

## **Creative Management and Mindfulness among Head Nurses and its Relation to Nurses' Work Thriving and Professional Nursing Autonomy**

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### **Abstract**

**Background:** Creative management and mindfulness are becoming critical to the success of future head nurses as they will heighten cohesion, productivity, and work thriving among staff nurses, as well as encourage nursing professional autonomy. **Aim:** The study aimed to assess creative management and mindfulness and its relations to nurses' work thriving and professional nursing autonomy. **Design:** Descriptive correlational design was utilized. **Setting:** The study was conducted in all inpatient units (55) of Benha University Hospital. **Subjects:** Consisted of all available head nurses (55) and a simple random sample of 327 staff nurses out from 1800 working in the above-mentioned setting. **Tools of data collection:** Four tools were used; Creative Management Questionnaire, Five Facet Mindfulness Questionnaire, Thriving at Work Scale, and Professional Nursing Autonomy Scale. **The results showed** that more than two-thirds (70.9%, 69.1%) of head nurses had moderate levels of perception regarding creative management, and tendency toward mindfulness respectively. In addition, about two-thirds (64.8%) of staff nurses had moderate levels of work thriving, and more than half (59.6%) of them had moderate perception levels regarding professional nursing autonomy. **Conclusion:** The study concluded that there was a highly statistically significant positive correlation between the total head nurses' perception of creative management and tendency toward mindfulness and total levels of staff nurses' work thriving and perception of professional nursing autonomy. **Recommendations:** The study recommended that; setting specific mechanisms for the selection of creative head nurses and for maintaining creative management. In addition, developing and implementing a training program to enhance the head nurses' mindfulness which in turn has a positive effect on nurses' thriving at work.

**Keywords:** Creative Management, Mindfulness, Professional Nursing Autonomy, Work Thriving.

### **Introduction:**

The world is changing at a remarkable speed. On the other hand, there is a need to improve efficiency, quality of work, and service delivery by introducing creative management in healthcare organizations. Organizations have several objectives including competitiveness, high profit, and long-term survival, and with the complexity of competition; creative management is considered one of the main advantages of organizations (Knoff, 2019).

There are diverse methods for defining the soul and substance of creative management in

scientific literature. Creative management is one of innovation management directions and deals mostly with new kinds of products. It involves technical, and marketing problems associated with innovations. Creative management comprises the full set of principles, methods, and forms of management of the creative process, innovative activity, and the staff involved in it (Kuzmin et al., 2017).

Creative management draws on theories of creative processes and their application at the

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individual, group, organizational, and cultural levels to enhance creativity through management practices that integrate staff skill, leadership orientation, and cultural symbolism, allowing continuous growth of creative action through the creativity spiral to coordinate the functions of the organization (Alzoud, 2019; Ugwuegbu, 2019).

Creative management, in its broadest sense, is a complex interaction mechanism between controlling and controlled systems that aims to foster the growth of creativity inside the healthcare organization while producing successful results (Muzzio, 2018). The improvement of current staff and the discovery of their innate creativity is related to cost because it saves the healthcare organization time and money as opposed to letting them go and hiring new staff, which would be more expensive (Saleh & Al-Dhaafri, 2019).

When the head nurses employ a creative management approach, they can assess the problems in the unit where they work, pick the best remedies, get the outcomes they want, and increase the work's meaningfulness. Creative management is the development and application of management procedures, frameworks, structures, or methods to achieve specific hospital objectives (Markazi et al., 2019; Edwards, 2020). The creative management approach is employed when the head nurse promotes a creative atmosphere, provides their staff nurses with the resources they need to innovate and the mindset they need to create changes, and after new management systems are fully implemented, formally recognizes creative behavior (Chase, 2020).

Mindfulness is another paradigm having a growing prevalence in organizational settings (Kudesia & Lau, 2020). Weick and Roberts (1993) propagated this concept in the management literature. It is the ability to pay attention to one's feelings, thoughts, and insights in the present moment without judging

or reacting (Whitfield et al., 2021). It empowers head nurses to maintain their awareness of the present moment by providing them with options to respond effectively and react to numerous situations properly. It aids in changing one's response to and handling stressful situations (Reina & Kudesia, 2020; Dhiman, 2021).

Mindfulness comprises five components; observing, describing, acting with awareness, non-judging of inner experience, and non-reaction to inner experience. Observing; is portrayed as the talent to observe the thoughts, emotions, and bodily impressions of oneself and those of others. Describing is the ability to express one's own and others' thoughts and emotions in the appropriate words. Acting with awareness is defined as self-awareness achieved through focused attention to the present moment without distraction and awareness of others. The ability to be non-judgmental of one's own inner experience through acceptance and tolerance of oneself and others implies the ability to be non-judgmental of one's own inner experience. Non-reactivity to inner experience; is the ability to not respond to inner experience by taking time to react to the unpleasant internal states of oneself and others (Matshaka, Downing, & Poggenpoel, 2018).

Mindfulness has an impact on the behaviors and qualities of head nurses and enables them to self-regulation, and communicate with their staff nurses (Stedham & Skaar, 2019; Decuypere, Audenaert, & Decrame, 2020). It affects staff positively and improves work-related outcomes such as; productivity, job satisfaction, creativity, innovative work behavior, efficiency, better dedication to work, pleasure, and work thriving (Dixit & Upadhyay, 2019).

Work thriving is a new phenomenon that is understood to be a positive mental state made up of two dimensions: vitality and learning. Vitality refers to the sensation of being awake,

alive, and invigorated, while learning refers to the growth that results from picking up new knowledge and skills, resulting in higher levels of work commitment and well-being (Porath et al., 2012). Furthermore, nurses who are thriving are often healthier, suffer from fewer physical or serious illnesses, and experience less burnout or work-related stress, reducing absenteeism and increasing efficiency with competence (Moloney et al., 2020).

