unpredictable nature of their duties in a labour and delivery unit. They explain that it is impossible to determine or anticipate the number of people who will come in to give birth each day. This emphasizes the inherent unpredictability of nursing responsibilities in this setting. Nurses face significant challenges due to the daily arrival of expectant mothers and the uncertainty surrounding the number of births.

In a labour and delivery setting, nurses need to be ready for unexpected increases in patient admissions, possible complications during childbirth, and the necessity of quickly reacting to emergencies. The level of unpredictability requires individuals to have a strong sense of flexibility, adaptability, and effective resource management skills. Nurses working in such settings have the ability to effectively prioritise care,

allocate resources, and ensure that the needs of both expectant mothers and newborns are met, regardless of the fluctuations in daily workload.

Healthcare institutions should consider implementing strategies that support nurses in managing unpredictable workloads. Some strategies that can be implemented to improve emergency preparedness include ensuring back-up staff are available at all times, offering training in rapid response and emergency protocols, and utilising technology to enhance the ability to predict and manage patient admissions. Healthcare organisations can enhance patient care and minimise stress among nurses by recognising and managing the unpredictable nature of nursing duties in labour and delivery units.

NUR3 highlights the unpredictable nature of their work in a tertiary hospital. They often receive referrals that significantly affect the daily operations and workflow. Tertiary hospitals are known for their expertise in handling complex cases and often receive referrals from other healthcare facilities. As a result, the work environment in these hospitals is highly dynamic.

In these settings, nurses need to be ready to handle various medical conditions and unforeseen admissions that may disrupt their daily routines. The unpredictability extends beyond patient care and also affects the allocation of resources, scheduling, and staff assignments. Nurses working in tertiary hospitals need to possess the ability to quickly adapt to changing situations and effectively handle the challenges that come with complicated patient cases.

In order to address the challenges posed by unpredictability in tertiary healthcare settings, healthcare institutions should prioritise improving communication and coordination among healthcare teams. Additionally, investing in comprehensive training for nurses to effectively handle diverse cases is crucial. Lastly, implementing efficient referral management processes can greatly contribute to addressing these challenges. Healthcare organisations can ensure the maintenance of high-quality patient care in tertiary hospitals by acknowledging and preparing for the unpredictable nature of nursing duties. This includes being ready to handle complex and unexpected situations.

Subtheme 3: Unpredictable Work During Covid-19

The statements by NUR5 and NUR8 provide insight into the difficulties that nursing professionals encountered during the Covid-19 pandemic. This global health crisis had a significant effect on the healthcare sector and the nursing staff.

NUR5's statement highlights the significant difficulties brought about by the Covid-19 pandemic, leading to a sharp increase in the number of patients in need of medical attention. In response to the crisis, NUR5, who serves as a nursing manager, had to assume the responsibility of providing direct patient care. This showcases the resilience and commitment of nursing professionals in times of public health emergencies. The pandemic required healthcare providers to adapt and be flexible in their roles and responsibilities to meet the growing demand for care. Additionally, it emphasizes the crucial role that nursing managers play in setting a positive example and providing support to their teams during times of crisis.

NUR8's statement emphasizes the significant burden on healthcare facilities amid the pandemic. Hospitals operated at full capacity and had to advise certain patients to self-isolate at home. This highlights the significant strain on healthcare resources and the necessity for creative approaches to patient care in times of crisis. Further, the mention of staff shortages caused by nurses contracting Covid-19 highlights the susceptible nature of healthcare workers when they encounter contagious illnesses. Ensuring the wellbeing of the nurses is of utmost importance, as it directly affects the continuity of patient care.

In conclusion, the insights from the participants highlight the significant challenges that nurses encounter during public health emergencies such as the Covid-19 pandemic. The challenges include various aspects such as an increase in patient numbers, the requirement for adaptability in roles, the strain on healthcare resources, and the significance of protecting healthcare workers. Healthcare institutions and policymakers should take lessons from these experiences in order to create effective strategies for handling similar crises in the future. This is crucial for ensuring the safety and wellbeing of both patients and nurses.

5.2.3 Wellbeing

5.2.3.1 Theme 1: Job Satisfaction and Challenges (JSC)

Job Satisfaction and Challenges (JSC) explores the experiences, attitudes, and perceptions of nurses in relation to their work and the challenges they face in their roles. This theme explores the different factors that contribute to nurses' job satisfaction and the challenges they encounter in delivering healthcare services. It reflects every aspect of nursing and the complicated link between satisfaction and challenges in the field.

Subtheme 1: Challenging Hospital Environment

NUR3's perspective highlights the significance of adopting an integrated strategy in addressing healthcare challenges. The basis for addressing the complexities faced by nurses consists of three key components: adequate staffing, accessibility to resources, and a conducive work environment.

It is important to understand that adequate staffing goes beyond simply filling positions. It involves ensuring that every aspect of healthcare delivery has the appropriate number of skilled personnel. Staff shortages can create a chain reaction, resulting in heavier workloads, increased stress levels, and reduced job satisfaction. Healthcare facilities can improve the work environment and enhance patient care by addressing staffing levels. This approach promotes sustainability and provides support to healthcare professionals. Ultimately, both the nurses and the quality of care benefit from these efforts. Further, ensuring access to resources is essential in order to provide patients with high-quality care. Limited material resources can hinder nurses' ability to deliver optimal care. Access to necessary tools and equipment is crucial not only for achieving positive patient outcomes but also for significantly affecting the job satisfaction of nurses. Having sufficient resources is crucial for nurses to effectively carry out their responsibilities, which in turn contributes to creating a positive work environment.

The work environment is crucial for the wellbeing of healthcare professionals (Nandy & Habib, 2023). Creating a professional and supportive work environment that prioritises the needs and concerns of its employees can greatly improve overall job satisfaction. Creating a conducive environment has the potential to decrease burnout, enhance retention rates, and ultimately result in improved patient care. This

is a reminder that by addressing these fundamental components, hospital management can create a healthier and more fulfilling work environment in the healthcare industry.

NUR4's statement highlights the significant challenges that exist in the healthcare setting, particularly in relation to staff shortages and limited material resources. This perspective expands the discussion to a wider scope, emphasizing the impact of these challenges on the overall wellbeing of nurses. NUR4's expression of dissatisfaction with their co-workers highlights the way healthcare challenges can affect the entire healthcare team. When the work environment is consistently strained due to issues such as staff shortages and resource limitations, it has a negative influence on the morale and job satisfaction of all individuals involved (Nandy & Habib, 2023). The dissatisfaction of co-workers can have a negative impact on the cohesion and effectiveness of a healthcare team, which in turn can affect the quality of patient care (Nandy & Habib, 2023). NUR4 highlights that staff shortages are a significant problem in healthcare settings. Shortages like these can result in various issues, including healthcare professionals being overworked, higher stress levels, and decreased job satisfaction. Addressing this challenge is crucial not only for maintaining a balanced and supportive work environment but also for the overall wellbeing of healthcare providers.

The insights from NUR3 and NUR4 emphasize the importance of taking a comprehensive approach in dealing with the challenges that nurses encounter. Healthcare facilities can enhance job satisfaction and the quality of patient care by prioritising staffing, resource accessibility, and work environment. Moreover, when co-workers express their dissatisfaction, it serves as a clear reminder of how these challenges affect the entire healthcare team. This highlights the importance of finding solutions to these complex issues promptly.

Subtheme 2: Co-worker Wellbeing

NUR2's statement highlights a positive aspect of the healthcare environment: the emphasis on promoting the overall wellbeing of colleagues. This demonstrates a firm dedication to the health and wellbeing of healthcare professionals, emphasizing that their wellbeing is of utmost importance. The proactive approach being taken is beneficial as it acknowledges that nurses may face various challenges in their roles.

The healthcare institution is creating a supportive and compassionate work environment by providing personalised support and solutions. This approach enhances the psychological wellbeing of nurses.

However, NUR5's statement highlights a common and important concern among colleagues – the ongoing frustration caused by the lack of sufficient human and material resources in the healthcare environment. The frustration expressed by all parties highlights the significant challenges that nurses face in ensuring the quality of patient care, especially when there is a shortage of essential resources (Nandy & Habib, 2023). These challenges have the potential to result in higher workloads, increased levels of stress, and reduced job satisfaction (Nandy & Habib, 2023). The widespread frustration clearly highlights the pressing need for extensive efforts to effectively address these shortages. These attempts are crucial not just for improving working conditions, but also for enhancing the overall wellbeing of nurses. Ultimately, this will result in an improvement in the quality of care that is given to patients.

The responses from NUR2 and NUR5 offer valuable insights into the healthcare environment's emphasis on the wellbeing of co-workers and the frustrations they face as a result of limited resources. NUR2 emphasizes the importance of taking a proactive approach to address individual worker challenges. This approach helps to foster a supportive and compassionate work environment, which ultimately benefits both nurses and patient care. However, NUR5's expression of frustration about resource shortages highlights the urgent need for comprehensive strategies to address these challenges. These two perspectives together provide insight into the ongoing efforts to maintain the wellbeing of nurses, while also acknowledging the challenges they encounter in their roles.

Subtheme 3: Burnout Among Staff

NUR6's statement highlights the significant challenges that nurses encounter, particularly the difficulties caused by extended work hours and insufficient rest. This concise yet impactful statement captures key elements of the healthcare profession. Healthcare providers, such as nurses, frequently work long and challenging shifts in order to deliver essential patient care. The realisation that some nurses are expressing dissatisfaction with not getting enough rest on certain days highlights the

adverse effect this can have on their physical and emotional wellbeing. Engaging in excessive work and not getting enough rest can eventually result in burnout. Burnout is a condition characterised by emotional, physical, and mental exhaustion, and it can have significant negative effects on an individual's wellbeing. This situation highlights a deeper issue in the healthcare industry, where the dedication to providing exceptional patient care often requires personal sacrifices and a strong work ethic.

The response from NUR7 and NUR8 provides a thought-provoking viewpoint on the widespread problem of burnout in the healthcare sector. The statement highlights that burnout is not a problem that affects only a few, but rather a widespread concern that affects all members of the staff. The observation highlights the significant and extensive effect of burnout in the healthcare industry. Healthcare professionals, including nurses, encounter a wide range of demands, pressures, and emotional challenges that can lead to significant physical and emotional exhaustion. The prevalence of burnout has far-reaching effects, affecting the wellbeing of nurses, and the overall unity and efficiency of the healthcare team. This common issue can compromise the quality of patient care. To effectively address burnout, it is necessary to implement comprehensive strategies, allocate resources, and establish support systems. These measures are crucial in reducing the effects of burnout, improving the working environment, and ensuring the sustainable provision of outstanding medical care.

Subtheme 4: Satisfaction Level

The responses from NUR2, NUR3, NUR4, and NUR5 provide valuable insights into the important topic of job satisfaction and the difficulties experienced by nurses in the healthcare industry. The responses provided by the participants demonstrate a range of concerns, each shedding light on different aspects of the complex connection between nurses, patient care, and healthcare management.

The dissatisfaction expressed by NUR2 regarding healthcare management in their province brings attention to a common tension that exists within healthcare systems. Balancing patient safety and staff wellbeing is a challenging task that requires careful consideration. Ensuring patient protection and staff support is crucial in healthcare management. Neglecting either aspect can result in dissatisfaction and

burnout among healthcare professionals. Maintaining a balance is crucial for creating an effective and productive healthcare environment, which ultimately benefits both nurses and patients.

The dissatisfaction and desire for clarity expressed by NUR3 regarding their future in a specific healthcare programme highlight the crucial need for transparent communication and professional development support within the healthcare industry. Healthcare professionals may experience frustration and stress due to the uncertainty surrounding their career prospects. Having clear career paths and ample opportunities for growth is crucial in maintaining the motivation and engagement of nurses. This, in turn, leads to higher job satisfaction and overall wellbeing.

The dissatisfaction of NUR4 is a clear indication of how resource shortages directly influence the quality of patient care. This highlights the obvious link between the availability of resources and the level of care provided to patients. In order to provide effective care, nurses need to have access to adequate resources. Insufficient resources not only hinder the ability to deliver quality care, but they also lead to frustration and job dissatisfaction. In order to support their staff and ensure the delivery of excellent patient care, healthcare institutions must address these shortages.

The strong expression of dissatisfaction from NUR5 highlights the importance of effective management in improving the wellbeing and job satisfaction of healthcare staff. This dissatisfaction is a result of challenging working conditions and a perceived lack of support from management. A work environment that lacks support can result in burnout and job dissatisfaction, which in turn affects the overall effectiveness of nurses and the quality of patient care. Healthcare institutions should prioritise the creation of supportive and caring workplace environments in order to promote the wellbeing and job satisfaction of nurses.

The responses provided collectively shed light on the complex nature of job satisfaction and the various challenges that nurses encounter. It is important for healthcare management to find a balance between patient care and staff support. They should also focus on providing transparent career paths, addressing resource shortages, and creating supportive work environments. Addressing these concerns

will ultimately result in a healthcare workforce that is more satisfied and motivated. This will have positive effects on both healthcare professionals and the patients they care for.

Subtheme 5: Co-worker Satisfaction

The insights of NUR2 and NUR4 highlight the major challenges nurses encounter in the healthcare industry, specifically in terms of job satisfaction and working conditions. The responses provided highlight various concerns that emphasize different aspects of the complex connection that exists between economic factors, staffing challenges, and the overall work environment in the healthcare industry.

NUR2's statement emphasizes that co-workers in the province are experiencing dissatisfaction primarily because of two main issues: inadequate salaries and an imbalanced nurse-patient ratio. Healthcare professionals may experience financial stress and job dissatisfaction due to low salaries. An imbalanced nurse-patient ratio can have simultaneous effects, including excessive workloads, which may negatively affect the quality of patient care and contribute to staff burnout (Jiang et al., 2023). It is important to address these issues in order to enhance job satisfaction and overall wellbeing among nurses.

NUR4's statement highlights the general frustration felt by their colleagues, which is caused by the difficult working conditions characterised by a lack of staff and limited resources. These challenges are not exclusive to one healthcare setting and are relevant to healthcare professionals in different contexts. Insufficient staffing and a shortage of necessary resources can result in feelings of frustration and interfere with the provision of high-quality patient care. Additionally, they have the potential to contribute to job dissatisfaction and staff burnout. Addressing staffing and resource-related concerns is of utmost importance for healthcare institutions in order to establish a work environment that is both supportive and sustainable (Huttunen, 2023). By implementing these strategies, healthcare organisations can improve the wellbeing and job satisfaction of nurses, ultimately leading to positive changes in the healthcare industry as a whole.

The responses from NUR2 and NUR4 highlight the complex challenges that healthcare professionals in the healthcare sector face. The challenges include

economic factors, nurse-patient ratios, staffing issues, and resource availability. It is crucial to address these issues in order to improve job satisfaction, reduce frustration, and maintain the consistent delivery of excellent patient care. In order to create a more supportive and fulfilling work environment for healthcare professionals, it is essential to have competitive salaries, appropriate staffing levels, and sufficient material resources.

Subtheme 6: Common Challenges and Stressors

Both NUR2 and NUR4 highlighted the shortage of nursing personnel as a major problem. The shortage of nurses not only imposes a significant burden on the current nursing staff but also leads to excessive workloads. Staffing shortages have extensive consequences, which include the potential for burnout and decreased job satisfaction. It is crucial to acknowledge that nurses who are overworked and stressed may not be able to deliver optimal care to their patients. Addressing shortages of employees should be the primary objective for healthcare management. Maintaining appropriate staffing levels can reduce the burden on nurses and enhance their overall wellbeing.

NUR2, NUR4, and NUR5 all emphasized the lack of essential resources such as consumable items and materials. Scarcity can give rise to various challenges. Nurses often face frustration when they are unable to access the supplies, they need to provide proper care. Further, it has the potential to undermine the quality and safety of patient care. A lack of sufficient resources can hinder the delivery of treatment, have negative effects on patient outcomes, and increase stress levels among nurses. Addressing resource shortages is crucial for healthcare facilities in order to establish a working environment that is both supportive and efficient.

NUR3's mention of delegation without proper compensation highlights a concerning practise. Increasing nurses' responsibilities without providing fair compensation can result in dissatisfaction and frustration among them. When nurses are required to assume additional responsibilities without receiving fair compensation, it can have negative effects on their job satisfaction and overall wellbeing. It is essential to address remuneration issues in order to ensure that the nursing workforce remains motivated and satisfied. Healthcare management has a responsibility to ensure that nurses receive fair compensation for their work, particularly when they take on

additional responsibilities. Ensuring fairness is not only important, but it also plays a significant role in promoting a positive work environment.

NUR3 emphasized the significance of healthcare workers developing their studies and engaging in continuous education. While the initiative to improve the knowledge and skills of nurses is commendable, it is important to acknowledge the challenges that may arise, such as time and financial constraints. It is crucial to provide support to the nurses as they strive to pursue continuous education. Staying updated with evolving healthcare practices and ensuring the delivery of high-quality patient care are crucial justifications as to why continuing education is important. Healthcare facilities can greatly benefit the overall healthcare environment by investing in the professional growth of their staff, particularly by supporting nurses in their educational endeavours.

In conclusion, the nurses' responses highlight the numerous challenges that healthcare professionals encounter in their roles. The challenges include staffing shortages, limited resources, concerns about compensation, and the desire for ongoing education. Each of these factors has the potential to greatly affect the wellbeing of nurses and the quality of patient care. Addressing these challenges is essential not only for improving job satisfaction and wellbeing among healthcare professionals but also for maintaining high standards of patient care. Healthcare management should proactively address these challenges by implementing measures that promote a supportive and efficient working environment, benefiting both nurses and their patients.

5.2.4 Support and Resources

5.2.4.1 Theme 1: Support and Assistance (SA)

“Support and Assistance (SA)” refers to the various ways in which nurses receive support and assistance in carrying out their duties. This theme covers various aspects related to the support systems that are essential to maintaining the wellbeing, job satisfaction, and effectiveness of healthcare professionals, specifically nurses.

Subtheme: Management Support (MS)

The nurses' responses provide insight into the importance of support and assistance in the healthcare setting. The acknowledgment by NUR3 of management support emphasizes the significance of an organised support system in healthcare organisations. The support offered by management is important in addressing the wellbeing of nurses and plays a crucial role in promoting a positive work environment.

On the other hand, the responses from NUR1 and NUR4, which suggest that there is not enough support, bring up a significant concern. Insufficient support systems can cause nurses to experience increased levels of stress, which can ultimately lead to burnout and reduced job satisfaction. Lack of adequate support not only has negative effects on the wellbeing of nurses but also has broader consequences, eventually affecting the quality of patient care.

The statement by NUR5 highlights the difficulties encountered in the healthcare setting and the perception that management does not provide adequate support. These conditions have the potential to cause higher levels of stress and dissatisfaction among nurses. It is crucial to address these challenges in order to create a healthcare environment that prioritises the wellbeing of nurses.

One positive aspect is that NUR6 acknowledges the support and encouragement they receive from their immediate manager, which serves as a great example of effective leadership in healthcare management. A manager who provides support plays a crucial role in establishing a work environment that promotes wellbeing and reduces stress.

The findings emphasize the critical significance of support and assistance in the healthcare sector. The wellbeing of nurses relies on having adequate support systems in place, which includes support from management and effective leadership. Insufficient support, on the other hand, can negatively affect nurses' stress levels. It is essential to prioritise the establishment and enhancement of support systems in order to create a positive and caring healthcare environment.

Subtheme 2: Extra Staff Assistance

The responses from NUR2, NUR4, and NUR5 provide valuable insights into the different types of support and assistance available in the healthcare setting. These responses demonstrate a proactive approach to promoting the wellbeing of nurses.

The statement by NUR2 highlights the holistic approach adopted by the occupational health department in providing personalised assistance to meet the unique needs of each individual. The healthcare institution shows its dedication to acknowledging and addressing the distinct challenges and needs of nurses by providing various types of support, including stress management and addiction management. Taking an integrated approach is crucial to improving the overall wellbeing of nurses and cultivating a supportive healthcare environment.

The response from NUR4 emphasizes the comprehensive support that is offered in their healthcare environment. The support system includes professionals such as psychologists and a strong emphasis on nursing education. These components are crucial in providing nurses with the necessary skills to handle challenging situations and prioritise their own wellbeing. This approach not only recognises the significance of emotional and psychological wellbeing but also actively contributes to improving the resilience of nurses. This dedication is evident in the provision of tools that enable nurses to cope with their demanding profession.

The mention of NUR5's employment assistance programme indicates that there is an organised support system in place within the healthcare institution. These programmes usually provide a variety of services that meet the diverse needs of employees. These services may include counselling, financial advice, and assistance in achieving a healthy WLB. This approach aims to establish a healthcare environment that is both supportive and actively prioritises the wellbeing of nurses.

These findings highlight the significance of providing a wide range of support and assistance in the healthcare sector. Creating a positive and supportive healthcare environment entails tailoring support to individual needs, granting access to professionals such as psychologists, and implementing structured programmes.

Support systems are essential for addressing the specific challenges and needs of nurses, ultimately improving their overall wellbeing.

Subtheme 3: Training Support

The statements from NUR1, NUR4, NUR6, and NUR7 emphasize the importance of a comprehensive approach to training and education in the healthcare industry. This approach prioritises the wellbeing of nurses and the empowerment of patients.

NUR1's concern regarding the inadequate implementation of training programmes brings attention to a crucial aspect that is frequently disregarded in professional development. While it is important to establish training programmes, it is equally crucial to ensure their successful implementation. In order for nurses to excel in their roles and prioritise their wellbeing, it is crucial that training programmes effectively provide them with the essential skills and knowledge they need.

The emphasis on foundational training and support structures in NUR4 recognises the importance of education and ongoing support in the professional journey of nurses. A comprehensive training programme provides nurses with a solid foundation, enabling them to effectively handle a wide range of situations while also prioritising their own wellbeing by avoiding possible sources of dissatisfaction. Support structures and in-service training play a crucial role in enhancing the overall wellbeing of nurses.

NUR6 recognises the importance of educating patients about the proper use of health facilities, which is in line with the broader idea of patient empowerment. Patients who are well-informed and actively involved in their healthcare can make better use of healthcare resources. This leads to more efficient delivery of care, improved outcomes, and fewer challenges for nurses. The patient education approach benefits both patients and nurses.

The mention of training provided by both management and non-governmental organisations (NGOs) by NUR7 emphasizes the importance of a collaborative approach to professional development. Accessing training opportunities from various sources enhances the skills and knowledge of nurses, ultimately contributing to their professional growth and overall wellbeing.

In conclusion, these statements support the idea of taking a comprehensive approach to training and education in healthcare. This approach should not only focus on the technical aspects but also prioritise the wellbeing of nurses and the empowerment of patients. The successful implementation of training programmes, a solid foundational education, ongoing support, patient education, and collaborative training initiatives all play crucial roles in equipping nurses to deal with challenges, maintain their wellbeing, and deliver exceptional care. The integrated approach promotes a positive and supportive healthcare environment, which is beneficial for both nurses and patients.

5.2.4.2 Theme 2: Resources for Effective Nursing Duties (REND)

“Resources for Effective Nursing Duties” explores the different resources that are essential for nurses to effectively fulfil their responsibilities and provide exceptional patient care. This theme emphasizes the importance of having sufficient resources in healthcare settings and brings attention to the difficulties that arise when these resources are lacking or inadequate. The report covers various sub-themes and important findings regarding resource availability and management, the effect on nursing responsibilities, and the resulting consequences for patient care.

Subtheme 1: Equipment Shortage

The insights provided by NUR2, NUR3, NUR6, and NUR7 highlight the major challenges associated with the availability and quality of essential equipment and resources in the healthcare industry. The challenges mentioned have significant implications for the wellbeing of nurses.

The statement by NUR2 highlights the crucial importance of nurses having access to necessary equipment in order to deliver care of the highest quality. Insufficient equipment can result in nurses experiencing frustration and stress. This emphasizes the pressing need to address resource shortages to support the wellbeing of nurses.

NUR3’s statement emphasizes the increasing dependence on technology in the healthcare industry and the difficulties that arise when it is not accessible. Nurses may face challenges in efficiently performing tasks and engaging in professional development activities due to the absence of essential tools such as laptops, printers, fax machines, scan machines, and Wi-Fi for virtual meetings. It is crucial to

address the technological gaps in the healthcare industry as it becomes more digitised. This is necessary to enable nurses to effectively carry out their responsibilities and actively engage in continuous training and collaboration.

NUR6's statement regarding the use of personal funds to acquire tools highlights the financial challenges that nurses may encounter. Out-of-pocket spending of this nature can result in job dissatisfaction and increased stress levels. Healthcare institutions should ensure that nurses have access to the resources they need to fulfil their roles, without having to bear any personal expenses. This is crucial for protecting their wellbeing.

NUR7's observation highlights the importance of having both an adequate quantity and high quality of resources, as merely having tools available is not enough. A lack of sufficient resources presents challenges to providing optimal patient care and may result in nurse dissatisfaction. It is essential to prioritise resource management and allocation to ensure that nurses have the necessary tools and resources to effectively carry out their responsibilities.

In conclusion, the responses from these nurses highlight the importance of resources in nursing responsibilities and the overall wellbeing of nurses. It is crucial to address challenges related to the availability, sufficiency, and quality of equipment and resources in order to support nurses in providing high-quality patient care and ensuring their own wellbeing. Efficient and effective resource management and allocation are crucial for creating a healthcare environment that empowers nurses to fulfil their roles.

5.2.4.3 Theme 3: Suggestions for a Supportive Environment (SSE)

"Suggestions for a Supportive Environment" focuses on the recommendations and proposals made by nurses to promote a supportive and encouraging work environment in the healthcare sector. This theme includes the valuable insights and suggestions provided by nurses to improve their WLB and overall wellbeing.

Subtheme 1: Budget for Staffing and Resources (BSR)

The importance of effective human resource management in healthcare organisations is highlighted by the insights from NUR1 and NUR8. These insights emphasize the need to prioritise the WLB wellbeing of nurses.

NUR1's recommendation for strategically managing human resources includes improving the advertisements of posts and ensuring correct placements of nurses on Persals to reduce overtime use. Effective recruitment and suitable placement of nurses are essential for improved staffing levels and reducing reliance on overtime. Ensuring that nurses work reasonable hours not only promotes their WLB, but also enhances the quality of care provided to patients. Having sufficient staffing levels is crucial for nurses to carry out their responsibilities efficiently and reduce the stress that comes with being overworked.

The emphasis of NUR8 on having a sufficient budget to hire an adequate number of staff highlights the financial aspect of human resource management. Maintaining a manageable nurse-to-patient ratio is crucial and having a budget that allows for the recruitment of an adequate number of nursing professionals is crucial in achieving this. Ensuring a reasonable ratio guarantees that every patient receives the necessary attention and care. Excessive workloads and understaffing can directly affect nurses' job satisfaction, leading to burnout and dissatisfaction.

