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# Iranian staff nurses' attitudes toward nursing students

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#### SUMMARY

Introduction: Clinical education is an indispensible part of the nursing education. Clinical nurses play an 17 important role in this teaching learning process. The quality and quantity of student-nurse interactions in the 18 clinical area can either facilitate or hamper students' learning.

The rationale of this research was to probe into staff nurses' attitudes toward nursing students within the 20 context of clinical education in Iran. The nursing literature seems wanting in issues related to staff nurses' 21 attitudes toward nursing students. Thus, we draw on Peplau's interpersonal relations in nursing to address 22 staff-student relationship. That is, the nursing student was taken as the client.

Methods: A descriptive cross-sectional design was selected for this study. The entire staff nurses of Medical 24 and Surgical units (n = 82) employed at Dr Fatemi and Imam Khomeini hospitals of Ardabil medical sciences 25 university were selected. Stagg's questionnaire and a demographic tool were used to gather data. Attitudes 26 were measured using a five-point Likert scale. Attitudes of staff nurses were inspected using cross tabulations 27

Findings: The results demonstrated that attitude scores toward nursing students were low and moderate. 29 Some nurses (45.71%) believed that working with students is pleasant and most (98.57%) have thought that 30 staff should have a good relationship with nursing students. Furthermore, staff nurses pointed out that the 31 there is a need to overhaul the educational system of nursing students (94.3%), that nursing students do not 32 acquire the sufficient clinical skill (67.14%), and that the students are not prepared enough for the clinical task 33

Conclusion: According to the results of the staffs' feelings on the relationship between nurse and student, it 35 seems that nurses should cultivate an atmosphere which ends to empathy, assurance and sincerity of nursing 36 students.

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# Introduction

Nursing practice is an indispensable part of the nursing education (Dunn and Hansford, 1997) and includes about 50% of the nursing syllabus, which provides chances for nursing students to practically experience their future career, and allows them to take their theoretical knowledge to the real world (Elcigil and Sari, 2008). For learning to occur, providing positive experiences for students during the practice process is essential. Learning experiences in the practice process considerably influences both the learning outcome and the acculturation of students into the nursing profession. Although learning outcome and acculturation are bound to the nature of the overall experience, a considerable role is assigned to the types of humanistic relations that are initiated and fostered between the nurses and the students (Atack et al., 2000).

The staff nurses have all experienced the student role and most of them have memories of clinical experiences which had been both stirring and disappointing. Because of their position in the clinical environment, staff nurses are precious contributors to the learning

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experience of students. Professional and caring interactions between 61 students and staff nurses are vital to augment not only student 62 education, but also the outlook of nursing (Porter and Willing, 2001). 63 Dunn and Hansford (1997) state, warm and sympathetic interper- 64 sonal relationships between staff nurses and student nurses are 65 central to a constructive learning environment. Also Campbell et al. 66 (1994) emphasize that to enhance the student's capacity to learn and 67 his/her self-confidence the clinical setting should have appropriate 68 interactions and positive feedbacks of the staff.

Similarly, Betz (1985) affirms that the standards, viewpoints and 70 attitudes of the nursing staff have a notable impact on the behavior of 71 the students and the growth of a professional nursing distinctiveness. 72 Nurses should control their negative attitudes because the students 73 form the future of professional nursing (Jackson and Neighbors, 74 1988). Nevertheless, nurses often harbor attitudes that damage 75 students' learning (Stagg, 1992). Kramer (1974), cited in Hyland 76 et al. (1988), argued that interpersonal support was robustly linked 77 with work contentment. The best ambiance is guaranteed when the 78 staff's behavior is considerate and compassionate toward students.

The nursing literature seems wanting concerning the studies that 80 deal with staff nurses' attitudes toward nursing students. Nevertheless, 81 it is regularly commented on the part of the students and nurses that 82 both parties experience negative attitudes toward each other (Gillespie, 83

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1992; Reutter et al., 1997; Frieburger, 1996). Such far-from-ideal situations could seriously challenge the quality of nursing profession.

The conceptual framework of this study is the interpersonal relations theory in nursing developed by Hildegard Peplau. The focus of Peplau's model is the relationship between the client and the nurse. The attitudes may have positive or negative effect on the development of rapport. Also, the attitudes of nurses and patients are the most significant factors in the length of the first stage of Peplau's theory. In this study, the student is considered as the client on the grounds that s/he is in need of knowledge and experience. So, for the development of rapport between nurses and students, the positive and negative attitudes should be recognized and attended to. Moreover, nurses should be conscious of their own feelings towards students.

