

## Daily Management Insights: A Social Phenomenological Study Of Head Nurses

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### ABSTRACT:

**Introduction:** The head nurse of the service is perceived as having an excessive amount of work and stress daily, which causes worry in the practice as a nurse. This concern is related to the chief nurse's daily duties, an area that has yet to receive much research.

**Goal:** This study aims to gain an understanding of the service's chief nurse's routine.

**Method:** Alfred Schütz's social phenomenology served as the theoretical and methodological foundation. The Pakistan Air Force's Central Hospital served as the venue. Ten service chief nurses comprised the sample, who were chosen through speech saturation and phenomenological interviews. An interview guide served as an instrument, and thematic analysis was employed to analyze the data.

**Results:** The analysis revealed themes of "assuming responsibility and leadership in the daily practice of a nursing service" and "sharing intersubjectivities when interacting with other peers in the world of daily practice."

**Conclusions:** The service's chief nurse manages her daily practice with a strong sense of responsibility that is inherent to her role. In addition to the nursing staff, she communicates with physicians and military officials, frequently encountering challenges in persuading them of their needs. However, the head nurse uses her extensive experience to manage these intersubjectivities.

**KEYWORDS:** nursing, resource management, health management, qualitative research  
Social phenomenology, Thematic analysis, Nursing leadership, Phenomenological interviews  
Nursing practice responsibility.

## INTRODUCTION:

When the primary author was working as a care nurse at the Central Hospital of the Air Force of Peru (HCFAP), which is a facility that has a high demand for patients, the principal author became concerned about the study (Rytterström et al., 2009). The work that the head nurse does daily is seen to be overloaded and highly stressful. When confronted with a variety of issues, such as a shortage of nurses, which is beyond her ability to resolve, she can recommend the provision of a more significant number of nursing staff; nevertheless, the decision to do so is not within her power to make (Martin & Wilson, 2011). The military authorities of the hospital are responsible for finding a solution to this problem, as well as others who provide nursing care for patients. In this context, the head nurse is responsible for managing care daily, with a focus on the objectives and nature of the institution (Rathnayake et al., 2021). They are also oriented toward the satisfaction of patients and their families who demand care according to their military ranks. Sometimes, the personnel under their charge will question them about their work, and other times, the military leadership will not understand them very well, particularly when they present proposals and requirements for their service (Freeman et al., 2014). Participation and communication are essential components of this day-to-day interaction amongst diverse social actors. In the management of the head nurse, her main task is to plan, organize, direct, and evaluate nursing care according to area of responsibility (e.g., hospitalization units), assigned position, and area (e.g., head of service), where he manages and supervises a care operational unit with his knowledge and experience to perform his function responsibly and effectively, guided and supported by the laws and articulated standards that guarantee his management role, aligning their service in charge of the strategic objectives of the nursing department and the institution (Luo et al., 2023). There was a limited amount of research conducted on the subject at the international level, such as the study conducted by Aguayo and Mella, which concluded that "care management arises as the application of professional judgment to the activities derived from the management and administration of ministerial programs (Sorbello, 2010)." According to Cotos' findings, "managing is a sacrificial and unrecognized task, but despite this, nurses are satisfied and proud to assume the position that has allowed them to set new goals and challenges." This is the conclusion that Cotos draws at the national level.

**Table 1: Authors and Study Focus**

Author(s)	Year	Study Focus
Rytterström et al.	2009	Concerns about high patient demand at HCFAP where the primary author worked as a care nurse.
Martin & Wilson	2011	Challenges faced by head nurses due to overloaded work and shortage of nurses.
Rathnayake et al.	2021	Head nurse's responsibility in managing daily care, focusing on institutional objectives and patient satisfaction.
Freeman et al.	2014	Importance of participation and communication among social actors in the head nurse's interactions.
Luo et al.	2023	Tasks of the head nurse, including planning, organizing, directing, and evaluating nursing care.
Sorbello	2010	Limited research on care management, the study by Aguayo and Mella on professional judgment in ministerial programs.
Cotos	N/A	Managing is seen as sacrificial and unrecognized, but nurses are proud and satisfied with setting new goals.