In conclusion, it is evident that these recommendations emphasize the importance of healthcare organisations investing in human resource management strategies that prioritise the wellbeing of nurses. Efficient recruitment, appropriate placement, and adequate budget allocation for staffing are essential factors in creating a work environment that supports nurses, promotes their WLB, and ensures the delivery of high-quality patient care. Effective human resource management not only improves the wellbeing of nurses, but also brings benefits to patients and the healthcare organisation.

Subtheme 2: Educational Development

The recommendations from NUR1, NUR4, NUR6, and NUR8 all acknowledge the important role that education and workforce planning have in nursing. They emphasize the need to improve nurse competence and overall wellbeing.

NUR1 highlights the importance of annually increasing the number of nurses engaged in formal training. This suggestion highlights the recognition that the nursing profession is constantly changing and progressing. To keep nurses at the forefront of healthcare practices, it is essential to provide them with opportunities for

continuous development. These programmes not only improve the skills and abilities of nurses, but also have a positive impact on their overall wellbeing by keeping them engaged and empowered. The second recommendation from NUR1 emphasizes the importance of formal training in enhancing competencies. This aligns with the ongoing need for nurses to consistently update their skills and knowledge. In the present-day intricate healthcare environment, nurses need to possess the necessary skills and knowledge to effectively manage a diverse array of situations. Investing in structured educational programmes that focus on enhancing competencies can greatly benefit the overall wellbeing of nurses.

The importance of government support and investment in skill development, especially in critical areas of healthcare, is highlighted by NUR4's input. This recommendation demonstrates a dedication to ensuring that healthcare systems receive the advantages of having highly skilled and specialised nurses. Governments can support the overall wellbeing of nurses and enhance their ability to meet the challenges of critical care settings by providing resources and incentives for them to specialise.

NUR6 highlights the importance of having sufficient staffing levels, which should consist of highly skilled nursing professionals. This recommendation recognises the effect of a nursing staff shortage on the wellbeing of nurses, which can result in heightened stress and burnout. Workforce planning plays a crucial role in prioritising nurse wellbeing and enabling them to effectively carry out their responsibilities.

NUR8's recommendation is about the ongoing issue of nurse staffing shortages by advocating for an increase of nurse training programmes. This approach acknowledges the importance of having an expanded nursing workforce, as it not only benefits nurses themselves but is also essential for providing excellent patient care. Maintaining sufficient staffing levels in healthcare facilities assists in reducing the workload on current healthcare staff and decreases the likelihood of burnout, ultimately promoting the overall wellbeing of nurses.

These recommendations highlight the crucial importance of education, training, and workforce planning in the nursing profession. The importance of nurses staying up-to-date with best practices in healthcare is recognised due to the ever-changing

nature of the field. Further, the participants emphasize the significance of specialisation in crucial fields and the need to address staffing shortages in order to promote the wellbeing of nurses. To successfully implement these recommendations, healthcare organisations and government bodies must work together to establish a healthcare environment that is supportive and effective.

Subtheme: Wellness and Appreciation Programs

The recommendations and insights from NUR1, NUR2, NUR3, NUR5, and NUR7 provide a comprehensive perspective on the strategies and measures that can greatly influence the wellbeing of nurses.

NUR1's suggestion emphasizes the significance of implementing performance appraisal systems and incentive bonuses as a means of acknowledging and rewarding the efforts and commitment of nurses. Performance appraisals offer a systematic method for recognising the hard work of nurses and identifying areas where they can enhance their performance. Incentive bonuses have proven to be effective motivators, as they promote job satisfaction and contribute to the retention of experienced nursing professionals. These measures not only boost morale but also enhance overall wellbeing by fostering a culture of appreciation within the healthcare sector.

NUR2 emphasizes the importance of providing personalised support for the wellbeing of nurses. It is crucial to have access to personalised support services, such as stress management and addiction management, provided by the occupational health department. Healthcare institutions that provide these resources recognise that nurses may encounter various personal and professional challenges. Preserving the physical and mental health of nurses by addressing these challenges can have a positive influence on their overall wellbeing.

NUR3 is urging the government to stop implementing salary cuts and guarantee nurses' benefits, highlighting the crucial matter of equitable compensation and job security. Recognising the dedication of nurses and ensuring the sustainability of their salaries and benefits helps reduce financial stress. A direct way to enhance wellbeing and reduce the risk of job-related stress and burnout is by ensuring that

nurses are adequately compensated. Job satisfaction is strongly influenced by the perception of being valued and receiving fair compensation.

NUR5 highlights the significance of fostering open and transparent communication between employees and management. Effective communication is essential for creating a positive work environment and improving overall wellbeing. Nurses feel empowered and valued when they have the opportunity to openly voice their concerns, share feedback, and actively engage in decision-making processes. Effective communication channels promote trust and collaboration, which in turn facilitate early identification and resolution of challenges that affect wellbeing.

NUR7's input highlights two crucial factors in improving the wellbeing of nurses. Implementing effective employee wellness programmes is crucial for addressing and reducing stress and burnout. These programmes can include a variety of support structures, such as mental health services and resources for stress management. Further, the involvement of staff, including nurses, in decision-making processes not only empowers them but also acknowledges their valuable contributions to the healthcare system. Including nurses in decision-making processes encourages a sense of belonging and involvement, ultimately contributing to their wellbeing. Nurses offer unique insights into the challenges and requirements of their profession, making their inclusion valuable.

In conclusion, the recommendations given by these nurses highlight the need for a comprehensive approach to improving the wellbeing of nursing professionals. These strategies include recognition and rewards, personalised support, fair compensation and benefits, open communication, effective employee wellness programmes, and staff involvement in decision-making processes. Healthcare organisations and policymakers have an important responsibility in implementing measures that create a supportive and nurturing environment for nurses. This will, in turn, improve their wellbeing.

5.2.4.4 Theme 4: Wellbeing Practices and Interventions (WPI)

“Wellbeing Practises and Interventions” explores the importance of promoting the wellbeing of nurses in the healthcare sector through a range of strategies and actions. Nursing wellbeing practices include a variety of initiatives, practices, and

interventions that aim to improve the physical, mental, and emotional health of nurses. These programmes are designed to reduce stress, prevent burnout, and lower dissatisfaction among nurses.

Subtheme 1: Physical Activities

The feedback from NUR1, NUR4, NUR7, and NUR8 highlights the significance of adopting a holistic approach to improve the overall wellbeing of nurses. These recommendations seek to address the physical, emotional, and spiritual wellbeing of nurses.

NUR1 highlights the importance of integrating mindfulness techniques into wellbeing initiatives. Mindfulness has been scientifically proven as an effective method for managing stress and improving emotional wellbeing. Being present in the moment is highly encouraged for nurses, especially in the fast-paced and high-stress healthcare environment. Healthcare institutions can enhance the wellbeing of nurses by promoting mindfulness practices, which provide them with effective stress management tools.

NUR4 emphasizes the significance of maintaining a healthy lifestyle, which includes engaging in regular exercise and following a nutritious diet. These practices are essential for promoting physical and mental wellness, managing stress, and enhancing overall wellbeing. Healthcare organisations can show support for nurses by offering wellness programmes that provide guidance on physical fitness and nutrition. Promoting the adoption of these healthy habits among nurses can have a significant effect on their overall wellbeing, job satisfaction, and resilience in the demanding healthcare sector.

NUR7's suggestion acknowledges the importance of the spiritual dimension in nursing practise. Designating a specific day for prayer and reflection offers nurses a valuable chance to cultivate their spiritual wellbeing, promoting connections and emotional support. Acknowledging the spiritual aspect of wellbeing is essential for taking a comprehensive approach to the overall health of nurses. The sense of community and emotional resilience can have a positive effect on the wellbeing of nurses.

NUR8 places great importance on establishing a work environment that is supportive and promotes a sense of community. This includes providing a range of activities, such as sports, team building exercises, excursions, and accessible wellness programmes. Engaging in these activities can effectively reduce job-related stress and burnout by promoting physical fitness, team bonding, and relaxation. Wellness programmes that are accessible ensure that nurses have the necessary resources to address their wellbeing at any given time. These initiatives promote a positive and supportive work environment, ultimately leading to a more satisfied and motivated nursing workforce.

In conclusion, the recommendations made by the nurses emphasize the significance of addressing various aspects of wellbeing to provide comprehensive support for nurses in the healthcare sector. These approaches aim to enhance stress management, physical and emotional health, and spiritual wellbeing, thus contributing to a supportive and motivated nursing workforce. Healthcare organisations can enhance nurses' ability to handle the challenges of their demanding roles and improve their overall wellbeing by implementing these strategies.

5.2.4.5 Theme 5: Work-Life Balance Practices (WLBP)

Work-Life Balance Practices (WLBP) explores the strategies and initiatives designed to enhance and support the WLB of nurses. Maintaining a healthy WLB is crucial for nurses' overall wellbeing due to the demanding nature of their roles, which often require long hours and irregular shifts. This section explores the challenges that nurses encounter when trying to balance their professional responsibilities with their personal lives. It also highlights the practices and interventions that can assist them in achieving a sense of balance.

Subtheme 1: Time Management and Relaxation (TMR)

The responses from NUR1, NUR2, NUR4, and NUR6 shed light on a shared and important challenge that nurses face – the difficulty of finding sufficient time for rest and relaxation. The challenge is especially apparent as nurses have demanding and often irregular work schedules.

NUR1 highlights the prevalent problem of nurses lacking sufficient time for adequate rest. Working long and irregular hours is a common concern in the healthcare sector, particularly among nurses. Insufficient rest time can have several negative consequences, including higher stress levels, increased fatigue, and an elevated risk of burnout. These factors not only affect the wellbeing of nurses but also compromise the quality of patient care.

Contrary to NUR1, NUR2 expresses a more positive perspective by indicating that they believe the time for rest is sufficient. Maintaining a balance between work and rest is essential in a demanding profession such as nursing. It is crucial to achieve this balance to prevent burnout and promote overall wellbeing among nurses.

NUR4 brings attention to another aspect of the problem by discussing the issue of nurses being required to remain available at all times, even when they are supposed to be off duty. This situation not only disrupts their personal time but also restricts their ability to fully relax and enjoy quality time with their families. Constantly being available for work-related calls and responsibilities can result in higher stress levels and an increased likelihood of experiencing burnout.

NUR6 highlights the challenges that nurses encounter when trying to find time for rest and relaxation while working, particularly on days when they are extremely busy. Nurses often face difficulties in taking breaks and recharging during their shifts due to the demanding workload and critical nature of their responsibilities. Not being able to find time for relaxation can lead to burnout and negatively affect the overall wellbeing of nurses.

In conclusion, the responses provided collectively highlight the ongoing challenge that nurses face in finding sufficient time for rest and relaxation. The irregular and demanding nature of their work schedules, combined with the challenges of being on call, can have a major effect on their overall wellbeing. It is of utmost importance for healthcare institutions to address this issue to support nurses and ensure that they are able to provide high-quality patient care while also taking care of their own wellbeing. To effectively address this challenge, it is crucial to implement strategies that prioritise WLB, reduce excessive workloads, and offer opportunities for relaxation during shifts.

5.2.5 Impact of Personal Wellbeing on Patient Care

5.2.5.1 Theme 1: Impact of Personal Wellbeing on Patient Care (IPW)

The Impact of Personal Wellbeing on Patient Care (IPW) looks at the complex link between the wellbeing of nursing professionals and the standard of patient care in healthcare settings. This theme explores the effect of nurses' personal wellbeing on the quality of care they deliver to patients. It presents an overview of the different factors and findings associated with this important connection.

Subtheme 1: Wellbeing and Patient Care (WPC)

The statements from NUR1, NUR7, and NUR8 highlight the important connection between the wellbeing of nurses and the standard of patient care in the healthcare sector. These insights provide valuable information about the connection between the wellbeing of nurses and the outcomes for their patients. They highlight the significance of emotional, physical, and spiritual wellbeing in the nursing profession.

The statement by NUR1 emphasizes the importance of maintaining a positive mind-set when facing challenges. Having a positive outlook can be a powerful tool for overcoming the many challenges encountered in healthcare. Maintaining a positive and resilient mind-set has multiple benefits for nurses. It not only helps to reduce their stress levels but also enhances their ability to provide excellent patient care. This highlights the importance of mental and emotional wellbeing in nursing and how encouraging a positive mind-set can have a positive effect on patient care.

NUR7's feedback clearly indicate that the ability of nurses to deliver quality care is closely tied to their wellbeing. It highlights the importance of nurses being in good health and having a positive mind-set to provide optimal care. This statement highlights the close connection between the wellbeing of nurses and the outcomes of patient care. It emphasizes the crucial role that nurses' own wellbeing and happiness play in their ability to provide effective and compassionate care.

NUR8's statement expands on the concept of self-care, emphasizing the importance of nurses' overall wellbeing. It points out to the significance of taking care of one's spiritual, emotional, and physical wellbeing to effectively fulfil nursing responsibilities. The phrase "*a happy nurse heals patients before even touching them*" perfectly captures the significant impact that a nurse's emotional wellbeing

has on the outcomes of patient care. This insight supports the holistic approach to healthcare, which emphasizes that a nurse's emotional and spiritual wellbeing plays a significant role in providing exceptional care.

The statements from NUR1, NUR7, and NUR8 emphasize the significant link between the wellbeing of nurses and the quality of patient care in the healthcare sector. Nurses recognise the importance of their own wellbeing, which includes emotional, physical, and spiritual aspects. They understand that taking care of themselves is crucial for them to deliver effective and compassionate care. The statements highlight the significance of healthcare institutions placing a high priority on the wellbeing of nurses. This includes promoting self-care, emotional resilience, and spiritual wellbeing. Healthcare organisations can ensure the delivery of exceptional patient care and enhance the overall quality of life for nurses by taking this approach. In conclusion, these findings emphasize the importance of taking a comprehensive approach to healthcare that recognises and prioritises the wellbeing of nursing professionals as an essential element of providing excellent patient care.

5.3 COMPARISON TO EXISTING LITERATURE

The nurses' responses in this study provide valuable insights into the challenges and strategies associated with promoting wellbeing among nurses in healthcare settings. These insights can be better understood and analysed by comparing them to existing literature in the field. This comparison helps us understand the importance of addressing wellbeing in order to improve the quality of patient care and ensure the long-term sustainability of the nurses.

The nurses' responses highlighted the significant role of support and assistance in promoting wellbeing as a central theme. Multiple nurses stressed the importance of receiving support from management. Specifically, NUR3 mentioned that they have the necessary support from their management. This statement is consistent with previous research, which emphasizes the significance of managerial support in mitigating nurse burnout and job dissatisfaction (Dall'Ora et al., 2020). On the other hand, NUR1 and NUR4 have emphasized the lack of adequate support, highlighting the importance for healthcare organisations to prioritise the enhancement of support systems. This statement aligns with existing literature, which has shown that

insufficient support can result in increased levels of stress and negative impacts on the quality of patient care (Smith et al., 2022).

The accessibility of extensive support mechanisms, as mentioned by NUR2 and NUR4, aligns with recommendations by Smith et al. (2022), which highlight the significance of offering a range of support options, such as stress management and addiction management, that are specifically designed to meet the unique needs of nurses. This approach is crucial for effectively addressing the diverse challenges that nurses encounter. Promoting the overall wellbeing of nurses requires a holistic approach to support.

The issue of lack of resources, raised by NUR2 and NUR7, is closely aligned with the study conducted by Chaka et al. (2022) and Iyanna et al. (2022). Nurses' ability to provide high-quality patient care can be hindered by a lack of necessary equipment, technology, and resources. This scarcity can also result in frustration and stress for nurses (Chaka et al., 2022; Iyanna et al., 2022). The importance of addressing resource shortages to preserve the wellbeing of nurses is emphasized in the literature.

The recommendations provided by NUR1, NUR4, NUR6, and NUR8 align with the existing literature on improving education and skill development. Pueyo-Garrigues et al. (2022) emphasize the significance of continuous professional development and specialised training in enhancing the competencies and wellbeing of nurses. Further, NUR8's suggestion to increase staff by training more nurses is in line with the existing literature that emphasizes the importance of addressing nurse shortages by making investments in nurse education and training (Pueyo-Garrigues et al., 2022).

NUR1 and NUR8's responses regarding the establishment of a supportive environment align with the recommendations made by Jarden et al. (2023) which points out the significance of staffing adequacy in the healthcare sector. This directly affects the nurse-to-patient ratio and, as a result, the quality of patient care (Jarden et al., 2023). Implementing appropriate staffing levels, as recommended by NUR1 and NUR8, has the potential to result in a more manageable workload for nurses. This, in turn, can help reduce stress and enhance their overall wellbeing. Moreover,

NUR7's recommendation regarding employee wellness programmes and involving staff in decision-making aligns with the existing literature's focus on wellness initiatives and empowering nurses as effective strategies for addressing stress and burnout (Grant & Pabico, 2022).

The literature supports the recommendations made by NUR1, NUR4, NUR7, and NUR8 regarding the promotion of holistic wellbeing practices, including mindfulness, exercise, and a well-balanced diet. According to Sulosaari et al. (2022), research has demonstrated that mindfulness can be beneficial for nurses in terms of stress management and enhancing emotional wellbeing. According to Wang and Tian (2022), exercise and nutrition are essential for maintaining both physical and mental health. They also help to reduce stress and improve overall wellbeing. NUR7's suggestion for a "Nurses Day of Prayer" emphasizes the importance of acknowledging and supporting the spiritual needs of nurses, which in turn contributes to their overall wellbeing.

The insights of nurses NUR1, NUR4, and NUR6 regarding the challenges of finding time for rest and relaxation are strongly supported by existing literature (Steffey et al., 2023). Nursing is a demanding profession that often leaves nurses with insufficient rest time. This lack of rest can lead to higher stress levels and an increased risk of burnout (Steffey et al., 2023). The literature emphasizes the significance of implementing WLB practices to tackle this issue and enhance the wellbeing of nurses.

Finally, the statements made by NUR1, NUR7, and NUR8 regarding the influence of personal wellbeing on patient care are in close accordance with the current literature. According to Maideen et al. (2022), nurses must possess a positive mindset, emotional resilience, and prioritise their wellbeing to provide effective and compassionate care. This highlights the link between nurse wellbeing and patient care quality and demonstrates the need for hospitals to prioritise nurse wellbeing.

In conclusion, the responses from the nurses in this study align closely with the existing literature on nursing wellbeing. The literature consistently recommends and finds that several factors are important for ensuring the best possible results. These factors include managerial support, comprehensive support mechanisms, resource

adequacy, education and skill development, a supportive work environment, wellbeing practices, WLB, and recognising the influence of personal wellbeing on patient care. The importance of addressing nurse wellbeing as a crucial factor in improving patient care quality and maintaining an adaptable healthcare workforce is highlighted by these findings.

5.4 DISCUSSION OF FINDINGS FROM HOSPITAL MANAGERS' RESPONSES

This section presents the findings obtained from the analysis of the responses to questionnaires distributed to the hospital managers.

5.4.1 Theme 1: Organisational Support and Policies (OSP)

The importance of healthcare institutions and their policies in supporting and promoting the wellbeing of nursing professionals is emphasized by Organisational Support and Policies (OSP). This theme covers a range of aspects, such as management support, organisational policies, and initiatives that aim to address the specific challenges that nurses encounter in their demanding roles. Organisational support and policies play a crucial role in improving nurse wellbeing.

Subtheme 1: Strategies for Promoting Wellbeing

The valuable perspectives shared by MAN1, MAN2, and MAN3 shed light on how hospital management actively supports and promotes the wellbeing of nurses. These strategies demonstrate a comprehensive approach that focuses on both the professional and personal wellbeing of nurses.

The statement made by MAN1 emphasizes the significance of occupational health services (OHS) consultations in promoting the wellbeing of nurses. A hospital's commitment to creating a supportive and empathetic work environment is evident through its proactive approach of sending nurses to OHS and actively encouraging them to discuss both work-related and non-work-related challenges. This approach enables nurses to openly express their concerns, seek support, and access resources to meet their wellbeing needs. This strategy acknowledges the importance of addressing both work-related and personal challenges, recognising that wellbeing is a holistic concept that greatly affects a nurse's ability to perform effectively. It represents a workplace culture that highly values open communication and places significant emphasis on the mental and emotional wellbeing of nurses.

By doing so, it contributes to enhancing overall job satisfaction, increasing morale, and improving the quality of patient care. This approach is in line with existing literature that emphasizes the importance of acknowledging and addressing the emotional and mental wellbeing of healthcare professionals (Glasberg et al., 2006).

The statement by MAN2 highlights the hospital's dedication to enhancing the professional growth of its nursing staff. Implementing a proactive strategy to empower nurses with additional qualifications involves sending nurse-assistants or staff nurses for training to upgrade their skills. This approach not only improves their professional skills but also contributes to their overall wellbeing. Training and development opportunities not only enhance nurses' self-esteem but also position them for career growth. Investing in the education and development of nurses is crucial for ensuring a highly skilled and motivated workforce, which has a direct influence on the quality of patient care. The existing literature provides evidence that ongoing education and professional development are essential for the retention and wellbeing of nurses (Duffield et al., 2014).

MAN3's statement regarding the organisation of scheduled exercise sessions, specifically aerobics, every Wednesday, exemplifies the hospital's dedication to promoting the physical wellbeing of the nurses. These sessions are officially approved and scheduled to promote physical fitness. They also provide nurses with a dedicated time to relax and recharge. Including regular exercise in the workplace routine has multiple benefits. Not only does it improve physical health, but it also helps reduce stress and promotes mental wellbeing. The hospital promotes a positive work environment by providing an opportunity for physical activity (Blake et al., 2018). This demonstrates the hospital's recognition of the significance of a nurse's physical health and its direct influence on their performance. This approach is consistent with previous research that emphasizes the beneficial impact of physical activity and relaxation on the wellbeing and stress reduction of nurses (Blake et al., 2018).

In conclusion, the insights from MAN1, MAN2, and MAN3 collectively emphasize the proactive approach of hospital management in promoting the wellbeing of nurses. These strategies include emotional support, professional development, and physical wellbeing. They acknowledge the interconnectedness of wellbeing and its

influence on job satisfaction and the quality of patient care. The hospitals are dedicated to promoting open communication, continuous education, and physical fitness, which creates a supportive work environment that recognises and addresses the diverse needs of nursing professionals. These strategies are in line with the existing literature that emphasizes the significance of addressing emotional, professional, and physical wellbeing in healthcare settings. By doing so, they ultimately contribute to a nursing workforce that is more satisfied and motivated.

Subtheme 2: Policies and Initiatives

The insights provided by MAN1, MAN2, and MAN3 offer valuable information about Mpumalanga public hospitals' organisational support and policies (OSP) that are designed to enhance the wellbeing of nursing staff. The policies and strategies presented here demonstrate a comprehensive approach for addressing the wellbeing requirements of nurses. This approach includes occupational health and safety, professional development, and comprehensive staff support.

The mention of the occupational health and safety policy by MAN1 highlights the hospital's dedication to ensuring a safe and secure work environment for nurses. This policy is likely to consist of guidelines and procedures aimed at reducing workplace hazards and ensuring the physical wellbeing of nurses. The hospital's commitment to prioritising occupational health and safety not only ensures compliance with regulatory standards but also displays its dedication to ensuring the overall wellbeing of nursing staff. According to Zhang et al. (2020), it is crucial to have a safe work environment to prevent workplace injuries, minimise stress, and promote job satisfaction among nurses.

The mention of the training programmes offered by the Regional Training Centre by MAN2 indicates that the hospital is committed to investing in the professional growth and development of its nurses. Providing ongoing training opportunities throughout the year is a proactive approach that aims to enhance the skills and knowledge of nurses. These programmes provide nurses with additional qualifications and help them stay updated on the best practices in healthcare, empowering them in their profession. Investing in professional development not only enhances job satisfaction for nurses but also improves the quality of patient care. This approach is consistent with the existing literature, which emphasizes the significance of continuous

education and skill enhancement for the retention and overall wellbeing of nurses (Duffield et al., 2014).

MAN3's mention of the staff support policy and the employee assistance programme highlights the hospital's dedication to providing comprehensive support for its staff. These initiatives aim to meet a wide range of wellbeing needs, which includes physical, emotional, and psychological support. The hospital places a high priority on the overall wellbeing of its nurses by offering resources for managing both personal and work-related challenges. Having a formal support policy and an employee assistance programme demonstrates a proactive approach to promoting the emotional and mental wellbeing of nurses. The strategy mentioned by Lim et al. (2020) is essential in reducing stress, preventing burnout, and ensuring a motivated and dedicated nursing workforce.

In conclusion, the responses from MAN1, MAN2, and MAN3 collectively emphasize the hospital's dedication to the wellbeing of nursing staff through a comprehensive approach. These strategies cover a range of wellbeing aspects, including occupational health and safety, professional development, and comprehensive staff support. The Mpumalanga public hospitals' commitment to safety, professional growth, and holistic support greatly benefits nursing professionals. This dedication ultimately leads to increased wellbeing, job satisfaction and the delivery of high-quality patient care. The findings are consistent with previous research that highlights the importance of safety, education, and comprehensive support in enhancing the wellbeing of healthcare professionals (Zhang et al., 2020; Lim et al., 2020; Duffield et al., 2014).

Subtheme 3: Determining Shift Rosters

The responses by MAN1, MAN2, and MAN3 demonstrate the hospital's proactive and comprehensive approach to promoting the wellbeing of nurses. These strategies cover different aspects of nursing work, such as shift scheduling, training, and policy implementation. It shows a comprehensive dedication to addressing the needs and challenges that nurses face.

The mention of the quarterly changeover/allocation list by MAN1 suggests that the hospital has an organised method for determining nurse shift schedules. The

collaborative and considerate approach to scheduling is highlighted by the participation of nursing services management, the matron, and operational managers in this process. This approach considers both the operational needs of the hospital and the preferences and requests of the nursing staff. The shift allocation system, which is both transparent and efficient, helps to minimise scheduling conflicts and work-related stress. As a result, it contributes to improved WLB of nurses. According to Zhang et al. (2020), the hospital's commitment to maintaining a fair and organised shift allocation system is crucial for promoting the wellbeing of nurses.

The statement by MAN2 on the hospital's shift rotation system for night and day duty nurses highlights the significance of having structured and predictable schedules to support the wellbeing of nurses. This approach allows nurses to have extended periods of time off between shifts, providing them with the opportunity to rest and recharge. Having predictable schedules is crucial for maintaining a healthy WLB, preventing burnout, and enabling nurses to deliver outstanding patient care. The hospital's commitment to the wellbeing of their nurses is evident in their consideration of these factors in shift scheduling (Ammouri et al., 2016).