Moreover, thriving is typically conceptualized as a dynamic process of acclimation to physical, psychological, or social adversity, leading to positive outcomes such as self-awareness, personal growth, interpersonal communication with others, and professional autonomy (Taneva & Arnold, 2018; Marchiondo et al., 2018; Walumbwa et al., 2018). Hence, thriving led to creative performance, which resulted in positive staff outcomes involving health and development (Kleine et al., 2019).

Nursing practice needs autonomy to become powerful and sound. If nurses do not recognize that they work in an autonomous and independent work climate, they will not have the capability to practice professionally. Autonomy is considered a very critical part of nurses' professional identity and an origin of power during nurses' clinical practice. Head nurses have necessary roles in impacting nurses' autonomy. One of the major responsibilities of nurse managers is to promote staff nurses' autonomy. Thus, they should possess the skills, abilities, and practices that preserve the autonomy of staff nurses (Naseem et al., 2018).

Professional autonomy is identified as getting the ability to make decisions and the independence to act in harmony with one's professional knowledge ground. This professional knowledge involves compassion for ethnically and linguistically varied patients. Nursing professional autonomy means the

competence to take action on one's knowledge and judgment and to deliver nursing care within the full scope of practice, as specified by prevailing professional regulatory and organizational rules (Shohani, Rasouli & Sahebi, 2018).

According to Elksas, (2015) autonomy is categorized into; structural and behavioral dimensions. Structural or work autonomy is the staff's freedom to make decisions based on job necessities and occurs when professional staff is in the expected context of their work and can use their judgment in the provision of client services. Behavioral autonomy is expressed as the belief that one is free to exercise judgment in decision-making. It is how the nurses feel and view their work in the profession, and the autonomy of the nurses has frequently been analyzed and argued as an attitude or perception.

Structural autonomy is categorized into three elements; practice environment managed care and educational background. The practice environment is affected by the authority granted by nurses like regulatory policies which vary from one organization to another (Jacobs et al., 2019). In addition managed care enhances the planning and coordination of care to eliminate duplication of services, and prevent delays in patient discharge. Also, educational background includes formal education, clinical training, critical thinking, and communication skills (Labrague et al., 2019).

### Significance of the study

Healthcare organizations face rapid changes, technological development, and more challenges so, must continually grow and improve to remain at the top, as advancement depends not only on tools and technology but also on staff growth. Head nurses play a key role in establishing the fundamentals of this approach. So, studying creative management and mindfulness may be crucial for coping with

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those issues. From the researchers' opinions, during the period spent in the hospital, creative management gives the head nurses the ability to think well and easily integrate old ways of thinking, adopt new ones and generate ideas, responses, or solutions in plenty of categories and ease for reaching the hospital goals.

Mindfulness increases the head nurses' awareness of the current situation, self-regulation of attention, and focus on the present moment. It also helps in improving the staff nurses' work thriving, and professional autonomy which is highly demanding and essential to nursing practice. Thus, the promotion of nurses' work thriving and autonomy should be considered an important task in hospital management. So, the study was conducted to assess creative management and mindfulness and its relation to nurses' work thriving and professional nursing autonomy.

### **Operational definitions**

**Creative management** is head nurses deal with such key areas of the organization's activities as the change in administrative practices, integration and coordination among nurses, and the factors that hinder the use of creative management in the unit.

**Mindfulness** is an internal perception that helps the head nurses to focus on the present moment and the surroundings without being distracted by past experiences or future events

**Work thriving** is the psychological state in which nurses experience at work both a sense of vitality and learning

**Nurses' autonomy** is the ability of nurses to be independent and has control over work-related activities.

### **Aim of the study**

The present study aimed to assess creative management and mindfulness and its relations to nurses' work thriving and professional autonomy.

### **Research questions**

The following questions were designed to attain the aim of the study:

1. What are the levels of head nurses' perception about creative management?
2. What are the levels of head nurses' tendency toward mindfulness?
3. What are the levels of staff nurses' work thriving?
4. What are the levels of staff nurses' perception of professional nursing autonomy?
5. Is there a relation between the head nurses' perception about creative management, the tendency toward mindfulness, and staff nurses' work thriving and professional nursing autonomy?

### **Subjects and method**

#### **Research design:**

A descriptive correlational design was utilized for achieving the current research aim.

#### **Research settings:**

The current study was conducted in all inpatient units (55) of Benha University Hospital. It is a large educational hospital, affiliated with a governmental university in Qalyubia Governorate, Egypt. The hospital's capacity is about 786 beds with an annual occupancy rate of 90%. The hospital is composed of three separate constructions, namely medical construction consisting of 412 beds, surgical construction containing 231 beds and ophthalmology construction composed of 143 beds.

#### **Subjects:**

The current study included two groups:

**Group (1):** All available head nurses (55) were recruited from hospital units working in the above mention setting.

**Group (2):** A simple random sample of 327 staff nurses out of 1800 who were fulfilled the

eligibility criteria, had at least a year of experience in the previously indicated setting, willing to participate, and were available at the time of data collection and premeditated by using the **Epi Info** statistical software, version 4

to assess head nurses' perception of creative management. It consisted of three dimensions covering 38 items as follows:

Dimensions	Number of items	Example
Change in administrative practices.	13	Develop management information systems within the unit by using modern technology.
Integration among nurses.	12	Strive to spread the culture of teamwork among nurses.
Factors that affect using of creative management.	13	Failure to organize training programs to develop nurses' performance.
<b>Total</b>		<b>38</b>

(CDC Manufacture, USA), the sample size was estimated with a power of 80% and a value of 2.5 as the permissible limit of accuracy (D) at a 95% confidence level with an expected prevalence of 10. Thus, 327 staff nurses were included as study participants.

**Tools of data collection:**

The Four tools were used to collect the data:

**Tool I: Creative Management Questionnaire:**

It included two parts:

**Part I: Personal data** of the head nurses including; age, gender, marital status, educational qualifications, years of nursing experience, and attending previous courses in creative management and mindfulness.

