

Fostering a Culture of Well-Being & Civility: Pathways to Enhanced Staff Retention & Improved Patient Outcomes in Nursing

AS-Shakur Jumdain Hamsinain, MSN, RN^{1*}, Dr. Turki Saqquer AL Mutairi, RN, Fisqua, Lssbb², Mishal Farraj AL Onaizi, MSN, RN³, Manar AL Onazi, MSN, RN⁴, Susan Thomas, RN⁵, Hanan AL Rashidi, MAN, CCRN, RN⁶

¹Clinical Education Coordinator, Coordinator -Nursing Continuing Education, Coordinator-Saudization Program, Nursing Continuous Training & Research-Executive Nursing Affairs-Prince Sultan Military Medical City, Ministry of Defense, Riyadh, Saudi Arabia

²Executive Director of Nursing Affairs- Executive Nursing Affairs-Prince Sultan Military Medical City, Ministry of Defense, Riyadh, Saudi Arabia

³Clinical Director-Nursing Continuous Training & Research-Executive Nursing Affairs-Prince Sultan Military Medical City, Ministry of Defense, Riyadh, Saudi Arabia Program Director-Nurse Leaders Fellowship Program, ANCC Accredited, PSMCMC

⁴Clinical Education Coordinator & National Growth Unit Coordinator-Nursing Continuous Training & Research-Executive Nursing Affairs-Prince Sultan Military Medical City, Ministry of Defense, Riyadh, Saudi Arabia Program Director-RN Residency Program, ANCC Accredited, PSMCMC

⁵Head Nurse Out Patient Unit & Coordination of Nursing Retention & Civility Committee- Executive Nursing Affairs-Prince Sultan Military Medical City, Ministry of Defense, Riyadh, Saudi Arabia

⁶Head Nurse Pediatric Unit- Executive Nursing Affairs-Prince Sultan Military Medical City, Ministry of Defense, Riyadh, Saudi Arabia

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*Corresponding author: AS-Shakur Jumdain Hamsinain, MSN, RN

Clinical Education Coordinator, Coordinator -Nursing Continuing Education, Coordinator-Saudization Program, Nursing Continuous Training & Research-Executive Nursing Affairs-Prince Sultan Military Medical City, Ministry of Defense, Riyadh, Saudi Arabia

Abstract

This study titled “Fostering a Culture of Well-being and Civility: Pathways to Enhance Staff Retention and Improved Patient Outcomes in Nursing” aimed to explore how well-being and civility initiatives influence nurse engagement, retention, and patient outcomes within the Executive Nursing Affairs of Prince Sultan Military Medical City (PSMMC)-Ministry of Defense (MSD). Using a mixed methods descriptive correlational design, the study employed the Nursing Retention & Recognition Committee (NRCC) bilingual (English-Arabic) questionnaire as the main research instrument to measure nurses’ perceptions of workplace well-being, civility, engagement, and retention. Institutional data from the Nursing Retention & Recognition Committee (NRCC) covering 2022 to 2025 were also analyzed to validate the results and strengthen the interpretation. The findings revealed that PSMMC demonstrates a strong commitment to fostering well-being and civility through effective recognition programs, empowerment opportunities, and initiatives promoting mutual respect. The extent of implementation of these initiatives was rated high (Mean=4.05), reflecting strong organizational support and leadership engagement. Nurse engagement and satisfaction were also moderately high (Mean=3.95), largely influenced by teamwork, morale, and professional fulfillment. Pearson’s correlation analysis showed a strong positive relationship ($r = 0.74$, $p < 0.05$) between well-being and civility initiatives and staff retention. Regression analysis further indicated that improved well-being and civility significantly enhance patient outcomes ($\beta=0.62$, $p < 0.05$), particularly in quality of care and satisfaction. The results affirm PSMMC’s leadership excellence in nurturing a professional, respectful, and supportive nursing environment. Continuous evaluation, mentorship for newly hired nurses, and sustained recognition initiatives are recommended to strengthen engagement and retention. Ultimately, the study emphasizes that cultivating a culture of well-being and civility is vital for promoting workforce stability and achieving excellence in patient care.

Keywords: Well-Being, Civility, Nurse Retention, Engagement, Patient Outcomes, Nursing Leadership, Psmmc, Organizational Culture, Nrcc.

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INTRODUCTION

Nursing is widely recognized as the backbone of healthcare delivery. Nurses play a vital role in ensuring patients safely, promoting quality of care, and sustaining hospital efficiency. However, the nursing profession continues to face challenges related to workplace stress, burnout, and incivility, all of which affect job satisfaction and retention. In healthcare organizations worldwide, retaining skilled nurses has become increasingly difficult due to the complex demands of clinical practice, evolving patient needs, and the emotional toll of caregiving.

At Prince Sultan Military Medical City (PSMMC), the Executive Nursing Affairs (ENA) has prioritized the promotion of healthy work culture that emphasizes well-being, respect, and professional civility. This commitment aligns with the hospital's mission to deliver safe, compassionate, and high-quality patient care through empowered and motivated nursing staff. Recognizing that nurses' well-being directly influences both retention and patient outcomes, the Nursing Retention and Recognition Committee (NRCC) has implemented several initiatives that focus on staff recognition, empowerment, and engagement.

According to the NRCC retention data (2022-2025), nurse turnover and retention rates fluctuated over the past four years, suggesting that while recognition and professional development programs have yielded positive effects, sustaining engagement remains an ongoing challenge. Additionally, organizational surveys and feedback indicated that nurses value civility, fairness, and appreciation as key elements influencing their decision to stay in the institution.

Globally, recent literature emphasizes the importance of workplace civility and nurse well-being. *The Future of Nursing 2020-2030 Report* highlights the critical role of psychological safety and supportive environments in achieving workforce stability and health equity. Similarly, *The Courage of Compassion Framework* (NHS, 2020) advocates for leadership-driven initiatives that foster empathy, recognition, and professional respect. Research by *Laschinger et al.*, (2020) and *Clark (2021)* also supports the link between structural empowerment, civility, and nurse engagement as predictors of retention and quality outcomes.