The student/nurse relationship develops through four interpersonal procedures: orientation, identification, exploitation and resolution. Each stage requires the student and the nurse to carry out specific responsibilities. To facilitate meeting the student's needs, the nurses exhibit many roles, such as a stranger, a resource person, a teacher, a leader and a surrogate. At first, the nurses take on the stranger role when they accept the student without a preliminary evaluation.

Then, as a resource person, they provide answers to queries the students may have. The teaching nurse, a combination of all the roles, develops knowledge of the students' prior repertoire and their ability to process information. The leadership role entails the nurse to assist the student attain goals through a cooperative and active participant relationship. In the surrogate role, the nurse's attitudes and behaviors make feeling tones that reactivate feelings produced in a previous relationship (Jackson and Neighbors, 1988). Overall, it can be said that the nurse's roles are essential contributors to the development of interpersonal relationship between the students and nurses (Jackson and Neighbors, 1988).

According to Peplau, environment is composed of physiologic, psychological and social factors. Environment is in fact the context of relationship between nurse and the client (Cooke, 1996). When a positive environment is present, the interpersonal relationship is full of respect, trust and empathy. This could lead to learning, maturity and personality growth of the student and the nurse. On the other hand, a negative environment, which entails distrust and disrespect, could hamper learning and personal growth (Jackson and Neighbors, 1988). In Peplau's theory, the attitude of nurses and patients toward each other is a factor that affects the progress of their relationship.

Therefore, as Turkoski (1987) contends, the improvement of a positive student–staff relationship in clinical experiences is as significant as the acquisition of technical skills. In fact, the staff attitude is closely related to the success or failure of the students in the clinical setting (Forchuk et al., 1998).

It should also be noted that, according to Forchuk (1992), the nurses' and the clients' attitude is the most important factor in the first stage of the Peplau's theory. Therefore, we felt that in order to secure a blossoming relationship between nursing staff and the students, there is a need to probe into the current positive and negative attitudes between them. In addition, it seems that nurses should be aware of their own thoughts and feelings toward students and the possible consequences.

## Methods

Aim

The interpersonal relationship, which is easily affected by environmental factors, will be explored in this research. Furthermore, because there are no published reports of application of Peplau's theory particularly in education (to our knowledge), this study was designed to probe into the attitudes of Iranian nurses toward nursing students based on Peplau's theory that can be a valuable source for instructors and authorities in understanding the current situation and attend to possible drawbacks.

Design 147

A descriptive cross-sectional design was used to investigate the 148 nurse's attitudes about nursing students. The study was also planned 149 to recognize factors that may influence or relate to the nurses' 150 attitudes. Two teaching hospitals of Ardabil University of Medical 151 Sciences (i.e. Dr. Fatemi and Imam Khomeini Hospitals) were chosen 152 for data collection because only these two hospitals had the Medical 153 and Surgical units.

Sampling 155

A consensus sample of 82 nurses who had the inclusion criteria 156 (i.e., voluntary participation and having at least 6 months of 157 experience in the clinical setting) was drawn from the population of 158 89 nurses who work in the medical and surgical units of the hospitals 159 (two separate wards). These wards were chosen because students 160 spend most of their clinical placements in these wards.

From 82 questionnaires, 72 of them were returned (response 162 rate = 85.4%) and included in the sample. Only 2 questionnaires 163 completed by the nurses were excluded from the sample because of 164 incompleteness. Thus, the final study sample consisted of a total of 70 165 participants. It is also worth to note that 47.14% of the subjects were in 166 the age range of 25\_30, 98.1% were female, 85.72% had a baccalaureate degree, and 25.71% had 1\_3 years of experience in nursing.

Data collection 169

Data were gathered using a demographic data sheet and a 170 questionnaire constructed by Stagg (1992). The demographic data 171 sheet extracted personal data from the registered nurses. The 172 personal data consisted of age, sex, university degree, years of nursing 173 experience, the ward, and hospital the nurse worked in. The 174 questionnaire collected information about attitudes that nurses had 175 toward nursing students. Stagg's questionnaire, on the other hand, 176 consisted of 41 questions to be answered on a five-point Likert Scale. 177 The response choices ranged from strongly agree to strongly disagree 178 with undecided as the midpoint. The items attended to attitudinal 179 factors included time, motivation, knowledge, personal issues, 180 professional issues, instructor/student relationship and the back-181 ground comparisons.