The statement by MAN3 suggesting the hospitals are currently in the proposal stage for standardising shifts across the Mpumalanga province further demonstrates the hospitals' dedication to dealing with the difficulties that come with shift work. The implementation of standardised shifts can greatly benefit the wellbeing of nursing staff. By reducing irregular working patterns and providing consistency and predictability in their schedules, nurses can experience improved WLB. The decrease in burnout and an improvement in WLB ultimately enhance the overall wellbeing of nurses. According to Wong et al. (2016), the hospitals' proactive approach to standardising shifts has multiple benefits. It not only benefits the nursing staff but also has the potential to improve the quality of patient care. This is achieved by ensuring that nurses have reasonable and consistent work schedules.

In conclusion, the responses from MAN1, MAN2, and MAN3 collectively demonstrate the Mpumalanga public hospitals commitment to enhancing the wellbeing of its nursing staff. This is achieved through structured shift scheduling, training opportunities, and the implementation of policies. The purpose of these

strategies is to create safe and supportive working conditions for nurses, promote their professional development, and prioritise their personal and emotional wellbeing. The hospitals commitment to creating a positive and supportive environment for nurses is evident in their comprehensive approach to addressing various aspects of nursing work and wellbeing. This approach not only enhances the personal and professional growth of nurses but also improves the delivery of high-quality patient care. The Mpumalanga public hospitals proactive efforts are in line with existing literature that highlights the significance of structured scheduling, training, and support in enhancing the wellbeing of healthcare professionals (Zhang et al., 2020; Ammouri et al., 2016; Wong et al., 2016).

5.4.2 Theme 2: Implementation of Supportive Measures for Sense of Coherence (ISMSC)

The theme of “Supportive Measures for Sense of Coherence” centres on strategies and interventions to enhance the nurses’ sense of coherence, with a particular emphasis on healthcare settings. The concept of sense of coherence includes three key components: comprehensibility, manageability, and meaningfulness. These components reflect an individual’s ability to successfully deal with stress and overcome the difficulties that life presents. In the field of healthcare, there are various supportive measures that can be implemented. These measures include education, workplace support, psychological and social support, patient education, coping strategies, and a holistic approach to care. These measures are crucial for healthcare professionals and patients as they help to promote resilience and overall wellbeing in the face of complex healthcare and emotional demands.

Subtheme 1: Efforts to Help Nurses Understand Jobs

The responses provided by MAN1, MAN2, and MAN3 offer insight into the Mpumalanga public hospitals’ dedication to the wellbeing and professional growth of its nursing staff. This commitment is demonstrated through a range of strategies, with a primary focus on continuous education and the development of skills. These strategies are essential for creating a supportive work environment and improving the quality of patient care.

Firstly, MAN1 emphasized the importance of two key components: in-service trainings and mentoring for nurses. In-service trainings play a crucial role in keeping

nursing staff up to date in their field, which is essential for their overall wellbeing. Regular educational developments not only enhance nurses' knowledge and skills but also encourage a sense of professional growth and job satisfaction. Mentoring less-experienced colleagues is essential for creating a sense of identity and connection within the nursing team. This practice has been shown to have a beneficial effect on the emotional wellbeing of the team members (Hoover et al., 2020). In this particular context, the hospital acknowledges the interconnectedness of professional development and a supportive environment. The hospital supports the personal and professional growth of its nursing staff by providing in-service training and promoting mentoring.

The response from MAN2 highlighted the hospital's proactive approach in addressing the evolving healthcare landscape. The hospital ensures that nurses are well-prepared to adapt to evolving healthcare practices by sending them for training when new equipment or procedures for treatment are introduced. This approach demonstrates the hospital's commitment to ongoing education, which reflects their dedication to ensuring the competence and wellbeing of their nurses. The importance of nurses being able to adapt to new technologies and therapies in the dynamic field of healthcare has been widely recognised (Zhang et al., 2022). The hospital supports the professional development of its nurses and improves the quality of patient care by investing in training during times of change. This investment directly affects the wellbeing of nursing staff, as it enhances their confidence and capability in their roles.

The response from MAN3 further emphasizes the hospital's systematic approach to professional development. Each unit conducts daily in-service trainings according to a structured plan. This approach ensures that nurses have ongoing access to education within their work environment, which helps promote a culture of continuous learning. The hospital's daily in-service trainings exemplify the institution's commitment to investing in the competence and wellbeing of its nursing staff. A nursing team that is well-informed is more equipped to deliver healthcare services of high quality. In addition, regular training and education for nurses promote a sense of purpose and self-confidence, ultimately improving their overall wellbeing.

In conclusion, the Mpumalanga public hospital managers highlight the importance of implementing strategies that prioritise the wellbeing and professional growth of its nursing staff. The hospitals encourage a positive and supportive environments by offering in-service trainings, mentoring programmes, and taking proactive measures to address changes in healthcare. These strategies aim to empower nurses by improving their skills, knowledge, and confidence. Ultimately, this results in enhanced patient care and increased job satisfaction among nursing staff. The hospital's commitment to continuous education and skills development is a testament to its dedication to the professional growth and overall wellbeing of its nursing professionals.

Subtheme 2: Development of Sense of Purpose

The statement made by MAN1 highlights the hospital's dedication to acknowledging and reinforcing the importance of nurses in the healthcare environment. The practice of holding monthly meetings between nursing services managers and nurses goes beyond just routine administrative discussions. The platform highlights the crucial contributions that nurses make to patient care. By consistently emphasizing the significance of nurses' roles, the hospital not only improves morale but also enhances the sense of purpose and importance among the nursing staff. Implementing this approach leads to a nursing workforce that is motivated and dedicated.

The response from MAN2 demonstrates the hospital's proactive approach in involving both nursing staff and patients in activities that aim to promote health and wellbeing. Using a health calendar as a planning guide for celebrations and educational sessions is a valuable practice for each hospital unit. These events are centred on health-related topics and provide nurses with opportunities to engage with patients and offer them valuable health education. This approach emphasizes the significance of nurses' work and cultivates a sense of purpose and importance among the nursing staff. Additionally, it plays a direct role in improving patient wellbeing by providing crucial health information and enhancing the overall experience at the hospital. This practice creates a relationship that is mutually beneficial that enhances the connection between the wellbeing of nurses and the quality of care they provide to patients.

In conclusion, the responses from MAN1 and MAN2 collectively demonstrate the hospital's broad approach to improve the wellbeing of its nursing staff. The hospital is committed to creating a supportive environment that recognises the importance of its nursing staff. They achieve this by offering in-service training, mentoring programmes, and celebratory activities that highlight the significance of nurses' roles. The dedication to ongoing professional development promotes a culture that recognises the importance of growth and development, thereby promoting the personal and professional progress of nurses.

5.4.3 Theme 3: Resources and Support for Wellbeing

Theme 3 focuses on the importance of resources and support systems in healthcare organisations, specifically in relation to promoting the wellbeing of nurses. This theme explores the different tools, initiatives, and support available to nurses. These resources aim to assist nurses in managing the demands and difficulties of their roles, while also prioritising their physical, emotional, and mental wellbeing. It highlights the importance of healthcare institutions in offering resources and support to improve the overall wellbeing of nurses.

Subtheme 1: Resources to Deal with Work-related Problems

The response from MAN1 highlights the hospital's proactive approach in dealing with work-related issues and placing a high priority on the wellbeing of the nurses. The hospital's commitment to creating a supportive work environment is demonstrated by the collaboration between management and the occupational health and safety unit. The importance of this partnership cannot be overstated when it comes to effectively identifying and addressing workplace challenges. However, acknowledging that not all issues can be resolved at the hospital level is a significant recognition by MAN1. It emphasizes the interconnection between healthcare and the larger provincial and national contexts, recognising that certain systemic issues may necessitate longer periods of time and comprehensive solutions.

This discovery emphasizes the complex challenges that nursing professionals encounter, some of which go beyond the hospital's boundaries and involve structural or systemic factors (Fagbadebo & Dorasamy, 2022). This highlights the significance of considering the wider healthcare environment when confronting

these issues and indicates the importance of collaboration at different levels to protect the wellbeing of nurses. The hospital's commitment to addressing these challenges, even when they are beyond its immediate control, ultimately demonstrates its dedication to creating an atmosphere of encouragement and care for nurses. This approach enhances the overall wellbeing of nurses, which in turn improves the quality of patient care.

Subtheme 2: Support Systems for nurses

The responses from MAN1, MAN2, and MAN3 collectively demonstrate the Mpumalanga public hospitals' comprehensive approach to prioritising the wellbeing of nurses. The hospitals demonstrate their dedication to creating a supportive work environment by implementing various strategies and providing essential resources.

The emphasis on promoting a good working relationship highlights the significance of promoting a positive and collaborative atmosphere within the hospitals. A positive working environment is essential for the overall wellbeing of nurses.

Additionally, offering management support groups to address both work-related and personal issues is a proactive measure to promote the wellbeing of nurses (Xiao et al., 2023). This demonstrates the hospitals' dedication to addressing various challenges that nurses may face in both their professional and personal lives.

Further, recognising and appreciating the efforts made by colleagues during times of personal challenges demonstrates a nurturing and compassionate environment within the nursing team. The sense of community and mutual assistance among nurses can greatly contribute to their overall wellbeing.

Moreover, the hospital's practice of referring nursing staff to relevant stakeholders, such as occupational health and safety, social workers, physiotherapists, and psychologists, demonstrates a comprehensive approach to addressing their diverse needs. This approach acknowledges the importance of considering both physical and mental health when addressing wellbeing, and it offers the necessary resources to assist nurses in these areas.

The response from MAN2 further strengthens the hospital's dedication to promoting wellbeing. They have decided to establish an occupational health unit, which will

include a referral wing. This unit is designed to ensure that nurses receive prompt attention and appropriate therapy whenever it is needed. In addition, the indication that the CEO's office is available for debriefing and support during personal or work-related hardships demonstrates the hospital's commitment to providing a range of resources and support systems to meet the diverse needs of nurses.

The responses from MAN3 serve to emphasize the hospital's commitment to promoting the wellbeing of nurses in a comprehensive manner. The occupational health (OH) unit is available to provide immediate consultation and referrals to doctors, as needed. The hospital's commitment to supporting employees with personal and work-related challenges is evident through the inclusion of the employee assistance programme (EAP), which provides referral services. Further, the Mpumalanga province's scheduling of debriefing sessions, workshops, and symposiums demonstrates a proactive approach to providing resources and support systems that aim to improve the overall wellbeing of nurses.

In conclusion, the responses from the nurses collectively demonstrate the Mpumalanga public hospitals' dedication to taking a comprehensive approach towards ensuring the wellbeing of its nurses. The hospitals create a supportive environment by promoting positive working relationships, offering management support groups, recognising colleagues' contributions, and referring staff to relevant stakeholders. Additionally, the hospitals commitment to a comprehensive wellbeing strategy is evident through the presence of the occupational health unit, the employee assistance programme, and the organisation of debriefing sessions and workshops. These measures not only support the personal and professional growth of nurses but also contribute to the improvement of patient care quality. The hospital's dedication to addressing the practical and emotional needs of its nurses exemplifies a comprehensive approach to promoting the wellbeing of nurses.

5.4.4 Theme 4: Barriers and Challenges in Wellbeing Programmes

This theme refers to the challenges and barriers that can hinder the successful implementation and effectiveness of initiatives designed to promote the physical, emotional, and mental wellbeing of nurses. Some of the challenges that organisations may face include resistance to change, low employee engagement, limited resources, lack of support from management, and difficulties in measuring

outcomes and the effect of wellbeing programmes. In addition, there are significant barriers to the success of wellbeing initiatives when it comes to addressing the diverse needs and preferences of a diverse workforce and ensuring ongoing participation and adherence.

Subtheme 1: Resistance to Change

Resistance to change is a shared challenge faced by both MAN1 and MAN2 in their hospitals when trying to implement wellbeing programmes. Resistance to change often stems from a variety of factors, including fear of the unknown, the comfort of familiar routines, and concerns about how change will affect daily work. Successfully managing and overcoming resistance is crucial for the success of wellbeing initiatives. Without the active participation and acceptance of the nursing staff, these programmes may not be able to achieve their intended goals. The statement emphasizes the significance of implementing effective change management strategies, promoting clear communication, and involving nurses in the decision-making process.

Further, MAN2 raises an important concern regarding the challenge of a perceived “lack of privacy” and the fear of being stigmatised when seeking mental health support. The effect of privacy concerns and the stigma surrounding mental health can have negative effects on the wellbeing of nurses. This could discourage nurses from seeking the help and support they require, which could result in unattended mental health concerns and increased stress. To address this challenge effectively, hospital managers need to adopt a comprehensive approach. This approach should involve establishing a safe and confidential environment, raising awareness about mental health, and addressing the stigma surrounding seeking support for mental health issues.

In conclusion, these findings emphasize the significance of considering not only the practical aspects of implementing wellbeing programmes, but also the psychological and social factors that can affect their effectiveness. Ensuring a supportive and stigma-free environment, and overcoming resistance to change, are crucial elements of effective wellbeing initiatives for nursing staff.

Subtheme 2: Workload and Staffing Issues

The common challenges highlighted by MAN1, MAN2, and MAN3 provide valuable insights into the critical issues that nurses face when trying to balance their personal wellbeing with the responsibility of delivering exceptional patient care.

The challenge of “*Prioritising rights, compromising patient care,*” as mentioned by MAN1 and MAN3, demonstrates the delicate balance that nurses must maintain. On one hand, nurses have the right to prioritise their own wellbeing and work in safe conditions. On the other hand, they also have the responsibility to provide high-quality care to their patients. Achieving the right balance is a challenging task, and it is crucial for healthcare institutions to create a supportive environment that upholds the rights of nurses while also addressing the needs of patients. Possible solutions could involve implementing clear policies that prioritise the wellbeing of nurses by ensuring they have sufficient staffing levels and regular breaks, all while maintaining the quality of patient care.

The issue of staff shortage leading to overworking and staff burnout, as highlighted by MAN2 and MAN3, highlights the negative effects of insufficient staffing in healthcare environments. Nurses who are overworked face a greater risk of experiencing burnout. This not only affects their personal wellbeing but also has a direct effect on the quality of care they are able to deliver to patients. To address this challenge effectively, it is important to adopt a comprehensive approach that covers various aspects. This includes workforce planning, recruitment, and retention strategies, along with initiatives to prioritise the mental and physical wellbeing of nurses (Weston, 2022). Having adequate staffing is crucial not only for the wellbeing of nurses but also for delivering safe and high-quality patient care.

In conclusion, it is evident that these shared challenges highlight the paramount importance of establishing a healthcare environment that acknowledges the rights and wellbeing of nurses, all the while ensuring that patient care remains a primary focus. It is crucial to find solutions to these challenges to maintain a motivated and healthy nursing workforce.

Subtheme 3: Attending Wellbeing Programs

The collective responses from MAN1, MAN2, and MAN3 shed light on the various challenges and barriers that nurses encounter in their wellbeing programmes. These challenges serve as a reflection of the complicated and demanding nature of the nursing profession.

Both MAN1 and MAN3 highlight the common occurrence of nurses feeling demotivated and overwhelmed due to the demanding nature of their work in the wards. As a result, nurses often overlook their own wellbeing and the existence of various wellbeing programmes that are available to them. Nurses often find themselves overwhelmed with a constant stream of tasks and a heavy workload, leaving them with limited time and energy to prioritise their own self-care. It is essential to address demotivation and work-related stress to encourage nurses to actively participate in wellbeing initiatives.

Both MAN1 and MAN2 emphasize the challenge of “*Resistance to change*” in relation to the implementation of wellbeing programmes. This suggests that nurses may resist new practices or initiatives that are intended to improve their wellbeing, which might hinder the successful implementation of such programmes. To overcome this resistance, it is necessary to implement effective communication and change management strategies (Weston, 2022).

The perception of a lack of privacy and the fear of stigma are identified as significant challenges by MAN2. Nurses might hesitate to seek mental health assistance because they worry about their privacy and the possibility of being stigmatised as “*mentally unstable*.” To overcome this barrier, it is important to establish a culture that promotes openness, non-judgment, and confidentiality when it comes to mental health and wellbeing.

MAN2 and MAN3 emphasize the negative effects that staff shortages, overworking, and staff burnout have on the wellbeing of nurses. Insufficient staffing can lead to heavy workloads, which in turn can cause burnout and have a detrimental impact on the wellbeing of nurses and the quality of patient care. To tackle this challenge effectively, it is crucial to have proper workforce planning and support systems in

place. These measures are necessary to ensure that nurses are able to maintain a healthy balance between their work and personal lives.

MAN2 also points out that nurses typically participate in wellbeing programmes only when they require referrals to psychiatrists. They prefer engaging in social events as a means of stress relief. This suggests that individuals are hesitant to openly talk about their mental health or wellbeing concerns within a hospital setting. It is crucial to establish a safe and non-judgmental environment where individuals can openly discuss their wellbeing and access a wide range of support options (Bunyard, & Lacy, 2022).

In conclusion, these findings highlight the various complex challenges and barriers that nurses face when participating in wellbeing programmes. To effectively address these challenges, it is important to take a comprehensive approach. This approach should include strategies to inspire and involve nurses, address resistance to change, promote privacy and reduce stigma, ensure a healthy WLB, and create a supportive and open wellbeing culture within healthcare institutions. These efforts are essential in enhancing the wellbeing of nurses.

5.4.5 Theme 5: Monitoring and Evaluation of Wellbeing Initiatives (MEWI)

The Monitoring and Evaluation of Wellbeing Initiatives (MEWI) explores the processes and methods used to evaluate the effectiveness and impact of wellbeing programmes and initiatives in healthcare settings. The process entails systematically monitoring, measuring, and analysing different wellbeing programmes to ensure that they are effectively achieving their intended objectives and enhancing the overall wellbeing of nurses.

Subtheme 1: Measurement of Effectiveness

The insights provided by MAN1, MAN2, and MAN3 shed light on the Mpumalanga public hospitals' methods for monitoring and evaluating the effectiveness of wellbeing initiatives for nurses. Monitoring and evaluation strategies play a crucial role in ensuring that the hospital's programmes are effectively meeting their intended objectives and providing benefits to the nursing staff.

MAN1 mentioned that they keep a record of the staff members who have participated in wellbeing programmes and have received vaccines. This implies that

the hospital prioritises attendance and vaccine coverage as key indicators of the effectiveness of their initiatives. Monitoring participation rates in wellbeing programmes is an effective method for evaluating the level of engagement among nurses.

On the other hand, MAN2 emphasized two specific metrics that are used for evaluation: absenteeism rates and overtime use. The indicators mentioned are effective measures for assessing the effects of wellbeing programmes on nurses' workloads and job satisfaction. The collection of data on complaints and compliments by the quality assurance officer is a valuable addition to the evaluation process. This data provides insights into nurses' feedback and experiences.

MAN3 emphasized the significance of conducting an annual staff satisfaction survey to assess the effectiveness of wellbeing initiatives. The hospital can directly capture the perceptions and opinions of the nursing staff through this survey-based approach. It functions as a comprehensive feedback mechanism for assessing the impact of these initiatives on nurses WLB and wellbeing.

In conclusion, Mpumalanga public hospitals employs a range of methods to monitor and evaluate their wellbeing initiatives. These include keeping track of attendance and vaccine coverage, analysing data on absenteeism and overtime, gathering feedback through complaints and compliments, and conducting surveys to measure staff satisfaction. These comprehensive methods offer a complete perspective on the effectiveness of wellbeing programmes and assist the hospitals in providing data-driven improvements to enhance support for nurses' wellbeing.

Subtheme 2: Specific Indicators for Impact Assessment

The responses provided by MAN1, MAN2, and MAN3 provides insight into the different approaches and metrics that Mpumalanga public hospitals employ to evaluate the effectiveness of their wellbeing initiatives for their nurses. These hospitals use a combination of quantitative and qualitative methods to gain a thorough understanding of how these programmes affect the WLB and wellbeing of nurses.

MAN2 specifically mentions that they use compliments received as a yardstick for measuring the impact of their initiatives. Compliments hold significant value as a

qualitative measure since they represent the positive experiences and feedback received from nurses who have derived benefits from wellbeing programmes (Dor & Halperin, 2022). A greater number of compliments indicates that these programmes are having a positive impact on the lives of nursing staff, enhancing their WLB and overall wellbeing.

Further, the other responses highlight a concentration on quantitative measures, such as monitoring rates of absenteeism, analysing the use of overtime, and gathering data on complaints. These metrics offer quantitative data that can assist in identifying trends and patterns concerning the workloads and wellbeing of nurses. For instance, if absenteeism rates decrease or excessive overtime hours are reduced, it could indicate a positive impact resulting from wellbeing initiatives.

The inclusion of annual staff satisfaction surveys by MAN3 is a crucial component of the evaluation process. Surveys offer a systematic approach for gathering feedback from nurses, enabling hospitals to gain insight into their perspectives and experiences regarding wellbeing programmes. The use of a data-driven approach enables hospitals to effectively identify areas that require improvement (Manktelow et al., 2022). This approach also aids in making evidence-based decisions to enhance wellbeing initiatives.

In conclusion, Mpumalanga public hospitals use a variety of quantitative and qualitative methods to assess the effectiveness of wellbeing initiatives. These methods include analysing compliments, measuring absenteeism rates and overtime usage, addressing complaints, and conducting satisfaction surveys. By adopting multi-faceted approaches, hospitals can gain a comprehensive understanding of how their programmes affect nursing staff and obtain valuable insights for continuous improvements.

5.4.6 Theme 6: Future Plans for Wellbeing

Future Plans for Wellbeing explores the strategies and intentions of Mpumalanga public hospitals to improve the wellbeing of their nursing staff in the coming years. It involves the development of new initiatives, policies, and programmes that are designed to provide additional support for the physical, mental, and emotional wellbeing of nurses.

Subtheme 1: Plans for Wellbeing

The valuable insights provided by MAN1, MAN2, and MAN3 regarding future plans for nurse wellbeing highlight the diverse approaches that Mpumalanga public hospitals take to support and enhance the wellbeing of their nurses.

The response from MAN1 suggests that the hospital may have a gap in their approach to nurse wellbeing, as there was a lack of specific plans or strategies mentioned. Healthcare institutions should prioritise the development and implementation of future initiatives that specifically focus on promoting nurse wellbeing. This is crucial to create a healthier work environment, improve patient care, and increase nurses WLB.

On the other hand, MAN2 provided specific strategies to enhance the wellbeing of nurses. For instance, they proposed promoting nurses' professional development by encouraging them to pursue specialised studies, which would not only help them advance in their careers but also increase their salaries. The hospital plans to continue commemorating significant nursing-related events, such as International Nurses' Day. The purpose of these proactive strategies is to improve the professional growth and motivation of nursing staff, which will ultimately result in enhanced wellbeing.

MAN3 has presented a thorough list of upcoming plans, which encompasses additional debriefing sessions, enhanced team-building exercises, awards ceremonies, and the introduction of a multi-disciplinary team plan. The plans outlined here demonstrate a comprehensive strategy for promoting the wellbeing of nurses and cultivating a positive work environment. The hospital's dedication to creating a supportive and nurturing environment for its nursing staff is evident through its commitment to acknowledging their hard work and dedication through awards ceremonies. Additionally, the emphasis on team-building and debriefing sessions further highlights this commitment.

In conclusion, the responses from MAN1, MAN2, and MAN3 demonstrate the different levels of commitment and initiatives that Mpumalanga public hospitals have taken to improve nurse wellbeing. It is crucial to have future plans in place to ensure the wellbeing of nurses. These plans play an important part in creating a positive

work environment, supporting professional development, and ultimately enhancing the quality of patient care. Healthcare institutions must prioritise and invest in measures that contribute to the WLB and overall wellbeing of their nursing staff.

5.4.7 Theme 7: Connection Between Nurses' Wellbeing and Patient Care

“Connection Between Nurses' Wellbeing and Patient Care” explores the complex connection between the wellbeing of nurses and the level of patient care they deliver. This section explores the immediate effect of nurses' physical and mental health and support systems on the delivery of healthcare services and patient outcomes. This theme emphasizes the crucial importance of nurse WLB and wellbeing in upholding and enhancing the overall quality of healthcare.

Subtheme 1: Nurses Wellbeing and Patient Care

The responses from MAN1, MAN2, and MAN3 highlight the significant and complex connection between the wellbeing of nurses and the standard of patient care in healthcare environments. These insights provide a better understanding of different aspects of this connection, highlighting the crucial importance of nurses' wellbeing in providing the best possible patient care.

The response from MAN1 highlights the importance of prioritising the wellbeing of nurses, given the frequent interactions they have with patients. This emphasizes the interconnectedness of healthcare, where the emotional and mental wellbeing of healthcare providers is closely tied to the quality of care they provide (Xiao et al., 2022). Failing to prioritise the wellbeing of nurses can lead to significant consequences, such as higher rates of absenteeism and the potential emergence of negative attitudes towards both patients and colleagues. This emphasizes the significance of attending to the physical, emotional, and psychological needs of nursing staff to uphold positive patient interactions.

MAN2 highlights the strong connection between the wellbeing of nurses and the outcomes of patient care. This points out to the importance of providing support to nurses through training, team building, and fostering a positive work environment to greatly improve patient outcomes. This perspective acknowledges the importance of providing nurses with adequate support and equipping them with the necessary skills, as it is directly associated with their ability to deliver high-quality care (Xiao et

al., 2022). Neglecting the wellbeing of nurses can have negative consequences, such as feelings of unhappiness and potentially leading to negative attitudes that can impact patient care. This perspective supports the idea of incorporating wellbeing initiatives as a crucial part of healthcare organisations' strategies to guarantee patient satisfaction and safety.

MAN3 offers a practical viewpoint by presenting concrete evidence of how the wellbeing of nurses directly affects the quality of patient care. The mention of higher rates of absenteeism due to nurse demotivation and difficult working conditions emphasizes the immediate effects of neglecting the wellbeing of nurses. The challenges that nurses face, such as staff shortages and potential demoralisation, are warning signs that require urgent attention. This perspective highlights the importance of recognising and providing support for the emotional and psychological needs of nurses. This ensures that patient care remains consistent and of the highest quality.

In conclusion, these findings highlight the crucial and essential connection between the wellbeing of nurses and the outcomes of patient care. It is emphasized that healthcare organisations should prioritise and enhance the wellbeing of nurses by investing in proactive strategies. Mpumalanga public hospitals can ensure that nurses are motivated, satisfied, and well-equipped to provide exceptional patient care by addressing issues such as emotional and psychological support, training, and work environment. Recognising and acting upon this connection is crucial not only for the WLB and wellbeing of nurses but also for maintaining the quality, safety, and effectiveness of healthcare services.