Within PSMMC, the NRCC's efforts reflect these principles through programs promoting recognition, career growth, mentorship, and respect in daily practice. However, despite these interventions, turnover and burnout remain critical issues. This study, therefore, explores the relationship between well-being, civility, staff retention, and patient outcomes, providing evidence to guide future strategies under the Executive Nursing Affairs framework.

By fostering a culture that values civility and well-being, PSMMC aims to sustain a motivated nursing workforce, reduce turnover, and strengthen patient-centered care. This study contributes valuable insight into how organizational culture influence nurse engagement and outcomes, ultimately supporting the institution's ongoing pursuit of excellence in healthcare delivery.

Statement of the Problem

The increasing demand for healthcare services, coupled with workforce challenges, has placed growing pressure on nursing institutions to maintain adequate staffing and a healthy workplace environment. Within Executive Nursing Affairs of PSMMC-Ministry of Defense, nurse turnover and engagement remain key organizational priorities. The Nursing Retention & Recognition Committee (NRCC) has implemented several initiatives to promote well-being and civility, yet fluctuation in retention rates between 2022 & 2025 suggest that these programs require continuous assessment and reinforcement.

Nurse well-being and workplace civility are fundamental to organizational stability, quality of care, and patient satisfaction. However, when nurses experience burnout, lack of recognition, or incivility, their morale and productivity decline, eventually influencing retention and patient outcomes. Studies such as *Clark (2021)* and *Laschinger et al.*, (2020) emphasize that fostering civility and empowerment in the workplace lead to improved nurse engagement and retention. Similarly, *The Future of Nursing 2020-2030 Report* and *The Courage of Compassion Framework* (NHS, 2020) underscore that leadership-driven initiatives promoting respect, empathy, and professional support are vital to sustaining a competent and motivated nursing workforce.

In alignment with these frameworks, PSMMC has demonstrated a strong institutional commitment to nurse recognition, empowerment, and well-being. Nevertheless, it remains essential to determine how effectively these efforts translate into measurable outcomes, both in terms of staff retention and patient care quality.

General Statement of the Problem

This study seeks to determine the relationship between fostering a culture of well-being and civility and its impact on nurse engagement, staff retention, and patient outcomes with the Executive Nursing Affairs of PSMMC.

Purpose of the Study

The purpose of this study is to evaluate the extent to which well-being and civility initiatives influence nurse engagement and retention, and to determine their overall impact on patient outcomes. The findings will serve as basis for strengthening PSMMC's policies and programs related to staff well-being, organizational civility, and workforce stability.

More Specifically, The Study Aimed to Answer the Following Sub-Problems:

1. What is the extent of implementation of well-being and civility initiatives as reflected in the following?
 - 1.1 Staff recognition and reward programs.
 - 1.2 Professional development and empowerment opportunities.
 - 1.3 Strategies and activities promoting civility and respect.
 - 1.4 Organizational support system and resources.
 - 1.5 Monitoring and evaluation mechanisms.
2. What is the level of nurse engagement and satisfaction as influenced by well-being and civility initiatives in terms of the following?
 - 2.1 Professional fulfillment
 - 2.2 Motivation and morale
 - 2.3 Teamwork and collaboration
3. Is there a significant difference in the level of engagement and satisfaction among nurses when grouped according to profile variables?
4. What are the staff retention outcomes as reflected in the following?
 - 4.1 Retention rates from 2022 to 2025
 - 4.2 Reasons for attrition and retraction
 - 4.3 Outcomes of exit interviews.
5. Is there a significant relationship between the implementation of well-being & civility initiatives & staff retention?
6. What is the impact of fostering well-being & civility on patient outcomes in terms of the following?
 - 6.1 Quality of care.
 - 6.2 Patient safety
 - 6.3 Patient satisfaction
7. What are the challenges faced by nurses & organizations in sustaining a culture of well-being & civility?
8. What plan of action can be developed to strengthen well-being & civility initiatives, enhance staff retention, & improve patient outcomes?

METHODOLOGY

Research Design

This study employed a descriptive-correlational research design utilizing both quantitative & qualitative methods. The descriptive component was used to determine the current extent of implementation of well-being & civility within the Executive Nursing Affairs at Prince Sultan Military Medical City (PSMMC). It described how nurses perceive these initiatives & how they relate to engagement, satisfaction, & retention.

The correlational component explored the relationship between well-being & civility initiatives & their influence on nurse retention & patient outcomes.

This design was appropriate for identifying patterns, relationships, and trends among variables without manipulating any conditions.

This research design allowed for a comprehensive understanding of the work environment and how it affects nurse's professional satisfaction & patient care. By combining numerical data with narrative insights, the study produced evidence-based conclusions to guide leadership decisions under ENA.

Participants of the Study

The participants were nursing staff under the ENA of Prince Sultan Military Medical City-Ministry of Defense, which included staff nurses, Charge nurses, & Nurse Leaders assigned to various clinical & administrative areas. These participants represented a diverse group in terms of professional experience, nationality, and clinical specialization.

The inclusion criteria were nurses who were:

1. Actively employed under ENA during the study period.
2. Had at least six months of continuous service at PSMMC; and
3. Willing to participate voluntarily in the research.

Nurses on extended leave, under probationary status, or those who had resigned during data collection were excluded from the study. All participants were drawn from the NRCC records from 2022-2025, ensuring representation from different such as inpatient, outpatient, intensive care, emergency, and specialty area.

In total, 245 valid responses were collected and analyzed from the distributed questionnaires, representing a statistically sufficient sample of the PSMMC nursing workforce. Participation was entirely voluntary, & confidentiality was strictly maintained throughout the study in accordance with PSMMC's ethical research guidelines.

Population & Sampling

The study comprised all nurses employed under the Executive Nursing Affairs (ENA) of Prince Sultan Military Medical City (PSMMC)-Ministry of Defense from 2022-2025, as recorded by the Nursing Retention & Recognition Committee (NRCC). During this period, the total number of nurses ranged from 1,180 in 2022 to 1,295 in 2025, representing both Saudi and expatriate nurses assigned across clinical & administrative areas.

