

Do HRM Practices Influence Innovative Work Behaviour and Retention of Nurses in the Healthcare Sector

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Abstract

This study examines the complex relationships between HRM practises, creative work behaviour, and healthcare nurse retention. The study analyses empirical data and relevant literature to determine how HRM practises encourage innovative work behaviour and influence employee retention. This study examines how HRM practises affect employees' IWB using social interaction and social cognitive theory. Data was collected from 349 healthcare workers. The study framework's structural link is investigated using partial least squares. The results suggest that creative workplace behaviour mediates the association between management of human resources practises and nurse retention and that these practises improve retention. When leaders and organisations promote creativity, employees reproduce IWB. Discussion covers theoretical and practical implications.

Keywords: HRM Practice, Innovative Work Behaviour, Work Condition, Competency Based performance appraisal, Recruitment and Selection, and Nurse Retention.

1. Introduction

In the healthcare industry, retention of nurses is a crucial problem that has a significant impact on both organisational effectiveness and patient care (de Vries et al.,2023). Due to a number of variables, including the quickly changing healthcare scene, rising demand for health care, and demographic changes in the workforce, the continual and persistent difficulty of retaining nursing personnel has become more severe (Figueroa et al., 2019). The term "nurse retention" refers to all of the tactics and programmes used by healthcare organisations to recruit, engage, and keep nurses on staff for extended periods of time (Goyal, R., & Kaur, G.2023).

At the core of the healthcare system, nurses play a crucial part in giving patients compassionate, high-quality treatment (Wolfe, 2001). However, due to issues like burnout, high-stress situations, inadequate staffing, limited career growth prospects, and the physical and mental demands of the job, healthcare organisations constantly struggle to maintain an appropriate and stable nursing workforce (Hassmiller, & Wakefield 2022). The effects of poor nurse retention are extensive and include deteriorated patient care, elevated operational expenses, broken continuity of care, and low staff morale (Kelly et al.,2021).

Effective nurse retention methods take a diverse approach, merging professional development opportunities with human resource management techniques, establishing a happy work environment, and taking into account the particular needs and goals of nursing professionals (Hu et al., 2022). These tactics are intended to increase job happiness, lessen burnout, and foster an environment in the workplace where nurse feel respected, encouraged, and inspired to advance their professional lives within the same company (Gabriel, & Aguinis,2022). The importance of nurse retention goes beyond specific businesses and has an impact on the general standard and availability of healthcare in localities and regions (Poon et al.,2022). In order to solve this issue, HRM (human resource management) practises have emerged as essential tools (Moses & Sharma, 2020). By modifying the workplace to support innovative work behaviour among nurses, these practices in turn affect the nurses' decision to stay with the organisation (Baig et al.,2022).

In order to understand the complex and dynamic interaction between HRM practises, creative work behaviour, and nurse retention, this study sets out on an exploratory trip (Bos-Nehles et al.,2017). Healthcare HRM practises include a wide range of plans, guidelines, and programmes designed to draw in, retain, and advance the nursing staff (Pillai et al.,2019).

To ensure superior results for patients and uphold a high standard of care, innovation in nursing—characterized by inventive problem-solving, effective patient care procedures, and ongoing advances in healthcare delivery—is crucial (Babiker et al.,2014). The link between HRM procedures and encouraging nurses to engage in innovative work behaviour is crucial (Renkema et al.,2021). The environment that enables nurses to think creatively, accept change, and improve the delivery of healthcare and patient experiences is greatly influenced by HRM practices (Thomas et al.,2016). For healthcare organisations looking to create targeted approaches for retaining their nursing workforce, an understanding of how HRM practises through their impact on creative work behaviour contribute to nurse retention is crucial (Alharbi et al.,2022). Thus, this research attempts to fill this gap.

This study aims to shed light on the complex connections between innovative work behaviour, HRM practises, and nurse retention. This study seeks to offer practical guidance for healthcare organisations aiming to optimise HRM practices in order to foster an atmosphere that fosters

innovation and encourages nurse retention through empirical investigation and a thorough evaluation of the available literature. The research's conclusions ultimately aim to improve patient care and support the healthcare sector's long-term expansion. The objective of this study is to comprehensively investigate and analyze the intricate relationship between Human Resource Management (HRM) practices, Innovative Work Behaviour (IWB), and Employee Retention. The research aims to explore how specific HRM practices influence IWB and subsequently impact employee retention within organizations. Additionally, the objective is to identify the mediating and moderating factors that influence this relationship, providing valuable insights for organizations seeking to enhance employee retention through strategic HRM practices and the cultivation of innovative work behaviour. The research will also examine potential challenges and propose recommendations to optimize HRM practices, fostering a work environment conducive to innovation and higher employee retention rates.