5.5 INTEGRATION OF RESULTS FROM NURSES AND HOSPITAL MANAGERS

The integration of results from nurses and hospital managers is a crucial step in the researcher's analysis. In this phase, the researcher combines the insights and perspectives gathered from these two distinct groups of healthcare professionals. The objective is to analyse the combined results to reach comprehensive conclusions and gain a deeper understanding of the WLB and wellbeing initiatives implemented in Mpumalanga public hospitals. This synthesis will assist us in identifying common themes, areas of agreements, and opposing points of view. The responses by nurses and hospital managers could enhance an in-depth

understanding of WLB and wellbeing programmes and their implications. This, in turn, will offer significant insights for healthcare organisations and the development of policies.

5.5.1 Points of Agreements Between Nurses and Hospital Managers

Through the integrated analysis of responses from both nurses and hospital managers, several key points of agreement become evident. These points demonstrate a mutual dedication to improving the wellbeing of nurses and, consequently, enhancing patient care in healthcare institutions.

- Nurses and hospital managers completely acknowledge the significance of prioritising the wellbeing of nurses. It is generally accepted that nurses play a crucial role in patient care, being at the forefront of healthcare delivery. It is also acknowledged that their emotional, physical, and mental wellbeing greatly influences their ability to provide exceptional healthcare services. The importance of wellbeing initiatives for nursing staff is highlighted by this shared recognition.
- Another crucial area of alignment is the focus on training and professional development. Both nurses and hospital managers emphasize the importance of continuous training and mentoring programmes. In-service training and specialisation opportunities are considered essential for keeping nurses updated and skilled, which ultimately leads to improved patient care.
- Supportive measures for nurses emerge as an important theme in both sets of responses. Nurses and hospital managers recognise the importance of offering a strong support system, which includes mentorship, debriefing sessions, and peer support. These measures seek to address the challenges that nurses encounter while also promoting a sense of identity and unity in the workplace.
- Staffing levels have been identified as a key factor that both parties agree on, acknowledging their significant influence on the wellbeing of nurses and the quality of patient care. Both groups recognise that when there is not enough staff and employees are overworked, it can result in burnout and negatively affect patient outcomes. Maintaining appropriate staffing levels is essential for the WLB and wellbeing of nurses.

- Another perspective that is commonly shared is the significance of maintaining a WLB for nurses. Nurses and hospital managers share a common goal of reducing work-related stress and promoting the wellbeing of nurses by offering opportunities for them to participate in activities that enhance their overall wellbeing. The focus on achieving WLB is in line with the objective of encouraging a healthy and motivated nursing staff.
- Both nurses and hospital managers also acknowledge the stigma surrounding mental health issues in healthcare. It is crucial to address this stigma to encourage nurses to seek help when they are facing mental health challenges. This is important for maintaining their overall wellbeing.
- Further, there is a clear connection between the wellbeing of nurses and the quality of patient care, which is a point of agreement. Both nurses and hospital managers emphasize the significant influence that the wellbeing of nurses has on the quality of care delivered to patients. Nurses who are demotivated or overworked may unintentionally deliver care that is below the optimal standard, leading to negative impacts on patient outcomes.
- Another shared perspective is the methods used for data collection and evaluation. Hospitals use various metrics, such as absenteeism rates, overtime usage, and staff satisfaction surveys, to evaluate the effectiveness of wellbeing initiatives. These assessments involve input from both nurses and managers. Understanding the impact of these initiatives is crucial, and this can be achieved through a data-driven approach.
- Hospital managers and nurses, to different extents, express their dedication to developing strategies that will improve the wellbeing of nursing staff when it comes to future planning and initiatives. These initiatives cover an extensive variety of activities, including additional training and professional development opportunities, team-building exercises, and awards ceremonies.
- Finally, both nurses and hospital managers recognise the complex connection between the wellbeing of patients and the wellbeing of nurses. Hospitals understand that by prioritising the wellbeing of their nursing staff, they can enhance the quality of care given to patients. This creates a positive cycle where both the staff and patients benefit.

In conclusion, the integration of responses from both nurses and hospital managers highlights a mutual dedication to prioritising the WLB and wellbeing of nurses, recognising its crucial role in delivering excellent patient care. Healthcare organisations can develop more effective strategies to support their nursing staff and enhance the overall quality of healthcare delivery by addressing the common challenges and priorities highlighted by both groups. The cooperation between nurses and hospital management is crucial for creating a healthcare environment that prioritises the WLB and wellbeing of nurses.

5.5.2 Points of Disagreement

The responses provided by nurses and hospital managers highlight various areas where their opinions differ, which demonstrates the intricate nature of balancing the WLB and wellbeing of nurses with the overall objectives of healthcare institutions. This section thoroughly explores the areas where these differences are most noticeable.

5.5.2.1 Resource allocation

Nurses often emphasize the urgent requirement for accessible resources that can help reduce the challenges they face in their daily work. They place great emphasis on the significance of having sufficient staff, manageable workloads, and access to necessary tools and equipment. From their perspective, it is important to prioritise resource allocation towards tangible solutions that can effectively reduce their daily stress and burden.

Hospital managers generally adopt a more comprehensive approach when it comes to allocating resources. While acknowledging the significance of staffing and equipment, their focus lies on the broader allocation of resources towards training, education, and psychosocial support. From their perspective, resource allocation is viewed as an investment in the overall wellbeing and professional growth of nurses.

5.5.2.2 Evaluation metrics

When measuring the effectiveness of wellbeing initiatives, nurses often place a strong emphasis on tangible and quantitative metrics. Crucial indicators often mentioned include metrics such as absenteeism rates and overtime usage. These

metrics are direct reflections of their wellbeing and workload management, offering immediate feedback.

Hospital managers typically prioritise evaluation measures that are more qualitative and feedback driven. They place great emphasis on staff satisfaction surveys, feedback, and compliments as crucial indicators of the effectiveness of wellbeing programmes. They consider these measures to be valuable feedback for gaining a better understanding of the overall impact on nurses' WLB and overall wellbeing.

5.5.2.3 Perception of challenges

Nurses often emphasize the immediate and practical challenges they face in their daily work. Nurses are expressing their concerns regarding staff shortages, excessive workload, and the necessity for practical support to effectively manage their workloads. Their perspective is based on the practical challenges they encounter in their daily lives.

Hospital managers frequently adopt a comprehensive perspective when it comes to addressing challenges. This includes recognising the importance of addressing psychosocial issues and encouraging a positive work environment. They consider these broader challenges to be essential for improving the overall wellbeing of nursing staff. Their perspective goes beyond the immediate challenges that nurses face.

5.5.2.4 Role in future plans

Nurses frequently stress the importance of hospitals taking a proactive approach to addressing their immediate working conditions and the challenges they encounter in their daily routines. They emphasize the importance of implementing practical measures, such as ensuring sufficient staffing levels, to address their immediate wellbeing.

Hospital managers prioritise strategic initiatives for the future, which include investing in additional education for nurses, commemorating nursing-related events, and coordinating team-building exercises. Their approach focuses on the future and aims to enhance the professional growth and job satisfaction of nurses.

5.5.2.5 Interpreting the connection between wellbeing and patient care

Nurses often establish a direct connection between their own wellbeing and the quality of patient care. They emphasize the effect of wellbeing issues, such as absenteeism and negative attitudes, on patient outcomes. They believe that their own wellbeing directly and immediately affects the quality of patient care.

Although hospital managers recognise the connection, they tend to discuss it in a detached manner. It is emphasized that nurses who receive strong support and motivation are more likely to deliver high-quality patient care. However, the specific negative consequences, as perceived by nurses, may not be fully explored in the same manner by hospital managers.

The existence of varying perspectives in these areas highlights the difficulty of striking a balance between the immediate needs of nurses and the broader objectives of healthcare institutions. Nurses focus on practical and immediate solutions to their daily challenges, while hospital managers take a more holistic and future-oriented approach. Their goal is to enhance nurses' WLB, overall wellbeing and support their professional growth. To bridge these perspectives effectively, a collaborative strategy is necessary. This strategy should consider the immediate and long-term needs of nursing staff, with the ultimate goal of benefiting both nurses and the quality of patient care.

5.5.3 Possible Reasons for the Identified Agreements and Disagreements

The distinct roles of nurses and hospital managers within the healthcare system are a primary factor that contributes to both their agreements and disagreements. Nurses play a crucial role in patient care as they are at the forefront, providing direct services and ensuring the wellbeing of patients. Their daily experiences provide them with a deep understanding of the challenges associated with workload management and patient safety. In contrast, hospital managers have broader organisational responsibilities that include managing budgets, allocating resources, and strategic planning. These different roles naturally result in variations in priorities and perspectives. Nurses primarily prioritise immediate patient care, whereas managers are responsible for balancing these concerns with the broader financial and administrative requirements of the healthcare institution.

The responsibilities assigned to nurses and hospital managers play an important part in both the agreements and disagreements that have been identified. Nurses have the primary responsibility of delivering patient care and frequently advocate for their wellbeing and the patients' wellbeing. Their daily responsibilities include ensuring that patients receive high-quality care, which may be influenced by workload and staffing levels. On the other hand, hospital managers are responsible for ensuring the efficient operation of the healthcare facility. It is essential for them to effectively manage resources, including staffing, while adhering to budgetary limitations and considering long-term sustainability. Having distinct responsibilities can often result in differences in priorities and approaches to decision-making.

The priorities of healthcare institutions have a major effect on the agreements and disagreements that are observed. Hospital managers have the responsibility of ensuring that the institution's activities are in line with strategic goals, which include maintaining financial sustainability and complying with regulations. These priorities may require making difficult decisions, such as effectively managing staffing costs. On the other hand, nurses prioritise patient care and safety, advocating for the essential resources needed to carry out their duties efficiently. Tension arises when different organisational priorities clash, resulting in different perspectives on resource allocation and workload management.

In conclusion, the abovementioned highlights the intricate dynamics between nurses and hospital managers in the field of healthcare management. The section identifies the difficulties and advantages that come with differing perspectives on workload management, communication processes, decision-making, and nurse retention strategies. The differences between these groups are based on their specific roles, responsibilities, and organisational priorities. These differences highlight the importance of making decisions collaboratively, considering both the immediate needs of patients and the long-term financial considerations. Further, it is crucial to acknowledge and address these differing viewpoints to create inclusive policies and practices that effectively balance the provision of excellent patient care with the long-term financial sustainability of healthcare organisations. The collaborative approach has the potential to bring about continuous improvements in healthcare delivery. This approach fosters a healthcare system that is more

equitable, efficient, and patient-centered, especially in a constantly changing healthcare landscape.

5.5.4 Implications of the Integrated Findings

The integrated findings, which combine insights from both nurses and hospital managers, have profound implications for healthcare management. These implications emphasize the potential to enhance the overall effectiveness of healthcare organisations and the quality of patient care. In this section, the researcher provides an extensive discussion of the overall implications.

Enhanced communication between nurses and hospital managers is crucial due to the similarities and differences in perspectives. It is essential to establish open and transparent communication channels to facilitate the exchange of ideas, concerns, and information. Enhanced communication has the potential to bridge gaps in understanding and create a collaborative atmosphere, enabling both groups to actively contribute to decision-making processes.

Effective workload management is essential in addressing tensions related to patient care and budgetary concerns. By taking a comprehensive approach, nurses and hospital managers can better resolve these challenges. Resource allocation involves understanding the shared concern for resource constraints and the differing views on workload management. This understanding provides valuable insights for developing effective resource allocation strategies. Healthcare organisations could adopt a more balanced approach that considers the importance of maintaining sufficient staffing levels, while also considering the limitations of their budget. To achieve this, it may be necessary to implement innovative strategies, such as adopting flexible staffing models, investing in technology, and optimising resource use. These measures will ensure that available resources are used to their maximum potential, benefiting both patients and healthcare providers.

Nurses and hospital managers both recognise the significance of ongoing training and professional development. The integrated findings highlight the importance of investing in continuous education for nurses. This includes providing opportunities for enhancing skills, obtaining certifications, and advancing careers. Investing in

workforce development not only improves the skills and competencies of nurses, but also improves staff retention, leading to enhanced wellbeing.

Integrated findings have the potential to act as an encouragement for policy changes and improved practice in healthcare organisations. The ability to identify areas of agreement and disagreement is crucial to create specific policies and practices that effectively meet the needs and address the concerns of both nurses and hospital managers. Policies can be developed to address issues such as staffing ratios, workload management, and professional development opportunities. The policies should demonstrate a shared commitment to patient care, while also taking into consideration the practical limitations of healthcare management.

In conclusion, the integration of findings from nurses and hospital managers has significant implications for improving healthcare management practices. Healthcare organisations can navigate the complex landscape of healthcare management more effectively by promoting enhanced communication, optimising resource allocation, investing in workforce development and guiding changes in policy and practice. These implications ultimately lead to improved quality of patient care and the sustainability of healthcare services in a constantly changing environment.

5.5.5 Significance of the Integrated Findings for Healthcare Management

The combined insights from nurses and hospital managers are extremely important for healthcare management. They highlight the need to consider and align both perspectives when making decisions. The following section provides a thorough examination of these significances.

Holistic decision-making is a process that considers all relevant factors and perspectives to make informed and comprehensive decisions. The integrated findings highlight the significance of taking a holistic approach to decision-making in healthcare management. Both nurses and hospital managers provide valuable insights that are unique to their respective roles and responsibilities. Nurses play a crucial role in patient care as they are at the forefront. They provide valuable insights into patient safety, quality of care, and the immediate effects of workload management. Hospital managers are responsible for overseeing various organisational functions and play a crucial role in ensuring financial sustainability,

efficient resource allocation, and long-term planning. By recognising and combining these perspectives, hospital management can ensure that decisions in healthcare management are thorough and consider both the smaller-scale and larger-scale aspects.

One of the fundamental challenges in healthcare management is finding the right balance between delivering excellent patient care and ensuring financial sustainability. The integrated findings emphasize the importance of maintaining this balance. Favouring one perspective over another while neglecting the other can result in less-than-optimal outcomes. Prioritising financial considerations over patient care quality can compromise the overall mission of healthcare organisations. On the other hand, if healthcare institutions only prioritise patient care without considering financial sustainability, it can put their long-term viability at risk. The integrated insights provided assist healthcare managers in navigating the complex terrain of healthcare. This enables them to make well-informed decisions that optimise patient care and effectively manage costs.

To avoid disruptions in patient care, it is important to consider both the perspectives of nurses and hospital managers in decision-making. Neglecting either of these perspectives can lead to potential disruptions in the quality of care provided to patients. Disregarding nurses' concerns about workload management and staffing can have serious consequences. It can result in nursing staff becoming overworked and stressed, which in turn may compromise patient safety. However, failing to consider the budgetary constraints and financial priorities emphasized by hospital managers can have serious consequences for the overall stability and sustainability of healthcare organisations. The integrated findings act as a protective measure against disruptions, guaranteeing that healthcare management decisions are comprehensive and consider the WLB and wellbeing of nurses and the institution.

To encourage a collaborative culture within healthcare organisations, it is important to recognise and value the perspectives of both nurses and hospital managers. This recognition and appreciation of their viewpoints enhances the overall collaborative environment. It promotes open communication, mutual respect, and joint decision-making. In the context of modern healthcare, where multidisciplinary teamwork is crucial, promoting a collaborative culture becomes necessary for effectively

addressing the complexities and challenges that arise. When both groups feel heard and valued, they are more likely to collaborate effectively towards shared goals, ultimately benefiting patient care and contributing to the overall success of the healthcare institution.

In conclusion, the integrated findings have great importance for healthcare management. They can help facilitate well-rounded decision-making, ensuring a positive WLB and wellbeing of nurses, and a balance between patient care and financial responsibility. Additionally, they play a crucial role in preventing any disruptions in nurses' ability to provide high quality patient care and fostering a collaborative culture within healthcare organisations. Considering the viewpoints of both nurses and hospital managers is crucial in making informed and comprehensive healthcare management decisions. This approach ultimately leads to the provision of long-term viability of healthcare institutions in an ever-changing healthcare environment.

5.6 ADDRESSING IMPLICATIONS FOR FACTORS IDENTIFIED

5.6.1 Addressing Implications for Practice in Healthcare Settings

Effective healthcare management relies heavily on the agreement and disagreement of perspectives between nurses and hospital managers, highlighting the significance of improved communication between the two parties. The idea can be further elaborated upon by considering several key aspects:

The contrasting perspectives of both sides emphasize the importance of healthcare organisations creating open and transparent communication channels. These channels should enable nurses and hospital managers to freely exchange ideas, express concerns, and share information. Some examples of channels that can be used include regular meetings, feedback mechanisms, digital platforms, and interdisciplinary forums. By encouraging both groups to share their insights and experiences, nurses and hospital managers can ensure that no valuable information is overlooked and promote a culture of inclusivity and collaboration.

Effective communication is crucial in bridging the gaps in understanding between nurses and hospital managers. Nurses' frontline experiences grant them valuable insights into the challenges of patient care, while hospital managers have a broader

perspective on the organisation. By engaging in open discussions, these two groups have the opportunity to develop a more profound understanding of each other's viewpoints. Hospital managers can gain valuable insights into the immediate effects of workload management on patient care. Similarly, nurses can develop a better understanding of the budgetary constraints faced by the institution. Having a shared understanding is crucial to develop solutions that effectively balance the quality of patient care with financial responsibility.

Improved communication is essential for fostering a collaborative atmosphere within healthcare organisations. When nurses and hospital managers feel that their voices are heard and respected, it increases the likelihood of them working together cohesively. A collaborative atmosphere is crucial for effectively addressing complex healthcare management challenges as it encourages joint problem-solving and decision-making. It enables the consolidation of expertise from both parties, resulting in more informed and broad decisions.

Improved communication plays a crucial role in resolving tensions related to workload management, as emphasized in the implications. Open communication between nurses and hospital managers regarding workload challenges allows for productive exploration of solutions that prioritise the quality of patient care, while also taking into consideration budgetary concerns. For instance, healthcare professionals can work together to evaluate staffing requirements by considering factors such as patient care levels and staffing ratios based on evidence-based practices. The use of a collaborative approach has the potential to result in more balanced decisions that prioritise both nurses WLB and wellbeing.

Effective communication plays a crucial role in promoting a culture of organisational learning within healthcare institutions. The sharing of insights and experiences between nurses and hospital managers creates valuable opportunities for ongoing improvement. The knowledge gained from previous challenges can be used to make better decisions in the future and establish effective practices. Maintaining and improving the quality of nurses WLB and wellbeing relies on the crucial cycle of learning and improvement.

In conclusion, the importance of improved communication between nurses and hospital managers cannot be overstated when it comes to effective healthcare management. Communication not only helps in exchanging ideas and addressing concerns, but it also plays a crucial role in bridging gaps in understanding, promoting collaboration, resolving tensions, and facilitating organisational learning. Healthcare organisations can foster a conducive environment by prioritising communication. This approach encourages both groups to actively participate in decision-making processes, resulting in more informed and employee and patient-centred healthcare management practices.

5.6.2 Addressing Implications for Resource Allocation

The allocation of resources is a crucial aspect of healthcare management, as it is influenced by both the shared concern for resource constraints and the differing views on workload management between nurses and hospital managers. It entails the development of well-balanced and innovative strategies for allocating resources, taking into consideration the requirements of patient care and financial accountability.

Healthcare organisations need to acknowledge the importance of effectively managing resources to ensure the positive WLB and wellbeing of nurses, quality of patient care and financial sustainability. Maintaining this balance requires a thorough evaluation of staffing levels, equipment, technology, and other resources. It recognises the importance of having an adequate number of staff members to ensure patient safety and maintain the quality of care, all while being mindful of budget limitations and ensuring the overall wellbeing of the nursing staff. Resource allocation policies should be based on evidence, consider the WLB and wellbeing of nurses, and aim to strike a balance that ensures optimal patient care without using resources excessively.

Flexible staffing models are an effective approach to managing workforce needs. These models provide organisations with the ability to adapt their staffing levels based on demand fluctuations and changes. An innovative approach to resource allocation is the implementation of flexible staffing models. These models enable healthcare institutions to adjust their staffing levels according to patient demand, changing seasons, and other relevant factors. Hospital managers can ensure

efficient meetings of nurses needs by incorporating flexibility into staffing plans, which allows them to have the appropriate number of nurses-patient ratio. Flexible staffing models are beneficial in managing fluctuations in workload, as they effectively minimise the risk of both overstaffing and understaffing.

When considering resource allocation strategies, it is important to include investments in technology and healthcare systems that effectively optimise resource use. The use of electronic health records (EHRs), telehealth solutions, and predictive analytics tools has the potential to enhance nurses' WLB and overall wellbeing. For example, electronic health records (EHRs) have the potential to decrease the amount of paperwork involved, enhance the accuracy of data, and improve communication between healthcare providers. Telehealth has the potential to expand the availability of healthcare services, which could potentially lead to a decrease in the requirement for additional on-site staff. Technological investments play a crucial role in optimising resources while simultaneously maintaining or even improving the overall WLB and wellbeing of nurses.

Healthcare organisations should prioritise optimising the use of their existing resources. This involves effectively managing the scheduling of staff, equipment, and facilities to optimise their usage. Implementing efficient patient appointment scheduling can have several benefits in outpatient settings. One of these benefits is the reduction of idle time, which can lead to improved patient flow. In addition, optimising the usage of equipment and facilities can contribute to extending the lifespan of assets and reducing unnecessary expenses.

Continuous monitoring and evaluation should be applied to resource allocation strategies. Healthcare institutions should conduct regular assessments of their resource allocation practices ensuring their effectiveness. These assessments should consider nurses WLB and wellbeing, patient care outcomes and financial metrics. Regular evaluations are important for organisations as they allow for necessary adjustments, adapt to changing circumstances, and refine resource allocation policies over time.

In conclusion, it is crucial to address the implications of resource allocation in healthcare management to ensure the WLB and wellbeing of nurses and the

delivery of high-quality patient care while effectively managing budgetary constraints. Healthcare organisations can successfully navigate the complex landscape of resource allocation by implementing balanced approaches, incorporating flexibility, investing in technology, optimising resource use, and maintaining a commitment to ongoing monitoring and evaluation. These strategies play a crucial role in ensuring the sustainability of healthcare services whilst maintaining the positive WLB and wellbeing of the nursing professionals.

5.6.3 Addressing Implications for Workforce Development

The integrated findings highlight the importance of workforce development in effective healthcare management, as emphasized by both nurses and hospital managers. Recognising the value of continuous training and professional development for nurses and implementing strategies to support this commitment are essential aspects of this process.

There are various opportunities available for continuous education for nurses. These opportunities allow nurses to enhance their knowledge and skills beyond their formal education. It is crucial for healthcare organisations to prioritise the provision of continuous development opportunities for their nurses. The opportunities available could include a variety of options such as workshops, seminars, conferences, and online courses. Continuous education is essential for healthcare professionals, including nurses, as it allows them to remain informed about the most recent advancements in healthcare, evidence-based practices, and emerging technologies. By committing to continuous learning, nurses are able to enhance their knowledge and skills, ultimately enabling them to deliver the highest quality of care to patients.

Skill Enhancement Programmes are designed to help nurses improve and develop their skills. These programmes aim to provide opportunities for nurses to enhance their abilities in specific areas, such as communication, leadership management. It is important to implement skill enhancement programmes to effectively address the changing requirements of healthcare delivery. These programmes can be designed to target specific clinical skills, communication skills, leadership skills, and other relevant areas. Nurses and other healthcare professionals have the opportunity to

participate in these programmes in order to enhance their skills, adapt to evolving patient care needs, and improve their ability to provide safe and effective care.

Healthcare organisations should actively promote and aid their staff members who wish to pursue certifications and credentials in their specific areas of expertise. Certifications serve as a validation of the expertise held by healthcare professionals, showcasing their dedication to maintaining a high standard of excellence. These opportunities can be pursued by acquiring certifications in specialised areas such as critical care, paediatrics, or oncology. These certifications can have a beneficial effect on patient outcomes by enhancing the quality of care provided.

Establishing well-defined career advancement pathways within healthcare organisations is crucial for enhancing staff retention and motivation. Both nurses and hospital managers acknowledge the significance of career advancement. It is important for organisations to offer nurses opportunities to advance in their careers. This can be achieved through promotions, leadership roles, or lateral moves into different healthcare disciplines. Career advancement pathways have the potential to greatly enhance wellbeing and sense of purpose for nurses. This is due to these pathways offering opportunities for professional growth and development within the organisation.

Workforce development plays a crucial role in enhancing job satisfaction and staff retention. Healthcare professionals are more likely to stay with an organisation when they feel that their employers are committed to their growth and provide opportunities for skill development. Having high staff retention rates is beneficial for several reasons. Firstly, it helps to reduce recruitment and training costs. When employees stay with an organisation for a longer period of time, there is less of a need to constantly hire and train new staff members, which can be expensive and time-consuming. Additionally, high staff retention rates contribute to a stable and experienced workforce. When nurses have been with an organisation for a while, they become more familiar with the organisation's processes, policies, and culture. This familiarity leads to increased efficiency and productivity, as nurses are able to perform their tasks more effectively. Ultimately, these factors have a positive effect on patient care quality. A stable and experienced workforce is better equipped to provide high-quality care to patients. Nurses who have been with an organisation

for a longer period have a deeper understanding of the organisation's values and goals, which allows them to deliver care that aligns with these principles.

The integrated findings highlight the direct connection between workforce development and the quality of patient care, emphasizing the importance of enhancing patient care quality. A healthcare workforce that experiences a positive WLB and wellbeing, is well-trained and highly skilled is more capable of delivering care that is safe, effective, and centred on the needs of the patient. When nurses consistently experience a balance between their work and family responsibilities, enhance their wellbeing, improve their skills through education and training, it leads to better patient outcomes and helps healthcare institutions establish a reputation for excellence.

In conclusion, it is essential for healthcare organisations to prioritise workforce development in healthcare management. This is necessary to ensure the delivery of high-quality patient care and to retain a workforce that is positive, skilled and motivated. Healthcare institutions can cultivate a culture of excellence and continuous improvement in patient care delivery by providing continuing developmental opportunities, skill enhancement programmes, certification support, career advancement pathways, and acknowledging the significance of job satisfaction and staff retention. The dedication to workforce development plays a crucial role in the long-term success and sustainability of healthcare organisations within a constantly changing and evolving healthcare industry.

5.6.4 Addressing Implications for Policy in Healthcare Settings

The detailed results of this study offer clear and practical insights that can be used to inform the development of policies in healthcare settings. Policymakers must recognise the intricate challenges that nurses' and hospital managers encounter and create policies that effectively confront these issues.