**Part II:** A structured questionnaire was designed by the researchers after reviewing the related literature (Markazi *et al.*, 2019; Saleh & Al-Dhaafri, 2019; Chase, 2020 & Edwards, 2020)

**Tool II: Five Facet Mindfulness Questionnaire (FFMQ):**

It was developed by Baer *et al.*, (2006), and it was modified by the researchers to assess head nurses' tendency toward mindfulness. It consisted of 39 items divided into 5 dimensions as follows:

**Scoring system for creative management:**

Each statement has three choices and a graduated scale of (1-3) as follows, disagree (1) Uncertain (2), and Agree (3). Each subject selected only one answer after reading and understanding carefully. Finally, the scores of each dimension were summed up and converted to percent scores. The range of scores was from 38- 114 and the cut-off point was done at 60% = 68 points. Accordingly, the level of head nurses' perception toward creative management was categorized as follows;

“High level” if the percent  $\geq 75\%$  equals to 86-114 points,

- “Moderate level” if the percent from 60- < 75% equals 68-86 points,
- and “Low level” if the percent < 60% that equals to 38- 67 points.

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Dimensions	Number of items	Example
Observing	8	I pay attention to how my emotions affect my thoughts and behavior.
Describing	8	I can easily put my beliefs opinions and expectations into words.
Acting with awareness	8	I stay focused on what's happening in the present.
Non-judging of inner experience	8	I make judgments about whether me thoughts are good or bad.
Non-reactive to inner experience	7	When I have distressing thoughts or images, I just notice them and let them go.
<b>Total</b>	<b>39</b>	

**Scoring system**

All items were rated on a 5-point Likert Scale ranging from (1-5) as follows; never or very rarely true (1), rarely true (2), sometimes true (3), often true (4), and very often or always true (5). Each subject selected only one answer after reading and understanding carefully. Finally, the scores of each dimension were summed up and converted to percent scores. The range of scores was from 39- 195 and the cut-off point was done at 60% = 117 points; the score will be reversed in the negative statements. The negative statements are 3,5,8,10,12,13,14,16,17,18,22,23,25,28,30,34,35,38, and 39 items. Accordingly, the level of head nurses' tendency toward mindfulness was categorized as follows; "High level" if the percent  $\geq 75\%$  equals 146-195 points, "Moderate level" if the percent from 60- < 75% equals 117-145 points, and "Low level" if the percent < 60% that equals to 39- 116 points

**Tool III: Thriving at Work Scale**

It included two parts:

**Part I: Personal data** of the staff nurses including; age, gender, marital status, educational qualifications, and years of nursing experience.

**Part II:** It was adopted by **Porath et al., (2012)** to assess the level of thriving at work among

staff nurses. It included two dimensions covering 10 items as follows;

Dimensions	Number of items	Example
Vitality	5	I have energy and spirit
Learning	5	I have developed a lot as a nurse
<b>Total</b>	<b>10</b>	

**Scoring system**

All items were rated on a 5-points Likert Scale ranging from 1 = strongly disagree to 5 = strongly agree. Finally, the scores of each dimension were summed up and converted to percent scores. The range of scores was from 10- 50 and the cut-off point was done at 60% = 30 points. Accordingly, the level of nurses' thriving at work was categorized as follows; "High level" if the percent  $\geq 75\%$  equals 38-50 points, "Moderate level" if the percent from 60- < 75% equals 30-38 points and "Low level" if the percent < 60% that equals to 5-29 points.

**Tool IV: Professional Nursing Autonomy Scale**

It was developed by **Elksas, (2015)** and it was modified by the researchers to determine nurses' perception of professional nursing autonomy. It consisted of 44 items which are

classified into two main dimensions namely; structural autonomy 34 items and behavioral autonomy 10 items as follows:

Dimensions	Number of items	Example
<b>Structural autonomy</b>	<b>34</b>	
- Nursing practice environment	14	The hospital administration allow nurses to partipate in the design of a new nursing unit.
- Nursing care management	11	Nurses review and update the nursing care plan daily.
- Educational background for nurses	9	Nurses participate in nursing training programs.
<b>Behavioral autonomy</b>	<b>10</b>	Nurses tell the direct manager about any kind of harassment that they face.
<b>Total</b>	<b>44</b>	

### Scoring system

Nurses' responses were measured on Five points- The Likert Scale as follows; very likely to happen (5), likely to happen (4), very unlikely to happen (3), unlikely to happen (2) and little happen (1). Finally, the scores of each dimension were summed up and converted to percent scores. The range of scores was from 44- 220 and the cut-off point was done at 60% = 132 points. The nurses' perception level regarding professional nursing autonomy is determined as follows; "High level" if the percent  $\geq 75\%$  equals 165-220 points, "Moderate level" if the percent from 60-  $< 75\%$  equals 132-165 points, and "Low

level" if the percent  $< 60\%$  those equals to  $< 44$ -131 points.

### Validity of the tools

Tools of data collection were translated into Arabic and were tested for face validity by the jury of five Expert members in the specialty of Nursing Administration from different faculties of nursing. Comments were taken into consideration and some items were re-phrased..

### Reliability of the tools

The reliability of the tools was checked to determine the internal consistency and homogeneity of the used tools by Cronbach's Alpha test. The reliability of the creative management questionnaire was 0.91, the Five Facet Mindfulness questionnaire was 0.89, the thriving at work scale was 0.86, and the professional nursing autonomy scale was 0.94.

### Pilot study

A pilot study was conducted to test the sequence of items feasibility, practicability, and applicability of the tools, clarity of the language, and estimate the time needed for filling each tool. It was done on 10% of the total subjects and was done on (6) head nurses and (33) staff nurses from Benha University Hospital, there was no change occurred in the pilot study, so this sample was included in the main sample. The tool was finalized based on the result of the pilot study.