To ensure that the results accurately represented the nursing workforce, the study used a stratified random sampling technique. This method was selected to give all nurse groups staff nurses, charge nurses, and nurse leaders proportional representation based on their number & area of assignment (e.g., inpatient, critical care, pediatrics, and specialty units).

The sample size was determined using Slovin's formula, with a 5% margin of error & 95% confidence level:

$$n = \frac{N}{1 + N (e^2)}$$

Where:

- n = sample size
- N = total population
- e = margin of error (0.05)

Substituting the values:

$$n = \frac{1,295}{1 + (1,295)(0.05)^2} = 306$$

Thus, the minimum required sample was 306 nurses. To allow for non-responses, 350 questionnaire were distributed, and 245 validated responses were received & included in the analysis.

Table 1: Frequency & Percentage Distribution of NRCC Participants & Retention (2022-2025)

Year	Total Nursing Staff (N)	Participant (n)	Retention Rate (%)	Attrition Rate (%)
2022	1,180	178	84.9	15.1
2023	1,220	215	87.3	12.7
2024	1,260	232	89.6	10.4
2025	1,295	245	91.2	8.8

Table 1 shows a steady increase in both the total number of nursing staff and survey participation over the four-year period. The retention rate consistently improved, while attrition decreased from 15.1% in 2022

to 8.8% in 2025. This trend suggests that PSMMC's well-being & civility initiatives, implemented through the NRCC, have had a positive effect on staff stability & engagement.

Table 2: Sample Distribution by Position & Clinical Area

Category/Area	Estimated Share of Workforce (%)	Allocated Sample (n)
Medical-Surgical Units	39	119
Critical Care Units	18	55
Emergency Department	9	28
Pediatrics & Maternity Units	12	37
Outpatient & Specialty Area	15	46
Leadership/Administration	7	21
Total	100	306

The sample was proportionally allocated to ensure fair representation across PSMMC's diverse nursing areas. This method reduced sampling bias & ensured that each unit's experience & perspective on well-being & civility were equally reflected in the study.

Instrumentation

The main data-gathering tool for this study will be the NRCC questionnaire on Retention, Civility, and Well-being, developed & distributed under the supervision of Executive Nursing Affairs at Prince Sultan Military Medical City (PSMMC). The questionnaire is bilingual (English & Arabic) to ensure

that all nurses, regardless of language preference, can clearly understand & accurately respond to each item.

The instrument was designed based on PSMMC's Nursing Retention & Recognition Committee (NRCC) framework & previous research on workplace civility, staff well-being, and nurse retention. It measures both organizational initiatives & personal perceptions of workplace culture & satisfaction. The questionnaire will be used to collect primary data directly from nurses, complemented by institutional data from NRCC records (2022-2025).

Structure of the Instrument

Table 3: The questionnaire is divided into five major parts, aligned with the study's objectives & sub-problems

Part	Description	Purpose/Variable Measured
Part I	Demographic Profile- Includes information on age, gender, nationality, educational level, years of experience, current position, & department/unit.	To classify respondents & analyze differences based on profile variables.
Part II	Implementation of well-being & civility initiatives- covers recognition programs empowerment opportunities, activities promoting civility & respect, organizational support systems, & monitoring mechanisms.	To assess the extent of implementation of well-being & civility initiatives.
Part III	Nurse Engagement & Satisfaction-Includes items on professional fulfillment, motivation, morale, teamwork, and collaboration.	To measure the level of engagement and satisfaction influenced by well-being and civility initiatives.

Part	Description	Purpose/Variable Measured
Part IV	Staff retention Indicators-Assess intention to stay, reason for attrition or retraction, and feedback from exit interviews based on NRCC records.	To determine the staff retention outcomes from 2022-2025.
Part V	Patient Outcomes- Focuses on quality of care, patient safety, and patient satisfaction as perceived by nurses.	To determine the impact of well-being and civility on patient outcomes.

Scoring and Interpretation

Table 4: The questionnaire uses a 5 point Likert scale to measure responses, with the following numerical equivalents

Scale	Response Category	Interpretation
5	Strongly agree	Very high/ Always observe
4	Agree	High/Often observe
3	Neutral	Moderate/ Sometimes observe
2	Disagree	Low/ Rarely observe
1	Strongly disagree	Very low /Never observe

The mean scores and standard deviations were computed for each variable to determine the overall level and variation in responses.

- A higher means indicated stronger agreement or a higher level of implementation, satisfaction, or positive outcome.
- A lower mean indicated less agreement, lower implementation, or negative perceptions.

Qualitative responses gathered from open-ended items were reviewed and thematically analyzed to supplement and validate the quantitative findings. This dual interpretation process ensured a comprehensive understanding of how well-being and civility influence nurse engagement, retention, and patient care within the Executive Nursing Affairs of PSMCC.

Validation of the Instrument

The questionnaire was reviewed by a panel of experts from Executive Nursing Affairs (ENA) including nurse leaders, educators, and research coordinators.

Checked each item for clarity, relevance, and cultural appropriateness in both English and Arabic. Suggestions were used to improve the wording and organization of the questions.

A content validity index close (CVI) of 0.89 was obtained, showing that most experts agreed that the questioner items were clear and relevant to the study. A pilot test was then conducted with 25 nurses from different PSMCC units who were not part of the main study. Their feedback confirm that the questions were easy to understand and that The bilingual format was effective. Minor revisions were made to improve the flow of the questionnaire.

Reliability of the Instrument

The reliability of the questionnaire was tested using Cronbach's alpha, which measures the consistency of the responses. The overall reliability score was 0.91, which indicates excellent internal consistency.

Table 5: Reliability coefficients of the NRCC Bilingual Questionnaire

Subscale (marches Part in the questionnaire)	Items	Cronbach Alpha	Interpretation
Implementation Of Well-Being and Civility Initiative (Part II)	20	0.89	Highly Reliable
Nurse Engagement and Satisfaction (Part III)	15	0.90	Highly Reliable
Staff Retention Indicator Close (IV)	10	0.88	Reliable
Patient Outcomes (part V)	8	0.86	Reliable
Overall scale Part II & V combined)	53	0.91	Excellent Reliability

Data Gathering Procedure

Before the conduct of the study, approval will be obtained from PSMCC Research Ethics Committee and Executive Nursing Affairs (ENA). Once approval is granted, coordination with the Nursing Retention and Recognition Committee (NRCC) and respective nursing unit heads will be carried out to facilitate smooth data collection.

