Factors Contributed to the Development of Work Engagement among Nurses in the Hospital: Narrative Review

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Abstract

Engagement is a characteristic of an employee who is committed to the organization. An engaged nurse shows strong work dedication and works productively in advancing the hospital organization. Nurses with good work engagement can improve the quality of nursing in the hospital. This study aims to determine the factors that influence nurses' work engagement to serve as a knowledge base to guide the best practice of nursing services. This study used a narrative review design. This review starts by identifying the main topics in work engagement. This study used narrative review, a method that uses four databases namely PubMed, CINAHL, Google Scholar and ProQuest. Inclusion criteria included full text articles and publications in English and Indonesian between 2015-2021. The study found 13 articles. Several factors were found to influence nurses' work engagement both from within and from outside (motivation, moral competition, supervision and others).

Keywords: Personality, Professional Development, Nurses, Nursing Engagement, Regional Hospital

Introduction

Based on preliminary data collected by researchers through observations at the Dr Slamet Garut Regional General Hospital, it is known that there are still employees who do not show more effort in carrying out their duties as nurses. This is indicated by the attitude of officers in the inpatient department who do not answer patient questions in a friendly manner. During the observation, the officer seemed to answer the patient's question without looking at the face of the patient who asked. In addition, employees do not try to provide the answers that patients need properly. In the fourth question, the employee actually answered the patient's question with the patient's head and suggested the patient to ask other parties in the inpatient unit while continuing the writing activity. The attitude shown by the employee did not show great effort to answer the patient's question properly. This led to dissatisfaction in the patient, which was shown by leaving the service desk without saying thank you for the answer that had been given by the previous officer. Furthermore, the patient again crossed paths with the officer by saying words that expressed his disappointment with the services provided. The unfriendliness shown by employees is a problem of employee engagement in the vigor aspect. Another fact was obtained based on an initial interview with an employee of the information and legal department who is responsible for receiving complaints from patients. The employee said that there was a patient who complained about his dissatisfaction with the attitude of a nurse. It happened when the patient asked what the patient should do after the nurse wanted to give him a drink, the nurse gave an unfriendly answer. The nurse's attitude led to dissatisfaction from the patient, who filed a complaint to the hospital.

The information and legal officer in charge of summarizing the chronology and complaints submitted by patients said that this incident did not only happen once or twice, but more than twice. In addition, employees also conduct reviews of nurses. Based on the information and legal officer's explanation, the nurse claimed to have conveyed the information very clearly but the patient did not understand what the nurse said. Meanwhile, the nurse had other duties from the doctor that were also urgent, which made the patient feel upset. The nurse's attitude in this incident is a behavior that does not show pride in the work performed. The nurse did not show enthusiasm in providing friendly service to the patient. This incident shows that nurses do not feel challenged to deal with patients who have difficulty understanding the information conveyed, which causes nurses not to try to change the way they communicate with patients so that patients can understand. This condition is an employee engagement problem in the dedication aspect. Furthermore, based on preliminary interviews conducted with HR employees, information was obtained that nurses at RSUD Dr Slamet Garut often work overtime on the grounds of taking care of patients or replacing other nurses who are unable to attend. The employee also explained that before going home from work, nurses finish work first or talk to colleagues until working hours end. The behavior of nurses expressed by HR employees shows that nurses at Dr. Slamet Garut Regional General Hospital are willing to work overtime and complete their work before leaving the workplace. However, overtime work is done not because of the nurses' wishes but rather situations that make nurses have to work overtime, namely when there is action on patients or replacing absent colleagues. In addition, the behavior of employees who tend to talk to colleagues before working hours end does not indicate the behavior of employees who are late for work. Employee behavior has not shown employees who find it difficult to leave work. This condition indicates the existence of employee engagement problems in the absorption aspect. The description of the form of behavior shown by nurses at RSUD dr. RSUD Slamet Garut shows that the level of employee engagement is still in the non-engaged category. According to the results of a survey conducted by Gallup (2017), employees who fall into the not engaged category tend to focus more on tasks rather than achieving the goals of the job. Employees in this category only do work according to their portion and in accordance with what the organization pays, in working

always waiting for orders from superiors and tend to feel they have no energy when working.

