

Research Progress on Job Crafting Ability of Clinical Nurses

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Abstract: With the rapid development of the global nursing profession, job crafting ability has become an increasingly hot topic in academic research. The purpose of this review is to examine the research progress on the impact of job crafting ability among clinical nurses, explore its definition, influencing factors, and negative impacts, and analyze various factors affecting nurses' job crafting ability, including demographic, psychological, organizational, and environmental factors. It was found that demographic characteristics (e.g., gender, education, and title) and psychological factors (e.g., psychological capital and professional identity) influence job crafting ability. Finally, this study explores the potential negative consequences of low job crafting competence, particularly at the individual, hospital, and societal levels, including workforce separation, burnout, and other issues. In summary, enhancing clinical nurses' job crafting ability is crucial for improving nursing quality and supporting nurses' career development. Future studies should further explore effective interventions to enhance nurses' job crafting ability.

Keywords: Nurses; Job crafting ability; Review

1. Background

Nurses are the backbone of the healthcare system and play a crucial role in promoting the healthy development of nursing in China, as well as actively addressing the challenges of an aging population^[1]. According to survey data from the National Health Commission's National Nursing Career Development Plan (2021-2025), by the end of 2022, the total number of registered nurses in China exceeded 5.2 million, with the number of registered nurses per 1000 population reaching 3.7^[2]. However, with the development of high-quality nursing service models and the introduction of the three-child policy, nurses' workload and responsibilities are increasing, and there remains a serious shortage of nurses in China. Currently, facing complex clinical work and unbalanced workloads, nursing staff are under continuous pressure, and nurse turnover is on the rise^[3]. The proportion of clinical nurses considering or planning to leave the profession ranges from 5% to 54%^[4]. Literature reviews indicate that the nurse turnover rate within the first three years of clinical practice is between 30% and 60%^[5]. A study in the United States found that the turnover rate for new nurses within three years is 43.4%^[6]. Similarly, data from China shows that the turnover rate for junior nurses was 12.07% in 2017, but it increased to 38.4% in 2021^[7,8]. In China, nurse turnover is high, and work engagement is low, particularly among junior nurses^[9]. Multiple studies show that poor work experiences, such as burnout and low job satisfaction, are common among nurses. These issues not only pose significant harm to the nurses themselves but also negatively impact the quality of nursing services and pose potential risks to patient safety^[10,11]. Therefore, this study provides a review of nurse work role redesign capabilities, current status, and influencing factors, aiming to offer insights for future research on improving the job crafting abilities of clinical nurses.

2. Overview of Job Crafting Ability

Currently, there are two widely applied but not universally agreed-upon definitions of job crafting abilities. One, proposed by scholars such as Wrzesniewski^[12], defines job crafting abilities as changes that employees make to their tasks, relationships, and cognition in the workplace, actively shaping their own work. In 2001, Van^[13] proposed another definition, describing job crafting abilities as a transformational behavior where individuals align their abilities, needs, preferences, motivations, and passions. The two definitions are based on the role perspective and resource perspective, respectively. Although there is no unified definition of work role redesign, both viewpoints highlight that its essence lies in individuals

actively making transformational changes in response to goals or demands, enabling them to quickly adapt to changes in the workplace.

3. Current Research on Job Crafting Ability

3.1. Current Research on Job Crafting Ability of Nurses Internationally

In recent years, job crafting ability has gradually become one of the research hot spots for scholars both domestically and internationally. Initially, job crafting ability originated in the field of psychology and has since been extended to areas such as social management, education, and nursing management. International research on the job crafting ability of clinical nurses began early and covers a wide range of topics. Ghazzawi^[14] studied 547 Lebanese nurses and found that nurses with higher creativity were more likely to translate their thoughts into actions. Additionally, the department also influences the job crafting abilities of clinical nurses. A study by Chang^[15] in South Korea showed that nurses in general wards had a higher level of job crafting abilities than those in operating rooms. Grover et al.^[16] found that Australian nurses with high levels of self-efficacy were more likely to change their mindset in response to emergencies, proactively seek help from others, and handle problems with a positive attitude. Huyghebaert^[17] conducted a study on 533 employees in France, which showed a significant positive correlation between the social environment and job crafting abilities. A good environment promotes employee growth and learning, and facing challenging demands helps maintain a positive state, leading to higher levels of work happiness. Roczniowska^[18] surveyed 81 healthcare workers in Poland and found a significant positive relationship between self-regulation ability and work role redesign capability. Nurses with lower self-regulation ability tended to have lower work role redesign levels and were more likely to experience occupational burnout. Alharthi^[19] conducted a survey of 441 nurses in Saudi Arabia and found that clinical nurses' job crafting abilities were closely related to their happiness. Nurses with higher job crafting abilities experienced greater happiness, likely because these nurses adjusted their beliefs and work environment through proactive and positive attitudes, which further increased work engagement and job satisfaction, reducing turnover intentions. This finding is consistent with the results of Yepes-Baldó's study in Spain^[20]. Aung^[21] studied 512 clinical nurses in Myanmar and found that nurses with higher total work role redesign scores were able to devote more time and energy to their work, which helped improve work engagement and nursing quality. This finding aligns with Baghdadi's research in Saudi Arabia^[22]. Through literature reviews, it is clear that job crafting abilities play an important role in improving current nursing quality. International research on nurse job crafting ability began early, and the job crafting abilities scales developed by foreign scholars to measure individual job crafting abilities will play a crucial role in helping future nursing managers design appropriate measures.