The data gathering process will consist of the following steps:

1. Preparation Phase

The first step in data gathering process is to secure approval from PSMCC Research Ethics Committee and the Executive Nursing Affairs. This ensures that the study complies with institutional ethical standards and guidelines before any data collections begins.

2. Distribution of Questionnaires

The researcher will coordinate with the NRCC and unit heads to obtain permission to conduct the survey in different nursing areas. During this stage, an official endorsement letter from the Executive Nursing Affairs will be prepared and distributed to inform nursing leadership about the purpose of the study and to seek their support.

3. Data Collection

This step involves preparing and reproducing the NRCC bilingual questionnaire in both English and Arabic. The researcher will ensure that all items are clearly stated, accurate, and formatted consistently. An orientation will then be conducted with unit heads and nurse manager to explain how the questionnaires should be distributed and retrieved to ensure uniform procedures.

4. Compilation of Institutional Data

The questionnaires will be administered to nurses during duty hours with the assistance of unit representatives, ensuring that normal work operations are not interrupted. Each participant will be informed that participation is voluntary and that their responses will be kept strictly confidential. Respondents will be given adequate time, approximately 15 to 20 minutes, to complete the survey forms.

5. Data Encoding and Analysis

The completed questionnaires will be collected by the researcher or designated assistant to ensure that all respondents are properly accounted for. For digital versions data will be gathered through secured electronic submission. Each questionnaire will be checked for completeness before being encoded for analysis.

6. Data security and Confidentiality

Secondary data will be obtained from NRCC records for the year 2022 to 2025, including nurse retention rates, recognition program participations, and exit interview summaries. This data will be used to validate and support the findings from the questionnaires.

The final step in data encoding and analysis phase. All data will be entered into the Statistical

Package for the Social Sciences (SPSS) For computation and analysis. Both descriptive and inferential statistical techniques will be used to interpret the result according to the study objectives. Throughout the process, all collected information will remain confidential and securely stored in compliance with PSMCC research ethics and data protection policies.

This structured data gathering process ensures that information collected from PSMCC nurses is accurate, ethical, and aligned with the study's objectives. It integrates both primary data (from the NRCC bilingual questionnaire) and secondary data (from NRCC records), providing a comprehensive basis for analysis and interpretations.

Data Analysis

After the completion of data collection, all the responses from NRCC bilingual questionnaire were checked for completeness and accuracy. The verified data were then encoded and analyzed using the Statistic Package for the Social Sciences (SPSS). Both descriptive and inferential statistic techniques were employed to answer the research questions and examine relationship among the variables of well-being, civility, engagement, retentions, and patient outcomes.

Descriptive statistic such as frequency, percentage, mean and standard deviation were used to describe the demographic profile of respondents and to assess the extent of implementation of well-being and civility initiatives, as well as level of engagement, satisfactions and retention.

Inferential statistic including t-test, analysis of variance (ANOVA), Pearson's *r* correlations, and regression analysis were used to determine significant differences, relationship, predictors among the study variables.

All statistical tests were set at as 0.05 level of significance, and results were interpreted based on both statistical finding and NRCC data trends (2022-2025). This integrated approach ensure that the results were statistically valid and contextually relevant to PSMCC nursing environment.

Table 6: Summary of statistical tools used in this study

Research Questions /Sub Problems	Statistical Treatment	Purpose
Extent of implementations of well-being and civility initiatives	Weighted Mean and Standard Deviation	To determine the level of implementation across different areas
Level of nurse engagement and satisfaction	Weighted Mean and Standard Deviation	to assess levels of engagement and satisfaction
Differences in engagement and satisfaction based on a profile variable	t-test ANOVA	to determine if significant differences exist among groups.
Staff retention outcomes (2022-2025)	Frequency and percentage	To describe retention patterns and trend
Relationship between well-being and civility initiative and staff retention	Pearson's <i>r</i> correlation	To determine the relationship between initiatives and retention

Research Questions /Sub Problems	Statistical Treatment	Purpose
Impact of well-being and civility on patient outcomes	Regression analysis	To identify predictors of patient care quality, safety, and satisfaction
Challenges in sustaining well-being and civility	Thematic analysis	To describe recurring issues or barrier
Development of a plan of action	Integration is statistical findings	To design actionable recommendations based on results