Research Methods

Search Strategy

A systematic literature search was carried out with the criteria including publication between 2015 – 2021 and relevant databases, using the Cochrane Collaboration guidelines (Higgins & Greens, 2011). The databases used Proquest, Pubmed and Google Scholar. The search keywords were personality, nurse, work engagement, and hospital.
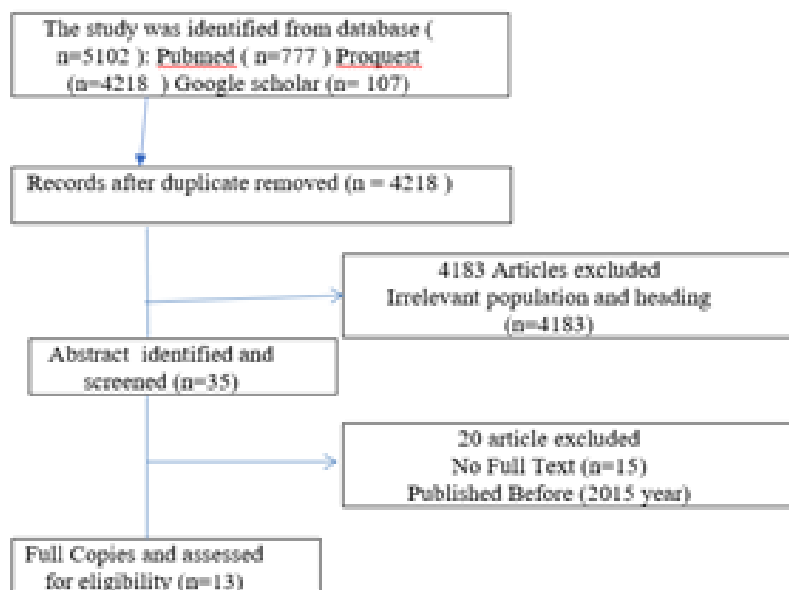
Criteria inclusion

Prisma

The journal criteria were the research discusses the factors that influence work engagement, original research in English, and the research subjects were nurses. Exclusion criteria were articles that did not meet the purpose of this literature review.

There were 5102 papers selected based on the search results (Fig. 1). Duplicate publications were not included in the next screening stage (4183 articles). Research with a topic about evaluation was not included in the analysis. A total of 35 studies met the criteria and were full-text. Thirty-five papers were checked to identify appropriateness with the inclusion criteria, research objectives, and study subjects. The final articles to be analyzed were 15 articles.

