

Employee Engagement In Professional Nursing : A Systematic Literature Review

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ABSTRACT

Background: Employee engagement in nursing practices is vital to consider when tackling key medical concerns, such as the worldwide labor shortage, pressures to cut medical costs, and rising demands for high-quality treatment and excellent clinical outcomes.

Objectives: The main goal of this literature review is to identify the known literature regarding the causes and outcomes of nursing practise on a professional level that affect work engagement.

Design: Literature review.

Soces of information: MEDLINE, PROQUEST, SCOPUS, Web of Science and Google Scholar were used in the search approach.

There was quantitative and qualitative study that looked at the links between work engagement and antecedent and subsequent elements. **Methods of examination:** All of the studies were subjected to a quality review, data extraction, and analysis. Data from the studies that were included were combined using descriptive and narrative synthesis. To organize components into themes and categories, content analysis was used.

Results: After screening the titles and abstracts, publications were selected for full text evaluation. All of the variables studied were categorized as either influences or consequences of work engagement. Organizational atmosphere, job resources, professional resources, personal resources, job expectations, and demographic variables were among the influencing elements grouped into six themes. **Conclusions:** Our findings show that registered nurses' work engagement is influenced by a variety of antecedents at several levels. The findings provide ways for nurse leaders to improve work engagement among nurses.

Keywords:

Nursing, Work engagement, Heath care, Job satisfaction

1. INTRODUCTION

Employees, who are actively involved in their work, are in high

demand in today's service firms (Zaka et al., 2020). Employee job engagement is linked to beneficial enterprise outcomes, based on research in management and psychology (Hamilton Skurak et al., 2021). As a result, businesses have been increasingly interested in ways to increase employee engagement (Park & Min, 2020).

Increasing medical expenses, overcrowded health systems, worldwide shortfall of nurses, ongoing effort to eliminate errors, provide better clinical treatment, and improve service quality all pose substantial difficulties to health-care systems worldwide (Chevance et al., 2020). It is vital to understand nurses' work engagement to boost productivity, economic well-being, patient care, and outcomes (X. Zhang et al., 2020).

The objectives of this paper is to do an evaluation of the available literature to determine what characteristics influence job engagement. The systematic review was

guided by the following issues:

What elements are identified as predictors of professional nursing practise work engagement?

What consequences have been linked to professional nursing practise and work engagement?

2. **BACKGROUND**

Employee engagement is a state of mind related to work that is marked by vigor, dedication, and absorption (Schaufeli & Bakker, 2004). Vigour is the abundance of energy, mental fortitude, a willingness to put effort in one's task, and persistence in the face of adversity (Schaufeli & Bakker, 2004). Dedication is the feeling of significance, zeal, motivation and challenge (Schaufeli & Bakker, 2004). Absorption is being completely focused on and absorbed in one's work (Schaufeli & Bakker, 2004).

2.1 Job Demands-Resources (JD-R) model of employee engagement

Demerouti and her colleagues created the Job Demands-Resources (JD-R) model in 2001, and it has since become the most often adopted frame of reference in job engagement research. The underlying JD-R concept entails job demands that result in bad health results, as well as job resources that inspire inspiration and result in positive work outcomes (Demerouti et al., 2001).

Job demands are aspects of a profession that necessitate long-term commitment or abilities and are linked to specific mental and physical repercussions (Bakker & Demerouti, 2007). Job resources are the observable, cognitive and organisational qualities to achieve work objectives or encourage self-improvement and growth (Bakker & Demerouti, 2007). Bakker and Albrecht (2018) highlighted that job resources are the antecedents of job engagement and, hence, the most critical variables for enterprises to address in order to boost employee performance.

In recent studies on the causes of job engagement, when evaluating interventions to enhance engagement, the JD-R model is most adopted since it has evident and beneficial

ramifications for practice (H. Zhang et al., 2020).

3. **METHODS**

Search strategy and data sources

Electronic databases were used into the search were: PROQUEST, SCOPUS, Web of Science, MEDLINE. The inspection was carried out in September of 2021. The term, nurse, engagement, was incorporated into all databases. Examining bibliographies of all featured studies in nursing practice were also used to discover related research. No time constraints were imposed to allow for the identification of all previously conducted studies in the field. The search approach is detailed in Table 1.

