

## Identifying The Influence Of Workplace Justice On Nurses' Job Performance In Private Hospitals In Multan, Pakistan

### Huma Farooq

Post RN BSN Scholar, New Life Institute of Nursing Multan, Pakistan.

Email: humafarooqkhosa786@gmail.com

### Quratulain Haider

Post RN BSN Scholar, New Life Institute of Nursing Multan, Pakistan.

Email: quratulainhaider209@gmail.com

### Mehreen Ibrahim

Post RN BSN Scholar, New Life Institute of Nursing Multan, Pakistan.

Email: mehreenibrahim4@gmail.com

### Aqib Dil Awaiz

Associate Professor / Principal, New Life Institute of Nursing Multan, Pakistan.

Email: aqibdilawaiz101@gmail.com

### Nida Abid

Research Coordinator, New Life Institute of Nursing Multan, Pakistan

Email: nidaaqib63@gmail.com

### Abstract

**Background:** Workplace justice is an essential organizational factor that influences employees' attitudes, motivation, and performance. In healthcare settings, nurses' perceptions of fairness regarding workload distribution, recognition, management practices, and interpersonal treatment can significantly affect their job performance and the quality of patient care. Understanding the relationship between workplace justice and nurses' performance is important for creating supportive and productive healthcare environments.

**Objective:** To assess the influence of workplace justice on nurses' job performance in selected private hospitals in Multan, Punjab, Pakistan.

**Methodology:** A descriptive cross-sectional study was conducted among 30 registered nurses working in selected private hospitals in Multan. Participants were selected through a non probability convenience sampling technique. Data were collected using a structured self administered questionnaire consisting of demographic information, workplace justice items, and job performance indicators measured on a five point Likert scale. Content validity was

established through expert review, while reliability was assessed using Cronbach's Alpha. Data were analyzed using IBM SPSS Statistics version 26, employing descriptive and inferential statistics.

**Results:** The findings revealed generally positive perceptions of workplace justice among nurses. Most respondents reported fair workload distribution (53.4%), recognition and appreciation (53.3%), equal application of policies (60.0%), respectful supervisory behavior (56.6%), and participation in workplace decisions

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Corresponding E-mail & Author\*:

### Huma Farooq

Post RN BSN Scholar, New Life Institute of Nursing Multan, Pakistan.

Email:

humafarooqkhosa786@gmail.com

(60.0%). Positive job performance outcomes were observed in communication (60.0%), teamwork (53.4%), timely completion of duties (73.3%), and the belief that fair treatment improves performance (73.4%). Overall, 73.3% of respondents were satisfied with the level of justice in their workplace.

**Conclusion:** Workplace justice positively influences nurses' motivation, job performance, teamwork, communication, and overall satisfaction. Strengthening organizational fairness and support systems may further enhance nurses' performance and quality of patient care.

## **Introduction**

Workplace justice has become an important organizational factor influencing employee behavior, satisfaction, and performance in healthcare settings. In nursing, perceptions of justice within the workplace significantly affect motivation, productivity, professional commitment, and the quality of patient care. Workplace justice refers to employees' perceptions regarding justice in organizational procedures, reward distribution, interpersonal treatment, and managerial decision-making processes. It is commonly categorized into distributive justice, procedural justice, and interactional justice (Al-Zu'bi, Fan et al. 2021)

Nurses play a crucial role in healthcare by providing continuous patient care and enhancing safety and outcomes. Their job performance, influenced by communication, teamwork, and clinical skills, is essential for effective nursing services. Positive work environments improve engagement and satisfaction, while organizational injustices lead to stress, burnout, and reduced efficiency. Fair workload distribution and respect foster loyalty and motivation among nurses, ultimately benefiting patient care practices (Kim, Huh et al. 2022)