Figure 1. Literature Search Flow Diagram

NO	AUTHOR AND YEAR	SUBJECT	TITLE	RESULT	METHOD
1	CM Beautiful Soca R. Kuntari, (2015)	Female nurse at Hospital X Cirebon Indonesia	The Relationship between Work-Family Enrichment and Work Engagement Among Female Nurses-Family Enrichment with Work Engagement in Female Nurses	1. The higher the work-family enrichment experienced by female nurses at RS X Cilegon, then the higher their work engagement. 2. The relationship of work and family enrichment to work engagement is stronger than the relationship of family to profession enrichment to work engagement	Cross-sectional / Correlational
2	Sanaz Sohrabizadeh, Nasrin Sayfouri (2014)	Medical teaching hospital nurse at Shiraz iran	Antecedents and Consequences of Nurses' Interactional Work Engagement (Antecedents and Consequences of Nurses' Interactional Work Engagement)	Based on the results of this study, there is a relationship between job characteristics engagement and job characteristics (i.e. skill diversity, task identity, task significance, autonomy, and feedback) as its antecedents.	Cross-sectional / Correlational
3	Caroline Knights, Malcolm Patterson, Jeremy Dawson (2016)	Nurses	Building Work Engagement	From the intervention group, demonstrated benefits work in the group to increase resource strength, work engagement, and well-being. Therefore, developing intervention groups can be an effective method for work engagement interventions in follow-up studies. Group interventions that focus on increasing these resources should lead to increased work engagement and well-being of participants.	Systematic review and meta-analysis
4	Anne Frampton, Fiona Fox, Andrew Hollowood, Kate Northstone, Ruta margelite, Stephanie Smith-Clarke, Sabi Redwood (2017)	Tertiary Hospital in Bristol, England	Using Real time, anonymous Staff Feedback to Improve Staff Experience and Engagement bait come back staff anonymous time real for increase experience and involvement staff	This project aimed to increase staff engagement at Bristol University Hospital. Use the Plan Do Study Action tools cycle to design, test, refine, and improve real-time staff feedback. Staff adhere to this concept and engage by providing real-time feedback once Information Technology issues are resolved. Timely response by managers and leaders is critical to building trust in the system and maintaining staff engagement over time.	Experiment
5	Maysa Fekry Ahmed, Asthma Mustafa Abd-ElGhani, Administration nursing, Faculty nursing, University Mansoura	Nurse At Mansoura Main University Hospital, Egypt	Competence Managerial Manager Nurse line First and Connection with Engagement Work Staff Nurse they in House Sick University Mansoura Main	This study's main findings indicated a statistically significant relationship between nursing staff's perceptions of their managers' first-line managerial competence and work engagement. The highest percentage of nursing staff showed a moderate level of manager competence and work engagement	Descriptive Correlational

6	Novia Zahrah1 School Postgraduate Business Othman Yup Abdullah, University North Malaysia, Sintok, Malaysia Azelin Dear School Management business, University North Malaysia, Sintok, Malaysia Siti Norasyikin Abdul Hamid School Management business, University North Malaysia, Sintok, Malaysia (2019)	Nurse at RSU Malaysia	First Line Nurse Managerial Competency and its Relationship with their Staff Nurses Work Engagement at Main Mansoura University Hospital (Role Competence Moral in Enhancement Engagement Work in Among Nurse)	The results of the study show that there is a significant relationship between moral competence and work engagement.	Quantitative correlational
7	Zeng, Kyoko Asakura, Nozomu Takada, Yukari Hara, Shoko Sugiyama, Yoshimi Ito, Yoko Nihei (2021)	Nurse at East Japan FLC facility	Impact Of Intrinsic and Extrinsic Motivation on Work Engagement: A cross sectional Study of Nurses Working in Long Term Care Facilities Intrinsic and Extrinsic to Work Engagement)	From 44.6% of nurses reported having no intrinsic motivation and lower work engagement. This shows that it is very important to increase the intrinsic motivation of nurses to work in long-term health care facilities	Cross-sectional
8	Maria of Sea Molero-Jury, Maria of Carmen Pérez-Fuentes, Joseph Gabriel Soriano, Begoña Maria Tortosa, Fatima Oropesa1, (2020)	Nurses	Personality and Job Creativity In Relation To manage In Nursing (Personality and creativity work in relation with involvement in nursing)	This study has important implications for professional practice, emphasizing the strong relationship between engagement and perceived creativity.	Descriptive Correlational
9	Marÿ´a Vera1, Isabel M. Martÿ´nez, Laura Lorente, Ma Jose´ Chambel (2015)	Portuguese nurse	The Role of Co-Worker and Supervisor Support in The Relationship Between Job Autonomy and Work Engagement Among Portuguese Nurses: A Multilevel Study	This study has shown that job resources at the individual level (ie, job autonomy) and at the team level (ie, co-workers and supervisors' social support), have a direct positive relationship with individual nurses' work engagement.	Regression correlational
10	Yujing money, Yuqin Gao, Which Xun (2021)	Dentist in China	Work Engagement and Associated Factors Among Dental Nurses In china work and factor related in Among nurse tooth in China)	Level of work engagement among Chinese dental nurses was moderate Hierarchical regression analysis showed that age, job stress, psychological flexibility and subjective well-being were significantly correlated with work engagement, although perceived social support was not, all psychological variables together explaining 34.7% of variations in engagement work.	Cross-sectional