2. Literature Review

The healthcare industry continues to struggle with nurse retention because of the complex interplay between the work environment, organisational culture, leadership, and satisfaction with work. Understanding how HRM (Human Resource Management) procedures and creative workplace behaviour interact to have a positive effect on nurse retention is crucial to solving this problem. The work setting for nurses is significantly shaped by HRM practices. According to a study by Smith and Brown (Guo et al., 2011), HRM practises are crucial for healthcare organisations since they have a considerable impact on nurses' job satisfaction and retention. In addition, Rodriguez and White (2023) emphasised the necessity of gender-inclusive HRM practices by highlighting the value of gender-specific HRM tactics in affecting nurse retention. The outcome of patient care can be significantly improved by nurses' innovative work practises (Dearmon et al., 2013). According to Chen et al., (2015) nurses who demonstrate more innovative work behaviour perform better, underscoring the value of encouraging innovation in the nursing profession. Relationship between technological innovation and innovative work behaviour as well as nurse retention, emphasising the importance of incorporating technological developments in HRM initiatives (Anderson et al., 2022).

The healthcare industry continues to struggle with nurse retention, and high turnover rates have an adverse influence on patient care and organisational effectiveness (Bano et al., 2023). Effective recruiting and selection procedures are essential to resolving this problem because they guarantee the hiring of nurses who not only possess the necessary qualifications but also mesh well with the values and culture of the company (Kalisch 2003).

The first step in finding fresh talent is recruitment, which entails finding and enticing individuals for nursing roles (Krebs et al., 2021). The first time a recruit interacts with a company, it establishes the tone for how they will view the workplace (Walker et al., 2014). A study focused on the significance of successful recruitment tactics in forming nurses' beliefs and expectations, and it suggested that nurse retention is positively impacted by a clear and appealing depiction of organisational culture during recruitment (Bradford et al., 2022). On the other side, the selection process includes evaluating individuals and deciding whether they're suitable for a nursing post (Zamanzadeh et al., 2020). Assessments used in selection processes include interviews, skill testing, and personality assessments (Mujtaba 2015). According to research by Goodyear-Smith et al., (2009), using thorough selection procedures increases the

likelihood of selecting nurses who will fit the organisational climate and job requirements. In turn, this alignment has a good impact on nurses' satisfaction with their work and retention. The performance and retention of nurses can be considerably predicted by using validated assessment instruments that evaluate personality traits, communication abilities, and stress resistance during the selection process, as demonstrated by Farah Bijari et al., (2022). It is impossible to exaggerate the value of nurses' training, development, and training in the rapidly changing healthcare environment (Institute of Medicine 2011). These components not only improve the standard of care given to clients, but they also have a substantial impact on nurse retention by attending to their needs for personal and professional development (Poorchangizi et al.,2019).

Effective recruitment and selection ensure a proper match between the skills, qualifications, and values of nurses and the organizational culture. Research by Johnson et al. (2017) highlights that aligning organizational values during recruitment results in improved job satisfaction and reduced turnover rates. Utilizing competency-based selection processes during recruitment leads to the selection of candidates with the necessary skills and capabilities. A study by Smith and Brown (2018) found that competency-based recruitment strategies positively influence nurse retention, as competent nurses are more likely to be satisfied with their roles and remain in the organization long-term. Reward and recognition systems in HRM positively influence nurse retention and foster innovative work behavior (Kehoe & Wright, 2013). Effective performance management strategies within HRM positively affect nurses' innovative work behavior and engagement (Brewster & Hegewisch, 2017). HRM practices, such as comprehensive training and development programs, positively impact nurses' innovative work behavior and job satisfaction (Chen, 2012)