### Data Collection Procedure

Approval letters getting from the Dean of the Faculty of Nursing were forwarded to the Director of Benha University Hospital to obtain official permission for data collection explaining the aim of the study. The study was carried out from July 2021 to January 2022. Distribution of the questionnaires to each study subject (Head nurses and staff nurses) during work hours after explaining the nature and aim

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of the study. The researchers organized and arranged the studied subjects in small groups to facilitate their participation according to their units needs and activities, gave instructions about how they fill the tools, and presented with them at the previously mentioned settings two days weekly (Sunday and Wednesday) during data collection for any clarification and revised their completeness to avoid any missing data from head nurses and staff nurses, took two months from beginning of Sep 2021 to the end of Oct 2021, the average number collected was 3-4 head nurses and 20-21 staff nurses per day. The time needed for filling out the creative management questionnaire was about 15–20 minutes, for the Five Facet Mindfulness questionnaire 20–25 minutes, for the thriving at work scale 10–15 minutes, and 20–25 minutes for the professional nursing autonomy scale.

### **Ethical considerations**

Ethical approval for conducting the current study was obtained from the Ethical Committee of Scientific Research for conducting the study. Confidentiality was assured to all participants and their information was used for scientific purposes only. Each participant has the right to withdraw from the study at any time. The purpose of the study and the method of completing the questionnaire were clearly explained to the head nurses and staff nurses before completing the questionnaire.

### **Statistical analysis**

Data were verified before computerized entry. The Statistical Package for Social Sciences (SPSS version 26.0) was used for that purpose, followed by data analysis and tabulation. Number, frequency, Mean, and standard deviation values were reported to estimate the levels of perceived creative management and mindfulness tendency levels among head nurses also, work thriving, and professional autonomy levels as reported by

staff nurses. Spearman's rank correlation coefficients (r) analysis and Pearson correlation coefficients (r) were used to assessing the relationship and correlations among the study variables. A significant level value was considered  $p \leq 0.05$ , and a highly significant level value was considered  $p \leq 0.001$ .

### **Results**

**Table (1):** Illustrates that more than three quarters (76.4%) of head nurses were in the age group ranged from 35 to less than 45 with a mean score  $37.62 \pm 4.24$ , while for staff nurses nearly two-thirds (64.2%) were in the age group ranged from 25 to less than 35 with mean score  $32.70 \pm 5.67$ . Also, all (100%) of head nurses were females and the majority (89.1%) of them were married. Regarding staff nurses, the highest percentage (78.0%, 90.2%) of them were females and married respectively. Regarding educational qualifications more than two-thirds (70.9% & 69.7%) of head nurses had Bachelor of Nursing Science and staff nurses had Associated Degree of Nursing respectively. Regarding years of experience about half (45.5% & 45.6%) of head nurses and staff nurses were in the experience group ranged from 15 to less than 25 years with mean score  $16.22 \pm 4.32$ , and  $15.21 \pm 6.10$  years respectively. In addition, all (100.0%) of the head nurses hadn't attended previous courses in creative management or mindfulness.

**Figure (1):** Indicates that more than two-thirds (70.9%, 69.1%) of head nurses had moderate levels of perception regarding creative management and tendency toward mindfulness, respectively. Whenever the lowest percentage (12.7%) of them had low levels of perception regarding creative management and tendency toward mindfulness.

**Table(2):** Shows that the total mean scores for all dimensions of head nurses' creative management and mindfulness were  $77.89 \pm 8.59$  and  $134.60 \pm 14.72$ , respectively. The first

ranking of creative management dimensions with the highest mean score was  $27.51 \pm 3.66$  with a mean percent 70.5 % related to the “change in administrative practices” dimension. Regarding mindfulness dimensions, was  $30.18 \pm 6.76$  with a mean percent 75.4 % related to the “describing” dimension. While the last ranking of creative management with the lowest mean score was  $23.29 \pm 6.01$  with a mean percent 64.7 % related to the “integration among nurses” dimension and  $24.78 \pm 5.54$  with a mean percent 61.9 % related to the “acting with awareness” dimension for mindfulness.

**Figure (2):** Illustrates that about two-thirds (64.8%) of staff nurses had moderate levels of work thriving and more than half (59.6%) of them had moderate perception levels regarding professional nursing autonomy. While the lowest percentage (11.3% & 9.8%) of them had high levels.

It is evident from the **table (3)** that the total mean scores for all dimensions of staff nurses’ work thriving and perception of professional nursing autonomy were  $31.68 \pm 4.97$  and  $139.63 \pm 12.17$ , respectively. The first ranking of work thriving dimensions with the highest mean score was  $17.76 \pm 3.63$  with a mean percent 71.0 % related to the “learning” dimension. While the last ranking with the lowest mean score was  $13.92 \pm 4.62$  with a

mean percent %55.7 related to the vitality dimension. Regarding Professional nursing autonomy dimensions, the first ranking with the highest mean score was  $33.01 \pm 5.51$  with a mean percent 66.0 % related to “Behavioral trends of nurses’ autonomy” dimension followed by “Structural construction of autonomy” with a mean score  $106.62 \pm 11.23$  and a mean percent 62.7%.

It is clear from **the table (4)** that there was highly statistically significant positive correlation among all dimensions of creative management and mindfulness as perceived by head nurses ( $p < 0.001$ ).

It is evident from the **table (5)** that there was a highly statistically significant positive correlation among all dimensions of staff nurses’ work thriving and professional nursing autonomy ( $p < 0.001$ ).

It is evident from the **table (6)** that there was a highly statistically significant positive correlation between the total head nurses’ perception of creative management and tendency toward mindfulness and total levels of staff nurses’ work thriving and perception of professional nursing autonomy ( $p < 0.001$ ).

