

## The Impact of Diversified Teams on Organizational Performance at China's Hospitals

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### ABSTRACT

The impacts of diversified teams in an organization are varied and still need to be studied. Despite their existing challenges, the roles of diversified teams also positively impact the organization if supported by good leaders and systems. This study aimed to investigate the hospital leaders' policy to assist young nurses in adapting to hospitals in China, along with the impacts of their job performance on organizational performance. The researcher utilized a qualitative study, employing library research to gather data from various reputable sources to assess the quality of the findings. The researcher did a deductive content analysis of the current data, categorizing relevant resources and concluding the findings through interpretation. The results showed that the roles of leaders are significant in fostering the collaboration between senior and young nurses, which subsequently impacts organizational performance. Some measures include carrying out diversified group activities, developing good communication feedback mechanisms, creating a positive organizational atmosphere, improving the working environment, and increasing the openness and transparency of management. These actions contribute highly to a friendly climate in hospitals in China and foster staff's working motivation and integration which in turn are impactful for hospital performance

## INTRODUCTION

Job performance is a critical concept within human resource management, representing the outcome of an organization's efforts to achieve the intended levels of quantity, quality, and efficiency in its products or services. At present, job performance is extensively utilized to assess the proficiency of individual medical staff members in making clinical diagnoses, administering treatments, and evaluating their accomplishments and compliance with healthcare quality standards (Li et al., 2024). In this regard, organizations progressively depend on teams as essential entities within the workplace to achieve objectives through the efficient execution of tasks (Klein et al., 2011). Teams are critical contributors to organizational success, as they unite individuals to accomplish common objectives. Yeager and Nafukho (2012) underscore that high-performing teams demonstrate a cohesive vision and collaborate to achieve their intended outcomes. Nevertheless, in contemporary organizations, teams are seldom homogeneous. Rather, they frequently consist of individuals hailing from many cultural and educational contexts, each employing distinct methodologies for information processing. This diversity is thought to have the capacity to impact organizational performance.

As articulated by van Knippenberg and Schippers (2007, p. 519), a diversified team is characterized as "a characteristic of a social grouping that reflects the degree to which there are objective or subjective differences between individuals within the group." Research has demonstrated that diverse teams can positively affect organizational outcomes (Ying Hu, 2024). By uniting individuals with diverse perspectives, experiences, and methodologies for problem-solving, heterogeneous teams frequently cultivate enhanced innovation and creativity. These attributes are essential in dynamic environments where organizations must adjust to intricate challenges and swiftly changing market conditions (Jackson & Joshi, 2011).

The capacity of diverse teams to incorporate a wider array of perspectives frequently improves the decision-making process. Research conducted by van der Vegt and Bunderson (2005) underscores that teams comprising diverse members possess a superior capacity to address problems from various perspectives, thereby facilitating the creation of innovative solutions. Furthermore, diversity may enhance organizational adaptability, as teams composed of individuals with diverse backgrounds and perspectives are better equipped to respond effectively to evolving demands and unexpected challenges (Patil et al., 2024). In a globalized business landscape, the cultural diversity of teams can significantly augment an organization's capacity to function effectively within international markets (Chaturvedi, 2022). This cultural competence can be a considerable asset in sectors where comprehension of regional subtleties is crucial for success.

Furthermore, diverse teams can provide distinctive perspectives regarding the requirements and preferences of various cultural groups, thereby contributing positively to organizational performance (Pamela et al., 2024). This adaptability can significantly enhance organizational performance by fostering innovation and improving customer satisfaction. Nevertheless, implicit biases,

including entrenched prejudices and stereotypes, can undermine trust and mutual respect among team members, consequently obstructing effective collaboration. Moreover, challenges, including structural incompatibilities, recurrent conflicts, and misalignment of objectives within the organization, may intensify these issues, ultimately impacting organizational outcomes.

Nevertheless, the existing evidence regarding the roles of perceived similarity between leaders and members and power distance orientation in team dynamics is limited and predominantly derived from developed nations. In this context, the perceived similarity between leaders and members and the orientation towards power distance has been associated with employee behavior and team performance. Furthermore, the dynamics of leader-member relationships have garnered significant attention in the research about team functioning and leadership within the healthcare sector and in other industries worldwide, including rural regions of developing countries, in recent decades (Wang et al., 2024). Consequently, effective leadership is founded upon trust and empowerment, facilitating the opportunity for each member to contribute their knowledge, skills, and insights while also receiving acknowledgment for their contributions (Shen et al., 2024).

