

# 看護師のワーク・エンゲイジメント、職場継続意志に影響を与える 看護師長のマネジメント ～看護師の多様化に焦点を当てて～

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**Background:** In recent years, in medical and nursing settings, the proportion of nurses with diverse backgrounds has increased owing to changes in treatment needs and introduction of diverse work forms. Thus, head nurses should have the management capability of dealing with such diversity. Management in response to diversity is expressed through mentoring, work environment adjustment, and career support. These increase nurses' work engagement and influence their workplace continuation intention.

**Objectives:** This study aimed to elucidate the influence of head nurses' management style in response to diversity on mid-level nurses' work engagement and workplace continuation intention.

**Methods:** Questionnaire surveys were conducted among non-management mid-level nurses with  $\geq 5$ -year clinical experience who worked at acute care hospitals with  $\geq 300$  beds to examine personal factors, environmental factors, work engagement, and workplace continuation intention.

**Results:** A multiple regression analysis was performed using factors extracted based on the relationship between each survey item and work engagement as the explanatory variables and work engagement as the response variable. Based on the results, the factors "a high number of years of nursing experience," "experience related to work environment," "use of the leave system," "competence related to career anchor specialization and job function," "mentoring from more senior staff and other colleagues," and "mentoring from the head nurse" were extracted. In addition, a multiple regression analysis that considered the interaction of these factors was performed; the coefficient with a high number of years of nursing experience demonstrated a significant negative value, whereas that with use of the leave system demonstrated a significant positive value.

**Conclusion:** Mid-level nurses who receive mentoring from a head nurse have high-level work engagement and workplace continuation intention. The factors related to work engagement included "a high number of years of nursing experience," "experience related to work environment," "use of the leave system," "competence related to career anchor specialization and job function," "mentoring from more senior staff and other colleagues," and "mentoring from the head nurse." Multiple regression analysis that considered the interaction between "mentoring from the head nurse" and the other factors showed that work engagement (1) increases when the head nurse mentors nurses with short nursing experience, (2) decreases when the head nurse mentors nurses with high nursing experience; and (3) increases when the head nurse mentors nurses who use the leave system.

**Keywords:** Diversity, management, mid-level nurse, mentoring