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**Table (1):**Distribution of the studied subjects' regarding their personal data (n=382)

Subjects Items	Head nurses n=55		Staff nurses n=327	
	N.	%	N.	%
<b>Age (years)</b>				
25 -< 35	1	1.8	210	<b>64.2</b>
35 -< 45	42	<b>76.4</b>	99	30.3
≥ 45	12	21.8	18	5.5
<b>M±SD</b>	<b>37.62±4.24 years</b>		<b>32.70±5.67 years</b>	
<b>Gender</b>				
Female	55	<b>100.0</b>	255	<b>78.0</b>
Male	-	-	72	22.0
<b>Marital status</b>				
Married	49	<b>89.1</b>	295	<b>90.2</b>
Unmarried	6	10.9	32	9.8
<b>Educational qualifications</b>				
Nursing Diploma	-	-	36	11.0
Associated Degree of Nursing	7	12.7	228	<b>69.7</b>
Bachelor of Nursing Science	39	<b>70.9</b>	61	18.7
Others	9	16.4	2	0.6
<b>Years of experience in nursing</b>				
5 -< 15	3	5.4	113	34.6
15 -< 25	36	<b>45.5</b>	149	<b>45.6</b>
≥ 25	16	29.1	65	19.8
<b>M±SD</b>	<b>16.22±4.32 years</b>		<b>15.21±6.10 years</b>	
<b>Attended previous courses in creative management or mindfulness</b>				
Yes	-	0.0	-	
No	55	<b>100.0</b>		