11	Rafael Rohail, Fakhar Era, Muhammad Ali, Muhammad Waqas, Muzammil Mukhtar (2017)	Lahore Pakistan Hospital Nurse	Effects of Work Environment on Nurses Organizational Commitment in Public Hospitals Lahore, Pakistan Environment Work and Involvement on Organization Nurse Commitment in House Sick General Lahore, Pakistani)	According to this study, work environment and engagement have a significant positive relationship with nurses' organizational commitment.	Cross-sectional
12	Tita Milawati, Martinu Sculpture, Riza Anggorodi	Nurses	Work Engagement in Nurses During the Covid-19 Pandemic (Engagement Work on Nurse During Covid-19 pandemic)	The results showed that there was a significant positive relationship between nurses' organizational identity, psychological resilience, and work engagement (p value < .01).	Literature Review
13	Shaimaa Hamed El-Said Sharap, Wafa Fathi Sleem, Takwa Rashwan Muhamed Abdul El-Hady (2021)	Main Mansoura hospital nurse (Egypt)	Engagement Spirituality and Thriving at Work Among Nurses spirituality, And Develop in Work)	The results showed that nurses had a high level of total involvement and moderate domain absorption. In addition, the highest percentage of workplace spirituality is found in the life section, followed by a sense of community.	Descriptive Correlational

Results And Discussion

Work engagement relates to an individual's relationship with the profession. Work engagement is seen as a positive, satisfying, and professional-related state of mind that is characterized by passion and dedication to the profession (Schaufeli and Baker, 2004). The results of the literature review show that several factors influence the increase in nurse work engagement: internal and external factors. Several articles were found scattered from various countries, namely Japan, England, China, Indonesia, Spain, Paraguay, Chile, Egypt, Iran, Malaysia, Pakistan and Portugal. Internal factors that influence nurse work engagement are work motivation, personality, work stress, psychological flexibility, subjective well-being, knowledge, spirituality, and moral competence. External factors that influence nurse work engagement are job resources, rewards, job characteristics (skill diversity, task identity, task significance, autonomy and feedback), nursing managerial response, first-line nurse managerial competency, supervision, work environment and identity organization.

Work Motivation

Work motivation according to the theory of Self Determination Theory (SDT). Work motivation is divided into intrinsic motivation and extrinsic motivation, this division is based on different reasons or goals that cause an action. Intrinsic motivation is defined as the performance of an activity for inherent satisfaction rather than a number of separable consequences. When intrinsically motivated, a person is moved to act for pleasure or challenge rather than outside encouragement, pressure, or rewards. Extrinsic motivation is a construct related to activities performed to achieve a number of separable outcomes, as opposed to engaging in activities only for an instrument score.

A number of studies have reported the effect of intrinsic and extrinsic motivation on work engagement. For example, monetary rewards are one factor that influences extrinsic motivation for workers and can increase job engagement. Career planning and performance evaluation which are extrinsic factors of motivation have a positive effect on worker engagement. Recent studies show that intrinsic motivation has a more positive effect on work engagement than extrinsic motivation. A review of systematic studies on work engagement in nursing practice revealed 77 factors that influence work engagement, such as age and job satisfaction. However, there is still very little research that focuses

on the relationship between work motivation and work engagement in the nursing profession. This research was conducted by one of the long-term care services in Japan, with the study results explaining that half of the nurses chose to work in Long Term Care facilities. The findings of this study indicate the importance of considering measures to encourage nurses' intrinsic motivation to increase work engagement.