The questionnaire was translated to Farsi (Iran's official language) 183 and the translation validity was assessed by doing back translation. To 184 find the questionnaire (content) validity, 7 nursing instructors 185 responsible for the clinical teaching of nursing students reviewed it 186 for duplicate or unclear questions and also important areas not 187 probably addressed. The validity of the questionnaire was 87.3% in 188 simplicity, 80.8% in relevancy and 79.42% in clarity. In addition, the 189 reliability of the questionnaire determined 89.28% through the Alpha-Cronbach Coefficient.

Data analysis

In order to look at staff nurses' attitudes, completed questionnaires 193 were coded and the data were entered into SPSS for analysis. Frequency 194 distributions were made on factors related to time, motivation, 195 knowledge, professional issues and instructor/student relationship. 196 The responses were collapsed into three categories: agree, disagree and 197 undecided because of the low distribution of other responses. Moreover, 198 to decide the association, cross tabulations and non-parametric 199 statistical test of chi-square (with significance level of 0.05) were 200 employed to find the relationships between the overall attitude scores 201 and the variables of age, university degree, years of nursing experience, 202 and length of employment. Also, the overall attitude of the subjects was 203 calculated separately for each participant (ranged 41–123) and was 204 categorized to three levels (low, moderate, high). However, because of 205

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t4.1

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Table 1
Time factors.

Items	Frequency and percentage		
	Agree	Undecided	Disagree
With nursing students who are new on the unit, nurses have time to do other things.	35 (50%)	19 (27.14%)	16 (22.85%)
6. With nursing students who are familiar with the unit, nurses have time to do other things.	26 (37.14%)	8 (11.43%)	36 (51.43%)
13. There is too much to do to have to worry about students.	2 (2.85%)	2 (2.85%)	66 (94.3%)
31. Nursing students are more trouble than they are worth.	32 (45.72%)	24 (34.28%)	14 (20%)
32. I would not have to spend extra time with nursing students, if the instructor would supervise the nursing students.	6 (8.57%)	11 (15.72%)	53 (75.71%)
34. Nursing students have time to attend to patients needs.	8 (11.42%)	14 (21%)	48 (68.57%)

the lower rate of responses in low group, the categories of low and moderate were combined (scores 41\_95) and compared with the high group (scores 96\_123).

#### Ethical consideration

This paper is the report of a research study approved by the University's Human Research Ethics Committee. Of course, the committee required that the participation should be voluntary, which was strictly observed.

#### Results

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t2.6 t2.7 Items 4, 6, 13, 31, 32 and 34 of the questionnaire were about factors correlated to *time*. Approximately, all participants (94.3%) in the study agreed to the statement "there is a lot more to do with nursing students" and the statement "I would not have to spend extra time with nursing students if the instructors would supervise the students" was followed with 75.71% agreement. On the other hand, less than half of participants (45.72%) disagreed to the statement "nursing students are more of a trouble than they are worth" and 34.28% were undecided in this regard as appears in Table 1.

Nursing student *motivation* was the area of focus in items 10, 18, 35 and 36. Most participants (87.15%) believed "nursing students do only what they are assigned to do" and disagree with the statement "nursing students willingly help staff nurses to get things done" (54.30%). And, only 50% believed that "students are eager to learn" as it can be seen in Table 2.

The staff nurses' account of nursing student *knowledge* was the emphasis in items 8, 14, 23, 26, 28, 30, 37 and 41. The majority of responses (67.14%) favored the statement "students are not experienced enough". Also, most of the participants (74.28%) disagreed with the statement "you cannot tell nursing students anything because they know everything". Moreover, 55.72% disagreed with the

**Table 2**Motivation factors.

Items	Frequency and percentage		
	Agree	Undecided	Disagree
10. Nursing students willingly help staff nurses to get things done	38 (54.3%)	16 (22.85%)	16 (22.85%)
18. Nursing students help other students to get things done	18 (25.71%)	25 (35.72%)	27 (38.57%)
35. Nursing students are eager to learn	19 (27.14)	16 (22.85%)	35 (50%)
36. Nursing students do only what they are assigned	3 (4.28%)	6 (8.57%)	61 (87.15%)