In addition, team members exhibiting a pronounced orientation towards power distance tend to tolerate the unequal power distribution between leaders and subordinates. Consequently, they may perceive themselves as having diminished responsibility for the functioning and outcomes of the team. These team members can express their thoughts with greater candor. Nevertheless, team members who possess a low power distance orientation and perceive a sense of shared responsibility may exhibit reticence in their expressions, mindful of the potential repercussions, to maintain harmony – an essential value within the collectivist framework of Chinese culture (Wang et al., 2024). Certain scholars contend that to enhance and sustain effective team performance, organizations must undertake team development interventions and evaluate the resultant outcomes through rigorous diagnostic assessments (Shen et al., 2024).

Therefore, it is unequivocal that collaboration is essential in all facets of our existence, including but not limited to healthcare institutions, athletic teams, crew members, corporate environments, and familial units. In this case, psychological science has conducted extensive investigations into this subject, proposing many theoretical frameworks regarding teams and cultivating a substantial corpus of knowledge (Shen et al., 2024). Concerning the issues, this study raises two primary objectives: investigating the roles of Hospital Leaders in uniting young and senior nurses and exploring the impacts of diversity between young and senior nurses on organizational performances in China's Hospitals.

## LITERATURE REVIEW

Inegbedion et al. (2020) underscore several pivotal dimensions that contribute to diversity, encompassing, but not limited to, gender, age, race, ethnicity, color, and physical ability. In further elaboration, Wentling and Palma-Rivas (2000) advocate for a more comprehensive conception of diversity that encompasses a wider array of factors, including national origin, religion, disability, sexual orientation, values, education, language, lifestyle, beliefs, physical appearance, and socioeconomic status. Diversity encompasses the varying perspectives through which individuals interpret the world and the distinct values, beliefs, and experiences they contribute to professional settings (Shena et al., 2009). Panda (2010) concisely characterizes diversity as a collective's vibrant array of perspectives, cultures, and origins. At its essence, diversity recognizes that each individual possesses distinct characteristics, which include both overt and covert differences. These distinctions may encompass race, ethnicity, socioeconomic status, geographic origin, educational attainment, and professional experience. Diversity consists of the various dimensions in which individuals differ, highlighting the heterogeneity inherent in human experiences. It underscores critical dimensions, including gender, race, ethnicity, personality, and culture, all contributing to human interactions' dynamic diversity.

### Dimensions of Diversity

A comprehensive detail of the various dimensions of diversity is crucial for recognizing the factors that substantially impact employee performance within the workplace. This comprehension is of paramount significance for organizational policymakers and strategic managers, as it facilitates the development of effective diversity management strategies. Gardenswartz and Rowe (1998) delineate diversity into four distinct strata, as illustrated below:

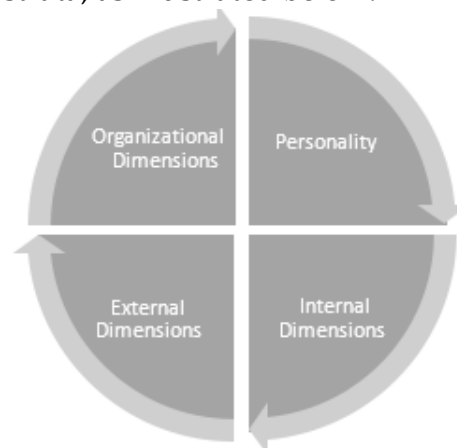


Figure 1. Dimensions of Diversity

**Personality:** This dimension incorporates an individual's preferences, values, and beliefs, all influenced by personal experiences and their sense of identity. Internal dimensions refer to intrinsic characteristics, including age, gender, race, and physical abilities – elements beyond an individual's control and frequently serve as central considerations in diversity initiatives. External Dimensions: These encompass factors such as educational attainment, income level, marital status, and geographic location, all of which individuals can influence or modify over time. Organizational Dimensions: This layer pertains to an individual's function, encompassing job title, workplace location, and the prevailing organizational culture.