Linton & Farrell	2009	Research aimed at understanding the daily care management practices of the chief nurse at a Pakistan Air Force Hospital.
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**Table 2: Key Points from Studies**

Reference	Key Points
Rytterström et al., 2009	High patient demand at HCFAP; concerns of the primary author as care nurse.
Martin & Wilson, 2011	Overloaded and stressful work of head nurse; issues like nurse shortage beyond their control.
Rathnayake et al., 2021	Head nurse's role in daily care management; focus on institutional goals and patient satisfaction.
Freeman et al., 2014	Need for participation and communication among social actors in the head nurse's daily activities.
Luo et al., 2023	Responsibilities of the head nurse in planning, organizing, directing, and evaluating nursing care.
Sorbello, 2010	The study by Aguayo and Mella: Care Management as a Professional Judgment in Ministerial Programs.
Cotos	Managing is sacrificial and unrecognized; nurses feel satisfaction and pride in setting new goals.
Linton & Farrell, 2009	Understanding daily care management practices of chief nurse at Pakistan Air Force Hospital.

**Table 3: Roles and Responsibilities of Head Nurse**

Reference	Roles and Responsibilities
Martin & Wilson, 2011	Recommend increasing nursing staff, managing stress and overload, resolve daily issues within limited power.
Rathnayake et al., 2021	Manage daily care, focus on institutional objectives, and ensure patient and family satisfaction.
Freeman et al., 2014	Facilitate participation and communication among staff and military leadership.
Luo et al., 2023	Plan, organize, direct, and evaluate nursing care; align service with strategic objectives of the institution.

**Table 4: Challenges and Solutions**

Reference	Challenges	Solutions/Recommendations
Martin & Wilson, 2011	Overloaded work, high stress, shortage of nurses.	Recommend increasing nursing staff, but the decision lies with military authorities.
Freeman et al., 2014	Lack of understanding from military leadership, and questioning from staff.	Enhance communication and participation among staff and leadership.
Sorbello, 2010	Limited research on care management; application of professional judgment.	More research is needed; to implement professional judgment in ministerial programs.
Cotos	Managing is seen as sacrificial and unrecognized.	Despite challenges, nurses are proud and satisfied with setting new goals and taking on new challenges.

**Table 5: Research Objectives and Conclusions**

Reference	Research Objectives	Conclusions
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Linton & Farrell, 2009	Understand the daily care management practices of the chief nurse at Pakistan Air Force Hospital.	Insight into the unique challenges and practices of nursing care management in a military hospital context.
Sorbello, 2010	Explore care management as an application of professional judgment in ministerial programs.	Care management involves complex judgment and requires more research.
Cotos	Investigate the sacrificial and unrecognized nature of managing roles in nursing.	Despite the lack of recognition, nurses feel a sense of pride and satisfaction in their roles.

An inquiry was posed as a result of the information that was presented: What is your experience in the day-to-day life of the head of the nursing service? When it comes to nurses who hold administrative positions, what does it mean to be a head for nurses? In what ways does the presence of a military organization impact the day-to-day activities of the head nurse? For this reason, the purpose of the research was to gain an understanding of the daily care management practices of the chief nurse working in a Pakistan Air Force Hospital (Linton & Farrell, 2009).

## METHODS:

Qualitative research seeks to understand how events are lived and perceived in their meanings from the perspective of social actors who are immersed in a particular area of reality where they interact with similar people. Sociophenomenology was the method that was utilized. Schutz's phenomenology was used as a philosophical and methodological reference (Zahavi & Martiny, 2019). This intellectual and methodological approach offers a systematic approach that enables us to comprehend the significance of human behavior concerning the explanation of social processes. As an expression of the intersubjective processes of subjects, it proposes a comprehensive social science that is based on the place that the world of everyday life occupies. This social science is concerned with understanding the forms of relationships that exist in the world of life, which constitutes a valuable tool for exploring the everyday (Nazari et al., 2016). A deeper understanding of the phenomena can be achieved by the utilization of this approach, which integrates the following concepts: the living world, intersubjectivity, the body of knowledge, biographical circumstance, reciprocity, social action, and typification, among others. Starting in September 2018 and continuing until November 2019, the Central Hospital of the Air Force of Peru served as the location for the research project (Blomberg & Sahlberg-Blom, 2007). The sample consisted of ten chief nurses of service, and it was established according to the criterion of saturation of the talks. Saturation of the speeches is understood to refer to the knowledge that the researcher has formed in the field by comprehending the intensity of the material that is important for their work. When it became clear that the information was unnecessary, the practice of collecting data was terminated. The information was gathered through the use of a phenomenological interview, which is defined as social contact, in which the sole opportunity is to get pertinent facts about the "lived world" of the respondent. An interview guide was utilized as a method of data collection (Morley et al., 2015). The interviews lasted between 25 and 35 minutes and were conducted by the primary author in the environment of the Central Hospital of the Air Force of Peru. After that, the primary author also performed the transcription, fluctuating reading, and data analysis, and the co-author subsequently reviewed, analyzed, and supplemented the findings of the primary author's work. The kind of data analysis that was utilized was known as theme analysis. According to Minayo, this method involves the identification of the nuclei of meaning that comprise a communication, and the presence or frequency of these nuclei is significant for the analytical object that was being targeted (Penner & McClement, 2008). There was consideration given to the ethical concerns that are associated with