**Table 3**Knowledge factors.

Items	Frequency and percentage		
	Agree	Undecided	Disagree
8. You cannot tell nursing students anything because they know everything	52 (74.28%)	7 (10%)	11 (15.72%)
14. Nursing students ask too many questions	31 (44.29%)	15 (21.42%)	24 (34.29%)
23. Nurses learn new information from nursing students.	38 (54.29%)	24 (34.29%)	8 (11.42%)
26. Today's nursing schools provide quality education	39 (55.72%)	14 (20%)	17 (24.28%)
28. Decisions are made too hastily by nursing students	8 (11.42%)	29 (41.43%)	33 (47.15%)
37. Nursing students ask good questions	19 (27.14)	27 (38.57%)	24 (34.29%)

statement "today's nursing schools offer quality education", and 236 54.29% disagreed with the statement "nurses learn new information 237 from nursing students", as you see in Table 3.

Questions 1, 2, 11, 17, 25 and 33 were about nursing student's 239 professionalism as perceived by staff nurses. The results demonstrated 240 that 72.85% felt the nursing students respected them as practitioners. 241 It was also found that 64.28% of the nurses considered the nursing 242 students as part of the nursing team. It also appeared that 48.57% of 243 participants disagreed with "nursing students look professional". 244 Interestingly, 45.72% supposed that the staff nurses do not have to 245 teach the nursing students when the clinical instructors are being paid 246 for that. Also, 42.85% disagreed with the statement "student questions 247 stimulated new ways of doing things" (Table 4).

About the statements 7, 9, 20, 21, 24 and 29, the results showed 249 that almost all of the participants (98.57%) agreed with the statement 250 "nurses should be nice to nursing students". It was also made clear 251 that 51.43% disagreed with "nursing students were prepared for 252 clinical experience" and 20% were undecided about it. Also, 40% said 253 that nursing students were not prepared as were diploma nurses (see 254 Table 5).

Statements 3, 15, and 39 were about the *relationship between* 256 *instructor and student*. The majority of participants (71.43%) felt that 257 nursing students were overly friendly toward their instructors and 258 64.28% believed that nursing students relied more on the nursing 259 instructors than staff nurses. 38.57% disagreed with the "instructors 260 should not ease up on nursing students" and 32.86% were undecided 261 about that.

Through 'personal issues' we tried to find out about the nurse's 263 perception of nursing students attributes. Questions 5, 12, 16, 19, 22, 264 27, 38 and 40 aimed to probe into this aspect. Quite a majority of 265 nurses (67.14%) feel that nursing students were determined enough 266 and 45.71% disagreed with their self-confidence.

**Table 4** Professional issues factor.

Items	Frequency and percentage		
	Agree	Undecided	Disagree
1. I believe nursing students respect nurses as practitioners	7 (10%)	12 (17.15%)	51 (72.85%)
2. Nurses consider nursing students as part of the nursing team	10 (14.29%)	15 (21.43%)	45 (64.28%)
11. Nurses should not have to do the teaching that clinical instructors are paid to do	32 (45.72%)	18 (25.71%)	20 (28.57%)
17. Nursing students are too chummy with the doctors	49 (70%)	21 (30%)	Ī
25. Nursing student's questions stimulate new ways of doing things	30 (42.85%)	21 (30%)	19 (27.15%)
33. Nursing students look professional	34 (48.57%)	25 (35.72%)	11 (15.71%)

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**Table 5**Background comparisons factors.

Items	Frequency and percentage		
	Agree	Undecided	Disagree
7. We were all students once, so we should be nice to nursing students	I	1 (1.43%)	69 (98.57%)
Baccalaureate nursing students are not as well prepared clinically as diploma students	36 (51.43%)	14 (20%)	20 (28.57%)
20. Baccalaureate nursing students are not as well prepared clinically as Diploma nurses.	30 (42.86%)	12 (17.14%)	28 (40%)
21. When I was in nursing school, we had more clinical experience than the nursing students do now.	16 (22.86%)	22 (31.43%)	32 (45.71%)
24. I had it though in nursing school, so nursing students of today should too.	4 (5.71%)	16 (22.86%)	50 (71.43)
29. I would never have dreamed of calling my instructors by their first name.	22 (31.44)	24 (34.28)	24 (34.28)

With the intention of further investigating the attitudes of staff nurses towards nursing students, cross tabulations were prepared for each participant and tested with chi-square test. The total attitude scores, ranging 75\_114, had a mean score of 88.74 and the results showed that a greater part of the participants (80%) had a low to moderate attitude about students.