Gardenswartz and Rowe (1998) contend that although internal dimensions frequently prevail in diversity discussions, external dimensions influence preferential treatment and opportunities for career progression. Carnegie Mellon University (2014) further delineates diversity into primary and secondary orientations. Primary factors, which include age, race, ethnicity, gender, physical abilities, and sexual orientation, are intrinsic to individuals. Conversely, secondary factors, such as education, family status, religious beliefs, income, and work history, are influenced by external circumstances. In line with this, the University of Washington (2018) notes six basic aspects of diversity: age, gender, ethnicity, race, cultural background, and sexual orientation. Regardless of particular classification, some fundamental elements – personality, gender, age, nationality, and religion – remain crucial to the variety that staff members offer to the workplace. These components shape people's interactions, contributions, and development in various organizational settings. Examining and controlling these aspects will help companies develop inclusive settings that honor the special qualities of their employees while promoting innovation, teamwork, and fairness.

## **METHODOLOGY**

This study employed a qualitative research design and a library research methodology. The researcher collected data from many reputable indexed sources, including Google Scholar, Science Direct, Proquest, and other international journals. This study conducted content analysis to analyze and interpret literature by classifying material into themes, concepts, and terminology. Krippendorff (1985) delineated the procedures for content analysis, which began with unitizing to identify pertinent data and select appropriate texts or sources, such as articles, interviews, or videos; coding to organize and classify data into functional themes or categories systematically; reducing data to distill substantial content into discernible patterns or themes for comprehension of the principal insights; interpreting to analyze the identified patterns to derive conclusions that address the research questions; and validating to confirm the reliability and validity of the research, ensuring that the results adhere to accurate and consistent coding standards.

## RESULTS AND DISCUSSION

As a fundamental component of the nursing workforce, youthful nurses are particularly susceptible to burnout when confronted with demanding clinical responsibilities (Van Der Heijden et al., 2019). This phenomenon can result in a deterioration of the quality of nursing services and, in extreme instances, may lead to intentions to resign from or abandon the profession altogether (Chiappinotto & Palese, 2022). Nevertheless, there is a growing global demand for nursing services, which is paramount in enhancing novice nurses' job performance. In this case, the researcher found four critical roles of Hospital leaders toward nurses' performances, which subsequently impact their working performance in China's hospitals.

### **Carrying Out Diversified Group Activities**

Enhancing young nurses' collective consciousness and organizational identity in China requires a multifaceted approach that prioritizes diversified group activities. These activities foster a sense of belonging, improve teamwork, and strengthen professional commitment (Hu et al., 2021). Given the demanding nature of nursing, healthcare institutions must enhance communication with young nurses and focus on addressing their specific needs. Through meaningful engagement and collaboration, organizations can create a positive work culture that enhances individual and collective well-being (Shahidan et al., 2016). One effective strategy is organizing regular team-building activities, encouraging open communication and camaraderie. Outdoor retreats, team challenges, and social gatherings allow young nurses to interact beyond their daily routines, share experiences, and offer mutual support. Establishing mentorship programs where experienced nurses guide newcomers can also cultivate a culture of knowledge-sharing and professional development, reinforcing a shared identity within the organization (Filstad & McManus, 2011).

Furthermore, hospitals and healthcare institutions should establish structured communication channels to ensure that young nurses feel valued. Regular feedback sessions allow them to express their concerns and contribute ideas for workplace improvement (Pilgrim et al., 2012). Digital platforms such as online forums or messaging groups can facilitate real-time discussions, helping nurses connect with their peers and supervisors. Addressing their needs, whether related to workload, career growth, or emotional well-being, demonstrates institutional support and fosters trust within the organization. Besides, recognizing and rewarding the contributions of young nurses is another essential aspect of strengthening organizational identity. Appreciation initiatives, such as employee recognition programs, career development opportunities, and peer acknowledgment, can significantly boost morale (Ramya & Vanithamani, 2023). Organizing professional development workshops and encouraging participation in interdisciplinary collaborations or research initiatives further empowers young nurses, enhancing their sense of purpose and professional pride.

Likewise, diversified group activities foster collaboration, professional growth, and a sense of belonging in the workplace (Shore et al., 2011), especially in high-stress environments like healthcare. Collaborative projects allow young nurses to work closely with experienced professionals, allowing them to observe best practices and gain valuable insights into patient care. By participating in interdisciplinary teams, they can develop a deeper understanding of various healthcare roles and appreciate the importance of teamwork in achieving positive outcomes. Furthermore, engaging in team-based case studies and quality improvement initiatives strengthens their problem-solving abilities and empowers them to contribute innovative ideas that can enhance patient safety and care quality (Oliver et al., 2019). As they present their findings and recommendations to peers and supervisors, young nurses build confidence in public speaking and leadership, essential skills for career advancement.