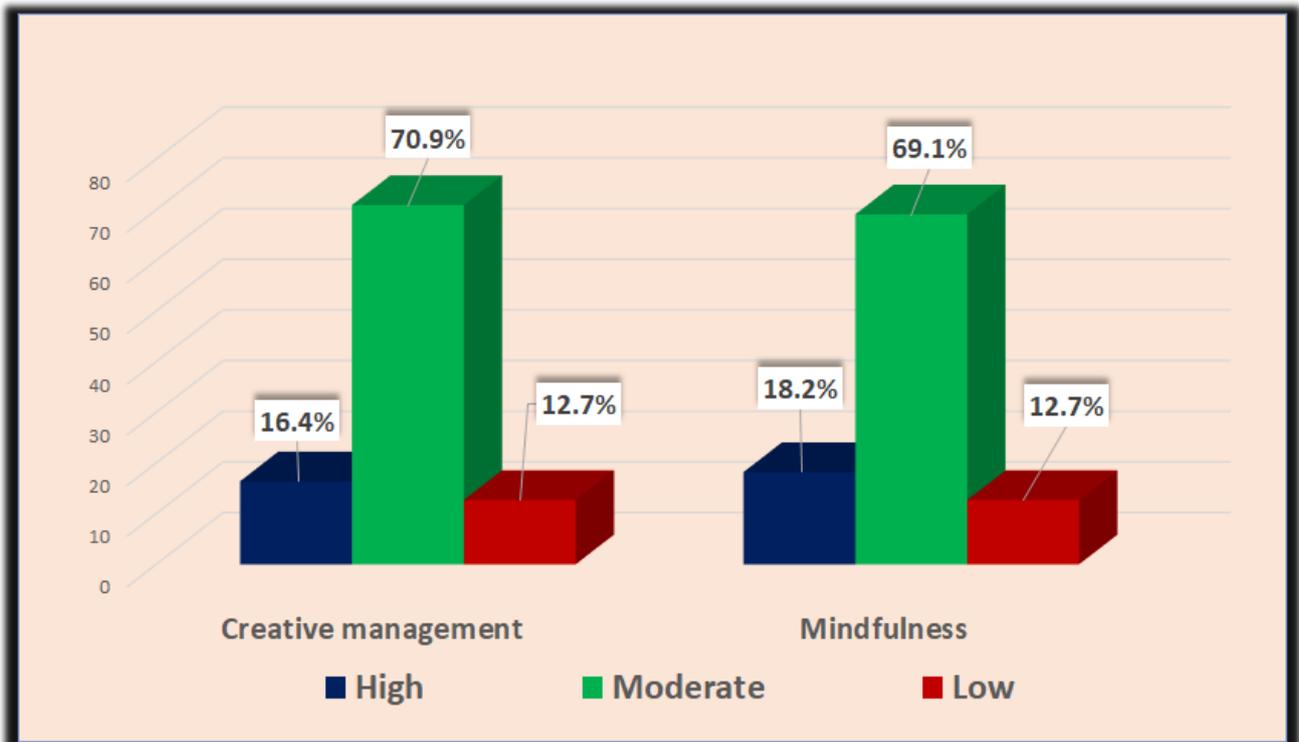


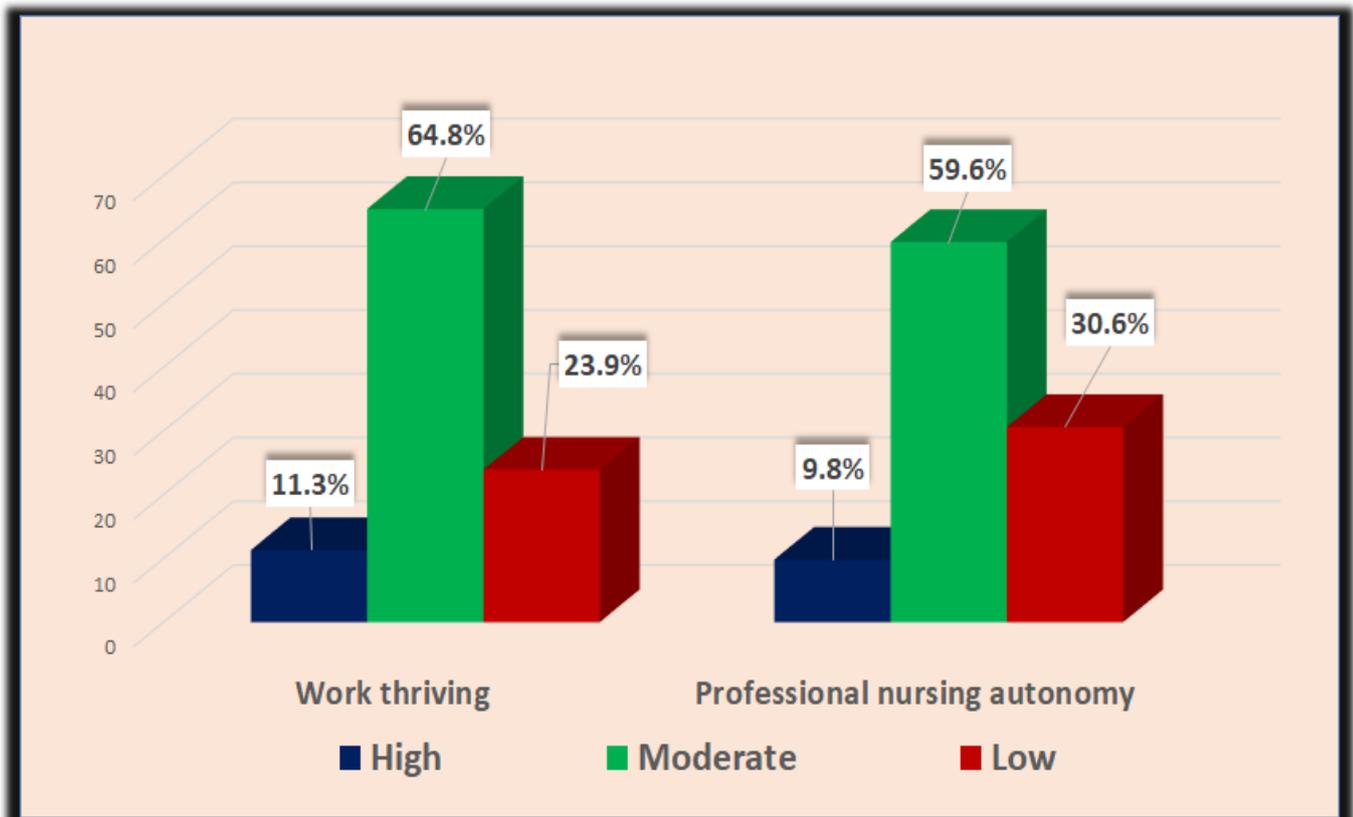
Figure (1): Total levels of head nurses' perception regarding creative management and tendency toward mindfulness

Table (2): Mean scores of creative management and mindfulness dimensions as perceived by head nurses (n=55)

Variables	Maximum score	Head nurses (n= 55)		
		Mean ± SD	Mean %	Ranking
<b>Creative management dimensions</b>				
Change in administrative practices.	39	27.51±3.66	70.5	1
Integration among nurses.	36	23.29±6.01	64.7	3
Factors that affect using of creative management.	39	27.09±6.86	69.5	2
<b>Total creative management</b>	<b>114</b>	<b>77.89±8.59</b>		
<b>Mindfulness dimensions</b>				
Observing	40	30.02±6.95	75.0	2
Describing	40	30.18±6.76	75.4	1
Acting with awareness	40	24.78±5.54	61.9	5
Non-judging of inner experience	40	25.53±4.36	63.8	4
Non-reactivity to inner experience	35	24.09±4.04	68.8	3
<b>Total mindfulness</b>	<b>195</b>	<b>134.60±14.72</b>		

X = Mean      SD= standard deviation

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**Figure (2): Total levels of staff nurses' work thriving and perception of professional nursing autonomy**

**Table (3): Mean scores of staff nurses' work thriving and perception of professional nursing autonomy (n=327)**

Variables	Maximum score	Staff nurses (n= 327)		
		Mean ± SD	Mean %	Ranking
<b>Work thriving dimensions</b>				
Learning factor.	25	17.76±3.63	71.0	1
Vitality factor.	25	13.92±4.62	55.7	2
<b>Total work thriving</b>	<b>50</b>	<b>31.68±4.97</b>		
<b>Professional nursing autonomy dimensions</b>				
Structural construction of autonomy	<b>170</b>	106.62±11.23	<b>62.7</b>	<b>2</b>
Nursing practice environment	70	42.77±7.48	61.1	
Nursing care management	55	35.56±5.86	64.6	
Educational background for nurses	45	28.29±8.40	62.9	
Behavioral trends of nurses' autonomy	<b>50</b>	33.01±5.51	<b>66.0</b>	<b>1</b>
<b>Total professional nursing autonomy</b>	<b>220</b>	<b>139.63±12.17</b>		

**X = Mean      SD= standard deviation**

Table (4): Correlation matrix among dimensions of mindfulness and creative management as perceived by head nurses (n= 55)

Spearman's rank correlation coefficient					
Mindfulness Dimensions	Creative management dimensions among head nurses				
		Change in administrative practices	Integration among nurses	Challenges of using creative management	Total creative management
Observing	<b>r</b>	.889 <sup>**</sup>	.867 <sup>**</sup>	.780 <sup>**</sup>	.692 <sup>**</sup>
	<b>P value</b>	.000	.000	.000	.000
Describing	<b>r</b>	.692 <sup>**</sup>	.811 <sup>**</sup>	.970 <sup>**</sup>	.614 <sup>**</sup>
	<b>P value</b>	.000	.000	.000	.000
Acting with awareness	<b>r</b>	.651 <sup>**</sup>	.777 <sup>**</sup>	.960 <sup>**</sup>	.598 <sup>**</sup>
	<b>P value</b>	.000	.000	.000	.000
Non judging of inner experience	<b>r</b>	.711 <sup>**</sup>	.780 <sup>**</sup>	.770 <sup>**</sup>	.793 <sup>**</sup>
	<b>P value</b>	.000	.000	.000	.000
Non reactivity to inner experience	<b>r</b>	.724 <sup>**</sup>	.881 <sup>**</sup>	.895 <sup>**</sup>	.670 <sup>**</sup>
	<b>P value</b>	.000	.000	.000	.000
Total mindfulness	<b>r</b>	.673 <sup>**</sup>	.660 <sup>**</sup>	.563 <sup>**</sup>	.969 <sup>**</sup>
	<b>P value</b>	.000	.000	.000	.000

\*\* A highly statistical significant difference  $P \leq 0.001$ )

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**Table (5): Correlation matrix among dimensions of work thriving and professional nursing autonomy as reported by staff nurses (n= 327)**