Developing effective workload management policies is crucial, as it will assist nurses to balance the immediate demands of patient care, the limited resources and family responsibilities. Nurses are advocating for reduced nurse-patient ratios as a means to enhance patient safety and the quality of care. However, policymakers need to carefully consider these concerns in conjunction with the financial constraints faced

by healthcare institutions. Policies can effectively strike a balance by establishing staffing standards that are evidence-based, prioritising the WLB and wellbeing of nurses, and optimising the use of resources. Establishing nurse-patient ratios that consider the complexity of nurses' conditions requires cooperation between nursing staff and hospital management.

Resource allocation policies should be carefully crafted to effectively manage the challenges associated with limited resources that are shared among various groups. Additionally, policymakers should develop effective strategies that enable healthcare organisations to consider various factors, including staffing levels, equipment, and technology, while also adhering to budgetary constraints. Regularly assessing and optimising resources is necessary to ensure their effective use in supporting nurses' WLB and overall wellbeing.

The findings emphasize the significance of continuous training and development for healthcare workers in workforce development policies. Prioritising workforce development is crucial for policymakers. Achieving this goal involves creating policies that encourage and facilitate ongoing education, skill enhancement, and pathways for career progression. By implementing these policies, healthcare organisations can cultivate a culture of continuous learning. This, in turn, will result in improved quality of patient care and higher staff retention rates.

Healthcare institutions should take proactive steps to implement the integrated findings to create an inclusive environment that values the perspectives of both nurses and hospital managers.

Healthcare organisations should consider re-evaluating and potentially adjusting their staffing models to better meet the needs of nurses'. Collaboration between nurses and hospital managers plays a crucial role in this process. When making staffing decisions, it is crucial to rely on evidence and consider various factors, including patient care levels, nurse-patient ratios, and workload management. Healthcare institutions can ensure that nurses are able to provide high-quality care without feeling overwhelmed by implementing staffing models that prioritise nurses' wellbeing, while also taking into consideration budget constraints.

In conclusion, it is essential to consider the implications for policy and practice in healthcare settings based on the integrated findings. This will assist to improve the WLB and overall wellbeing of nurses, effectively allocation of resources, develop the workforce, and ensure financial sustainability. Healthcare organisations can successfully navigate the intricate healthcare landscape and provide patients with high-quality care by developing policies that consider both perspectives. Additionally, implementing practice improvements that prioritise nurses WLB and overall wellbeing is crucial.

5.7 CHAPTER SUMMARY

In Chapter 5, the researcher provided an extensive discussion on the findings on the results and the implications for research. The upcoming chapter focuses on creating a comprehensive framework for wellbeing. This framework is based on a detailed analysis of empirical data and a thorough review of relevant literature. The objective of this chapter is to offer a valuable resource that can enhance the researcher's understanding of the wellbeing of nurses working in Mpumalanga public hospitals.

CHAPTER 6: INTEGRATION OF SALUTOGENIC MODEL AND CONSERVATION OF RESOURCES THEORY

6.1 INTRODUCTION

In this chapter, the theoretical framework is thoroughly examined to comprehensively understand and appropriately address the challenges identified by nurses and hospital managers in Chapter 4 and discussed in Chapter 5. The study is guided by the theoretical framework, which explores the intricate interplay between SOC, WLB, and overall wellbeing. The inclusion of the research findings into established theoretical frameworks in this chapter enhances the scientific rigour of the study and facilitates the development of valuable insights. The insights presented may contribute to both the theoretical foundations and practical implementations in the field of industrial and organisational psychology.

In addition, this chapter explores the fundamental theoretical concepts of this research project. These concepts are the salutogenic model and the conservation of resources (COR) theory. The salutogenic model, introduced by Antonovsky (1979), highlights the importance of an individual's SOC in comprehending the factors that influence their health and wellbeing. By integrating the salutogenic model into the wellbeing framework, nurses can enhance their ability to handle the challenges of their profession, leading to improved wellbeing and higher quality of care. In contrast, Hobfoll's (1989) COR theory evaluates how individuals obtain, safeguard, and enhance resources to reduce stress and maintain their overall wellbeing. Nurses' ability to handle work demands and their wellbeing are directly affected by the availability and depletion of resources. Halbesleben and Wheeler (2008) found that resource depletion and emotional exhaustion have significant effects on the overall wellbeing of nurses. This highlights the importance of the COR model in establishing strategies that restore and protect nurses' resources, ultimately enhancing their wellbeing and long-term effectiveness.

The following section presents a comprehensive analysis of two significant theoretical frameworks (the salutogenic model and the COR theory), with regard to their effectiveness in developing the proposed framework for wellbeing. These theories are then used to guide the development of an approach that is specifically

tailored to the context, with the goal of enhancing nurses' wellbeing. This section establishes a strong theoretical foundation that considers the intricate dynamics of wellbeing in the demanding setting of Mpumalanga public hospitals. It achieves this by a comprehensive analysis of the salutogenic model and the COR theory.

6.2 SALUTOGENIC MODEL

The salutogenic model is highly important in the field of health and wellbeing research. It is particularly relevant when devising a wellbeing framework for nurses in Mpumalanga public hospital as it centres on SOC. SOC is a multidimensional concept that highlights how individuals can effectively handle stress and improve their wellbeing through cognitive appraisals. The salutogenic model emphasizes three interconnected aspects of SOC: comprehensibility, manageability, and meaningfulness (Antonovsky, 1987). Comprehensibility refers to how individuals perceive and understand their environment. Manageability refers to an individual's level of confidence in successfully overcoming challenges. Meaningfulness pertains to the extent to which these challenges are in line with one's personal values and aspirations. Chapter 2 of this study provided a detailed discussion of the dimensions of SOC. A strong SOC enables individuals to anticipate stressors, improve their ability to manage them and build their psychological wellbeing.

The salutogenic model is significant in Mpumalanga's public hospitals because of the demanding healthcare environment there. Nurses in various settings encounter numerous stressors, including heavy workloads and challenging interactions with patients and their families (Cranage & Foster, 2022). Nurses who develop a strong SOC may view these challenges as comprehensible, manageable, and meaningful, thus leading to better coping mechanisms and reduced psychological distress (Eriksson, 2022). SOC plays a crucial role in achieving a positive WLB, particularly in the challenging field of nursing. Eriksson (2022) linked higher levels of SOC to better stress management and wellbeing among healthcare professionals, including nurses.

The nursing profession is characterised by demanding challenges such as long working hours, stressful interactions with patients and their families, and the constant requirement to deliver exceptional patient care (Eriksson et al., 2019; Liu & Aunguroch, 2018; Smrekar et al., 2023; Soheili et al., 2021; Van Bogaert et al.,

2014). Given the challenges that nurses face, it is crucial for them to strive for a positive WLB. Maintaining this balance is important for the nurses' wellbeing and has important implications for ensuring high-quality patient care and reducing the risks of stress and burnout (Eriksson et al., 2019; Liu & Aunguroch, 2018; Smrekar et al., 2023; Soheili et al., 2021; Van Bogaert et al., 2014). When it comes to balancing work and personal life in the nursing profession, using a comprehensive framework for wellbeing based on the principles of the salutogenic model appears like a promising approach. The model suggests that enhancing an individual's SOC can significantly improve their overall wellbeing and ability to cope with challenges (Antonovsky, 1979). Improving nurses' SOC is an important part of this wellbeing framework as it enables nurses to have the mental abilities to understand and handle their job requirements effectively (Eriksson & Lindström, 2006). This, in turn, assists nurses in creating strategies to efficiently allocate resources between their work and personal lives. Nurses have the mental abilities to establish clear boundaries between their work responsibilities and personal life responsibilities. This is backed by a study by Eriksson and Lindström (2006), which confirms that individuals with a stronger SOC tend to view the world as more understandable. As a result, they are better able to establish lasting boundaries.

6.2.1 Debates on Integrating Salutogenic Model and Wellbeing Frameworks

The effort to integrate the salutogenic model and wellbeing frameworks into nursing practice is a significant step towards improving the nurses' overall wellbeing. However, this pursuit is accompanied by an overlap of complex debates that persist throughout the international research community. As researchers strive to integrate these models into the healthcare system, complex discussions have emerged, reflecting the complexity of the challenges and opportunities at hand (Mittelmark et al., 2019; Laschinger et al., 2020; Thani et al., 2023). The following debates demonstrate the various perspectives, contextual variations, and aspects that highlight the integration of these theoretical constructs into the dynamic landscape of nursing practice.

The debate over the general applicability of the salutogenic model and wellbeing frameworks in various global contexts is a central topic. While the fundamental principles of these models, particularly the emphasis on SOC and resources, can

be applied to various cultures, there are pessimists who argue that differences in cultural norms, socioeconomic conditions, and healthcare systems may reduce their effectiveness. The researchers acknowledge that these models need to be culturally sensitive. They propose that specific adjustments should be made to address the unique experiences of nurses in different regions (Mittelmark et al., 2019). This debate emphasizes the need to strike a balance between maintaining core principles and meeting the unique needs of various nurse populations.

Another point of disagreement is the choice between holistic approaches and targeted interventions in the context of wellbeing frameworks. Supporters of holistic approaches align with the salutogenic model's inclination to enhance SOC to promote overall wellbeing. In contrast, the supporters of targeted interventions argue that addressing specific issues, such as WLB or mental health, could lead to more immediate benefits (Oludayo & Omonijo, 2020; Pudasaini et al., 2022). This discussion highlights the ongoing challenge of finding the best approach to address the various aspects of nurses' wellbeing. It involves reconciling the broad range of wellbeing factors with the need for specific solutions.

Another important topic of discussion is the role of the organisational context in frameworks of wellbeing. While the salutogenic model recognises the ability of individuals to adapt, it may not fully consider the substantial influence that organisational factors can have on the wellbeing of nurses. The factors to be considered include the workload, staffing levels, and the level of support provided by management. The researchers argue that it is essential to consider both individual and organisational factors when designing interventions that are effective (Laschinger et al., 2014). This discussion emphasizes the significance of acknowledging the intricate interplay between individual and systemic factors in influencing the wellbeing of nurses.

Further, the matter of transforming theoretical concepts into practical interventions is currently the subject of an ongoing discussion. Although the salutogenic model and wellbeing frameworks offer valuable insights, the challenge lies in effectively implementing these concepts into practical strategies. The proposed interventions, such as mentorship programmes, wellness initiatives, and workload optimisation, aim to tackle challenges related to wellbeing (Roskams & Haynes, 2020). The

discussion at hand emphasizes the importance of implementing practical strategies that are in line with the real-life experiences of nurses, all while staying true to theoretical principles.

The ongoing debate revolves around the long-term effectiveness of interventions derived from these models. While short-term positive results are often mentioned, there are still questions about the long-term effectiveness of these interventions. Hailemariam et al. (2019) highlighted the importance of ongoing support for interventions to sustain their effectiveness over time, particularly in the ever-changing healthcare environment. This debate emphasizes the need to evaluate the long-term influences of wellbeing interventions beyond their immediate results.

Engaging in discussions regarding integrating the salutogenic model and wellbeing frameworks into nursing practice helps us understand how these models can effectively improve nurses' wellbeing. These discussions aid in developing interventions that are contextually sensitive and address the unique challenges and needs of nurses. This helps ensure the long-term sustainability of the nursing workforce and enhances the quality of patient care.

6.3 CONSERVATION OF RESOURCES (COR) THEORY

The conservation of resources (COR) theory, proposed by Hobfoll (1989), is a fundamental framework in the field of organisational psychology and wellbeing research. The theory suggests that people are motivated by an inherent desire to obtain, protect, and improve their resources to meet their needs and achieve personal wellbeing (Austin et al., 2020; Goren et al., 2020; Hobfoll, 1989; Pelikan, 2022; Smith et al., 2020). Resources include an extensive variety of tangible and intangible assets, such as time, energy, skills, social support, and psychological wellbeing. Hobfoll (1989) proposed that when resources are depleted, whether due to internal or external factors, it leads to a state of scarcity. The scarcity causes increased stress and hinders the wellbeing of individuals.

The COR theory is highly significant in the nursing field, which is known for its demanding nature and high levels of stress. Nurses devote various resources, including emotional energy, time, and mental efforts, to fulfil their responsibilities (Morton et al., 2020; Ronnie, 2019). Prolonged work hours emotionally charged

interactions with patients and their families, and the wide range of responsibilities involved in patient care can put a significant burden on healthcare professionals (Morton et al., 2020; Ronnie, 2019). Consequently, the above leads to a significant possibility of resource exhaustion and subsequent decrease in overall quality of life. A study conducted by Laschinger and Fida (2014) determined that increased levels of job resources, such as autonomy and social support, were associated with improved psychological wellbeing among nurses. This statement emphasizes the findings made by the COR theory that obtaining resources leads to better wellbeing (Goren et al., 2020; Pelikan, 2022; Smith et al., 2020). Empirical evidence in nursing research has substantiated the influence of resource depletion on individuals' wellbeing. A study by Leiter and Maslach (2005) highlights the important role of resource loss, including emotional exhaustion and detachment, which can cause burnout. This aligns with the COR theory, which proposes that resource depletion leads to higher stress and reduced wellbeing.

The COR theory is highly relevant in the development of a wellbeing framework for nurses, considering the complex nature of their profession. Nurses operate in settings that demand an extensive use of different resources, including physical, emotional, and cognitive exertion (Diehl et al., 2021; Hakanen et al., 2018; Jarden et al., 2021; Milella et al., 2021). Extended periods of time, highly demanding patient interactions, and organisational requirements can potentially deplete these resources, leading to exhaustion, decreased job satisfaction, and compromised wellbeing. Therefore, the lens through which the COR theory examines resource acquisition, preservation, and depletion aligns with the intricate challenges that nurses face daily (Bakker et al., 2014; Chen et al., 2015).

The use of the COR theory within the wellbeing framework for nurses in Mpumalanga public hospitals presents possibilities for targeted interventions. The framework supports the idea that the depletion of resources can accelerate the deterioration of nurses' wellbeing (Bakker et al., 2014; Chen et al., 2015). Hence, it promotes the implementation of strategies to protect and restore nurses' resources. Integrating strategies to enhance social support networks, provide skill development opportunities, and implement organisational policies can effectively alleviate resource drain. Additionally, the evaluation of stressors pertaining to resources,

including workload management and emotional strain, is identified as a fundamental principle that corresponds with the basic principles of the conservation of resources (COR) theory (Bakker et al., 2014; Chen et al., 2015; Halbesleben et al., 2014; Hobfoll, 1989). Additionally, the COR theory emphasizes the interconnectedness of individual wellbeing and the broader organisational context. The wellbeing of nurses has a substantial influence on patient outcomes and the quality of care in the nursing profession (Bakker et al., 2014; Chen et al., 2015; Halbesleben et al., 2014; Hobfoll, 1989). The integration of the COR theory into the wellbeing framework establishes a comprehensive approach (Bakker et al., 2014; Chen et al., 2015). This approach highlights the significance of resource conservation, aligning with the hospital's objective of enhancing patient care.

6.3.1 Debates on Integrating COR Theory and Wellbeing Frameworks

The significance of the COR theory in the nursing field has sparked insightful discussions that emphasize the complex interplay of personal, contextual, and cultural factors in shaping resource dynamics and wellbeing outcomes. Advocates of the COR theory emphasizes its versatility, while critics argue that its universal applicability may not adequately capture the intricate nature of nurses' experiences across different settings and cultures (Bakker et al., 2014; Chen et al., 2015; Halbesleben et al., 2014).

Critics contend that the COR theory may oversimplify the intricate interplay of factors influencing resource dynamics (Bettini et al., 2020; Chen et al., 2015; Halbesleben et al., 2014; Xia et al., 2019). Nurses encounter diverse stressors and resources beyond the conventional categories outlined in theory as they navigate their complex profession. Nurses often emphasize emotional resources, spiritual wellbeing, and the importance of intrinsic motivations as crucial factors to consider. Nevertheless, the conventional framework of the COR theory may not adequately address these aspects (Bakker et al., 2014). This debate prompts researchers to question the need for expanding the theory to include these intricate elements (Chen et al., 2015; De Kock et al., 2021; Halbesleben et al., 2014). In addition, the presence of contextual variations in diverse healthcare systems and cultures further complicates the discussions surrounding the theory's applicability. The nursing profession is influenced by diverse cultural contexts, each with its own distinct value

systems, norms, and organisational structures. De Kock et al. (2021) conducted a study that explores the influence of cultural differences on the evaluation of resources and their significance for the wellbeing of nurses. This observation prompts research into the extent to which the COR theory can serve as a universally applicable framework, considering the substantial influence of cultural factors on the perception and use of resources.

Some studies provide support for the theory's cross-cultural applicability. Hobfoll et al. (2018) argue that the principle of resource conservation is applicable in various settings, despite potential contextual variations. The COR theory is rooted in the fundamental human drive to safeguard and enhance resources for the purpose of maintaining overall wellbeing. The theory's fundamental principles can serve as a primary framework for interventions aimed at promoting wellbeing. Additionally, this approach provides the required adaptability to customise strategies based on specific contextual factors. Advocates of the COR theory highlights its ability to offer direction for targeted interventions that address the wellbeing challenges faced by nurses. According to Laschinger et al. (2016), the theory's focus on resource preservation provides valuable insights for the development of interventions that reduce the impacts of resource loss. Possible interventions may involve implementing strategies to reduce workload pressures and improving organisational support mechanisms (Bauer et al., 2018; Goren et al., 2020; Pelikan, 2022; Smith et al., 2020). This perspective aligns with the core principle of the theory, which highlights the significance of preventing resource depletion to safeguard wellbeing.

The debates surrounding the applicability of the COR theory in the nursing field highlight the multifaceted factors that influence nurses' wellbeing (Husk et al., 2016; Prapanjaroensin et al., 2017; Xiao et al., 2022). Critics contend that oversimplification of resource dynamics and the influence of contextual variations is a potential concern. Nevertheless, advocates of the COR theory emphasize the enduring importance of the fundamental principles of the theory. The complex interplay of individual, societal, and institutional factors point out the need for a comprehensive understanding that acknowledges the universality of the theory and its potential for modification (Husk et al., 2016; Prapanjaroensin et al., 2017). Through engaging in these discussions, researchers gain a greater understanding

of the practical application of the theory. This knowledge offers valuable guidance for the development of interventions aimed at promoting wellbeing among nurses, considering their diverse experiences.

6.4 INTEGRATING THE SALUTOGENIC MODEL AND COR THEORY

The integration of the salutogenic model and COR theory has been an area of limited research, despite their separate applications in diverse contexts. Upon conducting a thorough examination of the available literature, it has come to light that only a limited number of studies have endeavoured to integrate these theories.

From a thorough review of the available literature, it has been observed that only a limited number of studies have attempted to establish a connection between the salutogenic model and theories related to WLB (Bauer et al., 2018; Goren et al., 2020; Pelikan, 2022; Smith et al., 2020). The limited research on the combination of the salutogenic model and COR theory highlights the untapped potential and distinctiveness of this integration. Academics and experts are starting to acknowledge the importance of adopting a comprehensive perspective that considers the complex interaction between individuals' capacity to understand their surroundings and the strategies they employ to obtain and safeguard resources when confronted with stress (Bauer et al., 2018; Goren et al., 2020; Pelikan, 2022; Smith et al., 2020).

The study conducted by Bauer et al. (2018) focused on the relationship between a SOC and resource acquisition across different sociodemographic contexts. In accordance with the fundamental principles of the conservation of resources theory, this study provided a brief overview of how a strong SOC could influence the resource acquisition behaviours of individuals (Bauer et al., 2018). However, further investigation is required to fully explore the potential of integrating these theories to generate new insights into wellbeing and stress management. Smith et al. (2020) examined the significance of psychological capital in the connection between critical care nurses' SOC and burnout. This study sheds light on the ways in which SOC influences resource preservation and burnout mitigation. It suggests that integrating these theories could have potential benefits.

Gaining a comprehensive understanding of how individuals manage stressors and maintain wellbeing necessitates the integration of various theoretical perspectives (Goren et al., 2020; Pelikan, 2022). The above encourages researchers to explore further into the intricacies of how SOC and resource conservation interact. It emphasizes the importance of understanding how these factors collectively influence wellbeing outcomes. Additionally, it highlights the need for designing interventions that comprehensively enhance these processes.

The following section explores the advantages and disadvantages of integrating the salutogenic model and the COR theory.

6.4.1 Advantages

This section reviews the previous studies that have recognised the compatibility between the concepts of SOC and resource acquisition. It highlights their proactive engagement in the management of stressors and the maintenance of wellbeing.

The salutogenic model, introduced by Antonovsky (1979), proposes that a strong SOC plays a role in an individual's capacity to perceive life events as comprehensible, manageable, and meaningful, thus promoting overall wellbeing (Antonovsky, 1979). This theory has been used in diverse contexts to examine how individuals' perspectives impact their reactions to stressors. On the other hand, the COR theory, formulated by Hobfoll (1989), is centred on the notion that individuals attempt to obtain, safeguard, and cultivate resources to prevent resource depletion, which can result in stress and exhaustion (Hobfoll, 1989). This theory places emphasis on the significance of resources, including both tangible (such as material possessions) and intangible (such as social support), in the overall wellbeing and ability of individuals to cope with stressors.

In the healthcare sector, Zhan et al. (2020) examined a possible connection between SOC and resource acquisition. They examined how individuals with a strong SOC could be more proficient in obtaining and utilising resources to manage occupational stressors (Zhan et al., 2020). This alignment implies that individuals with a strong SOC may be more effective at identifying and utilising the resources at their disposal to successfully deal with the challenges they encounter, ultimately improving their overall wellbeing. This study highlights the potential interaction

between SOC and resource acquisition in facilitating the development of effective coping strategies. A study conducted by Kelly et al. (2019) shed light on how nurses actively seek and employ resources to effectively navigate stressors and challenges. This viewpoint resonates strongly with both the salutogenic model and the COR theory, highlighting a shared emphasis on the active management of wellbeing by the individual.

It can be concluded from existing research that there is an alignment between the salutogenic model and COR theory, specifically in their shared emphasis on the proactive involvement of how individuals manage stressors and acquire resources. Research conducted by Zhan et al. (2020) and Kelly et al. (2019) provide empirical evidence to support the view that these theories are compatible. This suggests that integrating them within a wellbeing framework might give researchers an in-depth understanding of how individuals navigate challenging healthcare environment.

6.4.2 Disadvantages

Although there is potential in integrating the salutogenic model and COR theory, it is crucial to acknowledge the challenges that come with this integration. In this section, the researcher explores the intricate details that emerge from the various origins and conceptual frameworks of these theories. Additionally, the researcher discusses the potential challenges that may arise when attempting to implement an integrated framework.

The salutogenic model and the COR theory have their origins in distinct theoretical foundations, each involving its own set of underlying concepts. The salutogenic model, which was proposed by Antonovsky (1979), focuses on the importance of an individual's SOC in promoting their overall wellbeing. This SOC plays a crucial role in shaping their perceptions of life events, making them comprehensible, manageable, and meaningful. The concept of "generalised resistance resources" is the foundation of this model. It refers to the internal and external factors that empower individuals to effectively cope with stressors and maintain their wellbeing (Antonovsky, 1979). The origins of this model can be traced back to this concept. In contrast, the COR theory, as suggested by Hobfoll (1989), focuses on how individuals take actions to gather, safeguard, and enhance resources to avoid resource depletion, which can lead to stress and burnout. The fundamental principle

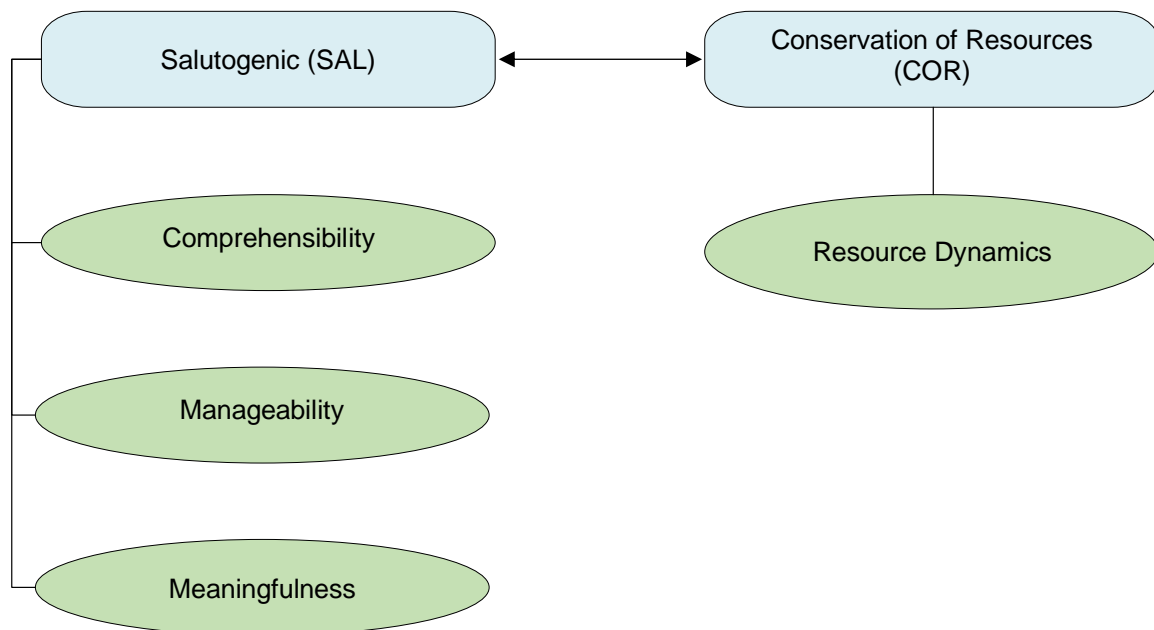
of this theory is centred on the notion that individuals distribute their resources across various aspects of life, such as relationships, work, and personal endeavours. These resources serve as protective measures against stressors.

Integrating these theories into a unified framework poses a challenge due to the differences in their origins and conceptual frameworks. The salutogenic model focuses on generalised resistance resources, which suggests a wider and more inclusive approach to obtaining resources. However, the COR theory emphasizes the significance of resources that are specific to the context, indicating a need for a more personalised viewpoint. There may be difficulties in implementing the two theories within an integrated framework when these concepts are not properly aligned. Lindström and Eriksson (2005) point out the challenge by stating that the salutogenic model focuses on internal psychological states and attitudes, whereas the COR theory emphasizes the external resources that individuals interact with in their specific contexts. The fundamental conceptual distinction between these theories can lead to conflicts when attempting to integrate them in a way that fully acknowledges and respects both viewpoints. Implementing an integrated framework becomes even more challenging due to the intricate interplay between individual and environmental factors. The integrated framework should consider questions such as: “How do the general and specific resources of individuals interact with each other? In what ways do these resources contribute to the social and overall wellbeing of individuals within a particular context?” To address these questions, it is crucial to engage in thorough research to gain an in-depth understanding of the fundamental processes that guide these theories.