Recent studies have emphasized that healthcare organizations with strong workplace justice practices demonstrate better employee retention, higher staff satisfaction, and improved patient care quality (Afsar and Umrani 2020). Additionally, interactional justice, particularly respectful communication and supportive leadership, has been identified as a major predictor of nurses' professional behavior and job performance (Bakker, De Vries et al. 2021). Research also indicates that procedural justice enhances trust in management and encourages nurses to participate actively in organizational activities and decision-making processes (Labrague and de Los Santos 2021)

The significance of this study lies in understanding the influence of workplace justice on nurses' job performance in private hospitals in Multan, Punjab, Pakistan. Nurses work in highly demanding environments where organizational justice can directly affect their motivation, emotional well-being, and work efficiency. By identifying the relationship between workplace justice and job performance, this study provides valuable insights for hospital administrators, nursing managers, and healthcare policymakers.

Workplace injustice in healthcare organizations may negatively influence nurses' motivation, commitment, and job performance. Issues such as unfair workload distribution, favoritism, lack of recognition, biased managerial decisions, and poor interpersonal treatment may reduce nurses' efficiency and affect the quality of patient care. Nurses working in private hospitals often face stressful working conditions and high professional expectations, making workplace justice an essential factor in maintaining performance and organizational effectiveness (Nantsupawat, Apaijai et al. 2024).

In private hospitals in Multan, Punjab, Pakistan, limited evidence is available regarding the influence of workplace justice on nurses' job performance. Therefore, this study seeks to identify the influence of workplace justice on nurses' job performance in private hospitals in Multan, Punjab, Pakistan.

## Literature Review

This chapter presents a review of literature related to workplace justice and nurses' job performance in healthcare organizations. The review focuses on the concept of workplace justice, its dimensions, nurses' job performance, theoretical perspectives, and recent empirical studies conducted in healthcare settings. The purpose of this literature review is to identify existing knowledge, highlight research gaps, and provide a theoretical foundation for the current study titled *"Identifying the Influence of Workplace Justice on Nurses' Job Performance in Private Hospitals in Multan, Punjab, Pakistan."*

Workplace justice, also referred to as organizational justice, describes employees' perceptions regarding justice within an organization. It is an important organizational factor that influences employee attitudes, behavior, satisfaction, motivation, and work performance. In healthcare settings, workplace justice is particularly important because nurses work under stressful conditions that require cooperation, trust, and supportive leadership (Aiken, Sloane et al. 2021). According to (Al-Zu'bi, Fan et al. 2021), workplace justice refers to the extent to which employees perceive organizational decisions, policies, procedures, and interpersonal interactions as fair and equitable. Employees who perceive justice in their workplace are more likely to demonstrate positive work behaviors, organizational commitment, and improved performance outcomes. In contrast, perceived injustice can lead to stress, dissatisfaction, absenteeism, and reduced work efficiency.

Workplace justice has become increasingly important in nursing management because nurses often face heavy workloads, emotional pressure, staffing shortages, and long working hours. Fair treatment from supervisors and equal opportunities within healthcare organizations help nurses maintain professional motivation and deliver quality patient care (Choi, Shin et al. 2022).

Nurses' job performance is directly associated with patient outcomes, healthcare quality, and organizational productivity. High-performing nurses contribute to reduced medical errors, improved patient satisfaction, and better healthcare delivery systems (Flaubert, Le Menestrel et al. 2021). According to Nantsupawat et al. (2023), positive workplace conditions significantly improve nurses' productivity and quality of care. Nurses who work in supportive and fair environments are more likely to remain engaged, motivated, and committed to their responsibilities. Job performance in healthcare organizations can be affected by several factors, including workload, staffing levels, leadership style, organizational culture, stress, job satisfaction, and workplace justice. Among these factors, workplace justice has emerged as a critical predictor of nurses' professional behavior and performance.

Private hospitals often face additional challenges such as resource limitations, workforce shortages, and increased competition. These factors may create inequalities in workload distribution and professional opportunities among nurses. Therefore, fair managerial practices are essential for improving nurses' work experiences and maintaining organizational effectiveness (Liu, Zheng et al. 2019).