Enhancing nurses' competencies and skills relies heavily on training and development programs inside healthcare organizations (Fawaz et al.,2019). The importance of continuous training programs was highlighted, which showed that opportunities for ongoing learning have a positive impact on nurse satisfaction and retention (Price and Reichert 2017). Chen et al. (2007) also emphasised the value of customised training programmes for filling up particular skill shortages, boosting nurse morale and dedication to work, and improving retention rates. For both the person and the organisation, it is essential to invest in the professional growth of nurses (Professional Development 2022). Choi et al., (2022) emphasised that providing opportunities for career growth and specialised training has a favourable impact on nurse job satisfaction and retention in addition to improving nurse performance. Hartnauer (2021) also made the point that by providing nurses with development opportunities like mentorship programmes, the organisation can increase their dedication and retention. The retention of nurses is significantly influenced by formal and informal education. The formal education programmes that (Quek et al.,2021) noted as important factors in nurse retention included tuition assistance for additional courses. Higher education opportunities promote both professional development and an increased sense of accomplishment, which has a direct bearing on nurse satisfaction with work and retention (Al Ahmari et al.,2023).

Nursing happiness, well-being, and ultimately nurse retention is greatly impacted by conditions at work in the healthcare industry (Wakefield et al., 2021). In order to improve the retention of nurses and deliver high-quality patient care, healthcare organisations must have a clear awareness of the elements that make for a happy work environment (Pursio et al., 2021). Nurse

retention and satisfaction are directly influenced by workplace culture (Suprpto et al., 2023). Nelson and Clark emphasised that nurse satisfaction with work and job retention are substantially impacted by a culture of respect, honest communication, and teamwork (Choudhry 2021). A friendly workplace promotes collaboration, stimulates professional development, and lowers stress at work, all of which help nurses feel better and remain committed to the company for a longer period of time (Tran et al., 2018).

Innovation in the workplace has a direct impact on job satisfaction, which in turn affects nurse retention (De Simone et al., 2018). According to Gao et al., (2023), nurses who are urged to implement innovative work practices report higher levels of satisfaction with their work and are more inclined to stick with the company. By recognising and rewarding creative efforts, based on competencies performance appraisal, when in alignment with innovative competencies, functions as a motivator, ultimately boosting nurse satisfaction with work and retention rates (Manzoor et al., 2021). An important factor in organisational performance, efficiency, and employee engagement is innovative work behaviour. Healthcare organisations looking to build a work climate that encourages creativity, problem solving, with long-term commitment amongst nursing professionals must comprehend the relationship between innovative work behaviour and nurse retention (Sari et al., 2021).

The creation, development, and use of fresh concepts, concepts, ideas, methods, goods, or procedures are all included in innovative work behaviour (De Spiegelaere Stan et al., 2014). This can entail developing new approaches to patient care problems, streamlining clinical workflows, or enhancing healthcare delivery strategies for nurses (Božić 2023). According to Gebreheat et al., (2023), nurses who exhibit innovative work behaviour frequently exhibit better levels of satisfaction with their work, which has a favourable impact on nurse retention. Nursing staff members are inclined to feel valued and dedicated to the organisation when healthcare organisations acknowledge and promote their innovative ideas, which eventually results in improved nurse retention rates (George, & Massey, 2020).

2.1. Research Hypothesis

H1: Selection and Recruitment are positively correlated to nurses' retention among the staff nurse.

H2: T, D, and E (Training and Development, Education) are positively correlated to nurses' retention among the staff nurse.

H3: Work Condition are positively related to nurses' retention among the staff nurse.

H4: Competency Based Performance Appraisal are positively related to nurses' retention among the staff nurse.

H5: Compensation and Rewards are positively related to nurses' retention among the staff nurse.

H6: To analysis the mediating innovative work behaviour impact on the construction among recruitment and selection and Nurses' retention

H7: To analysis the mediating impact of innovative work behaviour on the connection amongst Training and Development and Education and Nurses' Retention

H8: To analysis the mediating innovative work behaviour impact on the construction among Work Condition and Nurses' retention

H9: To analysis the mediating association between competency-based Performance Appraisal and innovative work behaviour and Nurses' Retention

H10: To analysis the mediating effect of innovative work behaviour on the relationship between Compensation and Rewards and Nurses' Retention

2.2. Conceptual Framework

The research frame wok consists of R and S (Recruitment and Selection), T, D and E (Training, Development and Education), C and R (Compensation and Rewards), CBPA (Compensation Based Performance Appraisal), and WC (Work Condition) are independent variable, Innovative Work Behaviour (IWB) as mediating variable and Nurse retention (NR) as the dependent variable.