The following figure (Figure 6.1) provides a visual aid on the integration of the salutogenic model and COR theory that have been discussed in this section.

Figure 6.1

The Integration of the Salutogenic Model and COR theory



Source: Antonovsky, 1979; Hobfoll, 1989

In conclusion, the potential synergy between the salutogenic model and COR theory offers a promising opportunity to understand and enhance wellbeing. It is important to recognise that the varying origins and conceptual frameworks of these theories present a significant challenge (Mittelmark & Bauer, 2022). To successfully integrate different resources, it is important to consider the complexities that arise from the differing focuses on general resources versus specific resources. These complexities can have potential effects on the implementation of the integrated framework (Mittelmark & Bauer, 2022). To address these challenges effectively, it is crucial to engage in thorough theoretical adjustment and empirical investigation. This will enable the development of a comprehensive and efficient framework that promotes wellbeing.

6.5 CHAPTER SUMMARY

Chapter 6 explores the potential advantages and disadvantages of integrating the salutogenic model and the conservation of resources (COR) theory. This integration aimed to enhance the researcher's understanding of the wellbeing of nurses working in public hospitals in Mpumalanga. The process began by conducting a thorough

examination of the existing literature on the fundamental principles of Antonovsky's (1979) salutogenic model and Hobfoll's (1989) COR theory. The integrated framework effectively combines essential elements from both theories, with a specific focus on resource preservation. The following chapter outlines in detail the development and implementation of the proposed wellbeing framework.

CHAPTER 7: THE PROPOSED WELLBEING FRAMEWORK

7.1 INTRODUCTION

Chapter 7 provides an in-depth review of the literature covered in Chapters 2 and 5, focusing on research related to the wellbeing of nurses. The review included thorough searches in databases like Google Scholar, university repositories, and PubMed. The researcher objective was to identify relevant studies on nurses' SOC, WLB, and overall wellbeing. The researcher focused on interventions and the factors that affect these aspects in comparable healthcare settings. The review considered various models and theories, such as Antonovsky's (1979) salutogenic model, Diener et al.'s (1999) wellbeing framework, Greenhaus and Beutell's (1985) work-life balance (WLB) model, Hobfoll's (1989) conservation of resources (COR) theory, and Keyes' (2002) wellbeing model. The study used a thorough approach to identify common themes, which provided valuable insights into the various factors that affect nurses' SOC, WLB, and overall wellbeing. In Chapter 6, a comprehensive framework was introduced that highlights the complex nature of nurses' wellbeing. This was accomplished by combining the elements of the salutogenic model with the resource dynamics of the COR theory. These themes emphasize the importance of customised interventions that focus on improving resources, social support, autonomy, and organisational support in healthcare settings.

7.2 THEMES AND INSIGHTS

The researcher focused on conducting a detailed analysis of important themes derived from data contributed by nurses and hospital managers in this section. Further, the themes were further supported by a thorough literature review conducted in Chapters 2 and 5. The themes represent the actual experiences and challenges faced by nurses who are directly involved in patient care. These represent the knowledge gained from daily challenges and achievements in the intricate field of nursing and healthcare management. The researcher's framework for wellbeing is built upon these themes.

The following are the themes that have been identified:

- Munn et al. (2021) have identified workload and staffing as significant factors that influence wellbeing. The depletion of resources can be explained by the combination of excessive work demands and a shortage of staff. This aligns with the focus of the COR theory on resource loss (Laschinger et al., 2016).
- The significance of social support is also emphasized as a crucial element of overall wellbeing, aligning with the focus on meaningfulness in the salutogenic model and the acquisition of resources in the COR theory. Researchers have conducted studies on the significance of reliable social networks in reducing stress and enhancing SOC (Bakker et al., 2004; Laschinger et al., 2014).
- The main factor that appeared to influence nurses' SOC was autonomy and control. This finding is consistent with the manageability aspect of the salutogenic model. According to a study conducted by Laschinger et al. (2016), nurses who demonstrate a greater level of decision-making authority have reported an enhanced SOC. This finding suggests that having autonomy in their work has a favourable effect on their overall empowerment.
- The influence of organisational culture on nurses' SOC was found to be significant, which is consistent with the comprehensibility aspect of the salutogenic model. A supportive organisational culture that positively fosters an improved understanding of roles and expectations has been identified to result in higher levels of SOC (Laschinger et al., 2014; 2016).
- The identification of professional development opportunities, aligned with the significance of the salutogenic model, has been recognised as an essential element. Laschinger et al. (2014) observed that offering continuous educational and developmental opportunities plays a crucial role in promoting a sense of purpose and coherence in the roles of nurses.
- The repeated focus on accessing resources was clearly observed, which aligns with the emphasis on acquiring resources in the COR theory. Nurses' SOC and overall wellbeing were greatly influenced by the accessibility of essential resources such as equipment and training (Bakker et al., 2004).

The themes mentioned above are not just observations or concepts. They have been transformed into a tangible and structured framework for promoting wellbeing. The process of integrating these themes into a wellbeing framework is an in-depth review that involves navigating the intricacies of healthcare management and

nursing. The initiative recognises the difficulties and stress experienced by these committed individuals and aims to support them by offering a systematic plan for improving their overall wellbeing. Additionally, the presented framework is not just a theoretical concept, but rather a practical tool designed with a purpose to promote resilience, coherence, and balance among the nursing workforce.

7.3 THE NEED FOR A WELLBEING FRAMEWORK

The development of a comprehensive wellbeing framework was deemed necessary due to the research themes identified from responses provided by nurses, hospital managers. This decision was driven by the following compelling factors.

Addressing a pressing issue: The wellbeing of healthcare professionals, specifically nurses, is a matter of utmost importance in the healthcare sector. Nurses often encounter high levels of stress due to the demanding nature of their work and the emotional difficulties they face. Hospital managers face the challenge of ensuring the productivity and wellbeing of their workforce. The research themes that have been identified indicate major challenges that have a significant effect on the wellbeing of nurses. These findings highlight the need for an urgent development of a framework to effectively address these concerns.

Data-driven decision-making: The insights provided by nurses and hospital managers are significant empirical data that accurately reflects the practical challenges they face. The knowledge gained from these insights is extremely valuable in guiding evidence-based decision-making within healthcare organisations. The research aimed to create a wellbeing framework that is centred on these themes. The objective is to offer practical solutions and strategies that are based on the real-life experiences and perspectives of healthcare professionals working on the frontlines.

Holistic perspective: The themes that can be determined from the responses cover a broad range of factors that affect wellbeing. These factors include workload, job demands, interpersonal relationships, and organisational culture. A wellbeing framework provides a structured approach to thoroughly analyse and incorporate these various factors in a systematic manner. It facilitates a broad perspective on wellbeing, acknowledging that it entails more than just the absence of stress.

Instead, it involves an intricate interaction of physical, psychological, and social elements.

Tailored interventions: Various healthcare settings may encounter distinct challenges, and nurses and hospital managers might hold different needs and priorities. The Wellbeing Framework offers the opportunity to customise interventions and strategies to suit specific contexts. This customisation process ensures that the proposed solutions are both relevant and practical. It addresses the specific challenges that have been identified within the research themes.

Continuous improvement: The concept of wellbeing is constantly changing and is characterised by its dynamic nature. What might be successful in the present may not necessarily yield the same level of effectiveness in the future. Healthcare organisations can establish a solid groundwork for continuously evaluating and improving wellbeing initiatives by implementing a wellbeing framework. This ensures that interventions continue to be adaptable to changing circumstances and evolving challenges in the healthcare industry.

Enhanced organisational culture: The implementation of a wellbeing framework has the potential to facilitate the development of a culture that prioritises and promotes wellbeing within healthcare organisations. The prioritisation of healthcare professionals' wellbeing is effectively communicated through this message. Consequently, this can enhance the morale, job satisfaction, and retention rates of nurses, all of which are crucial elements in delivering the best patient care.

Contributing to academic knowledge: The development of a wellbeing framework that is grounded in empirical research themes contributes to the existing knowledge within the context of industrial and organisational psychology. It enhances the understanding of wellbeing within healthcare settings and can be used as a point of reference for future research and academic pursuits.

In conclusion, the development of a wellbeing framework is necessary to effectively address the considerable challenges and issues that affect the wellbeing of nurses. The approach is characterised by its reliance on data, its comprehensive nature, and its ability to adapt to specific contexts. It not only offers practical solutions but also contributes to the development of academic knowledge and promotes a culture

of wellbeing within healthcare organisations. The following section explores in detail the development and implementation of the proposed wellbeing framework, which is in line with the previously explained rationale.

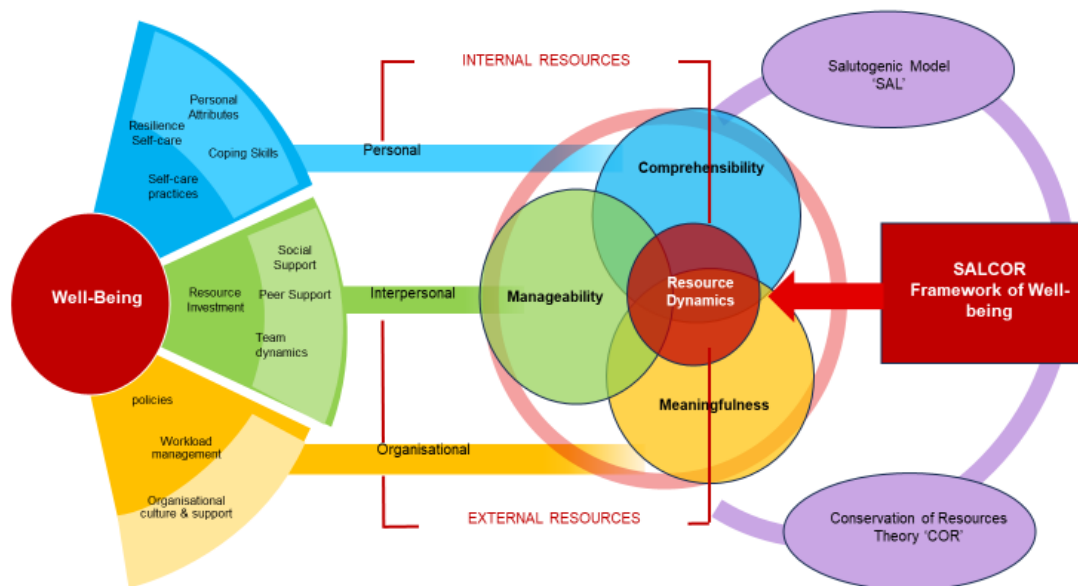
7.4 INTRODUCTION TO THE SALCOR FRAMEWORK

This section offers a brief introduction and an in-depth discussion of the framework of wellbeing. The framework integrates the salutogenic model and the conservation of resources (COR) theory, as mentioned in Chapter 5, to offer a systematic approach for enhancing the wellbeing of nurses. The researcher considered the likelihood of naming the developed framework of wellbeing the “Salcor framework.” The acronym combines elements from the salutogenic model and the COR theory, which form the basis of the researcher’s integrated approach to enhancing the wellbeing of nurses. The acronym “SAL” represents the concept of salutogenesis, which highlights the importance of comprehending, managing, and finding meaning in various aspects. The acronym “COR” signifies the importance placed on the acquisition and loss of resources. The “Salcor framework” effectively comprises the theoretical foundations and holistic approach of the framework.

The framework illustrated in Figure 7.1 demonstrates an innovative approach that draws inspiration from the salutogenic model and the COR theory. The visual representation serves as a guide, providing guidance through the interconnected elements and strategies that comprise the Salcor framework. The goal of this attempt is to enhance the SOC and WLB of nurses.

Figure 7.1

The Salcor Framework of Wellbeing



Source: The author's own collection

The diagram of the Salcor framework is a visual representation of how the salutogenic model and the COR theory are combined to enhance the wellbeing of nurses. The design symbolises the interconnectedness of two theoretical foundations and their in-depth analysis of various aspects of wellbeing. The diagram is divided into three distinct parts that align with the important components of the salutogenic model: comprehensibility, manageability, and meaningfulness. The elements are interconnected, additionally demonstrating their interdependences (Antonovsky, 1979) and collectively influence the SOC of nurses. The primary element of the framework is commonly known as “Resource Dynamics” between the circles. This central aspect pertains to the principles of the conservation of resources (COR) theory, with a specific emphasis on the acquisition and depletion of resources. The diagram illustrates how the dynamics of resources influence the different components of the salutogenic model. The connection between the salutogenic model and the COR theory is symbolised by the lines that surround the inner circle. These lines illustrate how nurses’ SOC and wellbeing can be improved by considering both their cognitive evaluation of their environment (using the

salutogenic model) and the availability and use of resources (based on the COR theory).

In conclusion, the diagram of the Salcor framework effectively demonstrates how the salutogenic model and the COR theory are interconnected in their efforts to improve the wellbeing of nurses. The image represents the combination of these theories, emphasizing the inclusive nature of the approach and its ability to improve nurses' SOC and WLB.

7.4.1 Components of the Salcor Framework

The Salcor framework offers a comprehensive approach that has three distinct yet interconnected components: **personal**, **interpersonal**, and **organisational**. In this section, the researcher explores the development and rationale behind the Salcor framework. This framework is informed by scientific research that emphasizes the importance of each component for enhancing nurses' SOC and WLB.

7.4.1.1 Personal component

The personal component of the Salcor framework is derived from the salutogenic model, which places emphasis on the SOC and the internal resources possessed by individuals. This component acknowledges that the personal qualities, strategies for dealing with challenges, and methods of taking care of oneself are important factors in determining a person's overall state of wellbeing. Williams et al. (2022) concluded that nurses who engaged in regular self-care activities, such as exercise and mindfulness practices, experienced reduced levels of burnout and higher levels of job satisfaction.

7.4.1.2 Interpersonal component

The interpersonal component recognises the importance of social interactions and relationships in influencing individual's overall wellbeing. Both the salutogenic model and the COR theory place great importance on social support and relationships as external resources that offer protection against stressors. According to a study conducted by Laschinger et al. (2016), it emerged that nurses who participated in peer support programmes experienced higher levels of psychological empowerment and job satisfaction. The discovery emphasizes the significance of having supportive relationships in improving the work-related wellbeing of nurses.

7.4.1.3 Organisational component

The organisational component of the Salcor framework aligns with the focus on external resources and the work environment visible in both theories. This component acknowledges the importance of organisational culture, workload management, and resource allocation in influencing the SOC and overall wellbeing of nurses. The research of Chamisa et al. (2020) emphasizes the importance of organisational support in reducing stress among nurses. The study showcased the influence of organisational strategies and policies on the WLB of nurses.

7.4.2 Synergies in the Salcor Framework

The main benefit of the Salcor framework lies in its ability to effectively integrate the salutogenic model and the COR theory. This integration results in a collaborative approach that effectively addresses the diverse internal and external factors that influence the wellbeing of nurses. In this section, the researcher explores the fundamental interconnectedness found within the framework and provide scientific research evidence to substantiate its effectiveness.

7.4.2.1 Personal component with the salutogenic model

The personal component of the Salcor framework is strongly connected to the fundamental principles of the salutogenic model. This component recognises the significance of personal attributes, coping mechanisms, and self-care practices in enhancing overall wellbeing. The relevance of the emphasis on SOC in the salutogenic model is notable within this particular context. According to Antonovsky's (1979), individuals who display a strong SOC tend to be more inclined towards utilising proactive strategies to manage stress and maintaining a positive outlook. According to a study conducted by Schäfer et al. (2022), it was established that individuals who possess high levels of SOC reported experiencing improved mental health and subjective wellbeing. This implies that internal strengths have a substantial influence in reducing the effects of stressors.

7.4.2.2 Interpersonal and organisational components with COR theory

The Interpersonal and Organisational components of the Salcor framework are highly aligned with the focus on external resource dynamics in the COR theory. These components recognise the significant influence of social support,

relationships, and organisational factors on the overall wellbeing of individuals. According to the COR theory proposed by Hobfoll (2002), individuals engage in the acquisition and use of resources from their social networks and work environments. These resources, in turn, have an influence on their ability to effectively deal with stressors.

7.4.3 The Integration of Theory and Practice

The practical importance of the Salcor framework in improving nurses' wellbeing is evident due to its successful integration of the salutogenic model and the COR theory. By using internal abilities and external support, this framework emerges as an effective tool that effectively addresses the complex and diverse challenges encountered by nurses in their occupations. This section offers a comprehensive analysis of the practical significance, strengthening its effectiveness with various types of empirical studies.

7.4.3.1 A comprehensive approach to addressing challenges

The primary benefit of the Salcor framework is its comprehensive approach to enhancing the wellbeing of nurses. This framework recognises that nurses face challenges that go beyond their personal strengths or external resources alone. Gray et al. (2019) found that the happiness and satisfaction of nurses are affected by a combination of individual factors and the circumstances present in their workplace. The Salcor framework acknowledges the diverse aspects involved in the challenges faced by nurses, highlighting the need for a comprehensive approach to effectively address these challenges.

The connection between the Salcor framework and empirical evidence is illustrated by the research of Labrague (2021) which revealed a noteworthy link between social support, resource availability, and emotional exhaustion among nurses in both China and the USA. Nurses who receive more social support and have better access to resources were found to experience lower levels of emotional exhaustion. This finding is consistent with the principles of the Salcor framework. The empirical evidence supports the effectiveness of the framework in translating theory into practice. This validation confirms its potential to improve nurses' SOC and WLB.

The integrated approach of the Salcor framework has great potential to significantly affect the lives of nurses. According to a study conducted by Cooper et al. in 2020, strategies which consider both the internal attributes and external resources are more likely to improve the WLB of nurses. The Salcor framework, with its interconnected components, has the potential to achieve this objective by offering a wide array of strategies that respond to the individual, interpersonal, and organisational requirements of nurses. The framework displays the ability to provide a comprehensive approach that recognises the complex nature of the challenges encountered by nurses (Gebrine et al., 2019; Kanninen et al., 2021; Labrague et al., 2020; Niinihuhta et al., 2022). This solution functions as a comprehensive approach to enhance the overall wellbeing of nurses in challenging healthcare settings.

In conclusion, the Salcor framework provides compelling evidence for the effectiveness of integrating established psychological theories into a cohesive and practical approach. The integration of the personal, interpersonal, and organisational components presents a holistic approach that considers the crucial elements of nurses' wellbeing. The following section centres around the integration of the Salcor framework with the empirical findings. Establishing alignment is important in creating a practical roadmap to improve the wellbeing of nurses in Mpumalanga public hospitals. This approach not only confirms the theoretical foundations, but also translates them into practical strategies that can be implemented within a particular context. Ultimately, this enhances the standard of care offered to patients.

7.5 ALIGNMENT OF FINDINGS WITH WELLBEING FRAMEWORK

The purpose of this section is to demonstrate how the Salcor framework components can be linked to the data obtained from nurses and hospital managers' responses. This provides a methodical and organised approach to understanding the various factors that influence nurses' wellbeing.

7.5.1 The Personal Component Within the Salcor Framework

The Salcor framework is an integrated model that combines the salutogenic model and the conservation of resources (COR) theory. It provides a comprehensive perspective for exploring and enhancing the wellbeing of nurses. One of the essential elements of this framework is the personal component, which plays a vital

role in understanding the complex dynamics that influence nurses' SOC and WLB. This section provides a detailed explanation of the personal component, highlighting the importance of individual characteristics, coping strategies, and self-care practices as crucial factors in determining wellbeing. It draws upon relevant literature and insights gathered from the responses of nurses.

7.5.1.1 Recognition of individual attributes

The personal component of nursing entails the crucial recognition of individual attributes that represent nurses' unique characteristics. These attributes include both intrinsic qualities and those acquired over time. The recognition aligns with the underlying principle of the salutogenic model, which suggests that an individual's pre-existing resources, such as personal qualities, play a significant role in shaping their SOC and, as a result, their overall wellbeing (Antonovsky, 1979).

The findings of this research study indicate that the responses of nurses are in line with this recognition. Numerous nurses have graciously provided valuable insights into their unique qualities, emphasizing attributes such as resilience, adaptability, and an unwavering dedication to patient care as integral components of their professional identity. These attributes not only influenced their social experiences but also had a bearing on their social standing. For instance, nurses who displayed a notable degree of adaptability were more capable of understanding and efficiently handling the ever-changing continuously uncertain healthcare setting. The abovementioned played a significant role in strengthening the overall system of care.

7.5.1.2 Role of coping mechanisms

Coping mechanisms play a crucial role in the personal component as they serve as the strategies that nurses use to navigate the frequently demanding and highly stressful healthcare environment. Coping mechanisms consist of a variety of strategies, which can be broadly categorised into problem-focused coping and emotion-focused coping (Theodoratou et al., 2023). Problem-focused coping involves actively seeking solutions to challenges encountered in the workplace, while emotion-focused coping involves effectively managing emotional reactions to stressors (Theodoratou et al., 2023).

The findings of this research study have provided insights into the wide range of coping strategies employed by nurses. For instance, certain nurses have expressed the importance of seeking social support from their colleagues as an effective coping mechanism when faced with emotionally challenging circumstances. This statement is in line with the framework's recognition that the SOC among nurses is closely connected to their ability to effectively use coping mechanisms. Nurses have emphasized the significance of sharing their experiences to better understand and cope with stressors in the workplace. This practice has proven to strengthen their SOC and enhance their overall wellbeing.

7.5.1.3 Significance of self-care practices

Self-care practices play a significant role in the personal component. The wellbeing of nurses is intricately connected to their ability to participate in self-care practices, both within and beyond the confines of their professional environment (Lewis et al., 2022). Self-care practices involve a broad range of activities that contribute to one's overall wellbeing. These activities include engaging in physical exercise, practising mindfulness, utilising relaxation techniques, and ensuring a healthy balance between work and personal life.

The findings of this research study have proven to be highly valuable in shedding light on the self-care practices of nurses. Several nurses have reported that they participate in regular exercise routines or engage in mindfulness activities as a means of reducing stress and improving their overall wellbeing. The implementation of these self-care practices contributed not only to reducing burnout but also to enhancing the overall state of the SOC. The personal experiences of nurses have shown that prioritising self-care has a positive impact on their ability to understand and handle the demands of their profession. This highlights the framework's focus on self-care as an important factor in nurses' SOC and WLB. Further, these experiences highlight the practical significance of this framework in providing guidance for interventions to support nurses throughout their professional journey.

7.5.2 The Interpersonal Component within the Salcor Framework

The interpersonal component, which is an essential dimension of the Salcor framework, highlights the significant influence of social interactions and relationships on the overall wellbeing of nurses. The system functions in accordance

with the fundamental principles of the salutogenic model and the conservation of resources (COR) theory. It highlights the importance of external resources, especially those that involve interpersonal relationships, in influencing nurses' SOC and WLB.

7.5.2.1 Social support networks

The concept of social support networks holds great importance within the interpersonal component. This concept acknowledges the crucial importance of social support networks in the lives of nurses. Nurses often rely on their colleagues and peers to provide them with emotional support, guidance, and a sense of mutual support Laschinger et al. (2016). Social interactions play a crucial role in providing opportunities for individuals to share their experiences, receive encouragement, and seek validation. A strong social support network plays a crucial role in enhancing the wellbeing of nurses. It does so by strengthening their SOC and assisting them in maintaining a healthy WLB.

The research study presented valuable insights regarding the significance of social support networks in the lives of nurses. Various nurses provided highlighted specific instances in which they sought solace and guidance from their colleagues during emotionally challenging circumstances. These interactions have not only emerged as platforms for sharing experiences, but also as crucial sources of encouragement and validation. The above closely align with the framework's emphasis on the importance of social support networks. In addition, Laschinger et al. (2016), validated the beneficial effects of peer support programmes on the psychological empowerment and job satisfaction of nurses. This further supports the principles outlined in the Salcor framework, as demonstrated within the specific context of this research.

7.5.2.2 Impact of team dynamics

The second concept in the interpersonal component pertains to the impact of team dynamics. This concept acknowledges the significant influence that teamwork and collaboration have on the overall wellbeing of nurses. Research suggests that the experiences of nurses in their healthcare teams have an important influence on their job satisfaction and overall wellbeing (Capone et al., 2022). Positive team dynamics are essential for a successful and harmonious work environment. When team

members collaborate, work well together, and support one another, it creates a shared understanding, makes tasks more manageable, and gives work a sense of purpose (Capone et al., 2022). The dynamics mentioned are in line with the principles of the Salcor framework. These principles support the nurses' SOC and contribute to fostering a positive WLB.

This research study offers valuable insights into the effects of team dynamics on nurses. Nurses who expressed positive experiences with teamwork frequently attributed their improved wellbeing to the presence of collaborative work environments. The responses are in line with the framework's acknowledgment of how team dynamics influence nurses' SOC and WLB. The results of this study demonstrate that positive team dynamics can serve as external resources that help nurses cope with stressors. This validates the importance of the interpersonal component in the context of this study.

In conclusion, the interpersonal component of the Salcor framework not only aligns effectively with the fundamental principles of this study, but also receives direct validation and significance from the empirical data and insights that were collected. The framework places great importance on social support networks and team dynamics, which were identified as key themes in this research study. It provides a structured and well-supported approach to improving nurses' SOC and WLB by fostering positive interpersonal relationships and teamwork. The practical relevance and importance of this component are further validated by the personal experiences of nurses and the existing body of research literature. This makes it an effective framework that can effectively guide interventions aimed at supporting nurses in their professional development.

7.5.3 The Organisational Component Within the Salcor Framework

The organisational component of the Salcor framework focuses on how external resources and the work environment contribute to the overall wellbeing of nurses. It highlights the importance of organisational culture, workload management, and resource allocation in influencing nurses' SOC and WLB. This study recognises the significant influence that organisational factors have on the wellbeing of nurses.

7.5.3.1 Concepts within the organisational component

The following are the two fundamental concepts within the organisational component:

Organisational culture and support

The concept of organisational culture and support acknowledges the importance of organisational culture and support mechanisms in promoting the wellbeing of nurses. In this research study, it emerged that the organisational culture, which includes policies, practices, and leadership styles, had a major effect on the experiences and wellbeing of nurses. For instance, responses from nurses and hospital managers indicated that organisations that foster a culture of transparency, support, and empowerment tend to have nurses who displayed a higher SOC and experienced a better balance between work and personal life. The presence of support systems, such as mentorship programmes and counselling services, were identified as crucial elements in reducing stress and enhancing the overall wellbeing of nurses. The results of this study are in line with the framework's focus on the influence of organisational culture and support systems. Further, Labrague et al. (2020), highlights the significance of organisational support in reducing stress levels among nurses. This statement further confirms the importance of the organisational component in this research study.