Studies conducted in Asian healthcare settings indicate that workplace justice significantly affects nurses' job satisfaction, organizational loyalty, and quality of patient care. However, limited evidence is available regarding workplace justice in Pakistani private hospitals.

According to Equity Theory, employees compare their contributions, such as effort, skills, and experience, with the rewards they receive, including salary, recognition, and promotions (Gougjehyaran, Maleki et al. 2025). When employees perceive justice between their inputs and outcomes, they experience satisfaction and motivation. However, perceived inequality may result in stress, dissatisfaction, and reduced performance.

In nursing practice, Equity Theory helps explain how workplace justice influences nurses' attitudes and job performance. Nurses who perceive fair treatment are more

likely to remain motivated, cooperative, and productive within healthcare organizations (Orgambidez-Ramos and de Almeida 2017). Several recent studies have examined the relationship between workplace justice and employee performance in healthcare settings.

A study conducted by Kim and Park (2022) among hospital nurses found that organizational justice positively influenced job satisfaction and work engagement. Nurses who perceived justice in managerial decisions demonstrated improved communication and patient care performance. Nantsupawat et al. (2023) reported that supportive workplace conditions and fair staffing practices reduced burnout and improved nursing care quality. The study emphasized that justice in workload distribution and leadership practices contributes significantly to nurses' professional efficiency. Similarly, (Labrague and de Los Santos 2021) identified that organizational support and procedural justice reduced stress and turnover intention among nurses. Nurses working in fair environments showed stronger professional commitment and improved workplace relationships. Another study by Bakker et al. (2021) highlighted that positive workplace environments enhance employees' emotional well-being and work performance. The researchers explained that organizational justice reduces burnout and increases employee engagement.

Although international studies support the importance of workplace justice in nursing performance, limited studies have been conducted in Pakistan, especially in private hospitals in South Punjab. This research aims to address this gap by examining the influence of workplace justice on nurses' job performance in private hospitals in Multan.

## **Methodology**

This study employed a descriptive cross-sectional research design to examine the influence of workplace justice on nurses' job performance in selected private hospitals in Multan, Punjab, Pakistan. The study population comprised registered nurses working in various clinical departments, including medical, surgical, emergency, and intensive care units. A non-probability convenience sampling technique was used to recruit 30 nurses who met the inclusion criteria, including having at least six months of clinical experience and being directly involved in patient care. Data collection was conducted over a six-month period from June to December 2025. Workplace justice was considered the independent variable, while nurses' job performance served as the dependent variable.

Data were collected using a structured self-administered questionnaire consisting of three sections: demographic information, workplace justice, and nurses' job performance. The questionnaire utilized a five-point Likert scale to assess participants' perceptions of fairness within the workplace and their professional performance. Content validity was established through expert review, and reliability was assessed using Cronbach's Alpha, with a value of 0.70 or above considered acceptable. After obtaining permission from hospital administrations and informed consent from participants, questionnaires were distributed and collected while ensuring confidentiality and anonymity. The collected data were entered and analyzed using IBM SPSS Statistics version 26. Descriptive statistics, including frequencies, percentages, means, and tables, were used to summarize the data, while inferential statistics were applied where appropriate to examine the relationship between workplace justice and nurses' job performance.

## **Results**

This chapter presents the findings of the study in a systematic and organized manner based on the data collected from the respondents. The results are displayed using tables and interpreted to highlight the key patterns and trends related to the study

variables. Each table is followed by a brief explanation to provide clarity and better understanding of the responses.