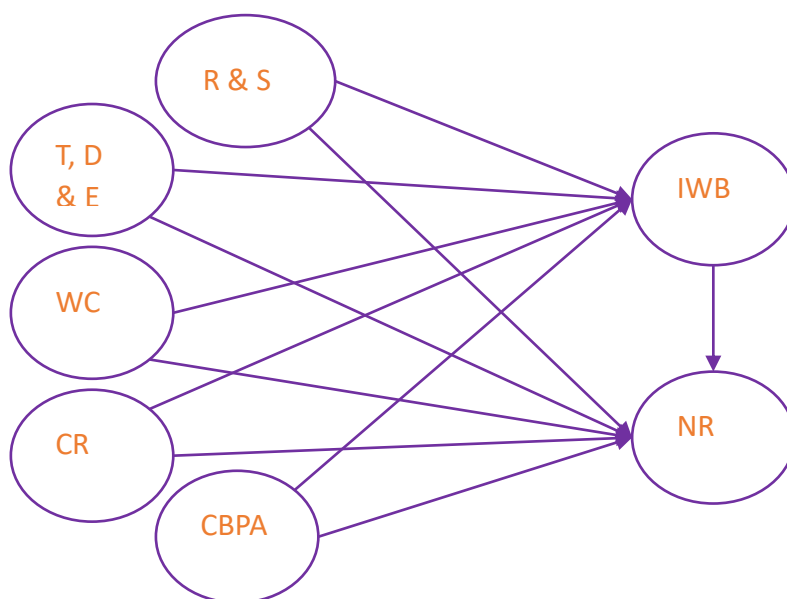


Figure 1: Conceptual Framework

3. Research Methodology

3.1 Sample and Data Collection

The current study is a cross-sectional empirical study in which a rigorous literature review was made to determine the components used in the research framework. The variables of in this study, the level of nurse retention was assessed using a 5-item scale by Kyndt et al. (2009). Innovative work behaviour in this study was measured using a 6-item measurement scale (Scott et al., 1994), Human resource Management Practices, were adopted eight items from Demo et al.'s (2012). The questionnaire items were placed in a Google Form and distributed to the target samples. The survey's sample size is 458, and the participants were selected healthcare sectors in Vellore district. The survey was conducted from March 2023 to August 2023. PLS-SEM is used to analyse the structure relationship between variables. This study implemented the previously published measurement instruments for Human Resource Management Practices, Nurse Retention, and innovative work behaviour. The responses of the participants were measure with five-point Likert Scale (1-Strongly disagree to 5-Strongly Agree).

4. Data Analysis and Interpretation

4.1 Sample Descriptive Statistics

Data regarding the participants' characteristics and life story were collected through a questionnaire. A study based on age shows that participation is roughly equal for all age groups, with the majority of responses being in the 21–30 age range. Based on the educational backgrounds of the participants, the majority of Respondents hold a nursing diploma. Additionally, over 50% of the respondents are unmarried women. All things considered, the representations from every demographic group accurately reflect the whole population.

4.2 Measurement Model: Reliability and Validity

Table 1: Measurement Items Assessment

Construct	Cronbach's Alpha	CR (rho_a)	CR (rho_c)	AVE
CBPA	0.876	0.877	0.910	0.668
CR	0.861	0.864	0.900	0.642
IWB	0.885	0.888	0.913	0.635
NR	0.874	0.880	0.909	0.667
RS	0.873	0.878	0.907	0.662
TDE	0.890	0.894	0.916	0.646
WC	0.897	0.901	0.921	0.660

Note: CR=Composite Reliability, AVE=Average Variance Extracted

The constructs employed in this investigation, together with their respective internal reliability and validity, are listed in Table 1. All of the constructs have Cronbach's Alpha values above the threshold of 0.705, which (Bland & Altman, 1997). This implies that the constructs have high internal consistency and confirms the scales used to measure them. Construct validity and reliability are also shown by rho_A and composite reliability values that are greater than 0.70 (Saari et al., 2021; Hair et al., 2022). The convergent legitimacy of each construct is established, since the average variation extracted values are more than the 0.50 threshold values (Hair et al., 2022). Therefore, all quality criteria measurements are met according to the given table. Average Variance Square Rooted Values from the model's extracted values that need to be bigger than the variance shared by both of those latent constructs are:” (Fornell and Larcker, 1981). The AVE meets the criteria and satisfies the condition set.