Workload management and resource allocation

The second concept in the organisational component highlights the importance of managing workloads and allocating resources for the wellbeing of nurses. This research study focused on the importance of workload management and resource allocation, which were discussed by both nurses and managers. The feedback received indicated that when tasks, resources, and responsibilities were distributed fairly, it had a positive effect on nurses' ability to effectively handle their work. Research indicates that organisations that place importance on maintaining a balanced workload and allocating resources appropriately tend to have nurses who exhibit a stronger SOC and a more positive WLB (Jameel & Alheety, 2023). This finding aligns with the framework's focus on the effects of workload management and resource allocation on the wellbeing of nurses. Further, previous research, including studies on staffing ratios and resource allocation in the healthcare sector,

provides additional evidence to reinforce the idea that proper resource allocation plays a vital role in ensuring the wellbeing of nurses (Mousa & Othman, 2020).

In conclusion, the organisational component in the Salcor framework effectively aligns with the fundamental principles of this research study, and the findings of this research study support its significance. The framework provides a structured and supported approach to improving nurses' SOC and WLB by focusing on the importance of organisational culture and support, and workload management and resource allocation. These themes were identified as central in this research study. The practical relevance and importance of this component are further confirmed by the personal experiences of nurses and managers. This makes it an effective guiding framework for interventions that aim to support nurses in their professional development.

7.6 IMPLEMENTATION OF THE SALCOR FRAMWORK BASED ON FINDINGS

The application of the Salcor framework in healthcare settings, specifically among nurses and managers, requires a comprehensive approach that considers various aspects related to individuals, relationships, and the organisation. The main objective of this framework is to increase understanding and knowledge implementation among healthcare teams, with the ultimate goal of enhancing nurses' wellbeing and healthcare outcomes.

7.6.1 Personal Component

The personal component of the Salcor framework centres around the attitudes, skills, and behaviours of healthcare professionals on an individual level. According to research findings, it has been suggested that nurses can derive advantages from interventions that are specifically designed to enhance their self-awareness, self-regulation, and emotional intelligence. This aspect of implementation involves:

Training and development: Offer training programmes that place a strong emphasis on promoting self-awareness, developing emotional intelligence, and encouraging reflective practices. This tool aids nurses in gaining a deeper understanding of their emotions, reactions, and biases. Consequently, it facilitates enhanced self-regulation and more efficient communication.

Mentoring and coaching: Provide mentoring and coaching sessions aimed at promoting personal growth and development. The abovementioned have the potential to assist nurses in recognising their strengths and areas that require improvement, thereby promoting the development of a growth mind-set.

Feedback mechanisms: Establish consistent feedback mechanisms that allow nurses and hospital managers to receive constructive feedback regarding their interpersonal skills and communication styles. This practice encourages nurses to engage in self-reflection and strive for ongoing personal growth and development.

7.6.2 Interpersonal Component

The interpersonal aspect of Salcor focuses on enhancing relationships and interactions among healthcare professionals. The importance of effective teamwork and communication cannot be overstated when it comes to ensuring patient safety and delivering high-quality care. Some possible approaches to implementation are:

Team-building activities: Coordinate team-building activities and workshops that foster collaboration, trust-building, and open communication among nurses and hospital managers. Engaging in these activities can facilitate the dismantling of hierarchies and encourage a culture of equality within healthcare organisations.

Conflict resolution training: Offer comprehensive training programmes that focus on conflict resolution and negotiation skills, enabling nurses to effectively manage interpersonal conflicts in a positive and constructive manner. This enables nurses and hospital managers to address conflicts while prioritising patient-centred care.

Communication skills development: Focus on improving communication skills, specifically in the areas of active listening, empathy, and assertiveness. The ability to communicate effectively is of utmost importance when it comes to sharing information, making decisions, and fostering strong relationships.

7.6.3 Organisational Component

The organisational component of Salcor entails the alignment of the healthcare organisation's policies, culture, and leadership with the principles outlined in the framework. Some important strategies to consider are:

Leadership commitment: It is important to ensure that hospital managers show a strong dedication to promoting a culture that values learning, collaboration, and psychological safety. This commitment establishes the overall atmosphere for the entire organisation.

Policy alignment: Review and revise organisational policies to align with the principles of Salcor. This involves incorporating measures that promote recognition and rewards for teamwork, providing interprofessional education opportunities, and establishing effective mechanisms for reporting and addressing workplace issues.

Measurement and evaluation: Incorporate mechanisms to evaluate the efficacy of Salcor implementation. This could involve conducting periodic assessments that measure the quality of teamwork, communication, and patient outcomes. Continuous evaluation provides the opportunity to carry out necessary adjustments and enhancements.

In conclusion, the application of the Salcor framework in healthcare environments, as supported by research results, entails a thorough approach that includes personal, interpersonal, and organisational aspects. Nurses and hospital managers have the ability to contribute to a culture of continuous learning and improved patient care by enhancing their individual skills, fostering collaborative relationships, and aligning organisational practices.

7.7 CHAPTER SUMMARY

Chapter 7 presented a detailed review of the existing literature, with emphasis on the overall wellbeing of nurses. Further, this chapter has presented the development of a framework that aims to enhance understanding and support the overall wellbeing of nurses. The review included an in-depth review of online databases, adhering to specific criteria for inclusion. The primary emphasis was placed on studies that investigated the SOC, WLB, and overall wellbeing of nurses. The development of a nursing wellbeing framework was influenced by a thoughtful understanding of the subject matter. The framework considers various factors such as resources, social support, autonomy, and organisational support. The dimensions mentioned were of utmost importance and necessitated targeted interventions to enhance the wellbeing of nurses. The framework provided the

foundation for the discussions and conclusions of the thesis. The study offered valuable insights and informed strategies aimed at promoting the wellbeing of nurses, which is a crucial aspect of healthcare.

CHAPTER 8: CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

8.1 INTRODUCTION

This final chapter looks at the implications of the findings, considering the limitations observed, and provides recommendations for future research and practical interventions. The incorporation of conclusions, limitations, and recommendations adds to the significance of the study and offers a framework to increase understanding around nurses' wellbeing, particularly in Mpumalanga Province.

8.2 CONCLUSIONS

8.2.1 Conclusion Based on Literature Review

The main objective of this research study was to develop a comprehensive wellbeing framework to enhance the SOC and WLB of nurses in Mpumalanga public hospitals. The Salcor framework serves as a valuable tool for nurses, healthcare organisations, and policymakers in the development of interventions and strategies aimed at promoting nurses' overall wellbeing.

The following sections provide the conclusions resulting from the literature review for each specific research objective.

Research aim 1:

To understand the nurses' experiences, perceptions, and challenges in relation to their SOC, was outlined in Chapters 2 and 4.

In Chapter 1, the first objective of this research was clearly stated: "to understand the nurses' experiences, perceptions, and challenges in relation to their SOC", which include comprehensibility, manageability, and meaningfulness. The objective was to provide an in-depth understanding of how nurses overcome the complex and frequently challenging environment of their employment. The study has produced significant findings regarding the experiences of nurses' SOC in Mpumalanga public hospitals. The research findings have shed light on the following number of important aspects of nurses' wellbeing within the context of their work, namely:

Comprehensibility: The research indicates that nurses encounter difficulties in comprehending the intricate and ever-changing healthcare environment in which they operate. The complex nature of medical procedures, fluctuating patient conditions, and dynamic healthcare policies contribute to a feeling of uncertainty and unpredictable circumstances. Consequently, the crucial aspect of nurses' SOC is comprehensibility, which refers to the ability to understand and make sense of these challenges.

Manageability: Nurses working in public hospitals in Mpumalanga frequently face challenges such as heavy workloads, insufficient staffing, and limited resources. These challenges can pose difficulties for nurses in effectively managing their professional responsibilities and delivering high-quality patient care. This study has uncovered the diverse coping strategies used by nurses to navigate these challenges and uphold a sense of manageability in their roles.

Meaningfulness: The research has emphasized the importance of meaningfulness in nurses' sense of coherence. Nurses experience a sense of purpose and satisfaction in their work when they perceive their contributions to be meaningful. Nevertheless, the study has also brought attention to circumstance in which nurses encounter a lack of acknowledgment and gratitude for their efforts, thereby compromising the significance of their work.

In conclusion, the first research objective led to an extensive understanding of the experiences, perceptions, and challenges encountered by nurses in Mpumalanga public hospitals regarding their SOC. These findings make a valuable contribution to the overall understanding of nurses' wellbeing. They provide important insights for healthcare organisations and policymakers, who can use this information to better support and improve the SOC of nurses working in demanding healthcare settings.

Research aim 2:

To understand the nurses' experiences, perceptions, and challenges in relation to their WLB, was outlined in Chapters 2 and 4.

The literature review carried out in Chapter 2 provides valuable insights into the experiences, perspectives, and challenges of nurses regarding WLB. It highlights

the complex balance that nurses attempt to establish between their professional and personal lives.

The insights provided by nurses and hospital managers offer valuable perspectives on different viewpoints and perceptions within the healthcare setting. Nurses have expressed their level of satisfaction or dissatisfaction regarding their ability to maintain an optimal balance between their professional and personal lives, as indicated by their responses in open questionnaire that was distributed to them. The responses have contributed valuable qualitative insights into the lived experiences of nurses. Their hectic work schedules, which are recognised for their disruption of natural sleep-wake cycles, often lead to increased stress and fatigue (Govasli & Solvoll, 2020). The consequences of this inconsistency extend beyond the workplace, leading to conflicts between both their personal and professional responsibilities.

In addition, both nurses and hospital managers have emphasized specific challenges that prevented the attainment of a satisfactory WLB. The challenges included various factors, such as a shortage of staff, demanding work schedules, and increased levels of stress associated with their work (Govasli & Solvoll, 2020). The research conducted by Demerouti et al. (2021) provides evidence of employees of who encounter difficulties in maintaining this state of balance are more susceptible to experiencing exhaustion, which in turn adversely affects their emotional and psychological wellbeing. Finally, a study of nurses' WLB experiences, perspectives, and challenges reveals the multifaceted nature of this critical part of their professional lives. The findings highlight the critical need of establishing tailored interventions and organisational policies that assist nurses in achieving a sustainable and a positive WLB.

Research aim 3:

To understand the nurses' experiences, perceptions, and challenges in relation to their wellbeing, was outlined in Chapters 2 and 4.

Chapters 2 and 4 have provided valuable insights into significant aspects of nurses' overall wellbeing, including their experiences, perceptions, and challenges. The

review has yielded significant findings regarding the general wellbeing and care of nurses in Mpumalanga public hospitals.

The findings of the study suggest a diverse view of wellbeing among nurses. The nurses identified a broad range of experiences, covering feelings of fulfilment and satisfaction when delivering high-quality care to patients, and emotional exhaustion and burnout resulting from the demands inherent in their profession. The individuals' perspectives on wellbeing included not solely the aspect of physical health, but also included emotional stability, job satisfaction, and the ability to uphold an effective balance between work and personal life. The wellbeing of individuals is impacted by various factors, including their SOC, WLB, and the degree of support provided by the organisation. The findings are supported by the research of Melnyk et al. (2020) and Marshman et al. (2022). These studies have demonstrated that nurses who possess a strong SOC experience improved psychological wellbeing, decreased levels of anxiety and depression, and heightened job satisfaction. This statement highlights the essential function of social support in promoting positive wellbeing outcomes.

In addition, the study has provided insight into the importance of upholding a WLB to enhance the general wellbeing of nurses. Based on a study conducted by Kelly et al. (2019), nurses who exhibited effective management of their professional and personal lives experienced higher levels of engagement and lower levels of burnout. The statement emphasizes the significant influence that achieving a favourable WLB can have on the overall wellbeing of nurses.

Further, the responses of nurses are also directly linked to the objective of evaluating the influence of organisational support on the wellbeing of nurses. Nurses who experienced greater levels of support from health care organisations reported better wellbeing results. The participants emphasized the significance of having sufficient staffing, access to mental health resources, and acknowledgement of their contributions by the organisation. Organisational factors exert a substantial influence on the overall wellbeing of nurses. Dall'Ora et al. (2020) and Gu et al. (2023) emphasize the significance of a supportive work environment for the wellbeing of nurses in their research studies. This includes elements such as maintaining adequate staffing levels, ensuring access to essential resources, and

providing opportunities for professional growth. This highlights the importance of organisational policies and practices in establishing a supportive environment for the wellbeing of nurses.

In conclusion, the study provides insight into the intricate elements that influence the wellbeing of nurses, encompassing their experiences, perceptions, and challenges. These factors interact and exert considerable influence on their overall health and wellbeing. The results highlight the significance of considering not only individual factors such as SOC and WLB, but also the broader organisational context when implementing measures to enhance the wellbeing of nurses.

Research aim 4:

To contribute to the existing research body on the concepts of SOC, WLB and wellbeing, was outlined in Chapter 2.

The objective outlined in Chapter 1, which was to effectively enhance the current research on the concepts of SOC, WLB, and overall wellbeing, has been successfully achieved. This achievement was attained through the implementation of an in-depth review of these significant factors within the context of nurses operating in Mpumalanga public hospitals.

The findings of this study are consistent with and build upon prior research in various crucial aspects. The study affirms that a strong SOC plays an essential part in fostering psychological wellbeing, decreasing levels of anxiety and depression, and enhancing job satisfaction among nurses (Marshman et al., 2022; Melnyk et al., 2020). These findings contribute to the existing body of literature that emphasizes the importance of SOC in the wellbeing of healthcare professionals.

Moreover, the study provides further evidence concerning the substantial effect that achieving a satisfactory WLB has on the wellbeing of nurses. As per the findings of Gu et al. (2023), nurses who effectively managed the challenges of their professional and personal lives displayed increased engagement and reduced burnout. This statement aligns with prior research that highlights the significance of WLB in healthcare environments.

This study contributes to the body of research on wellbeing by emphasizing the intricate connection among individual factors, such as SOC and WLB, and broader organisational elements. The significance of a supportive work environment in enhancing the wellbeing of nurses is further demonstrated by the research conducted by Marshman et al. (2022), Melnyk et al. (2020) and Van der Riet et al. (2018) among others. These findings contribute to an improved understanding of the complex dynamics that impact the wellbeing of nurses in healthcare environments.

In conclusion, this study makes a significant contribution to the existing body of research on SOC, WLB, and wellbeing of nurses in Mpumalanga public hospitals. The findings not only reinforce established principles but also provide new insights and perspectives, thereby enhancing the overall knowledge in this significant field of healthcare research.

Research aim 5:

To explore the interconnection between SOC, WLB, and wellbeing, was outlined in Chapter 2.

In Chapter 2, the objective was to explore the complex interconnection between SOC, WLB, and wellbeing. While conducting the research, the researcher uncovered an intricate and interrelated connection among these significant components.

The results of the study provide conclusive evidence of the connection between SOC, WLB, and overall wellbeing. Nurses who demonstrated a strong SOC displayed increased psychological and physical wellbeing, decreased levels of anxiety and depression, and increased job satisfaction (Liu & Aungsuroch, 2019; Zhanet al., 2020). Further, the researchers Colomer-Pérez et al., (2022) reported that nurses additionally displayed a greater ability to efficiently manage both their professional and personal commitments. This statement suggests that an effective support system for nurses equips them with the essential coping skills and resilience strategies to effectively navigate the challenges they encounter in their profession, all while maintaining a satisfying balance between their work and personal life.

On the other hand, when nurses are able to attain an effective WLB, it seems to have a favourable influence on their perspective and mind-set, thereby contributing to their overall wellbeing (Kowitlawkul et al., 2019). Moreover, nurses who demonstrated effective management of the demands inherent in their profession, while also ensuring a healthy WLB, reported reduced levels of burnout and emotional exhaustion (Xiao et al., 2023). These findings emphasize a mutually beneficial link between WLB and overall wellbeing.

This study demonstrates the way the organisational context contributes to the facilitation of this interconnection. The study recognises that a work environment that offers support, adequate resources, and chances for professional development is a vital element in assisting nurses in achieving an increased SOC, WLB, and overall wellbeing (Kowitlawkul et al., 2019; Xiao et al., 2023). This highlights the significance of organisational policies and practices in facilitating the integration of these dimensions.

In conclusion, this study reveals an intricate connection between SOC, WLB, and wellbeing among nurses in Mpumalanga public hospitals. The results reaffirm the interrelated and mutually advantageous connection between these aspects, highlighting the significance of comprehensive interventions and organisational support to enhance the wellbeing of nurses.

Research aim 6:

To develop a wellbeing framework for nurses, was outlined in Chapter 3.

The approach outlined in Chapters 5 and 6 represents an important step towards improving the wellbeing of nurses in Mpumalanga public hospitals. It entails the development of a comprehensive framework for wellbeing that is specifically adapted to address the specific needs of these nurses.

The wellbeing framework is established by integrating the salutogenic model and the COR Theory, which the researcher termed the Salcor framework. This synthesis combines the advantages of both models, utilising the SOC as a basis for nurses to navigate their professional challenges, while also highlighting the COR to ensure that nurses have the required support and resources to sustain their wellbeing. The Salcor framework considers the distinct context in which these nurses function,

including factors such as the increased patient-to-nurse ratios, constrained resources, and the geographical seclusion encountered in rural regions. By customising the framework to specifically address these distinct circumstances, it is positioned to have a positive impact on the overall wellbeing of nurses in this specific region.

Moreover, the Salcor framework is not solely a theoretical concept but also a practical tool that can be efficiently implemented within an organisational structure. This resource provides practical strategies and interventions that nurses can readily integrate into their daily routines and practices. The framework enables nurses to proactively oversee their wellbeing by incorporating wellbeing promotion into their work environment.

Further, the establishment of the Salcor framework demonstrates the commitment of healthcare organisations and policymakers to promoting the wellbeing of nurses. This statement highlights the significance of acknowledging nurses as invaluable assets within the healthcare system and recognises the importance of offering support and encouraging their wellbeing.

8.2.2 Conclusion Based on the Results of the Study

The objective of this research study was to develop a wellbeing framework that would enhance the SOC, WLB, and wellbeing of nurses working in Mpumalanga public hospitals. The study produced significant findings regarding the complex nature of wellbeing in the nursing profession. The broad understanding of the factors influencing nurses' wellbeing, their adaptive coping strategies, and the crucial role of organisational support emerged from the findings obtained from the responses of nurses and hospital managers. The study revealed numerous challenges encountered by nurses, such as excessive workloads, extended working hours, emotional exhaustion, poor and insufficient support systems. These factors have led to burnout, stress, and fatigue among nurses.

Despite these challenges, nurses displayed adaptability by applying diverse coping mechanisms such as seeking support from peers, engaging in self-care practices, and implementing mindfulness techniques. Further, the study places significant emphasis on the crucial role of organisational support in improving the wellbeing of

nurses. This study concludes that those who perceived strong support experienced increased wellbeing outcomes. This research highlights the urgent need for healthcare institutions and policymakers to prioritise the wellbeing of nurses, acknowledging this as fundamental to the quality of patient care. This statement functions as a request for action, encouraging healthcare organisations to improve their support systems and foster a culture of wellbeing. Ultimately, this will enhance the key elements of nursing care within the health care sector.

8.3 LIMITATIONS

There were several limitations that were identified in both the literature review and empirical study. These limitations are outlined below.

8.3.1 Limitations Based on the Literature Review

Despite the extensive nature of the literature review, it was subject to certain limitations. The study primarily focused on research published in the English language, potentially leading to the exclusion of valuable contributions from sources in languages other than English. The inclusion of a language bias in the review may have restricted the range of perspectives that were considered. Additionally, certain limitations were encountered when attempting to access specific sources, potentially resulting in a more limited scope of included studies. The limitations, such as constraints on subscriptions or restricted access to certain databases, may have had an impact on the broadness of the literature review.

Moreover, the literature review could have been enhanced by incorporating more studies from various regions, thus offering a broader global outlook on the integration of the salutogenic model and COR theory. The inclusion of discussions on more regional or cultural differences would have contributed to a deeper understanding of how these theories are implemented in different contexts.

In terms of relevance, most of the chosen studies were found to be suitable to the integration of the salutogenic model and COR theory. However, it is believed that certain studies did not specifically prioritise this integration. The integration of these theories may have been influenced by the fact that certain studies placed greater emphasis on one theory over the other. This constraint points out the significance of implementing a more refined set of inclusion criteria that specifically focuses on

studies directly pertaining to the integration of the salutogenic model and COR theory. The extent to which the theoretical foundation in the literature review may have been influenced is potentially attributable to the time frame. The literature review might not have extensively included a broad collection of articles pertaining to the integration of these theories due to its narrow focus on a specific time frame. The time-based constraint possesses the potential to restrict the extent of the theoretical framework, as it may not encompass the latest advancements or perspectives on the subject matter.

8.3.2 Limitations Based on the Empirical Study

While the empirical study provides valuable insights, it is essential to understand its limitations. The method used for selecting participants, in terms of sampling, was carried out with a rigorous process. Nevertheless, it is crucial to recognise that despite meticulous selection, there may still exist certain inherent biases. For instance, there might exist distinctive attributes or experiences among nurses who willingly volunteered to partake in the study, as opposed to those who opted not to, which could potentially introduce a selection bias. Further, it is necessary to acknowledge that despite the careful selection of the sample, it may not include the full spectrum of nurses operating in diverse healthcare settings. It is essential to properly consider this aspect when applying the findings to the wider population of nurses.

Obtaining access to nurses and managers posed a considerable challenge during this study. Finding nurses and hospital managers who will participate in this study for this specific topic, considering its sensitive nature and the busy schedules of healthcare professionals, proved to be difficult to accomplish. Some nurses were hesitant to participate due to concerns regarding confidentiality or privacy. The mentioned limitation could have had an impact on the selection of participants, potentially leading to the exclusion of certain perspectives or experiences. Despite encountering these challenges, the researcher applied the best effort to establish trust and encourage an environment conducive for participants to comfortably share their valuable insights.

When it comes to the collection of data, the use of qualitative questionnaires has demonstrated effectiveness for collecting an in-depth knowledge of the experiences

of nurses. Nevertheless, it is important to acknowledge that placing exclusive reliance on this approach may entail certain limitations. Open-ended questions provide structured insights; however, they may not comprehensively delve into the depth or specifics of experiences that could be more effectively captured through alternative methods such as semi-structured interviews or focus groups. The limitation may have had an impact on the extent and thoroughness of the insights attained.

Another factor that should be taken into consideration is the presence of recollection bias. Recollection of participants' experiences, especially in a reflective study, may be subject to memory biases. To overcome this limitation, researchers should employ longitudinal studies or employed methods for real-time data collection. These approaches would provide an advantageous and potentially more precise understanding of the participants' experiences.

In this study, the researcher emphasized the significance of privacy and sensitivity, particularly when discussing sensitive matters related to work experiences. This concern might have influenced the comprehensiveness and genuineness of the replies. Certain participants may have been hesitant to reveal specific experiences, especially if they held the belief that doing so could potentially compromise their privacy or confidentiality. The limitation being discussed in this context is an inherent aspect of research that pertains to delicate subjects. This points to the significance of exercising caution and demonstrating respect while conducting research in this particular field.

Despite the abovementioned limitations, it can be concluded that the findings of this research study provide valuable novel perspectives on the integration of the salutogenic model and COR theory pertaining the wellbeing of nurses. The findings offer an in-depth understanding of the experiences, perceptions, and challenges that nurses face regarding their SOC, WLB, and wellbeing. The study acknowledges the limitations in participant selection, data collection, and the potential biases that may have occurred because of the researchers' involvement. Nevertheless, the knowledge acquired from this study acts as a foundation for subsequent research efforts and the development of targeted interventions. The findings of this study hold particular significance for healthcare organisations that strive to enhance the

wellbeing of their nursing staff, consequently leading to improved outcomes in the quality of patient care.

8.4 RECOMMENDATIONS

The following recommendations originate from the findings, conclusions, and limitations of this research study.

8.4.1 Recommendations for Nurses

8.4.1.1 Prioritise self-care

It is important for nurses to prioritise self-care to uphold their physical and mental wellbeing (Brucker, 2018; Ross et al., 2019). This has a direct influence on their ability to deliver high-quality care to their patients. Nurses have the potential to significantly improve their overall health and resilience through the consistent practice of self-care (Brucker, 2018; Ross et al., 2019). Research has indicated that engaging in physical exercise leads to the release of endorphins, which are recognised for their beneficial effects on our overall wellbeing (Brucker, 2018; Ross et al., 2019). Further, it has been demonstrated that relaxation techniques, such as engaging in deep breathing exercises and practising mindfulness, have been found to be effective in reducing stress levels and fostering emotional wellbeing (Crane & Ward, 2016). Nurses can derive advantages from seeking emotional support to aid them in processing the challenges they face in their professional capacities. This support can be acquired through professional counselling services or by confiding in trusted colleagues. Promoting the importance of self-care among nurses is advantageous not only for their personal wellbeing, but also for enhancing their ability to deliver exceptional care to patients.

8.4.1.2 Stress management and coping strategies

Nurses often experience high-stress environments because of the demanding nature of their profession, leading to burnout and emotional exhaustion (Green & Kinchen, 2021). It is of utmost importance that nurses be equipped with adequate resources and training in stress management and coping strategies. This will not only enhance their resilience but also promote their overall mental wellbeing. The use of techniques such as mindfulness has been demonstrated to yield significant results in reducing stress levels while improving emotional control (Green &

Kinchen, 2021). Applying deep breathing exercises is a practical technique that can be used during current situations to effectively handle immediate stressors (Crane & Ward, 2016). These exercises aid in fostering a state of peace and calm. Additionally, nurses draw significant advantages from displaying proficient time management abilities (Leis & Anderson, 2020). These skills enable nurses to effectively prioritise tasks and allocate resources, thereby mitigating the impact of stressors associated with work (Leis & Anderson, 2020). By equipping nurses with these strategies, they are empowered to proficiently navigate the challenges of their profession while strengthening their resilience and overall wellbeing.

8.4.1.3 Advocate for maintaining a healthy work-life balance.

Ensuring a WLB is important for maintaining a satisfying and sustainable nursing career. According (Alreshidi & Alsharari, 2021), it is crucial to promote the practice of nurses expressing their needs for WLB to their supervisors, with the aim of establishing a work environment that is supportive in nature. Nurses need to be encouraged and feel safe to express their preferences regarding flexible scheduling options, whenever feasible, as this can contribute to the establishment of a more accommodating work environment. Nurses who perceive their organisation as supportive of WLB are more inclined to experience greater job satisfaction and display a higher likelihood of maintaining their current positions (Alreshidi & Alsharari, 2021). Acknowledging the importance of maintaining a healthy WLB not only enhances the wellbeing of nurses but also plays a vital role in creating a more satisfied and committed nursing workforce.