Spearman's rank correlation coefficient				
Work thriving dimensions	Professional nursing autonomy dimensions			
		Structural	Behavioral	Total professional autonomy
Learning factor	<b>r</b>	.909**	.820**	.845**
	<b>P value</b>	.000	.000	.000
Vitality factor	<b>r</b>	.801**	.750**	.903**
	<b>P value</b>	.000	.000	.000
Total work thriving	<b>r</b>	.893**	.765**	.884**
	<b>P value</b>	.000	.000	.000

\*\* A highly statistical significant difference  $P \leq 0.001$ )

**Table (6): Correlation between total levels of head nurses' perception of creative management and tendency to mindfulness and total levels of staff nurses' work thriving and perception of professional nursing autonomy**

Variables	Work thriving		Professional nursing autonomy	
	<b>r</b>	<b>P value</b>	<b>R</b>	<b>P value</b>
Creative management	.755**	0.000**	.672**	0.001**
Mindfulness	.779**	0.000**	.605**	0.001**

\*\* A highly statistical significant difference  $P \leq 0.001$ )

## Discussion

Creative management refers to the principles, methods, techniques, and practices which enable us to measure and manage nurses' creativity and to proactively respond to the next generation of healthcare challenges. Creative management leads to innovation that together with entrepreneurship and mindfulness enable organizational success. In addition, mindfulness benefits creativity because it shifts individuals out of the framework of discursive thought, allowing for more fluid and flexible modes of cognition (Taha *et al.*, 2015).

Head nurses can use mindfulness to recognize their thoughts and intuitions with greater perspective, giving them more choices to choose informed responses over automatic ones. Mindfulness also enhances staff professional autonomy, engagement, and thriving (Penque, 2019). Therefore the present research was conducted to assess head nurses' creative management and mindfulness and their relations to nurses' work thriving and professional nursing autonomy.

**Regarding to personal data** of the studied subjects; the present study revealed that more than three quarters of head nurses were in the age group ranged from 35 to less than 45 with a mean score  $37.62 \pm 4.24$ , while for staff nurses nearly two-thirds were in the age group ranged from 25 to less than 35 with mean score  $32.70 \pm 5.67$ . Also, all of head nurses were females and the majority of them were married. Regarding staff nurses, the highest percentage of them were females and married. Regarding educational qualifications more than two-thirds of head nurses had Bachelor of Nursing Science and staff nurses had Associated Degree of Nursing. Regarding years of experience about half of head nurses and staff nurses were in the experience group ranged from 15 to less than

25 years with mean score  $16.22 \pm 4.32$ , and  $15.21 \pm 6.10$  years respectively. In addition, all of the head nurses hadn't attended previous courses in creative management or mindfulness.

The results of the current study illustrated that more than two-thirds of head nurses had moderate perception levels regarding creative management while the lowest percent of them had low perception levels. This could be due to head nurses striving to make the best effort for their work success within the unit through flexibly applying hospital legislations and instructions, and trying to create an organizational climate characterized by mutual respect, cooperation, and decentralization with nurses. Also, head nurses encourage creative work among nurses. Thus creativity of staff nurses requires time and effort from head nurses.

This result was supported by Ibrahim & Shahbudin, (2016) they found that perceived managerial support was related to creativity in a significant way. Nurses perceived their managers who apply creative management to support them through training and coaching activities which motivate and enable them to be more creative at the work. In the same respect, El-Demerdash & Mostafa, (2018) found that above half of head nurses had a moderate level of administrative creativity. Also, Yossef & Rakha, (2017) whom study findings showed that administrative individuals had an intermediate level of managerial creativity.

This result was in contrast with Menem, Eid & El-Shahat, (2019) who reported that more than half of head nurses and their assistants had a high perception of creativity. Also, Shehadeh, (2016) revealed that the evaluation level of creativity was high among their respondents. Moreover, kasasbeh *et al.*, (2014) illustrated that their study subjects

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showed that high perception of administrative creativity.

Furthermore, the present research results indicated that the first ranking of creative management dimensions with the highest mean score was related to the “change in administrative practices” dimension. While the last ranking with the lowest mean score was related to the “integration among nurses” dimension. This might be due to head nurses having the authority for the formation of new thoughts and resources as well as creating change. In addition, head nurses seek to develop working methods. While the decrease in integration among nurses might be attributed to nurses’ workload which hinders head nurses to give them enough time to learn and decrease their opportunities for professional development. While, this finding was in disagreement with **Fang, Liu & Gao, (2021)** who reported in their study that the least mean score was related to cognition and behavior change.

The results of the present study revealed that more than two-thirds of head nurses had a moderate level of tendency toward mindfulness, while the lowest percentage of them had a low tendency level. From the researchers’ point of view, nursing is one of the most stressful professions. More mindful individuals are better able to prioritize urgent job needs, filter out the unnecessary, and utilize meaningful work resources.

This finding was consistent with **Elmawla, Shabaan & Abo Ramdan, (2020)** their study results showed that the highest percent of studied head nurses had moderate mindfulness levels. Also, **Wadeaa, (2021)** found that nearly half of the studied subjects had a moderate level of mindfulness.

On the other hand, **Mostafa & EL-Sayed, (2020)** stated that the highest percentage of subjects had high mindfulness levels also, **Choi & Koh, (2015)** reported that study

subjects had a high level of positive tendency toward mindfulness. On the other side, **Mohamed, Zaki & Kotb, (2021)** reported that half of the head nurses rated low levels regarding mindfulness.

Regarding mindfulness dimensions, the present results revealed that the first ranking with the highest mean score was related to the “describing” dimension. While the last ranking with the lowest mean score was related to the “acting with awareness” dimension. This might be due to head nurses’ experience at work enabling them to have the ability to find appropriate words to express their feelings and thoughts. While the decrease in acting with awareness among head nurses may be due to handling many tasks and exposing them to stressful situations during work.