Personality

Personality consists of a set of individual attributes, which interact with endogenous and exogenous factors, characterizing how a person thinks, feels and acts. From this perspective, in the context of work. Personality can be associated with perceptions of creativity and engagement gained in work (Romo et al., 2017; Sanz de Acedo et al., 2014; Werner et al., 2014). Other authors report on the role of creative personality in the creativity of nursing students (Hsing-Yuan, 2020) and how creativity supports self-critical thinking (Furnham et al., 2013; Taherinejad et al., 2017). Nurhasanah et al. (2020) stated that personality characteristics play a relevant role in professional performance. Thus, the most creative nurses are more likely to fulfil their duties (Amorós et al., 2019) and participate in their profession by contributing new ideas (Liu et al., 2020; Martinez-Loredo et al., 2018)

This study was conducted on 1268 nurses aged 22-63 years, of whom 85.3% were female and 14.7% male, with an average age of 32.24 years (SD = 6.68) and 32,79 years (SD = 6.27). The instruments used to collect data are the Big Five Inventory (BFI-10), the Creative Environment Perceptions Scale (CEP) and the Utrecht Work Engagement Scale (UWES). The mediation model asserts that perceptions of creativity in work contexts provide a mediating role in the relationship between personality and engagement.

In particular, the data confirms that having a personality profile with high scores on all personality dimensions except neuroticism. In addition, providing adequate characteristics for the job supports creativity, which in turn has a positive impact on engagement. This study provides important implications

for professional practice, emphasizing the strong relationship between engagement and perceptions of creativity, a relationship that leads to increased engagement by nurses with their profession, increases emotional stability and strengthens the passion and inspiration to become more creative and competent within organizational institutions.

Job Stress

Research conducted on 9134 employees in Japan concluded that work stress had a positive relationship with work engagement, the opposite result was found in this study: work stress had a negative relationship ($p<0.01$) with work engagement. Higher job stress can lead to lower work engagement. Different results can be caused by different regions, cultures and occupations.

Psychological flexibility

Psychological flexibility is defined as the ability to act according to goals and values in the context of disturbing psychological experiences. Employees who showed greater psychological flexibility were found to be more open when experiencing frustrations and difficulties at work and more adaptive to changes in the workplace. A work engagement study on 124 residents and 69 experts at five hospitals in the Netherlands reported that resident work engagement is related to psychological flexibility,

Subjective well-being

Subjective well-being, referring to happiness or satisfaction, is associated with good social relations, work performance and creativity. People feel happy when they feel more pleasant emotions than unpleasant ones. The subjective well-being of nurses is very important for both individuals and organizations because it helps to increase job stability and satisfaction. In many studies on subjective well-being, work engagement has been found as an intermediary factor, which means that an increase in the level of work engagement can indirectly increase individual subjective well-being. The subjective findings of well-being were found

to be moderately related to work engagement among individuals.

Knowledge

Dental nurses in China have an acceptable level of work engagement in terms of passion, dedication and absorption. Increased work stress results in lower work engagement. Nurses who have higher levels of perceived social support, psychological flexibility and subjective well-being also have higher work engagement. Understanding nurse work stress, strengthening nurse social support, decreasing nurse work stress, increasing nurse work stress psychological feasibility and subjective well-being of nurses, which will increase the level of nurse work engagement need to be understood.

Spirituality

Spirituality is one of the significant determinants of nurse engagement, which means demonstrating strength, mental fortitude, assurance, morale, will, joy, internal identity, increased employee retention, affluence, professional fulfilment, insufficient answers, behaviour, and organizational performance. According to Ashmos and Duchon (2000), the three constructs that make up the theory of spirituality include meaningful profession, inner self, sense of community, and connectedness. According to Breytenbach (2016), if an agency changes its work environment to be more spiritual, that might turn out to be a significant new engine for developing and enhancing work engagement.

Research at Mansoura Utama University Hospital involving 257 nurses showed the highest percentage results from the workplace spirituality domain which was shown in the thought of life, followed by feelings and the highest percentage of nurses who had a total work engagement level.