Inclusion criteria

Full texts were further evaluated to ensure they the given inclusion criteria:

Quality Review

Using a quality-rating instrument, the lead researcher assessed the methodological quality of each included study during data extraction. The instrument evaluated thirteen criteria, awarding a maximum of fourteen points. On the basis of assigned points, studies were categorized as having a low (0–4), a moderate (5–9), or a high (10–14) quality. A pre/post quality evaluation technique was used to analyse one of the intervention studies included in this study, which was developed from an earlier systematic review (Cummings et al., 2008). No study was excluded only on the basis of its quality rating; rather, all evaluations were included.

Analysis

Using descriptive and narrative synthesis techniques, the retrieved

data were synthesised. The descriptive synthesis examined work engagement conceptual frameworks, tools, and statistical approaches to recognise similarities based on common characteristics.

The analysis's second stage, narrative synthesis, entailed a series of processes for analyzing linkages between job engagement,

its antecedents, and outcomes explored or assessed in previous nursing research. The statistically significant components were then classified into themes and groups using content analysis. To determine whether the review findings strengthened the Job Demands-Resources (JD-R) job engagement model, emerging themes were identified and compared to the model.

4. RESULTS

Search results

A search of an electronic database revealed 900 titles and abstracts. 700 abstracts and titles were assessed using criteria for inclusion after duplicates were removed. This resulted in 111 manuscripts being reviewed in their entirety. A total of 19 manuscripts (reporting 18 studies) were selected from a total of 111 full text articles which were screened.

The covered studies were one qualitative study (Isobe et al., 2020), two mixed-methods studies (Rattray et al., 2021; Ying et al., 2021) and quantitative studies. All quantitative studies were non-experimental, correlational studies. In this review, mixed methods studies will be referred to as quantitative studies.

Summary of quality assessment

After a quality evaluation, seventeen studies were classified as being of moderate or high quality. Table 2 shows the quality evaluation process.

Characteristics of included studies

Between 1983 and 2021, all studies were published.

Most studies (14) took place in Japan, Canada and the United States. Studies from China (X. Wang et al., 2017), Egypt were included.

Work engagement conceptualization: The definition of employee engagement that was most used was that provided by Schaufeli and Bakker (2004, 2010); it was used in 25 studies.

Measures of job engagement: In seventeen quantitative research, three distinct questionnaires were employed to assess registered nurses' work engagement. All quantitative investigations employed a version

of the Utrecht Work Engagement Scale (UWES) developed in 2003 by Schaufeli and Bakker.

Narrative synthesis of results

Because numerous themes coincided with the established JD-R model of engagement, we chose the JD-R model as a relevant approach to contextualise the findings.

Influencing factors on work engagement

Organizational climate: Research studied contributing elements that fall under the broad category of organizational climate, which is divided into two groups: leadership and empowerment.

Leadership: Servant leadership (Haar et al., 2017; Yang et al., 2017) affect employee engagement at work. (Lai et al., 2020) found that new hospital nurses' assessments of supervisor transformational leadership to be an important determinant of work engagement.

Spiritual leadership has a favorable effect on job engagement, and psychological capital acts as a mediator of that effect (Wu & Lee, 2020). Adnan et al. (2020) found spirituality as mediator between employee work engagement and ethical leadership. Leader-member exchange was confirmed antecedents of work engagement (Parr et al., 2021).

Emotional intelligence and an empowering leadership style have been shown to increase empowerment and engagement in employees (Alotaibi et al., 2020). Work engagement is predicted by emotional intelligence and organisational justice (Zhu et al., 2015).

Structural empowerment: Nurses' levels of engagement were positively correlated with structural empowerment (García-Sierra & Fernández-Castro, 2018).

Structural empowerment plays a role in the link of transformative leadership and employee engagement, according to Monje Amor et al. (2020).

Ancarani et al. (2019) asserts a positive correlation between job engagement and an empowering work environment.

Job resources:

Interpersonal and social relationships: Putra et al. (2021) discovered that features of work life entirely mediate the link between nurse

supervisor caring behaviours and job engagement (values, community, rewards, and fairness).

Support from coworkers and supervisors has an effect on job engagement (Contreras et al., 2021). Work engagement was positively correlated with supervisor support, nurse–physician collaboration, and the expression of emotions (Mukaihata et al., 2020). The best predictors of involvement were community in one study (Fiabane et al., 2013). Higher engagement was found in nurses with higher levels of emotional intelligence, with interpersonal aspect playing the most significant role (Pérez-Fuentes et al., 2018).

There was a link of perceived organizational support and work engagement that depended on affective commitment (Gupta et al., 2016). Along with collaboration with other healthcare providers, relationship coordination was a strong predictor of work engagement (Havens et al., 2018). (Van Bogaert et al., 2017).