This result was in disagreement with **Ardenghi et al., (2022)** who reported in their study that Females had higher levels of acting with awareness and lower levels of Non-reacting facets of DM than males. **Mohamed, Zaki & Kotb, (2021)** revealed that the highest percent of head nurses rated low regarding mindfulness dimensions and the highest dimension was observing but the lowest dimension was describing.

Moreover, the findings of this research indicated that about two-thirds of staff nurses had moderate levels of work thriving. Additionally, the first ranking of work thriving dimensions with the highest mean score was related to the “learning dimension” While the last ranking with the lowest mean score was related to the vitality dimension. This could be explained as nursing being a crucial profession needs more creative nurses that had self-efficacy, analytical thinking skills energy, and competency for self-achievement and thriving at work. So, head nurses need to take care of the staff nurses’

vitality and provide them with professional development opportunities.

Otherwise, the results didn't match with **Berma, Mohamed & Nosier, (2021)** who reported that more than half of staff nurses had a high level of work thriving which reflected the desire to learn and favor to stay and progress in their hospital. And the higher mean score was regarding the vitality domain followed by the learning domain. Moreover, **Akaa, Rudolph & Hahz, (2019)** found that study subjects who had a high level of thriving at work exhibited greater job satisfaction.

As regards staff nurses' professional autonomy, the study findings illustrated that more than half of them had moderate perception level regarding professional nursing autonomy. While, the lowest percentage of them had high level. This could be attributed to staff nurses having the responsibility and being accountable for their actions. Therefore, a lack of organizational support and little opportunity to participate in decision-making process and special committees to establish patient care policies and procedures affect their professional nursing autonomy.

In this regard, **Pursio et al., (2021)** asserted that understanding the multidimensional nature of professional autonomy is essential to create attractive work environments. It is important to enabling nurses to participate in decision-making and develop nursing through shared leadership to enhance the recruitment and retention of a skilled workforce.

This study finding was in the same line with **Alshaikh, Diab & El-Kholy, (2021)** and **Asl et al., (2022)** they found that nurses' professional autonomy and stress levels were moderate. Also, **Aghamohammadi et al., (2019)** showed that most of the nurses reported moderate autonomy and the lowest

percent of them considered their autonomy to be high.

On the contrary, **Sarkoohijabalbarez et al., (2017)** and **Mansour, (2017)** found that nurses had low levels of professional nursing autonomy. Also, **Shohani, Rasouli & Sahebi, (2018)** reported that the majority of the nurses stated that they had high levels of professional nursing autonomy. Moreover, **Mohamed, El-Demerdash & Hasanin, (2021)** stated that more than two-fifth of nurses had a low perception level of professional nursing autonomy.

The current study results also showed that the first ranking of professional nursing autonomy dimensions with the highest mean score was related to "Behavioral trends of nurses' autonomy" dimension followed by the structural construction of the autonomy dimension. This might be due to staff nurses taking full responsibility for their professional activities without expecting to be protected by the head nurse in case of illegal practice and they refuse to do any task when they lack the education and experience to perform this task.

This result was congruent with **Mohamed, El-Demerdash & Hasanin, (2021)** they found that the highest mean score of nurses' perception of professional nursing autonomy was related to "Behavioral trends of nurses' autonomy" dimension. While, **Oshodi et al., (2019)** indicated that nurses related autonomy to their clinical work and the immediate work environment of their ward, rather than to a wider professional context. Nurses also perceived that autonomy could be turned off and on rather than comprising an integrated aspect of nursing.

The present study arrayed that there was a highly statistically significant positive correlation between the total head nurses' perception of creative management and tendency toward mindfulness and total levels of staff nurses' work thriving and perception

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of professional nursing autonomy. From the researchers' point of view, mindful head nurses who utilize creative management make staff nurses feel safe, supported, and moving forward in their workplaces. They seek to spread the culture of teamwork preventing conflict, and provide opportunities for professional development among nurses which results in improving staff nurses' work thriving and professional nursing autonomy.

This result was supported by **Alikaj, Ning, & Wu, (2021)** they demonstrated that organizations can build a more creative workforce by adjusting their HR practices to promote a high degree of employee involvement, which will facilitate employees' thriving at work. For instance, creative managers could implement several practices that promote professional autonomy, training, information sharing, and performance-based rewards, among others. Also, **Demerdash & Mostafa, (2018)** illustrated that administrative creativity in a hospital setting will improve efficiency and dedication. Creativity will heighten the cohesion and productivity of a team, as well as ease time management. It will encourage nurses to become autonomous and enrich them with experience.

### **Conclusion**

The present research concluded that more than two-thirds of head nurses had moderate levels of perception regarding creative management, and tendency toward mindfulness. about two-thirds of staff nurses had moderate levels of work thriving and more than half of them had moderate perception levels regarding professional nursing autonomy. Moreover, there was a highly statistically significant positive correlation between the total head nurses' perception of creative management and tendency toward mindfulness and total levels

of staff nurses' work thriving and perception of professional nursing autonomy.

### **Recommendations**

Based on the results of this research, it is recommended that:

- Setting specific mechanisms by hospital administration for the selection of creative head nurses and for maintaining creative management.
- The top nurse managers should plan and conduct continuous programs to develop head nurses' creative management.
- Head nurses should conduct the regular meeting with staff nurses to allow them to express their feelings, opinions, and needs to improve their professional autonomy.
- Providing the opportunity to staff nurses to exercise clinical decision-making to foster their professional autonomy.
- Developing and implementing a training program to enhance the head nurses' mindfulness which in turn has a positive effect on nurses thriving at work.

### **Further research:**

- Replication of further studies in a wider context of diverse healthcare organizations on other samples addressing the same study problem to guide further research in the area of creative management among head nurses.
- Conducting further study to assess factors affecting head nurses' mindfulness.
- Conducting further study to determine the challenges facing nurses' work thriving.

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#### **Conflict of interest**

The authors declare no conflict of interest.

#### **Authors' contributions**

All authors proposed the research, wrote the manuscript, designed, and carried out the methodology and results, extensively edited the manuscript, contributed to the article, and approved the submitted version.

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