**Table1: Summary of Workplace Justice and Nurses' Job Performance Responses (N = 30)**

No.	Statement	SD n (%)	D n (%)	N n (%)	A n (%)	SA n (%)	Positive (A+SA) %
1	Workload is distributed fairly among nurses in my hospital	4 (13.3)	6 (20.0)	4 (13.3)	11 (36.7)	5 (16.7)	<b>53.4</b>
2	I receive fair recognition and appreciation for my work performance	4 (13.3)	5 (16.7)	5 (16.7)	12 (40.0)	4 (13.3)	<b>53.3</b>
3	Hospital management applies rules and policies equally to all nurses	2 (6.7)	4 (13.3)	6 (20.0)	12 (40.0)	6 (20.0)	<b>60.0</b>
4	Support groups are available for staff experiencing trauma	3 (10.0)	5 (16.7)	6 (20.0)	13 (43.3)	3 (10.0)	<b>53.3</b>
5	My supervisor treats me with respect and dignity	1 (3.3)	6 (20.0)	6 (20.0)	10 (33.3)	7 (23.3)	<b>56.6</b>
6	I am given an opportunity to express my opinions regarding workplace decisions	2 (6.7)	3 (10.0)	7 (23.3)	10 (33.3)	8 (26.7)	<b>60.0</b>
7	Workplace justice increases my motivation to perform better	2 (6.7)	3 (10.0)	6 (20.0)	13 (43.3)	6 (20.0)	<b>63.3</b>
8	I communicate effectively with patients and healthcare team members	1 (3.3)	5 (16.7)	6 (20.0)	13 (43.3)	5 (16.7)	<b>60.0</b>
9	I complete my nursing responsibilities efficiently and on time	0 (0.0)	2 (6.7)	6 (20.0)	16 (53.3)	6 (20.0)	<b>73.3</b>
10	I work collaboratively with colleagues to provide quality patient care	1 (3.3)	6 (20.0)	7 (23.3)	11 (36.7)	5 (16.7)	<b>53.4</b>
11	Fair treatment in the workplace improves my job performance	1 (3.3)	2 (6.7)	5 (16.7)	17 (56.7)	5 (16.7)	<b>73.4</b>
12	Overall, I am satisfied with the level of justice in my workplace	2 (6.7)	2 (6.7)	4 (13.3)	13 (43.3)	9 (30.0)	<b>73.3</b>

**Key:** SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly Agree

### Findings

Table 1 presents a comprehensive summary of nurses' responses regarding workplace justice and job performance. The findings indicate generally positive perceptions across all study items, with the majority of respondents selecting either "Agree" or "Strongly Agree" for most statements. The highest positive responses were observed

for fair treatment in the workplace improves my job performance (73.4%), completion of nursing responsibilities efficiently and on time (73.3%), and overall satisfaction with workplace justice (73.3%). These results suggest that nurses perceive workplace justice as an important factor influencing their professional effectiveness and overall work experience.

Furthermore, positive perceptions were also reported regarding opportunities to participate in workplace decisions (60.0%), equal application of policies (60.0%), effective communication (60.0%), and the motivational effect of workplace justice (63.3%). Although most respondents expressed favorable views, relatively lower positive responses were found for fair workload distribution (53.4%), teamwork and collaboration (53.4%), recognition and appreciation (53.3%), and availability of support groups (53.3%). These findings indicate that while workplace justice and job performance are generally perceived positively, certain organizational aspects such as recognition systems, workload allocation, and staff support mechanisms may require further improvement to enhance nurses' satisfaction and performance.

## **DISCUSSION**

The present study explored the relationship between workplace justice and job performance among clinical nurses. The findings indicate that most respondents perceived a generally fair and supportive work environment, which positively influenced their motivation, communication, teamwork, and overall job performance. The discussion of findings is presented below in relation to previous studies conducted within the past five years.