Indeed, problem-solving workshops are instrumental in developing critical thinking and adaptability among young nurses. By participating in simulated emergency scenarios, nurses practice quick decision-making and effective communication under pressure, preparing them for real-life situations (Kavakli & Konukbay, 2024). Besides, ethical dilemma workshops encourage them to reflect on moral challenges and consider diverse perspectives, fostering empathy and ethical integrity (Park, 2019). Regular brainstorming sessions on workplace challenges, such as optimizing patient flow or reducing medication errors, cultivate a proactive mindset and inspire collaborative solutions. Additionally, debriefing sessions following critical incidents provide a safe space for reflection, allowing nurses to discuss emotional impacts and identify areas for improvement (Scott et al., 2022). These activities enhance clinical competence and contribute to emotional resilience, helping nurses maintain composure and professionalism in high-pressure environments.

Hence, by integrating diversified group activities into the workplace, organizations can create a dynamic and enriching environment that supports young nurses' professional and personal development (Fowler et al., 2000). Such initiatives foster teamwork, encourage continuous learning, and contribute to a culture of inclusivity and support. A positive and engaging work environment improves job satisfaction, reduces turnover, and improves patient care outcomes (Wan et al., 2018). As young nurses grow in confidence and competence, they become more resilient and adaptable, ready to meet the challenges of the healthcare field with enthusiasm and dedication. Ultimately, investing in these initiatives enhances organizational performance and strengthens the overall healthcare team, ensuring high-quality patient care and a fulfilling work experience for staff.

### **Developing Good Communication Feedback Mechanisms**

Establishing effective communication feedback channels at healthcare institutions ensures that young nurses feel acknowledged, appreciated, and inspired to engage with the organization (Tay et al., 2011). Efficient feedback systems promote professional growth and cultivate a culture of transparency, trust, and ongoing enhancement. In this case, it is essential to implement organized and just protocols that foster transparent communication while

equitably addressing young nurses' concerns and requirements (Fukami, 2024). Furthermore, an integral component of an effective feedback mechanism is the establishment of diverse communication channels. Hospitals may establish formal and informal feedback mechanisms, including regular individual meetings with supervisors, anonymous suggestion boxes, computerized feedback platforms, and team discussion forums. Offering many channels guarantees that nurses can express their opinions that align with their preferences, thus mitigating concerns of judgment or retribution (Ejebu et al., 2024). Anonymous feedback mechanisms enable nurses to convey candid comments without apprehensions regarding hierarchy or workplace dynamics. To guarantee equity in the feedback process, it is imperative to delineate explicit protocols for collecting, evaluating, and implementing input (Ilott et al., 2006). Hospitals must establish uniform evaluation criteria for performance reviews and feedback conversations, guaranteeing that all nurses are judged impartially. Transparency in decision-making is also essential; nurses must be apprised of how their feedback is utilized to effectuate enhancements, hence bolstering their trust in the system (AlRashidi & Al Harbi, 2024). Furthermore, upholding secrecy when required can foster more candid communication, particularly when dealing with sensitive workplace matters. Similarly, supervisors and senior personnel must undergo training in effective communication techniques, guaranteeing that feedback is conveyed in a supportive and non-threatening fashion (Park, 2018). Young nurses must be motivated to provide feedback to their colleagues and superiors, establishing a reciprocal communication framework that promotes mutual respect and collaboration.

Prompt follow-up on feedback is an essential component of a just and efficient system. Collecting feedback is insufficient; hospitals must exhibit their commitment by enacting requisite improvements and informing nurses of progress. Regular review sessions or feedback response reports can facilitate the closure of the communication loop, ensuring that young nurses perceive their contributions as impactful. Nurses exhibit increased engagement and commitment to the business when they observe that their concerns result in concrete enhancements to workplace policies, professional development opportunities, or patient care procedures (Iqbal et al., 2024). Healthcare facilities can foster an inclusive and supportive work environment for young nurses by establishing effective communication feedback mechanisms with equitable and transparent procedures (Mabona et al., 2022). Enhancing these procedures improves job satisfaction and morale and fosters superior teamwork, elevated patient care, and a more unified organizational culture.