informed consent, as well as those that are associated with privacy, intimacy, secrecy, and anonymity of the information that was gained through the studies. HCFAP Department of Education, which assumes the ethical aspects of the research because the institution does not have an ethics committee for that purpose, gave a favorable opinion after signing the Commitment to Safety, Reserve, and Ownership of Information following the protocol of the institution. The HCFAP Department of Education reviewed the project. If permission was granted, both verbal and written information regarding the objectives and methodology of the study was presented to the participants. The participants voluntarily opted to take part in the research and signed their informed consent (Larsson et al., 2007). Similarly, their identities were concealed by using pseudonyms, which are essentially other names.

## RESULTS

Among the 10 participants, the maximum age was 64 years, with 21 years of leadership (Table 1).

Table 1- Characterization of the participants

Pseudonym	Age (years)	Studies	Leadership time (years)
Dacey	58	Mastery	4
Anay	57	Doctorate	16
Maria	60	Specialty	17
Wonderful	61	Specialty	20
Luzmar	55	Mastery	18
Pearl	57	Mastery	6
miracles	59	Mastery	20
Lark	60	Mastery	15
Tarma	63	Mastery	15
Angell	64	Specialty	21

Several qualitative characteristics stood out, including enthusiasm for management work (Luzmar), motivation and recognition of staff (Wonder), teaching by example (Miracles), sense of responsibility (Perla, Mary, and Deysy), analysis in conflict resolution (Anaí), and participatory leadership (Alondra, Tarma, and Angell) (Devik et al., 2013). Based on the findings of the qualitative analysis of the data, the following categories were identified.

## THE ASSUMPTION OF RESPONSIBILITY AND LEADERSHIP IN THE DAY-TO-DAY OPERATION OF A NURSING SERVICE FALLS UNDER THE FIRST CATEGORY.

Being the head of the nursing service at HCFAP requires the nurse to be responsible for effective practice and to demonstrate social skills such as leadership. This obligation is represented by the nurse's ability to instill confidence and support in the personnel for whom they are responsible. The following subcategories are currently emerging: In this subcategory, we consider the nursing service leader to be facing a significant amount of responsibility and sacrifice as a result of the schedule, and we need to provide them with more financial recompense. At the same time that she credits the sacrifice hours of management and the lack of financial compensation, the nurse manager of the HCFAP service attaches responsibility to her position, which she undertakes owing to the accumulation of experience she has gained throughout her career. A few testimonies are in: "For me,



it is a significant responsibility, and I do it with affection because I enjoy it. I enjoy being in this position of leadership, and I take it on with responsibility and affection." "Well, sacrificed because, if you are responsible, you have to arrive before everyone else... and there is no departure time, (...), and there is no departure time." (Perla) "...the economic aspect, (...), as a boss you spend more than eight hours a day in the service, how would you compensate if you don't even have time to go to work somewhere else, your monthly budget does not concern the human part, but it is part of our life" (To Deysy) Leadership is considered when administering care, service, and human potential, which is included in this subcategory (Nair et al., 2022). The head nurses of the HCFAP service have articulated the concepts of management of care, service, and human potential. This enables them to assume leadership roles and convey their experience and motivation to the human group through the process of reciprocity. The following are some speeches: "In our hospital, the characteristics of the job of the head include managing care, the care of our patients, managing the service, which includes equipping, looking after the infrastructure, logistics, and other related matters, and managing the human potential." "It means the assumption of democratic leadership," said Lark. "It means getting the staff to see in me what the care that I give to patients is like." To Mary: The manifestation of the daily routine of the Nursing Headquarters through the use of a daily work plan may be seen in this subcategory. Because she is aware of the reality of her service and is supported by her managerial ability, the head nurse of the service produces a nursing diagnosis and creates a daily work plan that enables her to distribute, conduct, and assess the actions of the nursing team. Caregiving (Allen, 2004). This is demonstrated by the testimony that is presented below: "Not only does the nursing round serve to diagnose work, but it also assists me in evaluating the work that was completed during the shift before mine. Based on this evaluation, I can formulate the work plan for the day, determine what objective we intend to achieve, begin the process of assigning personnel, and ensure that an equitable distribution is made..." I am Alondra.