Moral competence

Moral competence is one of the intrinsic motivations. Moral competence is a variety of competencies (meta-competencies) that act as one of the important parameters in assessing the clinical competence of nurses because it helps nurses to deal effectively with ethical issues and prevent moral pressure and negative consequences such as burnout or impaired quality of care, which in turn will encourage job engagement which is out of the ordinary.

Studies conducted at three universities from three countries (Spain, Paraguay and Chile) have important implications for professional practice, emphasizing the strong link between perceived engagement and creativity. This results in increased perceptions of creativity and engagement by nursing staff with their work increases emotional stability and strengthens the enthusiasm and inspiration to be more creative and competent in the institutional organizational environment of which they are a part. Finding this might contribute to a selection profile that fits companies that promote creativity.

Roles in the family

The accumulation of roles within the family is still related to role theory, and enrichment of the work-family construct based on the draft presented by Sieber (1974; in Marais et al., 2014). He states the theory of role accumulation, individuals will experience work-family enrichment because of the many rewards they receive such as privileges, increased status and personality development that occur due to carrying out many roles at one time. Marks (1977; in Marais et al., 2014) gives the opinion that carrying out a number of roles at one time can be carried out without a large amount of energy reduction or can actually create energy to carry out activities in other roles. Greenhaus & Powell (2006) added that work-family enrichment occurs when the experience gained while carrying out a role (work or family) improves the quality of life in roles in other fields. It is in this context that quality refers to life at high performance and has a positive effect. In other words, enrichment occurs when various benefits and resources obtained from one field (work or family) are not transferred but are applied to other fields. Therefore, there is an internalized increase in performance in the field (Greenhaus & Powell, 2006; Carlson et al, 2006).

Positive feelings are contained in positive moods and emotions originating from experiences gained while carrying out roles in the profession or family. Resources owned in a role are capital that can be used when needed to solve problems or deal with challenging situations. Various sources of strength attached to each role played is a potential that is beneficial for individuals who live it. Because of the interaction between family and profession, then work, the family also has two directions, from the direction of the profession to the family and the direction of the family to work.

A female nurse at a hospital in Cilegon, Indonesia was used as the object of research. Data processing on the dimensions of work-to-family enrichment and family-to-work enrichment with work engagement showed results. The results of this study show that there is a positive relationship between work-family enrichment and work engagement, concluding that an increase in work and family enrichment can also result in an increase in work engagement.

According to the motivational process underlying the Model (Job Demand Resource/JD-R), a source of professional power with intrinsic employee motivation by stimulating growth, learning and development, meeting basic human needs for autonomy, relatedness and competence (Deci & Ryan, 2000), or by motivating employees extrinsically by providing methods to achieve job goals. Furthermore, the theory of Conservation of Resources (COR) (Hobfoll, 2002) states that employees will try to maintain and enhance the resources they value. Therefore, those with more resources are less likely to experience a loss of resources and more likely to seek further resources.

Professional resource development interventions focus on increasing resources in the work environment such as autonomy, social support and feedback (Naruse et al., 2014), and are predicted to lead to job engagement well-being and performance (Bakker & Demerouti, 2008). The initial scoping review recommended that resource professional development interventions on work engagement have so far failed to find a significant effect. However, studies have shown positive, non-significant,

improvements in work engagement (Naruse et al., 2014), or its sub-components (Cifre, Salanova, & Rodriguez-Sanchez, 2011).

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Award

A model tested by Chiner and Wong (2006) shows a similar relationship between nurses' work engagement and their rewards. This implies that rewards and recognition play an important role in the job satisfaction and engagement of nurses working in developing countries, such as Iran, but cannot be generalized to nurses in developed countries such as Canada. Rewards and recognition with direct lead to job satisfaction among nurses. Job satisfaction is an indication of the importance of appreciation in encouraging a positive attitude of nurses towards their work, which can develop their satisfaction in providing services to patients and other major responsibilities.

