Author’s response to reviews

Title: Factors Predisposing to Shared Governance: A Qualitative Study

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Rebuttal Letter

Dear Editor of Journal of BMC Nursing

Thank you for giving us the opportunity to revise our manuscript. We sincerely appreciate the very useful reviewers’ comments and suggestions in our manuscript. We have modified this manuscript accordingly and details of corrections are listed below in the following order:

Reviewer: 1 (Panayota Sourtzi)
Thank you for inviting me to review this manuscript, which is interesting and well written. There are a few comments that in my opinion will improve the manuscript. Specifically:
In the background section, it could be useful to provide a short description of the concept in your country.
Response:
We added “Over the past decades, reforms have been implemented in the system of higher education through moving from centralized to decentralized (UBM) management.”

In the abstract and method section, you use the term "deep interviews" while the term mostly used is "in-depth interviews".
Response:
The depth interviews" is replaced with “in-depth semi-structured interviews" in abstract and text.
Analysis would be clearer if quotes are provided in all subcategories and perhaps more than one if these are phrased in a different way so that the reader understands the full range of content in each one. Response: We added some quotations in each theme or subtheme to clarify it.

Limitations of the study should be presented more clearly. Response: We added, “The study is not without limitations.” and “Ultimately, it should be pointed out that this study was carried out only in Tehran nursing schools. It is recommended that future research be directed at other nursing schools in Iran and other countries.”

Although the manuscript is well written, there are in a few places words missing or incorrect words. Please read it carefully and correct errors such as the following: page. 7, line 16 I believe a verb is missing, eg. use line 51 "bureaucratic" instead of "beurocratic" Response: We edited it again.

Reviewer: 2 (Jonathan Drennan) Thank you for giving us the opportunity to review this manuscript; my comments are below: 1. There are a number of spelling errors in the document, please ensure that it is proof read. Response: We edited it again.

2. Page 3: the following sentence requires revision: "This is the case while nursing schools and most academic organizations act in a hierarchical system of decision-making". The sentence does not appear to link to the sentence before this sentence. Do you mean to say that this is the case in schools of nursing? Response: It was revised to “Effective governance and promotion of the work environment are necessary and require human resources. But in nursing schools, due to the progressive decline of faculty members and increasing number of students, the workload of faculty members is increasing, which demands an improvement in the quality of the work environment. However, nursing schools and most academic organizations act in a hierarchical and bureaucratic system of decision-making [2-4]. Moreover, faculty members generally deal with university students due to the nature of their job with a trivial role in policy- and decision-makings” [3-5].

3. Page 4: The following sentence requires revision: "In this line, the nursing trainers are recommended to notice the necessity of implementing shared organizational governance by accepting innovations in the healthcare." When you refer to nursing trainers, do you mean nurse educators? I'm not sure of the link between "shared organizational governance" and "accepting innovations in the healthcare". Can this be explained? Response: It was revised to “In this regard, the nursing trainers are recommended to pay attention to the necessity
of implementation of shared organizational governance by accepting innovations in the healthcare system and applying shared governance in the management style”.

4. Page 4: The following sentence needs to be changed: "the present researcher embarked on determining the antecedents of shared governance in nursing schools of three major medical universities of Tehran, capital of Iran"; To read: "this study explored the antecedents of shared governance in nursing schools of three major medical universities of Tehran, Iran."
Response:
We revised it to “this study explored the antecedents of shared governance in nursing schools of three major medical universities of Tehran, Iran”.

5. Page 5: change "the gleaned data" to read "the narrative data".
Response:
It was revised. We replaced "the narrative data" instead of "the gleaned data".

6. Page 5: the authors state: "inclusion criteria were: inclination for voluntary participation and at least five years of work" it is not clear why this is an inclusion criteria? Can you explain what you mean by "voluntary participation"?
Response:
It was revised. We add “i.e., without any obligation and with their own consent,” to clarify it.

7. Page 5: More data on the sample is required; when you say "specialists" what do you mean?
Response:
We added “in management of nursing schools.” to clarify it.

8. Page 5: Change "deep semi-structured interviews" to read: "in-depth semi-structured interviews".
Response:
The depth interviews” is replaced with “in-depth semi-structured interviews" in abstract and text.

9. Page 5: What do you mean by the "interview was co-constructed"? This requires further explanation.
Response:
We added “i.e., progressed under the influence of the participants’ response” to clarify it.

10. The selective quotations are useful; however, it is difficult to know who is speaking without adequate coding. Is it possible to note whether the quotation comes from a senior of medium level manager or faculty members.
Response:
It was corrected. We add the characteristic of every participant in each quotation.

11. For each theme or sub-theme, you only use on selected quote - can this be expanded upon to provide further depth to the quotations outlined?
Response:
We added some quotations in each theme or subtheme to clarify it.

12. Page 10: the authors write: "The participation principle has been introduced as a value for communities and organizations at the international level." Can you explain what you mean by this? The authors further state: "Also, people, especially the youth in Iran, have gained an increased awareness and inclination for intervention in their own affairs at the family and country level. Hence, the need for participation as one of the contemporary requirements in Iran is felt more than ever to pave the way for
the acceptance of shared governance in higher education institutions." Can you back this statement up with a reference? Is there a policy at Governmental level in Iran that states this should occur?
Response:
It was corrected and we added a reference.

13. I would like to see a greater explanation of how the categories and subcategories link together; that is, how do the overarching categories inform the subcategories.
Response:
In Table 1, categories and subcategories are shown. In addition, we added a sentence in the first paragraph of each category to explain them.

Overall, this study explores an important area, that of shared governance in nursing schools. It appears that relatively rich data has been collected; however, only very few selective quotations have been presented and further in-depth exploration of these should be used to back up the categories presented. A number of themes are presented that require further explanation and I would like to have seen a greater discussion around the definitions of shared governance. The logical flow of the manuscript requires further work and the context in relation to the move to shared governance in Iran needs to be made clearer. There are a number of statements made that need to be explained as they don't appear to fit in with the overall flow of the manuscript - I have highlighted these in my comments above.
Response:
Thank you very much for your comments for improving this manuscript. All the changes are highlighted by using the track changes mode in MS Word. The manuscript has been resubmitted to your journal. We look forward to your positive response.

Regards,

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