Table 2: Discriminant Validity

	CBPA	CR	IWB	NR	RS	TDE	WC
CBPA	0.818						
CR	0.794	0.801					
IWB	0.822	0.783	0.797				
NR	0.775	0.764	0.779	0.817			
RS	0.614	0.694	0.721	0.589	0.814		
TDE	0.633	0.750	0.725	0.657	0.826	0.804	
WC	0.628	0.764	0.673	0.598	0.748	0.777	0.812

Table 3: Total Direct Effect

Hypothesis	Construct	β	Mean	SD	T -Stat	P Values	Result
H1	RS -> NR	0.067	0.065	0.025	2.675	0.008	Significant
H2	TDE -> NR	0.044	0.043	0.019	2.299	0.022	Significant
H3	WC -> NR	-0.007	-0.005	0.018	0.416	0.677	insignificant
H4	CBPA -> NR	0.159	0.157	0.045	3.549	0.000	Significant
H5	CR -> NR	0.050	0.049	0.025	1.976	0.049	Significant

Table 3 shows nurse retention bootstrapping findings from 5000 subsamples and hypotheses. At 0.05 significance, H1, H2, H4, & H5 have been accepted. H1, H2, and H3 show that recruitment, selection, and training, development, as well as education improve nurse retention. H4 and H5 indicate that competency-based performance evaluation improves nurse retention, while work conditions do not. Pay and reward also affect nurse retention, with H5 accepted. The route coefficient and t-statistics show these characteristics help retain nurses. Ultimately, the study gives light on nurse retention.

Table 4: Specific indirect effect

Hypothesis	Construct	β	M	SD	T Stat	P Values	Result
H6	RS -> IWB -> NR	0.067	0.068	0.027	2.538	0.011	Significant
H7	TDE -> IWB -> NR	0.044	0.043	0.020	2.221	0.027	Significant
H8	WC -> IWB -> NR	-0.007	-0.007	0.019	0.396	0.692	insignificant
H9	CBPA -> IWB -> NR	0.159	0.156	0.042	3.808	0.000	Significant
H10	CR -> IWB -> NR	0.050	0.049	0.026	1.937	0.053	insignificant

The research examines into the relationship between creative work behaviours, hiring and selection processes, education, training, and development programmes, as well as work environments, competency-based performance reviews, and nurse retention. We find that, with an influential t-statistics measurement of 2.538 as well as a route coefficient value of 0.067, inventive work behaviour mediators these associations. The interaction between mediation and training, development, education, as well as employment conditions is also important. For job condition, on the other hand, the mediation association is not significant, with an outcome coefficient value of -0.007 and a value of 0.396. A substantial mediation link is also seen in competency-based performance appraisal, with a route coefficient value of 0.159 and a value of 3.808. The mediation association between compensation and rewards is similarly substantial, as indicated by a t-statistics value of 1.937 as well as a path coefficient value of 0.050. The role of mediation in the relationship is therefore negligible.