## **THE SECOND CATEGORY INCLUDES SHARING INTERSUBJECTIVE EXPERIENCES WHILE ENGAGING WITH OTHERS WHO ARE SIMILAR TO ONESELF IN EVERYDAY LIFE.**

She recognizes the existence of peers in her living environment, which includes peers, other health professionals, patients, and family members. Additionally, due to the nature of the institution, she meets with military officials daily, and she can learn how to regulate her emotions through analysis and dialogue. The following subcategories are currently emerging: Consideration of the administration of the human group daily, with particular attention paid to the regulation of feelings and the motivation of individuals.

The chief nurse of the HCFAP service has been able to comprehend her emotional experience, which has enabled her to understand the subjectivity of her human group and acknowledge incentives as a technique for achieving improved staff performance. Some speeches include the following: "... learn to manage the feelings of each staff member daily, and I also need to know how to control my emotions so that I do not get into chaos, but rather direct the objective of the day to day." (Deysy) "If the group is motivated, they (nursing staff) will put more enthusiasm into their work, they will do it with more enthusiasm, ... their work must be recognized to motivate the staff to perform better..." (This is wonderful)

Under the subcategory of conflict management, the utilization of analysis and discourse, The participants in the survey said that in their roles as service managers, they are confronted with and manage labor issues through analysis and communication. This is supported by their experience and

their capacity to put themselves in the position of others to comprehend their circumstances completely. Be active. Some remarks include the following: "I listen, analyze, and try to resolve in the best way any conflicts that may arise between the professional or technician and the patient or family, which is what most frequently occurs." (Anaí). "Conflicts...when there is sometimes no teamwork (...)" When there is that, I try to listen to both parties to make the best and fairest decision possible." (This is wonderful)

Taking into consideration the fact that managing workers is challenging owing to the presence of cultural diversity and values that have previously been established. Given that every member of the nursing staff possesses a unique culture, a set of values, and a biographical circumstance that is exhibited daily, the head of the nursing service finds personnel management to be a challenging component of the job. Some testimonials indicate "... the most difficult thing about being a boss is managing personnel... because of the different cultures that each person manages..., each person is individual, has different characters" (To Deysy) This is a challenging task because you have to collaborate with a wide variety of human resources, including graduates who arrive from their homes with some ideals already established. (Are Miracles) This subcategory includes interactions with other medical experts, such as physicians and military officials, during one's daily job. There is interaction between the head nurse of the service and the head doctor, with whom she creates collaborative actions. Additionally, due to the nature of the institution, there is interaction with military authorities, who make the ultimate choices, sometimes without much awareness of health-related factors (Billhult & Dahlberg, 2001). The following are some of the speeches that have been given: "We establish programs together with the doctor, we plan and execute education and orientation programming, we also implement workshops, and we supervise the preparation of unit inventories." (Deysy) "... currently we have a deputy medical director, but before the director and deputy director were military (...) and getting them realize and pay attention to what you proposed, it was mayhem, making the authorities comprehend the hospital's need regarding biosafety above all" (Ananda)

## DISCUSSION

It is considered "responsible" and "sacrificial" by the head nurse of the nursing service to perform the leadership of a nursing service within the setting of a military hospital, where the rules are tight. For this reason, the head nurse's job as a care manager becomes significant when she assumes the role of leading a nursing team. It is important to note that this obligation is accompanied by the sacrifice of working beyond the hours that have been specified, as well as the absence of monetary remuneration for the position. This is similar to what was found by Cotos, who studied the daily life of the service nurse manager in light of Heidegger's thought, in a hospital of the Social Health Security System (Essalud) that, although different from the military type, was appreciates the similarity concerning how the head nurse of service has the sense of responsibility deeply rooted in her subjective world, given her accumulated experience, which becomes the "stock of knowledge," which serves as a reference scheme to give the concrete step of the explanation of the world. Every single experience that one has in the realm of life is connected to this pattern. On the other hand, the chief nurse of service in the HCFAP is responsible for planning, organizing, directing, and controlling the people and material resources that fall under her supervision at all times. This is done with the idea of achieving the goals that the institution has set for itself. Because of this, we are compelled to consider the fact that, even though the theories and principles of other fields, such as administration, are essential in the day-to-day activities of the head nurse and incorporate knowledge into their "repository of available knowledge," which is comprised of the passive storage of experiences, those that, when transferred to