### **Creating a Positive Organizational Atmosphere**

Fostering a constructive organizational environment is crucial for enhancing the job performance of novice nurses. A conducive work atmosphere enhances motivation, dedication, and professional development, improving patient care and institutional efficacy (Patience, 2023). Empowering young nurses to make decisions is one of the most effective methods to ensure they feel appreciated and included in hospital procedures (Gottlieb et al., 2021). Engaging young nurses in the decision-making process commences by allowing them to

express their perspectives on workplace policies, patient care initiatives, and operational enhancements. Hospitals might provide organized platforms, such as routine staff meetings, advisory committees, and focus groups, to encourage young nurses to share their perspectives (Anderson et al., 2021). By establishing these venues, organizations demonstrate a dedication to diversity and collaboration, affirming the significance of young nurses' opinions. Moreover, mentorship programs where seasoned nurses mentor junior colleagues through professional dialogues can enhance confidence and leadership abilities.

A vital element in cultivating a positive organizational environment is guaranteeing that novice nurses are actively involved in the formulation and execution of hospital policies (Iita et al., 2016). Rather than simply adhering to directives, they must participate in the formulation of protocols, enhancement of workflows, and advancements in healthcare. This can be accomplished via participatory projects, quality enhancement programs, and interdisciplinary task teams that promote problem-solving and innovation. When young nurses are entrusted with decision-making responsibilities, they cultivate a profound feeling of ownership and accountability in their positions. Likewise, honesty in communication is essential for sustaining a positive work culture. Hospitals must guarantee that decision-making processes are equitable, inclusive, and transparently conveyed. Young nurses must be apprised of how their contributions influence policy modifications and operational determinations. Delivering prompt feedback on proposals and issues fosters confidence and promotes ongoing involvement. Digital platforms, including discussion boards and mobile applications, can enhance real-time communication and collaboration among staff members (Mosa et al., 2012).

Recognition and incentive systems significantly contribute to fostering a positive organizational environment. Young nurses are more motivated to make decisions when they observe that their contributions result in concrete enhancements (Moody & Pesut, 2006). Hospitals may establish appreciation programs, including awards for new concepts, leadership possibilities, or incentives for professional development. These programs enhance morale and motivate young nurses to be more active in influencing the work environment. Healthcare organizations can markedly improve the employment performance of young nurses by fostering an inclusive and empowered workplace (Vohra et al., 2015). Promoting involvement in decision-making, facilitating honest communication, and acknowledging contributions will result in a more engaged staff, enhanced collaboration, and superior patient care. An affirmative organizational environment enhances the nurses' well-being and the overall efficacy and reputation of the healthcare institution.

### **Improving the Working Environment**

Enhancing the working conditions for young nurses is crucial for their job happiness, professional development, and overall dedication to the healthcare facility. An organized workplace that emphasizes employee perks, collaborative activities, and professional development opportunities cultivates a sense of belonging and motivation, enhancing performance and increasing retention rates (Beckett et al., 2022). Offering extensive employee benefits is essential for

improving job satisfaction among young nurses (X. Chen et al., 2023). Competitive remuneration, health insurance, wellness initiatives, and mental health assistance foster a sense of security and well-being, enabling nurses to concentrate on their duties with assurance. Flexible schedules, compensated leave, and childcare support can assist young nurses in reconciling their professional and personal lives, alleviating stress, and preventing burnout. When nurses perceive institutional support, they are more inclined to remain engaged and dedicated to their responsibilities (Jankelová et al., 2021).

Consistently arranging group activities fosters a robust sense of collaboration and teamwork among novice nurses. Team-building activities, social events, and collaborative initiatives create opportunities for nurses to connect beyond their responsibilities, enhancing peer communication and trust (Jones, 2024). These activities foster a good and inclusive workplace culture when nurses perceive themselves as integral to a collective endeavor rather than isolated in their particular responsibilities. A robust collaboration spirit results in enhanced patient care coordination and improved overall efficiency in healthcare environments (Alsari et al., 2024). Developing young nurses' professional identity is crucial for their enduring career satisfaction and dedication to the profession. Institutions should consistently provide courses and training programs that augment their knowledge, abilities, and professional confidence. Specialized training sessions, leadership development programs, and mentorship activities enhance young nurses' comprehension of their tasks and prospects. Promoting involvement in research initiatives, conferences, and multidisciplinary collaborations can strengthen their professional identity and expand their career prospects (Lindeke & Block, 1998).