8.4.1.4 Pursue professional development opportunities

The promotion of continuous learning and skill development is crucial for the professional growth and job satisfaction of nurses. Engaging in workshops, conferences, and ongoing education programmes offers nurses the opportunity to acquire current knowledge and skills. The above assists in improving their confidence and efficacy in their respective roles (Rasheed et al., 2019). Further, professional development opportunities provide nurses with a sense of achievement and progress, ultimately contributing to job satisfaction and overall wellbeing (Rasheed et al., 2019). Organisations have the ability to establish an environment

that promotes the professional accomplishment and growth of nurses by cultivating a culture that prioritises ongoing learning.

8.4.1.5 Make use of support networks

Participating in support networks, such as peer groups, mentors, or professional associations, offers nurses valuable opportunities to exchange experiences, seek advice, and receive emotional support (Razavi et al., 2019). Razavi et al., (2019) established in their research that peer support can effectively reduce burnout and improve job satisfaction among nurses. Further, engaging in professional associations provides nurses with a valuable chance to establish professional connections, receive guidance from mentors, and access resources that can significantly enhance their overall wellbeing (David et al., 2023). It is necessary to emphasize the importance of encouraging active engagement of nurses in these support networks. This practice is crucial in promoting a sense of community and inclusion, which significantly contributes to their overall wellbeing and job satisfaction (David et al., 2023).

8.4.2 Recommendations for Hospital Managers

8.4.2.1 Promote a supportive work culture

An effective way to nurture the wellbeing of nurses is by establishing a work culture that is supportive in nature. Nurses demonstrate higher levels of engagement and job satisfaction when they perceive themselves as valued, respected, and empowered (Laskowski-Jones, 2019). It is important for nurses to have access to efficient communication channels to effectively articulate their concerns, engage in feedback exchanges, and feel heard and acknowledged. A culture that places importance on support encourages the active participation of nurses in decision-making processes (Nibbelink & Brewer, 2018). This approach facilitates the development of a sense of belonging and commitment to one's work environment. Not only does this improve their overall wellbeing, but it also contributes to fostering a more positive and productive work environment.

8.4.2.2 Offer training sessions on wellbeing and stress management

Kharatzadeh et al. (2020) indicated in the research study that the provision of workshops and training sessions focusing on subjects such as wellbeing, stress

management, and coping strategies can equip nurses with the essential skills to effectively manage the challenges associated with their occupation. The primary emphasis of these sessions should be on evidence-based practices that have the potential to enhance mental and emotional resilience. Nurses have the potential to improve their ability to effectively handle stressors by implementing strategies such as mindfulness, cognitive restructuring, and time management (Wei et al., 2019). By granting access to such resources, nurses are enabled to take proactive measures towards their own wellbeing, thereby benefiting both the individual nurse and the organisation.

8.4.2.3 Promote a healthy work-life balance

It is crucial to implement measures that facilitate WLB to reduce burnout and enhance the overall wellbeing of nurses. Offering nurses the opportunity to have flexible scheduling options, whenever feasible, allows them to effectively manage their professional obligations while also attending to personal commitments (Dall'Ora et al., 2020). Further, it is important to consider workload distribution and guarantee adequate staffing levels to reduce the risk of overwhelming workloads. Di Muzio et al. (2019) indicated in their study that excessive workloads are a notable cause of stress for nurses. To accomplish this objective, it is necessary to implement efficient workforce planning and allocate resources effectively. This, in turn, aids in reducing the likelihood of burnout and turnover (Di Muzio et al., 2019). Managers who prioritise WLB create an environment that places importance on the overall wellbeing of their nursing staff.

8.4.2.4 Recognise and reward wellbeing initiatives

Acknowledging and providing incentives for endeavours to prioritise wellbeing helps emphasize its importance within the organisation. Recognition can be demonstrated through various means, such as awards or incentives for engaging in wellbeing initiatives (Abhichartibutra et al., 2023). Managers have the capacity to effectively communicate the organisation's commitment to the overall wellbeing of its nurses by actively prioritising and providing support for wellbeing initiatives. This acknowledgment serves to enhance morale and also motivates nurses to actively engage in wellbeing programmes, thereby cultivating a culture of continuous improvements in their overall wellbeing (Abhichartibutra et al., 2023).

8.4.2.5 Addressing workload and resource allocation

Ensuring adequate staffing levels and effective allocation of resources is crucial to reduce excessive workloads, which have been identified as a major contributor to nurse stress and burnout (Nair et al., 2022). It is crucial for managers to diligently monitor workload patterns and immediately implement any necessary adjustments to ensure equitable distribution of tasks among the nursing team. It is important to maintain adequate staffing levels to enable nurses to provide superior care without experiencing unnecessary strain from excessive workload (Nair et al., 2022). Further, when nurses are equipped with the essential resources and tools to effectively carry out their responsibilities, it aids in minimising avoidable stressors (Nair et al., 2022). This, consequently, contributes towards improved wellbeing among nurses. This demonstrates the organisation's commitment to the wellbeing of its nurses, ultimately improving the outcomes of patient care.

8.4.3 Recommendations for Organisations

8.4.3.1 Establish wellbeing programmes

To ensure the prioritisation of nurses' wellbeing in public hospitals in Mpumalanga, it is important to establish a comprehensive programme that effectively addresses their physical, mental, and emotional health. The programme ought to be carefully crafted, considering the distinctive challenges encountered by nurses in their field of work. Physical health initiatives need to include regular health screenings and preventive care to promptly detect and address potential health concerns. Further, it is essential to carry out ergonomic evaluations of the work environment to guarantee that nurses have access to equipment and facilities that foster appropriate posture and reduce the likelihood of injuries. Further, providing access to nutritious food options and organising wellness programmes can improve the overall physical wellbeing of the nursing staff (Chen et al., 2022; Melnyk et al., 2020).

8.4.3.2 Developing clear policies and procedures is essential

The establishment of concise and transparent guidelines and policies is of utmost importance in promoting the WLB and overall wellbeing of nurses (Brom et al., 2018; Kelly et al., 2021). It is of utmost importance that these policies clearly define the procedures by which employees may formally request flexible work arrangements. These arrangements could include alternatives such as freelance work, job-sharing,

or modified work hours. Further, it is important to implement regulations pertaining to overtime hours and ensure that nurses are provided with adequate intervals of rest between shifts to reduce the risk of burnout and fatigue. The policies not only contribute to fostering a positive organisational culture but also aid in reducing conflicts or misunderstandings, ultimately enhancing the wellbeing of nurses (Brom et al., 2018; Kelly et al., 2021).

8.4.3.3 Provide employee assistance programmes (EAPs)

The implementation of employee assistance programmes (EAPs) is crucial in effectively addressing the personal and work-related challenges that nurses may face (Doran, 2022). These programmes ought to provide confidential counselling and support services, guaranteeing that nurses have a secure and supportive environment to seek assistance when necessary. EAPs encompass a wide range of issues, including but not limited to mental health matters, financial hardships, substance misuse, and challenges related to family dynamics. EAPs have a beneficial impact on the wellbeing of employees and the overall efficiency of organisations (Doran, 2022; Ralph et al., 2021). Based on the abovementioned findings, nurses who use these services report a decrease in stress levels and an enhancement in job satisfaction. This ultimately leads to enhanced performance and reduced absenteeism.

8.4.3.4 Regular evaluation the work environment

It is crucial to conduct regular assessments of the work environment to identify any potential areas that require improvement, with the goal of encouraging a conducive atmosphere that enhances overall wellbeing. The evaluations should involve an assessment of physical aspects, such as ergonomic considerations, lighting, and noise levels. Further, it is important to consider psychosocial factors, including team dynamics, supervisor support, and workload distribution. A professional setting that offers adequate support is associated with increased levels of job satisfaction and organisational commitment, while also leading to reduced levels of burnout (Sha et al., 2021). Regular evaluations are a significant proactive measure that has the potential to enhance both employee satisfaction and organisational effectiveness.

8.4.4 Recommendations for Industrial and Organisational Psychologists

8.4.4.1 Provide training on wellbeing interventions

The specialised training programmes provided by industrial and organisational psychologists can significantly contribute to the enhancement of nurses' wellbeing and the overall success of healthcare organisations (Salas et al., 2017). The programmes should give priority to evidence-based interventions that are specifically designed to enhance the wellbeing and resilience of nurses. These interventions may encompass various techniques for stress management, training in emotional intelligence, mindfulness practise, and the development of strategies to achieve WLB. The training provided to nurses in the healthcare sector ought to be tailored to effectively address the specific challenges they encounter, including extended working hours, emotional demands, and physical strain. Industrial and organisational psychologists have the potential to significantly contribute to the reduction of burnout rates, enhancement of job satisfaction, and improvement of overall workplace performance (Salas et al., 2017). This can be achieved by providing nurses and healthcare organisations with the necessary skills and knowledge to effectively promote wellbeing.

8.4.4.2 Conduct research on the wellbeing of nurses

Research plays a pivotal role in enhancing our knowledge of nurse wellbeing and the diverse factors that impact it (Mitchell et al., 2020). Industrial and organisational psychologists should conduct empirical studies that aim to further explore the complex aspects of nurse wellbeing. The objective of this research is to investigate the effects of organisational culture, leadership styles, workload, and social support on the wellbeing of nurses. Further, industrial and organisational psychologists possess the capability to evaluate the efficacy of various interventions and programmes that are specifically designed to enhance wellbeing. This enables them to provide valuable insights that can be used in evidence-based practise. Industrial and organisational psychologists have the potential to contribute to the current understanding of nurse wellbeing by expanding upon the existing knowledge. This can assist in developing customised interventions and strategies that cater to the distinct needs of healthcare professionals. In conclusion, this can lead to improved wellbeing outcomes for nurses (Chen et al., 2018).

8.4.4.3 Provide consultation services

Industrial and organisational psychologists have the requisite skills and expertise to provide consultation services to healthcare organisations. These services entail close collaboration with healthcare managers and administrators to create, implement, and evaluate wellness programmes and initiatives. Industrial and organisational psychologists have specialised knowledge in the areas of organisational development, change management, and programme evaluation (Banks et al., 2022). They can use this knowledge to ensure that wellbeing initiatives are based on evidence and aligned with the goals of the organisation. Consulting services have the potential to significantly benefit healthcare organisations by assisting them in establishing conducive work environments, minimising stressors, and improving the overall wellbeing of their nursing staff. Industrial and organisational psychologists have the ability to aid organisations by identifying particular challenges and tailoring interventions accordingly (Cummings et al., 2018).

8.4.4.4 Advocate for wellbeing in healthcare settings

Industrial and organisational psychologists can leverage their expertise in order to advocate for policies and practices that prioritise the wellbeing of healthcare professionals, specifically nurses, within the wider healthcare industry (Coetzee & Veldsman, 2022). Advocacy efforts can include working together with professional groups, policymakers, and healthcare executives to increase awareness about the significance of wellbeing and how it affects patient care outcomes. Industrial and organisational psychologists can also support the implementation of policies that promote nurse wellbeing, such as ensuring sufficient staffing levels, reasonable work hours, and access to mental health resources. Industrial and organisational psychologists play a crucial role in promoting wellbeing in healthcare settings, as they contribute to the creation of a culture that recognises and prioritises the mental and emotional health of healthcare professionals (Coetzee & Veldsman, 2022).

8.4.5 Recommendations for Future Research

8.4.5.1 Longitudinal studies on wellbeing interventions

It is important that future research gives priority to the conducting longitudinal studies to evaluate the long-term effectiveness of wellbeing interventions for nurses

in Mpumalanga public hospitals. It is important to monitor the wellbeing outcomes of nurses who have participated in various intervention programmes for an extended period. Research such as these studies can provide valuable insights into the enduring impacts of interventions on the wellbeing of nurses (Asiwe et al., 2017; Maslach, 2017).

8.4.5.2 Exploration of technology-based interventions

It is important to analyse the potential of technology-based interventions in enhancing the wellbeing of nurses. This may entail the development and evaluation of mobile applications, virtual reality platforms, or online resources with the aim of enhancing the wellbeing of nurses in Mpumalanga public hospitals. These tools would be tailored to accommodate the specific needs of nurses in that particular region. The research conducted in this field has the potential to offer innovative solutions that can effectively support the wellbeing of nurses in the constantly changing digital healthcare environment.

8.4.5.3 The importance of cultural sensitivity in wellbeing interventions

To develop successful wellbeing interventions, it is crucial to possess a basic understanding of the cultural context. Future research should prioritise the analysis of cultural disparities and preferences among nurses in Mpumalanga province. This research should consider a multitude of factors, including language, traditions, and belief systems. The results obtained from this research possess the potential to influence the development of interventions that are culturally sensitive and appropriate to the diverse workforce in the region. Consequently, these interventions can potentially yield a more substantial and meaningful influence on the wellbeing outcomes of participants (Thompson et al., 2022).

8.4.5.4 Multidimensional assessments of wellbeing

While prior research has highlighted the importance of wellbeing, it is crucial for upcoming research studies to adopt an extensive strategy to properly assess various aspects of wellbeing. This includes not only the components of physical and mental wellbeing, but also elements such as job satisfaction, work engagement, and quality of life. Researchers can gain an in-depth knowledge of the factors that

contribute to the wellbeing of nurses in Mpumalanga public hospitals by conducting comprehensive analyses (Han et al., 2022).

8.4.5.5 The impact of wellbeing on patient outcomes

Further research is suggested to explore the link between the wellbeing of nurses and the outcomes of patients. It is recommended that future research give priority to the research of how improvements in nurse wellbeing can have a positive impact on patient care. This entails the examination of various factors, such as patient satisfaction, safety, and clinical outcomes. The exploration of this subject has the ability to demonstrate the broader benefits of prioritising the wellbeing of nurses within healthcare organisations (Jun et al., 2021).

8.4.5.6 Comparative studies involving other healthcare settings

The researcher recommends that future research undertake comparative studies between public hospitals in Mpumalanga and healthcare settings in other regions or countries. This research aims to offer valuable insights into the distinctive challenges and strengths of nurse wellbeing in Mpumalanga province, in relation to other regional contexts. By engaging in this process, it is possible to gain insight into the precise factors that must be considered when customising interventions and policies for nurses in this particular region.

8.5 SIGNIFICANCE OF THIS RESEARCH

8.5.1 Contribution to the Theoretical Level

The research conducted on enhancing the wellbeing of nurses in Mpumalanga public hospitals provides a significant contribution to the disciplines of industrial and organisational psychology and healthcare management. This study makes a valuable contribution to the advancement of theoretical frameworks that centre on the wellbeing of employees, particularly in the nursing profession. The research centres its attention on the distinctive challenges encountered by nurses in Mpumalanga. It aims to enhance and broaden the current theories regarding occupational stress, job satisfaction, and organisational support. Further, it provides an in-depth knowledge of the social and contextual factors that influence wellbeing, thereby assisting in the development of more comprehensive frameworks for assessing and improving wellbeing within healthcare environments.

Further, the research has the potential to offer valuable insights into the broader context of organisational behaviour. It can assist in indicating how interventions targeted at enhancing wellbeing might influence employee motivation, engagement, and overall job performance. The theoretical contributions of this research have implications that extend beyond the field of nursing. These findings demonstrate the ability to offer valuable insights for interventions aimed at improving wellbeing in various occupational sectors, particularly those recognised for their elevated demands and stress levels.

8.5.2 Contribution to the Empirical Level

This research study offers valuable contributions by presenting evidence-based insights into the effectiveness of interventions designed to enhance the wellbeing of nurses in public hospitals in Mpumalanga, supported by empirical evidence. The research offers empirical evidence that supports the application of specific wellbeing programmes and interventions. This evidence is obtained through comprehensive data collection, analysis, and interpretation. It aids in the validation and enhancement of existing practices, while also potentially introducing novel approaches that are tailored to the specific requirements of this particular population.

Further, the research holds the potential to produce novel empirical knowledge concerning the specific challenges encountered by nurses in Mpumalanga. This may potentially result in the identification of previously unexplored factors which influence their overall wellbeing. It is important to possess an empirical understanding in order to formulate targeted interventions that adequately address the requirements of nurses in this specific region. Moreover, the research holds the potential to make a valuable contribution towards the progress of standardised assessment tools that can be employed to evaluate the wellbeing of nurses. This would lead to enhanced empirical rigour for future studies conducted in this field.

8.5.3 Contribution to Practical Level

The research holds significant implications for healthcare organisations, policymakers, and practitioners at a practical level. This study provides practical insights into the design, implementation, and evaluation of interventions intended to enhance the wellbeing of nurses in public hospitals in Mpumalanga. The study

identifies evidence-based strategies that have the potential to enhance wellbeing. This provides organisations with practical tools to efficiently support their nursing workforce. This can lead to significant enhancements in nurse satisfaction, retention rates, and ultimately, the quality of patient care.

In addition, the research possesses the potential to offer valuable insights for informing policy decisions at both the organisational and legislative levels. The study of this topic has the potential to yield the development of guidelines and regulations that place emphasis on prioritising the wellbeing of nurses in healthcare settings. By advocating for evidence-based practices, research has the potential to drive tangible transformations in healthcare policies, thereby enhancing the overall wellbeing of nurses not only in Mpumalanga but also in comparable settings world-wide.

The research has made practical contributions by developing a wellbeing framework that is specifically designed for nurses working in public hospitals in Mpumalanga. This framework offers a structured and comprehensive methodology for addressing the specific wellbeing requirements of nurses in this particular region. It includes a range of interventions and strategies that are specifically tailored to improve physical, mental, and emotional wellbeing, while also fostering a positive balance between their professional and personal areas. The framework considers the particular challenges and contextual factors that nurses in Mpumalanga public hospitals face. The initiative provides a personalised method for enhancing nurses' overall wellbeing.

In conclusion, the research carried out on enhancing the wellbeing of nurses in Mpumalanga public hospitals offers noteworthy contributions on both theoretical and practical levels, while also presenting empirical evidence. The research contributes to the development of theoretical frameworks, supports interventions with empirical evidence, and offers practical insights for practitioners and policy makers. In the end, the results of this research study assist in the enhancement of nurses' wellbeing and the best quality of patient care.

8.6 CHAPTER SUMMARY

This chapter presents the conclusions derived from the research objectives of a study that aimed to develop a framework for enhancing the SOC, WLB and

wellbeing of nurses in Mpumalanga public hospitals. The study has recognised the inherent limitations it possesses and, drawing from the findings, has offered precise recommendations for healthcare organisations and future research in the area of industrial and organisational psychology within the healthcare sector. The thesis concludes by offering valuable insights and practical recommendations for improving the wellbeing of nurses in Mpumalanga public hospitals.

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APPENDICES

Appendix A:

Question guide for nurses

QUALITATIVE RESEARCH OPEN-ENDED QUESTIONNAIRE

Title: Developing A Wellbeing Framework to Enhance the Sense of Coherence and Work-Life Balance of Nurses in Mpumalanga Public Hospitals

Demographic Information

Participant Code: (The researcher will provide a code) Age: _____

Gender: _____ Hospital Name: _____

Years working at hospital: _____

Work-Life Balance:

1. Could you describe the ways you manage your work and personal responsibilities as a nurse in this hospital?

2. When do you find time to relax and spend quality time with your family? Is the time enough to fully rest?

3. How do your family members perceive your nursing job? Can you share their thoughts or concerns?

4. How are your work shifts decided? What factors influence your work scheduling?

5. Can you think about how **predictable/unpredictable** your daily work and duties are? Have there been major issues, especially in challenging times like Covid-19?

Wellbeing:

6. How do you feel about your job as a nurse in this hospital in all aspects?

7. Based on your observations, how does your co-worker's overall wellbeing appear in this hospital environment?

8. Describe your level of **your** satisfaction/dissatisfaction as a nurse at a Mpumalanga public hospital? Can you explain why you are satisfied or dissatisfied as a nurse at a Mpumalanga public hospital?

9. Describe the level of **your co-worker's** satisfaction/dissatisfaction as nurses at a Mpumalanga public hospital? Can you explain why they are satisfied or dissatisfied as nurses at a Mpumalanga public hospital?

10. Can you identify and explain the common challenges or stressors that you and your co-workers face in your duties as nurses at this hospital?

Sense of Coherence:

11. What factors influenced your decision to choose a nursing career? What aspects of your job contribute to your sense of purpose?

12. Do you intend to continue working as a nurse in the future? Could you please explain your decision?

13. Can you tell me about the changes in your working hours and shifts? How do you deal with the **regular/irregular** nature of your work schedule?

14. Do you find it easy to understand and manage your responsibilities in your daily tasks? How do you deal with the complicated aspects of your work?

15. How do you deal with challenges at work? Could you please share any methods or approaches that have worked effectively for you?

Support and Resources:

16. Within this hospital, do you receive any form of support **(personal/work related)**? If yes, could you describe the sources of support and the types of assistance they offer?

17. Do you believe you have the necessary tools and resources to carry out your nursing duties effectively?

18. What changes or improvements, in your opinion, could be made to create a more supportive environment for nurses within this hospital?

19. Can you share any practices or interventions that you believe help nurses with their **wellbeing** in this hospital setting?

20. Can you share any practices or interventions that you believe help nurses with their **work-life balance** in this hospital?

Impact on Patient Care:

21. How do you think that your wellbeing, happiness, and the way you balance work and personal responsibilities affect the care you give to patients in this hospital?

Future Outlook:

22. What changes or improvements would you suggest for the future that will assist nurses in Mpumalanga public hospitals improve their wellbeing and bring balance between their work and personal responsibilities?

23. Is there any additional information you would like to provide that haven't been covered in the previous questions?

Thank you for responding to the questions! Your feedback will be important in developing an in-depth framework to improve nurses' wellbeing, sense of coherence, and work-life balance in Mpumalanga public hospitals. Your assistance is much appreciated.

Appendix B:
Question guide for hospital managers
QUALITATIVE RESEARCH OPEN-ENDED QUESTIONNAIRE

Title: Developing A Wellbeing Framework to Enhance the Sense of Coherence and Work-Life Balance of Nurses in Mpumalanga Public Hospitals

Demographic Information

Participant Code: (The researcher will provide a code) Age: _____

Gender: _____ Hospital Name: _____

Years working at hospital: _____

Organisational Support and Policies:

1. Could you outline the hospital's current strategies for promoting nurses' wellbeing?

2. What specific policies or initiatives have been put in place to support nurses' work-life balance?

3. How is the shift roster determined in the hospital?

Implementation of Supportive Measures for Sense of Coherence:

4. Are there efforts to help nurses understand their jobs and responsibilities, making them feel more confident in their ability to do their work?

5. What policies and procedures are in place to help nurses feel more in control by making it easier for them to accomplish their jobs well and share the workload?

6. How does the hospital develop a sense of purpose in the work of nurses? Are there activities that highlight the importance and impact of their work?

Resources and Support for Wellbeing:

7. How would you describe the resources that nurses have to deal with work-related problems?

8. Can you describe the support (**Personal/Work-related**) systems in place for nurses?

Barriers and Challenges in Wellbeing Programmes:

9. From your experience, what challenges do nurses commonly face in their roles?

10. Are there existing wellbeing programmes for nurses, and if so, are nurses aware of the programmes?

11. How well are the existing wellbeing programmes attended by nurses?

Monitoring and Evaluation of Wellbeing Initiatives:

12. How does the hospital measure the effectiveness of its wellbeing programmes for nurses?

13. Are there specific indicators used to assess the impact of these initiatives?

Future Plans for Wellbeing:

14. What future plans or strategies does the hospital have to improve the wellbeing of its nurses?

Impact on Patient Care:

15. From your standpoint, how do you perceive the connection between nurses' wellbeing and the quality of patient care provided by the hospital?

Thank you for responding to the questions! Your feedback will be important in developing an in-depth framework to improve nurses' wellbeing, sense of coherence, and work-life balance in Mpumalanga public hospitals. Your assistance is much appreciated.

Appendix C:
Approved ethics clearance access permission



COLLEGE OF HUMAN SCIENCES RESEARCH ETHICS REVIEW COMMITTEE

23 March 2021

Dear Ms N. I. Mdhluli

NHREC Registration # :
Rec-240816-052
CREC Reference # :
35291087_CREC_CHS_2021

Decision:
Ethics Approval from 23 March
2021 to 23 March 2026

Principal Researcher: Ms N. I. Mdhluli
Supervisor/s: Prof S. Grobler

[\(35291087@mylife.unisa.ac.za\)](mailto:35291087@mylife.unisa.ac.za)
[\(grobis@unisa.ac.za\)](mailto:grobis@unisa.ac.za)

Title: *Salutogenic model of wellbeing and coping for nurses in Mpumalanga Public Hospitals.*

Degree Purpose: PhD

Thank you for the application for research ethics clearance by the Unisa College of Human Science Ethics Committee. Ethics approval is granted for five years.

The *Low risk application was reviewed on the 23 March 2021* by College of Human Sciences Research Ethics Committee, in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment.

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.
2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the College Ethics Review Committee.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.



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5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.
6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data require additional ethics clearance.
7. No fieldwork activities may continue after the expiry date (**23 March 2026**). Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

Note:

The reference number 35291087_CREC_CHS_2021 should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.

Yours sincerely,

Signature : 

Prof. Ilse Ferns
CHS Ethics Chairperson
Email: fernsi@unisa.ac.za
Tel: (012) 429 8210

Signature : PP 

Prof K. Masemola
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Appendix D:

The Provincial Department of Health Research Committee permission letter



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Litiko Letemphilo

Departement van Gesondheid

UmNyango WezeMaphilo

Enq: 013 766 3766
Ref: MP_202103_001

Research Permission Letter

Mrs Nthabeleng Mdhuli
P O BOX 17767,
WITBANK, 1035

TITLE: SALUTOGENIC MODEL FOR NURSES AT MPUMALANGA PUBLIC HOSPITALS

Dear Mrs Mdhuli

The Provincial Department of Health Research Committee has approved your research proposal in the latest format you sent, and hereby grant you permission to conduct your research as detailed below.

- Approval Reference Number: MP_202103_001
- Data Collection Period: 01/06/2021 to 30/06/2022
- Approved Data Collection Facilities:
* Rob Ferreira Hospital; Bethal Hospital, Impungwe Hospital, Mmamethake Hospital & Witbank Hospital

Kindly ensure that conditions mentioned below are adhered to, and that the study is conducted with minimal disruption and impact on our staff, and also ensure that you provide us with a soft or hard copy of the report once your research project has been completed.

Conditions:

- Researchers not allowed to make copies or take pictures of medical records.
- Kindly notify the facility manager a week BEFORE you start with data collection to ensure that conditions are conducive in the facility

Kind regards


DR C NELSON
MPUMALANGA PHRC CHAIRPERSON
DATE: 25/05/2021