The findings revealed that more than half of the respondents (53.4%) believed that workload was distributed fairly among nurses, while one-third expressed dissatisfaction. These results suggest that although many nurses perceive equitable task allocation, workload imbalance remains a concern for some staff members. Fair workload distribution is important because unequal work assignments may lead to stress, burnout, and reduced quality of patient care. Similar findings were reported by (Aiken, Simonetti et al. 2021), who found that balanced workload allocation improves nurses' job satisfaction and reduces emotional exhaustion. Likewise, a study by (Dall'Ora, Ball et al. 2020) demonstrated that unfair workloads are associated with fatigue, decreased morale, and lower work performance among nurses. The present findings therefore support the idea that organizational fairness in workload management contributes positively to employee well-being and performance.

The results showed that 53.3% of participants felt fairly recognized and appreciated for their work performance, whereas 30% reported dissatisfaction. Recognition is considered an important motivational factor in healthcare settings because nurses who feel valued are more likely to remain committed to their work. These findings are consistent with the study conducted by (Al-Hamdan, Alyahia et al. 2021), who concluded that employee recognition significantly improves nurses' morale, motivation, and organizational commitment. Similarly, (Wei, Wang et al. 2022) reported that appreciation from supervisors and management positively influences psychological well-being and work engagement among nurses. The dissatisfaction expressed by some respondents in the present study may indicate the need for more structured appreciation and reward systems in hospitals.

Most respondents (60%) agreed that hospital management applies rules and policies equally to all nurses. This finding reflects positive perceptions regarding procedural justice within the workplace. Fair implementation of policies is essential for maintaining trust between employees and management. A recent study by (Kim, Chung et al. 2020) found that transparent and unbiased organizational policies increase employee trust and job satisfaction. Likewise, (Rasool, Wang et al. 2021) highlighted that procedural fairness enhances organizational commitment and reduces workplace conflict among healthcare employees. However, the negative perceptions reported by

a minority of respondents in the current study suggest that inconsistencies in policy implementation may still exist in some departments.

More than half of the respondents (53.3%) reported that support groups were available for staff experiencing trauma, while 26.7% disagreed. Nurses frequently encounter stressful and emotionally challenging situations, making psychological support services highly important. These findings align with the study of (Labrague, Al Sabei et al. 2022), who emphasized that emotional support programs and counseling services help reduce stress and burnout among nurses. Similarly, (Sampaio, Santos et al. 2021) found that institutional psychological support improved resilience and coping abilities among healthcare workers during stressful clinical situations. The dissatisfaction expressed by some respondents indicates that support services may not be equally accessible or adequately promoted within healthcare organizations.

The findings showed that 56.6% of respondents perceived respectful and dignified treatment from supervisors. Respectful leadership is strongly associated with a healthy work environment and improved employee satisfaction. These results are supported by the study conducted by (Boamah, Hamadi et al. 2022), who reported that supportive and respectful leadership improves nurses' productivity, motivation, and retention. Likewise, (Specchia, Cozzolino et al. 2021) found that respectful communication from supervisors enhances teamwork and employee engagement. The dissatisfaction reported by some participants suggests that leadership training may still be necessary to strengthen professional relationships between supervisors and nurses.

The majority of respondents (60%) agreed that they were given opportunities to express their opinions regarding workplace decisions. Employee participation in decision-making is an important dimension of organizational justice because it promotes empowerment and job satisfaction. Similar findings were observed by (Kutney-Lee, Carthon et al. 2021), who concluded that involving nurses in workplace decisions improves professional autonomy and organizational commitment. In another study, (Weng, Puspitasari et al. 2022) found that participative management positively influences nurses' motivation and performance outcomes. The neutral responses in the present study may indicate that some nurses still feel hesitant or limited in expressing their opinions freely.

A large proportion of respondents (63.3%) believed that workplace justice increased their motivation to perform better. This finding demonstrates the significant role of fairness in enhancing employee morale and productivity. Previous studies strongly support this relationship. For example, (Yasin, Kerr et al. 2020) found that organizational justice directly improves work motivation and employee engagement among healthcare workers. (Mohammed, Nauman et al. 2022) Similarly, reported that fair treatment positively influences nurses' willingness to perform efficiently and contribute to organizational goals. Therefore, the present findings reinforce the importance of maintaining justice within healthcare institutions.