Based on Hackman and Oldham's Professional Characteristics Model (1980), which includes five core elements: Variation Skills, Identity Duty, Significance Duty, Autonomy, and Bait Based on the results of research on nurses at Shiraz Hospital Iran, there is a relationship between the characteristics of work engagement and job characteristics (i.e. skill diversity, identity assignment, significance task, autonomy, and feedback) as antecedents. The data analysis shows an unexpected direct relationship between job characteristics and Organizational Citizenship Behavior (OCB). These findings suggest that engaged nurses are more interested in their jobs, appear to be more likely to remain in their job positions, and are more likely to engage in activities outside their job description. This positive state of mind has the potential to lead to beneficial outcomes for hospitals.

Nursing managerial response

Work engagement measurements were carried out at the University Hospital of Bristol. Project to increase staff engagement at University Hospital Bristol NHS Foundation Trust (UH Bristol) organized by the Plan Do Study Action (PDSA) cycle. PDSA is an ongoing effort to design, test, improve and refine feedback tools to staff using Information Technology as a communication tool. Timely response by managers and leaders is critical to building trust in the system and maintaining staff engagement over time.

Managerial Competency of First-Line Nurse Managers (FLNM)

First-line nurse managers (PM 1) are nurses who perform managerial tasks. PM I qualification is having a PK II certificate. Competency First Line Nurse Managers (FLNM) have a direct influence on the nurses of their staff, they provide them with support, provide them with performance feedback, facilitate professional development, enable them to participate in decision-making and provide the necessary resources, motivators or energizers, as well as coaching, assignment variations, and training facilities (Lazarte, 2016). This helps nurses to feel energetic and enthusiastic about work, involving them more in the profession, toughness in carrying out their profession, working wholeheartedly and with a willing to invest effort in the profession (Park, & Lee, 2018).

Supervision

Work resources both individually and in teams are part of the job characteristics. In a study in Portuguese, it has been shown that job resourcefulness at the individual level (ie, job autonomy) and at the team level (ie, social support of co-workers and supervisors), has a direct positive relationship with individual work engagement in nurses. It also shows that supervisory team social support moderates the relationship between individual work autonomy and individual work engagement: the work autonomy–work engagement relationship is stronger when supervisory team social support is high than when this support is low.

Work environment

According to research at Lahore Hospital Pakistan, work environment and engagement have a significant positive relationship with nurses' organizational commitment. By providing a pleasant work environment for nurses, nurses will feel confident, and comfortable, work wholeheartedly and show more commitment to the organization. Thus, the level of employee engagement will increase and accept all organizational challenges positively to fulfil all organizational goals.

Organizational Identity

Organizational identity is the feeling of organizational members both for the sense of contract and lack of rational answers in the organization and the sense of belonging and dependence that is not rational (Money, 2004). Organizational identity is the degree to which the company and people in the organization share the same scores, goals, desires, and goals. When people in a company share organizational values, companies start to get closer and start working more like one big team as opposed to different departments managed by different individuals. The nurse-leader role in strengthening the nurse's organizational identity during the COVID-19 pandemic will increase the level of nurse engagement. If leaders support nurses in overcoming difficulties, then their energy, sense of dedication, and work satisfaction will increase. Study data shows that there is a significant positive relationship between nurses' organizational identity, psychological resilience, and work engagement (P<.01).

Conclusion

Occupational engagement relates to an individual's relationship with the profession. Work engagement measurements have been carried out at Boston University Hospital, England using the SPEAC application. In China, it appears that the work engagement of the nursing profession is higher than that of the medical profession. Factors that can increase the nurse's work engagement consist of categories related to the nurse's personal internal and external. Factors related to

individual nurses are intrinsic motivation, personality, work stress, psychological flexibility, subjective well-being, knowledge, spirituality, and moral competence. While factors related to workplace factors are job resources, rewards, job characteristics, nursing managerial response, first-line nurse manager competence, supervision, work environ

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