In examining the relationship between demographic characteristics and nurses' attitude toward students, the results of inferential statistics via chi-square with the significance level of 0.05 did not show a relationship between age, university degree, length of experience and the nurses' attitudes. However, though not statistically significant, it was interesting to find out that a greater number of the staff who had a high attitude, were below the age of 30 (57.14%) and had a baccalaureate degree (92.86). Also, the experience of the majority of nursing staff who had low and moderate attitudes was more than 3 years (55.36%).

#### Discussion

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This descriptive study which was carried out with the aim of determining attitudes of nursing staff of Iranian hospitals toward nursing students showed that most of the nursing staff had a moderate to low attitude.

As for the factors related to *time*, many staff nurses were undecided whether they had available time to do other things when students were in the unit. This is interesting because Nail and Singleton (1983) indicated that nurses spend more time for certain activities such as giving reports, making relationship with the patients, etc. when nursing students are in the unit.

Furthermore, less than half of the nurses disagreed with the point that the student nurses were a source of disturbance and interruption. However, most staff nurses were undecided, which could be taken as suggesting agreement. It is worth to note that Melmiester (1981), cited in (Wilson, 1994), found that nursing staff feels the students put them in trouble.

One of the differences of our study with the Stagg investigation is its difference in item 32 with which most of our participants agreed. The reason could be the unsatisfactory relationship between staff and instructors.

These findings illustrate that nurses are reluctant to devote their time to students' education and prefer to work independently. Nevertheless, we believe that involving staff nurses in education will end in better patient care, which can be made possible through establishing a rapport between instructors and staff nurses.

The *motivation* category had a question with a considerable number of undecided responses. The item "nursing students willingly

help staff nurses" created ambivalence in some staff nurses. This 312 finding is similar with Stagg's (1992) study, where he speculated that 313 the indecisive nurses only saw the students talking with other 314 students or they may have never had a student help them. Meanwhile, 315 a good deal of participants did not agree that nursing students were 316 eager to learn, while in Stagg's study much of the staff agreed with this 317 statement. There is much in the literature to suggest that students 318 need to fit into the clinical and social environment during their 319 practice placements (Dunn and Burnett, 1995; Dunn and Hansford, 320 1997). Furthermore, O'Flanagan and Dajee (2000) suggest that a 321 student-friendly area is one where the nursing staff is perceived as 322 being approachable, friendly, willing to teach and make time for 323 students. The teaching orientation and the attitude of qualified staff 324 towards student nurses can influence the students' perception of the 325 clinical environment.

Most *knowledge* factors had a high percentage of undecided 327 responses, too. A high degree of ambivalence was seen in the two 328 statements that "today's nursing schools provide quality education" 329 and "students do not get enough clinical experience" which is 330 congruent with the Stagg's (1992) study. He theorized that, staff 331 nurses may have visualized different types of preparation for nurse- 332 diploma, associate degree and baccalaureate degree. Melmiester 333 (1981) also affirms that staff nurses feel nursing students are not 334 educated for the realistic goals.

A higher participation of staff nurses in education could provide a 336 more realistic education and help fill the theory\_practice gap. 337 Ultimately, this could both lessen unsatisfactory attitudes of staff 338 and increase satisfaction of students. Launching discussion groups and 339 cooperative endeavors could prove useful as, according to Edgecombe 340 and Bowden (2009), from the students' viewpoint, a sense of 341 belonging and being trusted and valued significantly impacts the 342 learning outcomes. Therefore, it is generally accepted that being 343 supported by clinical staff plays a highly positive role in the process of 344 educating nursing students.

With regard to *professional issues*, many participants agreed with 346 the respectful behavior of students toward nursing staff and accepted 347 them as nursing team, which is congruent with Stagg's (1992) study. 348

Wilson (1994) argued that students' sense of competence 349 increased when they were accepted and assisted by staff. Also, Kelly 350 (2007), who explored nursing student's perceptions of effective 351 clinical teaching over 14 years (1989–2003), confirmed that students 352 emphasized the importance of being accepted by the staff. 353

About the statement "nursing student's questions stimulate new 354 ways of doing things", most participants disagreed, while Stagg's 355 subjects agreed. Hyland et al. (1988) states that working with nursing 356 students benefits staff nurses, encouraging them to look at their own 357 practices by asking questions and providing information on the latest 358 clinical findings.