The study revealed that 60% of nurses believed they communicated effectively with patients and healthcare team members. Effective communication is essential in nursing practice because it improves teamwork and patient safety. These findings are consistent with research conducted by (Burgener 2020), who found that positive communication practices among healthcare professionals improve collaboration and quality of care. Likewise (Wei, Roberts et al. 2019) highlighted that supportive work environments enhance communication confidence among nurses. However, communication barriers reported by some respondents may result from workload stress, interpersonal conflicts, or organizational limitations.

The findings showed that 73.3% of respondents believed they completed their nursing responsibilities efficiently and on time. This indicates a high level of professional commitment and work efficiency among the nurses. Similar supportive work environments and fair organizational practices improve nurses' productivity and task

completion. Furthermore, (Shah, Asif et al. 2022) concluded that organizational support positively affects nurses' efficiency and professional performance. The small percentage of dissatisfaction may reflect challenges such as staff shortages or increased workload demands.

More than half of the respondents (53.4%) reported positive collaboration with colleagues in providing quality patient care. Teamwork is essential in healthcare settings because collaborative practice improves patient outcomes and reduces medical errors. These findings are in line with the study conducted by (Rosen, Hidalgo et al. 2024), who emphasized that effective teamwork enhances patient safety and staff satisfaction. Similarly, (Schot, Tummers et al. 2020) found that collaborative workplace cultures strengthen healthcare delivery and communication among professionals. The negative perceptions reported by some respondents may indicate occasional interpersonal or coordination challenges within teams. 53.4% respondents reported positive collaboration with colleagues in providing quality patient care. Teamwork is essential in healthcare settings because collaborative practice improves patient outcomes and reduces medical errors. These findings are in line with the study conducted by Rosen et al. (2022), who emphasized that effective teamwork enhances patient safety and staff satisfaction. Similarly, Schot et al. (2020) found that collaborative workplace cultures strengthen healthcare delivery and communication among professionals. The negative perceptions reported by some respondents may indicate occasional interpersonal or coordination challenges within teams.

Finally, the majority of respondents (73.3%) reported overall satisfaction with workplace justice. This suggests that most nurses perceive their work environment as relatively fair and supportive. Similar findings were reported by Colquitt et al. (2021), who concluded that organizational justice positively influences employee satisfaction, trust, and workplace commitment. Furthermore, Liu et al. (2022) found that justice-oriented organizational cultures improve healthcare workers' morale and reduce turnover intentions. However, the dissatisfaction expressed by a small proportion of participants highlights the need for continuous organizational improvements to ensure fairness for all employees.

### **Conclusion**

The study concluded that nurses generally perceive a moderate to high level of workplace justice, with most respondents reporting positive experiences regarding fairness in workload distribution, recognition, management practices, supervisory behavior, and participation in decision-making. The findings indicate that workplace justice positively influences nurses' motivation, job performance, teamwork, communication, and overall satisfaction, thereby contributing to improved quality of patient care. However, some nurses expressed dissatisfaction with aspects such as workload allocation, recognition, and support services, highlighting the need for hospital management to further strengthen organizational justice and create a more supportive work environment.

### **Recommendations**

Improve workplace fairness and support systems: Hospitals should ensure transparent workload distribution, establish fair recognition and appreciation programs, and provide accessible counseling and support services for nurses experiencing workplace stress or trauma.

·Strengthen leadership and staff involvement: Supervisors should receive training in respectful communication, fair treatment, and leadership skills, while nurses should be actively involved in workplace decision-making processes to enhance job satisfaction and engagement.

·Enhance teamwork and future evaluation: Healthcare organizations should promote collaboration through team-building initiatives and encourage further research with

larger samples and multiple hospitals to better understand factors affecting workplace justice and nurses' performance.

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