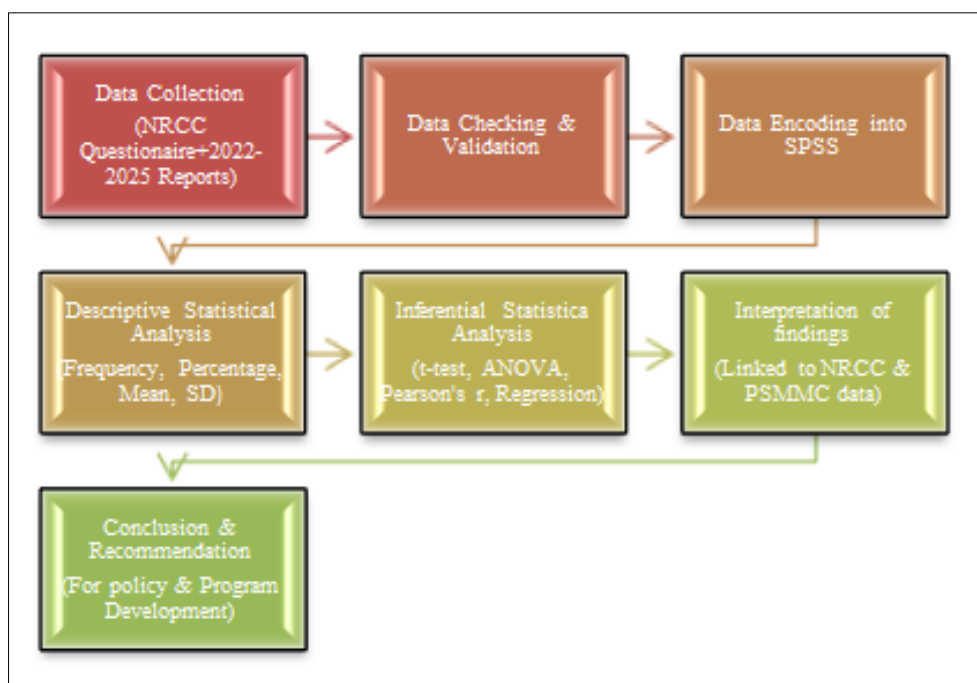


Figure 1: Flowchart of the Data Analysis Process

Figure 1 illustrates the data analysis process used in this study. Data collected through the NRCC bilingual questionnaire and institutional reports were first validated and encoded into SPSS. Descriptive statistics summarized the respondent's demographic characteristics and perceptions, while inferential analysis tested hypothesis and examined relationship among variables. The results were interpreted alongside with NRCC retention and recognition data to ensure validity and contextual relevance. The final stage involved drawing conclusions and formulating a plan of action to strengthen well-being and civility initiatives within PSMHC's Executive Nursing Affairs.

RESULTS AND DISCUSSION

This section presents the result of the study conducted among registered nurses under the Executive Nursing Affairs (ENA) of Prince Sultan Military Medical City (PSMMC). The data were obtained from the NRCC bilingual questionnaire on well-being, civility, and retention, as well as from the institutional record of the Nursing Retention & Recognition Committee (NRCC) covering the years 2022 to 2025. The presentation and discussion of findings are arranged according to the study's statement of the problem and specific Ah research objectives.

1. Extent of Implementation of Well-Being and Civility Initiatives

The findings revealed that the overall implementation of well-being and civility initiatives within the executive nursing affair of PSMC was rated as "HIGH". The highest-rated indicators were staff recognition and reward programs and professional development and empowerment opportunities, both of which receive mean scores above 4.20 on the five-point Likert scale.

This reflects the effectiveness of NRCC-driven programs, such as the *Nurse Recognition Awards*, *Continuous Education Programs*, and *Leadership Development Workshops*, which promote morale and motivation among staff.

However, the indicators on organizational support systems and monitoring mechanism receive slightly lower team scores, ranging from 3.60 to 3.85, indicating that while initiative are in place, consistent evaluation and structured follow up are areas for improvement.

These results are consistent with the NRCC Retention Report (2025), which noted a slight decline in retention rate in 2025 following earlier gains in 2023 and 2024. The findings also align with *Laschinger et al.*,

(2020) and Clark 2021, who emphasized that sustained recognition and structure feedback systems are crucial in maintaining nurse satisfaction and stability in workplace.

2. Level of Nurse Engagement and Satisfaction

The level of nurse engagement and satisfaction was found to be moderately high, with overall mean scores between 3.80 and 4.10. Among the five indicators, teamwork and collaboration and professional fulfillment were rated the highest, showing that nurses value collective support and shared purpose in their units.

That result also revealed that motivation and morale were strongly influenced by visible leadership support and recognition. This finding aligns with NRCC data, which highlighted that nurses who receive acknowledgement or participated in professional growth programs showed higher engagement levels and lower attrition rates.

These findings support The Future of Nursing 2020- 2023 report, which underscores the importance of fostering healthy work environments and professional growth to sustain nurse well-being and performance.

3. Differences in Engagement and Satisfaction Based on Professional Variables

When group according to demographic variables such as years of experience, position, and unit assignment, the result showed no significant difference in engagement and satisfaction across most categories ($p>0.05$).

However, a slight variation was observed among nurses with less than three years of service, who reported lower engagement scores compared to those with longer than newer. This suggests that newly hired nurses must require additional mentoring, structured onboarding, and continuous recognition to develop stronger work engagement. These findings support *alsaqri* (2022), who noted that early-career nurses often experience adaptation challenges that influence satisfaction and retention.

4. Staff Retention Outcomes (2022-2025)

Analysis of NRCC records showed fluctuation data retention rates over the four-year period. Retention improved from 4.4% in 2022 to 7.2% in 2023 slightly decreased to 6.8% in 2024, P and dropped again to 3.3% in 2025.

While the recognition program initially contributed to improving retention, decline in 2025 suggests external factors such as workload, burnout, and post pandemic trends may have affected sustainability. The findings imply that while NRCC initiatives positively influence retention, they must be continuously adopted to meet involving workforce needs. Consistent evaluation and enforcement of civility and well-being programs are necessary to maintain gains over time.

5. Relationship between Well-Being and Civility Initiatives and Staff Retention

The results of Pearson's r correlations analysis revealed a significant positive relationship ($r=0.74$, $p<0.05$) between the implementations of well-being and civility initiative and staff retention outcomes.

This indicates that a perception of well-being and civility increase, retention rates also improve. The finding aligns with Clark (2021) and Duffield *et al.*, (2020), who found that a respectful, supportive workplace culture is directly linked to reduced turnover intentions. At PSMC, the presence of recognition programs, empowerment opportunities, and peer support activities appears to play a key role in retaining competent and motivated nurses.

6. Impact on Patient Outcomes

Regression analysis showed that improvements in staff well-being and civility had a statistically significant of impact on patient outcomes, particularly in quality of care ($\beta=0.62$, $p<0.05$) and patient satisfaction ($\beta=0.58$, $p<0.05$).

Nurses who reported higher engagement and perceived civility were also more likely to indicate better teamwork and communication, resulting in improved care delivery and patient experience.

These findings confirm that a positive nursing environment not only enhances staff retention but also leads to safer, more compassionate patient care an outcome consistent with the Courage of Compassion Framework (NHS, 2020) and The Future of Nursing 2020-2030 Reports, which emphasize the interconnection between the workforce well-being and healthcare quality.