4.3 Measurement model assessment

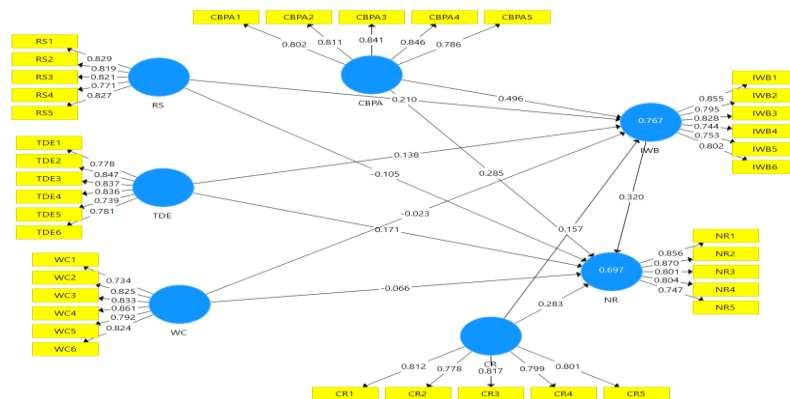


Figure 2: Structural Model – Direct Effect

4.4 Structural model assessment

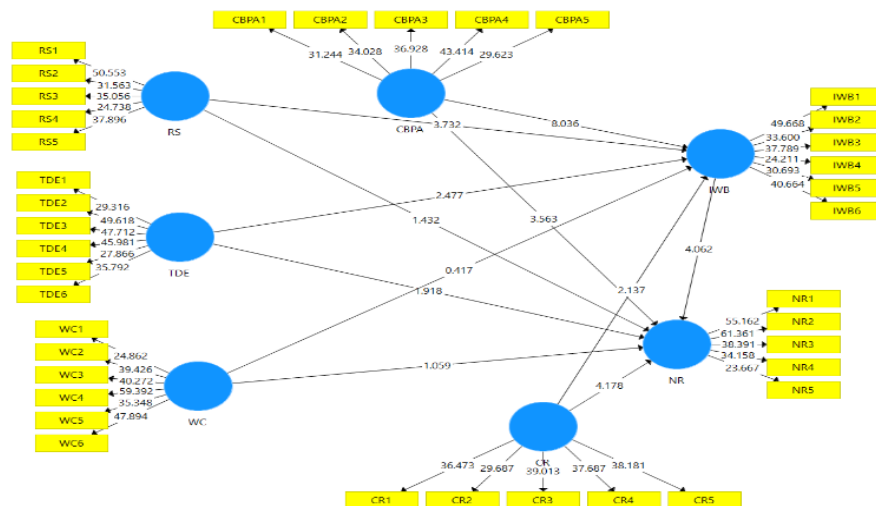


Figure 3: structural Model: Mediation Effect

5. Discussion

Organisational research has focused a lot of attention on the relationship between Innovative Work Behaviour (IWB), Employee Retention, and HRM (Human Resource Management) practises. HRM practises cover a wide range of tactics for hiring, developing employees, training, and paying employees. According to research, these procedures are crucial in shaping employee views and behaviours, which in turn affects organisational outcomes including staff retention (Guest, 2017). Innovative Work Behaviour (IWB) pertains to an employee's capacity and inclination to participate in innovative and imaginative tasks within their work environment. It's considered an essential component of organisational success and a means of gaining a competitive edge in the quickly changing business environment. Research has indicated a favourable correlation between HRM practises that promote skill enhancement, empowerment, and information work behaviour (IWB) (Shalley et al., 2004). Conversely, employee retention shows how well a company is able to hold onto its most valuable

employees. Greater levels of satisfaction with job and organisational dedication are frequently associated with a supportive work environment that fosters innovation, which increases employee retention (Devi & Nair, 2017). This study attempts to explore this relationship by examining the ways in which particular HRM practises affect IWB and, in turn, the ways in which IWB affects employee retention. By attempting to disentangle the mediating and moderating factors at play, it gives organisations the knowledge they need to strategically coordinate HRM practises in order to promote IWB and improve employee retention. Companies hoping to create innovative HRM strategies that encourage creativity and eventually result in a more dedicated and engaged workforce—thereby increasing employee retention rates—need to have a solid understanding of this relationship.

5.1 Managerial implication

The research that looks at the relationship between creative work practises, HRM practises, and nurse retention has significant management implications for healthcare companies that aim to enhance long-term retention, innovation, and satisfaction with nurses. Healthcare leadership should ensure that HRM protocols align with the objectives of the business, with particular emphasis to tailoring these protocols to meet the unique needs and expectations of nursing staff. Strategic alignment supports the organization's objectives and positively impacts nurse retention and satisfaction. Putting money into comprehensive programmes for training and development is essential. Nurses can take control of their personal growth and retention by providing opportunities for lifetime learning, improvement of skills, and advanced education in cutting-edge practises. Maintaining nurses requires fostering an innovative culture. It is the responsibility of managers to foster a culture that values experimentation, creativity, and teamwork. Flexible schedules and arrangements facilitate a better work-life balance and make it easier for nurses to meet their personal needs. Flexible scheduling and remote work both improve job satisfaction, which in turn boosts nurse retention. By implementing these managerial suggestions, healthcare organisations can enhance patient care outcomes and organisational success. They can create an atmosphere that promotes nurse retention and innovative work practises by doing this.