Acknowledging and promoting the achievements of young nurses is crucial in sustaining motivation and engagement. Hospitals ought to establish systematic performance recognition programs, including prizes, promotions, and public commendation events, to acknowledge the achievements of exemplary nurses (Nzume, 2016). Tailored feedback and constructive evaluation sessions assist nurses in recognizing their strengths and areas for enhancement, fostering a sense of appreciation and motivation to excel. Assisting young nurses with career planning gives them a definitive perspective on their future. Offering career counselling, professional development plans, and mentorship opportunities enables nurses to establish objectives and confidently navigate their career trajectories (Price & Reichert, 2017). Healthcare organizations may retain qualified individuals and promote long-term stability and growth by assisting them in making educated career decisions, whether in specialized clinical roles, leadership positions, or academic pursuits. Healthcare institutions may cultivate a supportive and empowering workplace for young nurses by enhancing the working environment, providing robust employee benefits, fostering cooperation, strengthening professional identity, and facilitating career planning (Moloney et al., 2020). These initiatives will enhance job happiness and performance while promoting a more resilient and dedicated nursing staff, improving both the nurses and the quality of patient care.

### **Increasing the Openness and Transparency of Management**

Enhancing the openness and transparency of management is crucial for cultivating a favourable organizational atmosphere among novice nurses (Abujaber et al., 2024). Nurses who experience elevated organizational justice cultivate a heightened sense of trust, equity, and affiliation within the institution. This improves job satisfaction and reinforces their commitment to comply with workplace norms and regulations. Jiamei Song emphasizes that perceived organizational justice significantly influences nurses' entire experience and dedication to their institution (S. Y. Chen et al., 2015). An excellent method to enhance transparency in management is open communication. Healthcare institutions should implement structured feedback systems where young nurses can voice their concerns, provide input on policy decisions, and receive clear explanations of management decisions (Hayward et al., 2016). Conducting regular town hall meetings and Q&A sessions and maintaining an open-door policy with top leadership promotes direct communication and guarantees that nurses feel acknowledged and appreciated.

Establishing transparent and equitable policies is another essential element of organizational justice. Emerging nurses should have access to clearly articulated protocols about career advancement, workload allocation, performance assessment, and conflict management. Consistent application and transparent communication of policies diminish ambiguity and bolster trust in leadership (Bodislav et al., 2023). Transparent performance evaluations, utilizing objective criteria and positive feedback, guarantee that nurses perceive their assessments as equitable and are encouraged to enhance their performance. Engaging young nurses in decision-making processes enhances their perception of equity and inclusion (Foster et al., 2023). Facilitating their involvement in hospital committees, policy deliberations, and patient-care enhancement projects enables them to effectuate significant organizational changes. Nurses exhibit increased engagement and commitment to organizational objectives when they perceive that their contributions impact workplace enhancements.

In summary, timely and transparent recognition and resolution of complaints enhances perceived organizational justice. Management must take the initiative in addressing workplace challenges, including workload disparities, possibilities for professional growth, and interpersonal disputes. Consistently updating stakeholders on resolving concerns and elucidating decisions with transparent reasoning enhances trust in leadership. Enhancing the openness and transparency of management enables healthcare organizations to foster a good and equitable work environment in which young nurses feel esteemed and appreciated. This results in increased job satisfaction and a greater propensity to adhere to organizational norms and regulations, thus fostering a more cohesive and efficient healthcare system.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusions**

The variety of teams in China's hospitals has a good impact, supported by good leadership applied by the leaders of the hospitals. The roles of the hospitals' leadership are significant in fostering organizational performance by uniting and combining senior nurses with senior nurses in maximizing their jobs. More specifically, five measures conducted by the hospital leaders eventually foster the nurses' collaboration to achieve better organizational performance. These include Carrying Out Diversified Group Activities, Developing Good Communication Feedback Mechanisms, Creating A Positive Organizational Atmosphere, And Increasing The Openness and Transparency of Management. In addition, implementing the programs is considered effective in uniting the seniors with the young nurses and providing comfort in the working environment for all staff.

### **Recommendation**

The study recommends that diversified teams be applied, with proper measures followed by appropriate policies implemented by hospital organizational leaders. The roles of leaders are inevitably crucial in collaborating with the senior and young nurses who are oftentimes contrasted. In this case, senior nurses can share their knowledge and experiences with their juniors while simultaneously providing spaces for them to propose their ideas for certain programs. Likewise, hospital leaders can also give more opportunities and exposure to young nurses to enrich their experience. It is effective not only for the young nurses's self-development but also as a preparation for regeneration. As a consequence, a good collaboration between leaders, and senior and young nurses can have a good impact on hospital performance.

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