Organizational: An organization's resources, such as areas of work life and value congruence, have been found to be important determinants of work engagement. Nurses found their work settings, remuneration, and perks as critical factors in their job engagement.

Inconsistency between nurse-organizational altruistic principles was related with poorer work engagement (Saito et al., 2018).

Organization of work and tasks: Reward was favourably connected with the engagement (Mukaihata et al., 2020).

Professional resources: Professional resources help nurses to practise nursing in accordance with established standards and scope of practise, thereby achieving professional goals. Professional practice environment:

Cheng et al. (2020) found work engagement to be a beneficial mediator between the professional practice environment and attitudes toward patient safety. Wan et al. (2018) found that the practise environment was a significant contributor to job engagement.

Autonomy: Six research explored four parameters associated with nurse autonomy,

with ambiguous results. On a statistically significant level, control was a major determinant of work engagement (H. Zhang et al., 2020). Strongly connected to work engagement was decisional involvement (Sullivan Havens et al., 2013). According to Ghazawy et al. (2021) and van Dorssen-Boog et al. (2020), nurses' perceived autonomy has an effect on their work engagement.

Additionally, autonomy moderated the connection between work demands and worker engagement in a significant and negative way (Knight et al., 2017).

According to Lv et al. (2018), the positive relation between proactive personality and job engagement is stronger when the team has a greater degree of autonomy.

Role and identity: Female nurses who performed multiple roles reported a stronger engagement than those who did not (Okada et al., 2019).

Employee engagement and the clarity of one's professional role are linked. (O'Rourke, 2021).

Professional practice and development: Work engagement was found to be associated with aspects of professional practice and development.

Contreras et al. (2021) found that support from the leader and colleagues is related to employee engagement indirectly through possibilities for professional development.

Personal resources: Individuals were considered to possess personal

resources. Variables were classified into three sub-themes: Cognitive, Interpersonal, and skill.

Cognitive: Psychological empowerment (Abou Hashish et al., 2018), and self-transcendence have all been identified as statistically significant positive predictors of job engagement (Monje Amor et al., 2021). Psychological capital and job engagement were significant predictors of new graduate nurses' intention to remain in the profession (Kim & Yoo, 2018).

Psychological capital was positively associated with vigor, dedication, and absorption dimensions of engagement (X. Wang et al., 2017).

Among Colombian nursing personnel, personal resources were positively associated with employee engagement (Contreras et al., 2020).

Interpersonal: Two studies reported that personality has an effect on job engagement (Lv et al., 2018; Yan et al., 2019).

Skill :Wang et al. (2021) discovered that nurses' skill mix has a significant effect on their work engagement.

Training in communication skills was found to be beneficial in reducing burnout among Japanese hospital nurses (Shimizu et al., 2003). Additionally, communication behaviours of nurse managers were found to be significantly and positively associated with work engagement (Kunie et al., 2017).

Job demands.

Work pressure. Work-related factors (workload) was found to have a negative effect on nurses' work engagement. Workload was reported to negatively impact nurses' work engagement (Inoue et al., 2018; L.

Wang et al., 2021; Zhang et al., 2021).

Work pressure acted as a moderating factor in the link between emotional demands and the vigour dimension of job engagement (Riedl & Thomas, 2019).

Physical and mental demands. Factors affecting physical and mental demands, such as shift work, day vs. night shifts, shift duration and recovery and rest were observed in studies.

A study found that nurses who worked long shifts were more likely to be engaged in their work if their shifts were flexible (Inoue et al., 2018). According to Watanabe and Yamauchi (2018), overtime work was an important precursor of job engagement.

Emotional demands. Work pressure acted as a moderator of the relationship between emotional demands and the engagement vigour dimension (Riedl & Thomas, 2019).

Demographic variables. We analysed ten demographic variables. Age was the most frequently analysed demographic variable.

Studies found that gender, education,length of time at the hospital and unit speciality were insignificantly related to engagement.

Nurses from Generation X and Millennials have the least degree of engagement and are identical in terms of disengagement(Hisel, 2020). Othman & Nasurdin (2019) found age, marital status, education, job period were unrelated to work engagement.

There was a significant difference in the mean

level of work engagement between nurses with and without prior work experience (Hamid & Shah, 2018).

Ding et al. (2019) found that gender, education, and tenure of nurses all acted as moderators of the effect of patient participation on nurse job satisfaction and engagement.