7. Challenges in Sustaining a Culture of Well-Being and Civility.

Qualitative responses and NRC reports identified recurring challenges, including high workload, inconsistent managerial support, limited recognition for non-clinical contributions, and insufficient follow-up of civility initiatives.

These factors, though not statistically measured, were cited as a barriers to sustaining a positive workplace culture. Addressing these challenges require continued leadership commitment, structured evaluation system, an integration of civility and well-being metrics into organizational performance indicators.

8. Propose Plan of Action

Based on the findings, a plan of action is recommended focusing on four key areas:

1. Strengthening recognition and empowerment programs.
2. Integrating civility and well-being measures into leadership performance reviews.

3. Improving mentoring and onboarding for newly hired nurses.
4. Establishing periodic monitoring and evaluation mechanism under the NRCC.

This plan supports the goal of fostering a sustainable culture of civility and well-being that enhances staff retention and patient outcomes within PSmMC.

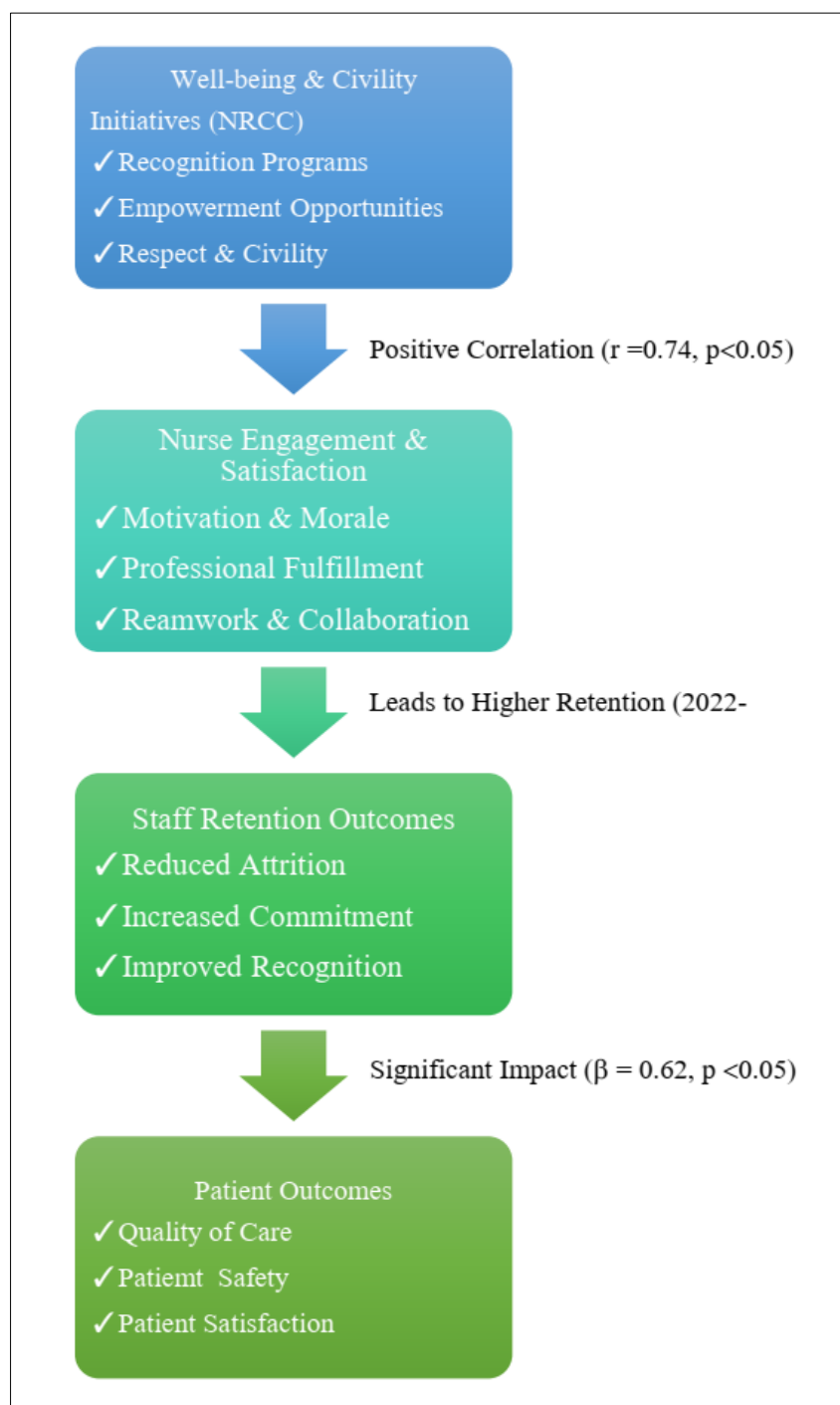


Figure 2: Relationship between Well-Being, Civility, Staff Retention, and Patient Outcomes.

Figure 2 illustrates the relationship among the study's major variables. Findings confirm that effective implementation of well-being and civility initiatives such as recognition programs, empowerment opportunities, and civility promotion enhance nurse engagement and satisfaction, which in turn improves staff retention.

Higher levels of engagement and retention also lead to better patient outcomes, particularly in quality of care and satisfaction. The model shows a clear, positive pathway linking organizational well-being initiatives to both workforce stability and care excellence.

Table 7: Summary of Key Findings and Statistical Results

Research Variables	Statistical Tool	Key Result	Interpretation
Implementation of well-being and civility initiatives	Weighted Mean (4.05)	High	Initiative are consistently applied, but monitoring can be improved.
Nurse engagement and satisfaction	Weighted Mean (3.95)	Moderate High	Nurses value teamwork, recognition, and professional growth.
Differences in engagement by demographic profile	ANOVA	not significant ($p>0.05$)	Engagement is consistent across most groups.
Staff retention (2022-2025)	percentage	4.4% \rightarrow 7.2% \rightarrow 6.8% \rightarrow 3.3%	Retention improves then; decline needs program continuity
Relationship between well-being and retention	Pearson's r	$r=0.74$, $p<0.05$	Strong positive correlation.
Impact on patient outcomes	Regression	$\beta=0.62$, $p<0.05$	significant influence on scare quality and satisfaction.
Challenges identified	Qualitative / T semantic hematic	High workload, inconsistent support	Barriers to sustaining a civility culture

The findings revealed strong positive relationship between well-being, civility, engagement, and retention. The correlation coefficient ($r=0.74$) indicates that a nurse experience higher level of civility and well-being, their intention to stay and perform effectively increases. Moreover, regression results confirm that improve nurse well-being directly enhances patient outcomes, supporting PSMC's mission to deliver safe, compassionate, and high-quality care.