About the questions under the category of *background compar-isons*, results give an idea that almost all participants remembered 361 that they were student in the past, so they should demonstrate a 362 decent behavior towards the students. Also, they knew the past 363 experiences of themselves were stricter than now, which is congruent 364 with the Stagg's study.

Under the section *instructor/student relationship*, all three questions had a high degree of agreement, while the staff was undecided in 367 Stagg's study. It is thought that this may be the attempt on the part of 368 the staff to secure a better relationship between students and 369 instructors in contrast to the past. The weak relationship between 370 nurses and instructors also may be the cause of this attitude. Also, the 371 result that a weaker relationship between the nurses and students 372 does not trigger the trust of the students could be due to the fact that 373 the instructors have a more direct contact with the nursing students 374 helping them in patient care as compared to the staff nurses. With 375 more participation of nurses in students' education their relationship 376 could improve.

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With regard to *personal issues*, the results showed that staff nurses were ambivalent about nursing students' lack of self-confidence. This is surprising because nursing students admitted a lack of selfconfidence in an informal survey conducted by Jackson and Neighbors (1988). They believed that nursing students work in multiple wards, so every day of practicum could be considered as the first day. The fact that students are often introduced to new settings could bring about a feeling of fear and low self-confidence (Jackson and Neighbors, 1988). The students in the Levett-Jones et al.'s (2009) study also accepted the lack of self-confidence. They claim that because a) students work in several places, b) their clinical experiences change each day, and c) that they encounter with new people, settings and routines, their selfconfidence is seriously damaged. Despite this trend, Webb and Shakespeare (2008) reported that mentors expect students to be self-confident and see this as an important aspect of nursing competence. Thus, staff nurses and instructors should be notified that the acceptance and welcoming of students play an important role in raising students' self-confidence.

With regard to the association between some of the demographic characteristics and nurses attitude scores, no significant results were found. However, it is worth to note that, though statistically insignificant, nurses below 30 years of age and of baccalaureate degree had higher attitude scores. Also, nurses with more than 3 years of experience had low to moderate attitude scores. Furthermore, Hart and Rottem (1994) and Dunn and Hansford (1997) contended that nursing students respect the nursing staff and value being accepted by them. Yazdankhah-Fard et al. (2008), who studied the stressors of clinical education among Bushehr Medical Sciences students, found that one of the most important stressor in the clinical setting was the critiquing of the students work and behavior by the staff. This signifies that as time passes and memories of studentship are forgotten, the caring look towards students needs is minimized. It seems that having regular friendly meetings with staff nurses to underline the significance of practicum in students' effective education and asking the staff to recall their own memories of similar situations could prove quite helpful.

### Conclusion

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The findings of this study suggested that the staff attitudes toward students were moderate to low. This study differed from others in that it suggested that the staff attitudes were not positive enough toward nursing students, which can have negative effects on the learning and socialization of students.

We might visualize useful implications from this study for undergraduate nursing education. The results of this study would be useful for students and staff nurses to recognize the present situation and work to improve it. As an example, staff nurses are expected to promote an environment that fosters empathy, trust, patience, and respect toward nursing students. Staff nurses enjoy plenty of information and skills gained through years of practicing nursing. By demonstrating the will to share their ability, nurses cater to a positive learning environment for students, which could motivate the nursing students' to return to a unit as a nurse where they felt welcome as a

As implied in our findings, nursing students are privileged when they work with nurses who are below 30 years of age, have less than 3 years of nursing experience and hold a baccalaureate degree.

Last but not least, we would like to remind the staff nurses and instructors the students' genuine need to be valued and respected. According to Jackson and Neighbors (1988) the students of today are the future of professional nursing. Therefore, it is necessary that we help nursing students so that they help, in turn, to build a better future for nursing. It is also hoped that understanding attitudes of staff nurses could motivate policy makers to plan for solutions such as 440 launching regular orientation sessions, helping to appreciate the value 441 of team work, and fostering friendly relationship between different 442 stakeholders.

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