Impact of work engagement on outcomes

Personal outcomes. Personal outcomes refer to how job involvement affects the individual nurse. Seven factors were examined.

Increased work engagement was associated with significantly higher organisational citizenship behaviour (Ng et al., 2021), job satisfaction (Côté et al., 2021; Ge et al., 2021), and compassion satisfaction (Balinbin et al., 2020). Two studies reported a statistically significant decrease in job turnover intent from the current institution (X. Cao & Chen, 2021; Rawhoof et al., 2021).

Another study indicated that trust changes the relation between employee engagement and turnover intention(Rafiq et al., 2019). Work engagement had a minor moderating effect on the associations between psychological distress and workload (Oshio et al., 2018).

Performance and care outcomes. The most often researched consequences of job involvement were healthcare outcomes and performance. The performance and care outcomes of nurses are influenced by a variety of factors, including individual nurses' performance, organisational consequences, and patient outcomes.

These include care effectiveness, patient satisfaction,care quality, adverse events, and productivity.

Care quality was reported to improve statistically significantly with increased work engagement (T. Cao et al., 2020; Ghazawy et al., 2021). Work engagement was found to be a predictor of nurses' perceptions of the quality of unit care (Parr et al., 2021).

According to one study, engagement had a less significant direct effect on the quality of care (Van Bogaert et al., 2017).

Bulkapuram et al. (2015) found association between engagement score and outcomes patient centered work environment (PCWE) and patient safety culture (PSC).

Nurses' quality of care improves as a result of engagement (Garca- Sierra et al., 2016).

Professional outcomes. Professional outcomes have an effect on the broader nursing profession. They can be distinguished from organizational outcomes because they are not organization-specific. Work engagement promotes nurses' innovative behavior (Cunha & Marques, 2022).

In one study, there was a significant positive correlation between work engagement and affective occupational commitment (Hara et al., 2021). In another study, affective organizational commitment was positively and significantly predicted by vigor and absorption dimension of job engagement (Orgambidez & Almeida, 2020).

5. DISCUSSION

The results of the review reveal that variables affecting registered nurses' work engagement exist at a variety of levels. Historically, the majority of research on professional nursing practise engagement has concentrated on predictor variables, with a lesser emphasis on the results of work engagement. The results reveal that work engagement has a favourable impact on both individual nurses and health care institutions by increasing positive outcomes and decreasing negative outcomes. Thus, our findings contribute to a more extensive body of knowledge than earlier reviews and shed light on causes and consequences that may be specific to registered nurses.

Ramifications for nursing leaders who make decisions

Responsibility for nurses' work engagement does not rest exclusively with the nurse, but also with the practise environment and the organisation as a whole (Keyko, 2014). Empowerment have a direct effect on nurses' job satisfaction through operational resource factors. Nurse managers who work directly with direct care nurses have the ability to influence operational resources in response to changing circumstances.

Leaders must share their values with nurses and solicit feedback. This concept is backed up by mainstream business literature as an effective leadership strategy.

Ramifications for nursing research

Majority of research employed the same definition of work engagement and assessed it using a modified version of the Utrecht Work Engagement Scale. A quantitative meta-analysis of these findings is a logical course of action for study in this field.

Future research is required to ascertain the generalizability of this finding across nurses working in a variety of geographic regions and care settings.

Longitudinal studies are necessary to advance our understanding of how to promote work engagement in nursing.

Limitations

This review has many limitations that should be taken into account when implementing the findings to practise. The evaluation included just the research that assessed employee engagement directly, and so may have included studies that primarily used the UWES to measure work engagement, as it is the most often used primary assessment tool for employee engagement.

The largely correlational designs preclude claims of effect directionality. As a result, characteristics investigated as antecedents of job engagement can also be thought of as outcomes. All research had self-reported data, which adds the possibility of response bias.

Minimum hospitals were taken in the included studies. This design flaw in the included studies must be taken into account when assessing the influence of organisational factors.

6 CONCLUSION

The conclusions of this systematic study indicate that a variety of institutional, functional, and personal factors affect nurses' work engagement. Pleasant employee engagement effects occur on numerous areas and are beneficial to both efficiency and the nurse as an individual. These findings suggest that leaders at the institutional and local levels can start improving nurse engagement by focusing on operational and management resources. Numerous possibilities for future research exist. The objective is that the JD-R model drives intervention to promote job engagement among professional nurses

immediately, whilst also simultaneously emphasizing the importance of additional research.

Conflict of interest

The authors declare that there is no conflict of interest.

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