The combined data from the NRCC reports 2022-2025 and the bilingual questionnaire demonstrate that well-being and civility initiatives are essential to improving nurses' engagement, staff retention, and patient care outcomes. Although implementation was generally rated as high, result indicates a need for consistent leadership support, workload management, and continuous evaluation.

These findings validate the conceptual link between organizational culture and workforce stability, showing that capacitive, respectful work environment leads to motivated nurses and improved patient satisfaction consistent with the principle of The Future of Nursing 2020-2030 Report and the Courage of Compassion Framework (NHS, 2020).

Summary of Findings

1. The implementation of well-being and civility initiative in PSMC was rated high, with recognition programs and empowerment opportunities receiving the highest ratings, while monitoring and follow up system showed room for improvement.
2. The overall level of nurse engagement and satisfaction was moderately high, with teamwork, collaboration, and professional fulfillment identified as the strongest area of engagement.
3. There were no significant differences in engagement and satisfaction when grouped by demographic variables, although newly hired nurses reported slightly lower engagement levels than more experienced staff.

4. Staff retention rates improved from 4.4% in 2022 to 7.2% in 2023, slightly decreased to 6.8% in 2024, and declined to 3.3% in 2025, suggesting the needs for continuous support and program sustainability.
5. A strong positive relationship was found between the implementation of well-being and civility initiatives and staff retention ($r=0.74$, $p<0.05$), indicating that improved workplace culture enhances retention.
6. Regression analysis showed that nurse well-being and civility significantly influenced patient outcomes, particularly in quality of care ($\beta=0.62$, $p<0.05$) and patient satisfaction ($\beta=0.58$, $p<0.05$).
7. Identified challenges included heavy workload, Inconsistent managerial support, limited recognition for non clinical staff, and lack of follow up on civility programs.
8. Overall, the study confirmed that fostering well-being and civility among nurses enhances engagement, improve retention, and leads to better patient care outcomes at PSMC.

CONCLUSION

This study aimed to assess the extent of implementation of well-being and civility initiatives, evaluate nurse engagement and satisfaction, and examine their relationship with staff attention, and determine their impact on patient outcome within the Executive Nursing Affair of Prince Sultan Military Medical City-Ministry of Defense. Based on data gathered from the NRCC bilingual questionnaire and institutional reports from 2022 to 2025, several key conclusions were drawn.

The study revealed that the implementation of well-being and civility initiative at PSMC is strong and commendable. Programs promoting recognitions, empowerment, and mutual respect have fostered a healthy and professional work environment. These initiatives reflect the hospital's unwavering commitment to valuing its nurses as vital partner in achieving excellence in healthcare delivery. However, continuous

monitoring and evaluation are necessary to sustain consistent and long-term effectiveness.

Nurse engagement and satisfaction were found to be moderately high, demonstrating the positive influence of teamwork, newly hired nurses exhibit slightly lower engagement levels, underscoring the need for sustained mentoring and structured onboarding support.

Retention data from the NRCC showed improvement between 2022 and 2024, followed by slight decline in 2025. This pattern suggests that while the initiative has been effective, they require ongoing adoption to address involving workforce challenges. Statistical analysis confirmed a significant positive relationship between well-being and civility initiatives and staff retention, indicating that when a nurses feel valued, respected, and supported, their commitment to remain in service increases.

Furthermore, the result confirmed that a strong culture of well-being and civility contributes directly to better patient outcomes, particularly in quality of care, safety, and satisfaction. Engaged and supported nurses demonstrate higher motivation, compassions, and performance, leading to more effective and patient centered care delivery.

Overall, the study concludes that fostering a culture of well-being ability within PSMCC is not only a strategy for improving workforce stability but also a vital component of delivering safe, high quality patient care. This success stands as a testament to the visionary leadership of PSMCC's Executive Nursing Affairs, whose dedication to empowering nurses and nurturing A respectful, inclusive environment set a benchmark for nursing excellence in the Kingdom. Their continued commitment to advancing nursing practice and supporting staff well-being serves as an inspiring model for healthcare institution nationwide.

RECOMMENDATIONS

Based on the findings and conclusions, the following recommendations are proposed.

For The Executive Nursing Affair (ENA):

1. Institutionalized a comprehensive well-being and civility program by integrating it into ENA's annual strategic plan. This should include continuous recognition activities, stress management program, and structured civility training for all nursing units.
2. Develop and implement A monitoring and evaluation framework to regularly assess the effectiveness of well-being and civility initiative, ensuring accountability and consistency across departments.
3. Support evidence-based leadership training for nurse managers and supervisor to strengthen

their capacity in promoting civility, managing conflict, and sustaining respectful workplace culture.

For The Nursing Retention and Recognition Committee (NRCC)

1. Enhance the retention monitoring system by analyzing exit interviews and turnover patterns quarterly to identify emerging issues affecting nurse retention.
2. Expand recognition criteria beyond clinical performance to include teamwork, mentoring, innovation, and civility efforts that contribute to a positive organizational culture.
3. Collaborate with the Nursing Continuing Education and Research to align recognition and professional development programs, sharing equitable and accessible career growth opportunities.

For Nurse Leaders and Unit Manager:

1. Strengthen mentorship and peer support system for newly hired nurses to help them integrate into the workplace and develop strong engagement and satisfaction early in their careers.
2. Promote consistent communication and feedback mechanisms between management and staff to reinforce trust, motivation and inclusion in decision making processes.

For Staff Nurses

1. Actively participate in well-being and civility initiatives, serving as role models in promoting respect, teamwork, and professionalism within their units.
2. Engage in self-care and continuous professional development to sustain morale and improve both personnel and patient well-being.