5.2 Practical implication

By putting these useful findings into practise, healthcare organisations can improve nurse satisfaction, foster creativity, and increase nurse retention by utilising the study on the relationship between human resources management practises, creative behaviour, and nurse retention. Introduce programmes or instruments that encourage idea exchange and teamwork among employees. Promote an environment where nurses may collaborate, share expertise, and come up with original solutions to challenges they encounter at work. Nurse retention is aided by this collaborative approach, which fosters greater creativity and job satisfaction. Procedures for performance reviews should be changed to provide quick, helpful feedback that places a focus on original ideas. By including innovative competencies into performance evaluations, you can encourage nurses to embrace innovative work practises. The promotion and acknowledgement of creativity through performance reviews has a positive impact on nurse retention as well as job fulfilment. Maintain open channels of communication to ensure that nurses may voice their concerns and that information is shared efficiently. Open

communication has a beneficial effect on nurse retention and job satisfaction because it fosters involvement, trust, and a sense of being.

6. Limitation and Future direction

Examine the connection between using cutting-edge technologies like telemedicine, artificial intelligence, or health informatics and nurse retention in creative work practises. Consider how HRM practises could be adjusted to help nurses adopt and use current technologies efficiently. Examine the effects these variables have on nurse retention, innovative work practises, and HRM procedures. Are there differences in HRM needs between bigger and smaller healthcare organisations? If so, how does this affect the work environment for nurses and their sense of creativity? Promote interdisciplinary research teams that include nurses, policymakers, healthcare administrators, and HRM specialists. Collaborative Research and Involvement of Multiple Stakeholders 12. Including a wide range of stakeholders will enable a comprehensive approach to addressing the relationship between Hr practises, creative behaviour, and nurse retention, resulting in comprehensive change initiatives. By following these further research directions, the healthcare sector can enhance its understanding of the intricate connections between HRM practises, innovative behaviour, and nurse retention. This will ultimately result in improved approaches that benefit nurses along with the medical companies they work for.

7. Conclusion

HRM practices significantly impact innovative work behavior and nurse retention in the healthcare sector. Employing HRM strategies that prioritize empowerment, professional development, and a supportive work environment can foster a culture of innovation and job satisfaction among nurses, contributing to better healthcare outcomes and organizational success. Leadership, communication, and recognition play a symbiotic relationship, promoting creativity and fostering a sense of fulfillment among staff. Aligning HRM practices with nurses' dynamic needs can enhance their potential and secure long-term commitment. Addressing challenges like burnout and high turnover rates through work-life balance initiatives and inclusive policies can also contribute to nurse retention. A well-crafted HRM approach is crucial for a thriving healthcare workforce, benefiting patient care and the organization's bottom line. The examination of the intricate relationship between innovative work practises, nurse retention, and human resource management (HRM) practises reveals a significant paradigm in the health care sector. This nexus includes an active link that significantly affects patient care standards, the general well-being and commitment of nursing personnel, and the efficacy of healthcare organisations. The study highlights the critical role that HRM practises play in shaping the working conditions of nurses. Tailored HRM methods suiting the unique needs and goals of nursing professionals are the cornerstone for improving job satisfaction and, consequently, retention. These strategies cover a broad spectrum of subjects, including encouraging an innovative culture, performance evaluation, and leadership development. A key outcome of effective HRM practises is innovative work conduct, which serves as a beacon for advancement in healthcare firms. Nurse who are urged to think with imagination, solve problems, and implement innovative ideas increase patient care, efficiency in operations, and organisational adaptability. An innovative culture promoted through HRM initiatives creates a space where nurses feel empowered to voice their opinions and bring about good change,

enhancing their job satisfaction and reinforcing their commitment to the profession. Crucially, creative work practises that arise from strategic HRM practises have a direct effect on nurse retention. It's critical to employ a complete strategy that considers nurses' personal motivations, career paths, and professional goals in order to maintain nursing talent. Human resource management practises that recognise and support nurses' innovative potential can lead to increased job satisfaction, professional development, and eventually a cohesive and committed nursing staff. The concerted efforts of HRM practitioners, healthcare leaders, nursing staff and policymakers are essential to ensuring that innovation thrives, satisfaction among nurses' soars, and every facet of patient care remains stable and of the highest calibre in the future.

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