the here and now, constitute a new immediate experience, must not lose their professional essence and direct their administrative work to the management of care. In such a way that how human resources are managed and conducted in the world of daily life, which is understood to be the space in which men are situated with their daily problems in intersubjectivity with their peers, constituting not only a natural world, but also a world that is social, historical, and cultural, will determine the quality of customer service (Herlin & Wann-Hansson, 2010). On the other hand, the nurse manager of the HCFAP service interacts with other people in her day-to-day life, such as the nursing team, who are confronted with their everyday difficulties and are required to make use of their vast expertise to handle these subjectivities, control their emotions, and employ motivation. The natural attitude of everyday life is characterized by the presence of intersubjectivity, which is characterized by the acceptance of the existence of other men as a presupposition. This is exemplified by the statement made by Schutz, who states, "The human bodies that I can find in my surrounding world are endowed with consciousness; That is, they are similar to mine." Consequently, the nurse manager of the service in the HCFAP makes use of her vast knowledge and expertise to gain an understanding of the reality of her staff, to comprehend her subjectivities, and to confront situations that involve conflict to arrive at the most appropriate conclusion. This is comparable to the findings that Landmana discovered in a health facility in Chile, where it was said that "the head nurse needs to develop the ability to resolve conflicts and problems that arise." The fact that an intersubjective encounter takes place in the course of the Head Nurse's interactions with her peers and other social groups demonstrates that, even though multiple realities exist, the potential to resolve disputes is a necessary component of the Head Nurse's everyday life (Corley et al., 2010).

As a result of this fact, healthcare facilities attract workers who come from a wide range of cultural backgrounds and have a variety of life experiences. According to Leininger, whom Castrillón cited, culture is defined as "the values, beliefs, norms, and ways of life that are learned, assumed, and transmitted by a certain group and that guide their thoughts, decisions, actions, or communication patterns." The nurse manager of the service must incorporate these concepts into her repository of knowledge to assume them in her day-to-day life and, at the same time, manage and interact with individuals who have different subjectivities but who are similar to her. In this social interaction, the head nurse of service in the HCFAP complements her daily activities with those of the head doctor, oriented towards a common objective where they share responsibilities inherent to their professional competencies and administrative positions, establishing a process of "cooperation," which according to Goffman, cited by Gonnet, "cooperative activity, based on integration, is a universal and characteristic fact of social life." This is connected to the findings that Oliveira discovered in Brazil, where he found that "other enhancing aspects of the nurses' work were teamwork, highlighting interdisciplinary work that presupposes the establishment of interpersonal relationships based on collaboration." On the other hand, because of the nature of the institution, the chief nurse is required to communicate with military authorities, who have distinct ways of thinking. "In social interaction, the goals of my fellow man are, in a certain sense, imposed on me," adds Schutz. "In other words, I am a member of the group." It is the interchange of social contact that is represented by the displacement of my initial ambitions by projects that must necessarily take into consideration his objectives, and vice versa. These findings provide an insight into the social part of the daily management of the head nurse, which will enable her to contemplate and reevaluate the job she does daily as a manager of nursing care and to conceive of it as a human and social process that is the foundation for the development of new organizational strategies. A service that facilitates social interaction, leadership, participation, and communication among its various participants. The findings



that were obtained have the limitation of not being generalizable due to the nature of the study. However, the experiences that were reported on the daily life of the head nurse can be conveyed to the next generation of nurse managers so that they can be used as a tool in decision-making. In a similar vein, nursing, a social discipline, needs to broaden its perspective of the world and cultivate critical-reflective thinking to investigate, through qualitative research, the essence of the phenomena that occur during social encounters. This gives nurses the ability to obtain answers to questions regarding what people think or feel when they are developing their activities, such as management (Akella & Seay, 2022).

**CONCLUSION:** The chief nurse of the HCFAP service possesses a profound sense of responsibility in her day-to-day life. This is because the institution is military-type, and the rules are rather stringent. On the other hand, she considers it a personal and professional commitment, and she views it as an activity that she has given up by devoting herself to leadership on a full-time basis without receiving any monetary remuneration for the duty that she has taken on. The HCFAP service head nurse's complex daily work is a representation of her life. She generally associates her managerial role with the application of the administrative process. This is because of the nature of the institution, which is characterized by the prevalence of military ranks in management positions. Assuming a leadership role in the nursing team that he directs, he strives to be a role model. During her daily life, the nurse manager of the service not only interacts with the nursing team, which possesses cultural diversity and values, which she learns to manage daily through analysis and dialogue, but she also interacts with purely military authorities. Because of the nature of the institution, she finds it difficult to make them understand aspects related to health care. As a result, the nurse manager uses her communication skills, wealth of knowledge, and experience to transmit the needs of the service at your expense in the process of reciprocity.

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