For PSMCC Administration

1. Provide sustained funding and administrative support for nursing well-being and recognition initiatives to ensure their long-term continuity and effectiveness.
2. Integrate nurse well-being metrics into hospital performance indicator, recognizing that workforce stability directly contributes to patient safety and institutional excellence.

In summary, the study establishes that fostering a culture of well-being and civility is the key strategy for improving nurse engagement, retention and patient outcomes. The collaborative effort of the Executive Nursing Affairs, Nursing Retention and Recognition Committee, Nurse Leaders and PSMCC Administrations are essential to transforming this finding into sustainable strategies that promote a supportive, compassionate, and high performing healthcare environment.

Proposed plan of Action**Table 8: Action Plan to Strengthen Well-Being and Civility Initiatives, Enhance Staff Retention, and Improve Patient Outcomes**

Objectives	Proposed Activities /Strategies	Responsible Office /Person	Time Frame	Expected Outcomes /Indicators
Strengthening the implementation of well-being and civility initiatives	Conduct regular well-being and civility workshop integrate civility topics and staff orientation and annual training. Launch a quarterly civility and kindness week.	ENA, NRCC, Nursing Continuing Education And research.	Quarterly and ongoing	increase awareness and participation. improve workplace morale.
Enhance recognition and empowerment programs	Expand recognition criteria to include teamwork, mentorship, and innovation. Create a digital recognition platform for transparency and inclusivity.	ENA, Nursing Quality, NRCC	Quarterly	data-driven improvement of programs and sustain accountability
Strengthening leadership capacity in promoting civility and retention	implement leadership development and civility coaching for nurse manager. Include civility and communication metrics in managerial evaluation.		Annually	enhanced managerial skills and improved team communication
Support career growth and mentorship among nurses	establish A structured mentorship program for new nurses promote scholarships, continuing education, and training opportunities.	Nursing continuing education and research, NRCC	Continuous	Higher engagement among new nurses they chose early attrition
Address challenges affecting workplace civility and retention	Review workload and staffing ratio. Provide stress management and counseling programs. Encourage open communication between leaders and nurses	ENA, HR, Department nurse manager	Ongoing	They just burned out and absenteeism improved retention idiot and thanks
Link will be in civility outcomes to patient care metrics	integrate civility and well-being indicator in patient satisfaction and quality reports. Recognized unit with high staff gagement and positive patient outcomes.	ENA, Nursing quality	semi annually	improve patient satisfaction and quality care.

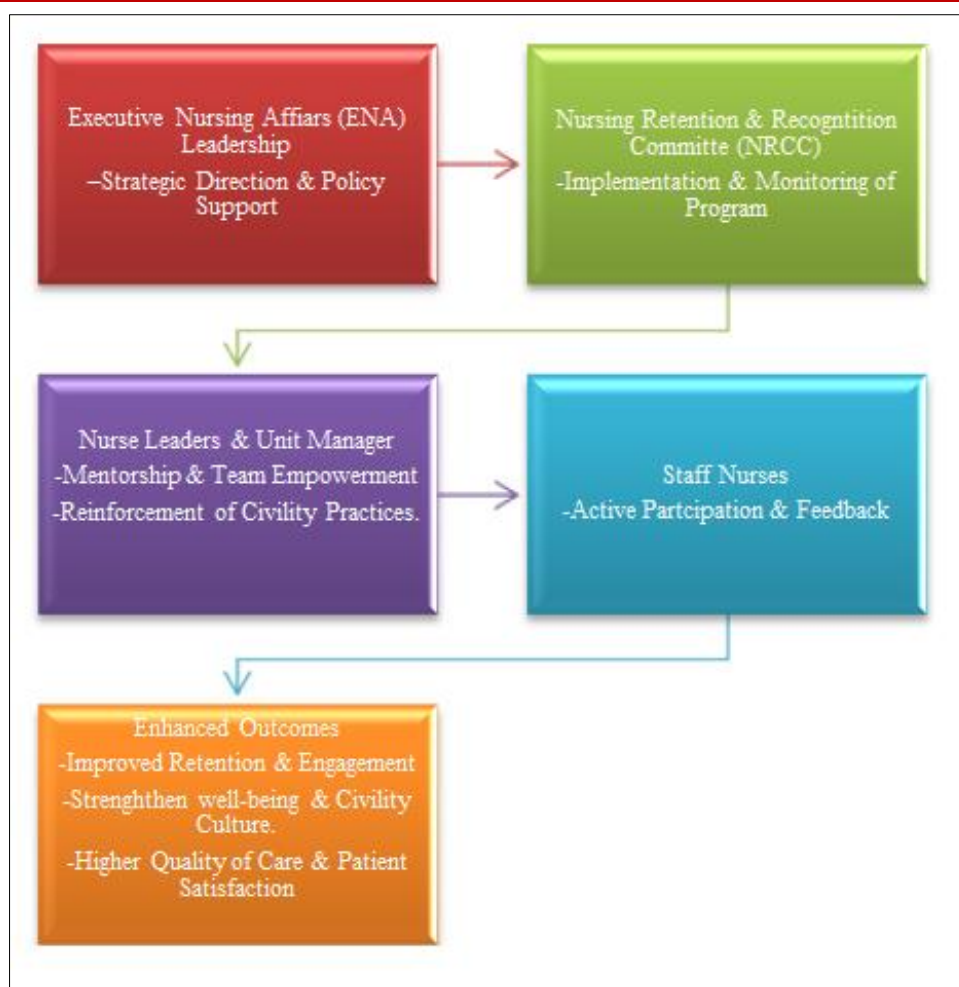


Figure 3: Summary of the Proposed Plan of Action

Proposed plans of actions illustrate how the collaborative effort of executive nursing affairs, and RCC, nurse leaders and staff nurses work together to achieve the goals of this study enhance retention improving engagement and better patient outcomes. The flow begins with ENA's policy directions, continues through NRCC program implementation and monitoring, and extend to unit levels mentorship and participation. The process results in a sustained culture of well-being, civility and compassionate, high quality patient care within PSMHC.

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