3.2. Current Research Status of Nurse Job Crafting ability in China

Currently, research on job crafting ability in China mainly focuses on groups such as teachers and corporate employees, with relatively few studies on healthcare workers. Research in this area started later in China, but as the number of nursing staff continues to rise and issues such as decreased nurse well-being and increased turnover become more apparent, the job crafting abilities of clinical nurses have gradually drawn the attention of nursing managers. At present, the overall work role redesign capability of clinical nurses in China is at a moderate level, with considerable room for improvement. Liu Shaoqin^[23] studied clinical nursing interns during the COVID-19 pandemic and found that the task crafting dimension had the lowest score, while the relational crafting dimension had the highest score. This may be because nursing interns, in the early stages of clinical practice, tend to have a stronger sense of professional identity. Sun Wandu^[24] found that when clinical nurses' job crafting abilities are low, it affects their work engagement, job change behavior, and reduces workforce stability, hindering career development. In conclusion, a review of the literature reveals that there is limited research on nurse work role redesign capability in China, and even fewer studies focus on clinical nurses' job crafting abilities, with research being insufficiently in-depth. Currently, research on nurse work role redesign capability in China is still in the status survey phase^[11,25].

4. Influencing Factors of Nurses' Job Crafting Ability

4.1. Demographic Factors

4.1.1. Gender

Research has shown^[26] that there are significant differences in job crafting ability between male and female nurses, with male nurses exhibiting higher levels of work role redesign. Possible reasons include: (1) Compared to the past, when nursing was seen as a female-dominated field, the proportion of male nurses in large cities has been gradually increasing, prompting them to be more proactive in role crafting and self-adjustment in their work to enhance their professional adaptability, thus achieving higher scores. (2) The hospitals surveyed place a significantly higher value on male nurses, who may have more career advancement opportunities and flexible work arrangements, which helps them better cope with work-related stress. (3) The gradual shift in gender roles in large cities has led to greater attention being paid to male nurses' self-adjustment in their careers.

4.1.2. Education level

Liu Shaoqin^[23] found that education level can also affect the job crafting ability of clinical nurses, with those holding a bachelor's degree exhibiting higher job crafting ability than those with a diploma or associate degree. This finding aligns with the research results of Wang^[27] from Taiwan, China. Higher education levels are associated with higher job crafting ability. The reasons for this can be analyzed as follows: (1) Early in their careers, nurses with higher education are more likely to engage in work role redesign through knowledge integration and innovation. Additionally, their higher academic level helps them better understand work tasks and goals, allowing them to make more autonomous adjustments and optimizations in their work. (2) Nurses with higher education have stronger expectations for promotion and career development. They are more proactive in seeking to improve work satisfaction and professional identity by adjusting work methods, task assignments, and interpersonal relationships, thereby enhancing their job crafting abilities. (3) Higher-educated nurses tend to engage more with professional resources and social networks, which provide them with broader support systems to better adapt to career challenges and improve job performance.

4.1.3. Marital Status

Li Minli^[28] confirmed that marital status can change an individual's values, with married nurses exhibiting higher job crafting ability than unmarried nurses. This may be due to the emotional support married nurses receive from their families, which helps them adopt a more positive coping strategy when facing work difficulties, allowing them to better engage in their work.

4.1.4. Professional Title

Nurses with higher professional titles tend to score higher in job crafting ability. The reason for this is that higher-ranked nurses possess more theoretical knowledge and practical skills, and they tend to have better relationships with their colleagues. They can participate in departmental decision-making and assist in solving department-related challenges^[29].

4.2. Psychological Factors

4.2.1. Psychological Capital

Psychological capital, as a positive psychological resource, plays an important role in enhancing clinical nurses' job crafting ability. The dimensions of psychological capital interact with each other and collectively promote nurses' adjustments in areas such as interpersonal relationships, work attitudes, and behaviors. Luthans^[30] defined psychological capital as a positive psychological state displayed by individuals during growth. Zhang Min^[31] conducted a survey on 311 anesthesiology nurses and found that nurses with higher levels of psychological capital are better able to use resources to actively face complex problems, demonstrating a more positive psychological state in response to changes in the work environment, thus making proactive changes. This finding is consistent with the research results of Yang Yi^[29] and Ma Junjie^[32].

4.2.2. Professional Identity

Professional identity can enhance nurses' job satisfaction and subjective initiative, contributing to the stability of the nursing workforce^[33]. Pang Chen^[34] found that the professional identity of clinical nurses positively promotes character strengths, and through these character strengths, indirectly affects work

role redesign capability and innovative behaviors. This, in turn, fosters nurses' passion for their work and promotes success in their careers.

4.2.3. Self-Efficacy

Self-efficacy refers to an individual's perception and belief in their ability to accomplish a specific task^[35]. Li Renxia^[36] found that clinical nurses with high self-efficacy tend to show greater enthusiasm when facing difficult and challenging tasks, proactively seeking challenging work opportunities. Therefore, job crafting ability is related to self-efficacy, and nurses with higher self-efficacy are better able to develop job crafting abilities.

4.2.4. Proactive Personality

Proactive personality refers to an individual's tendency to continuously explore new methods, seize opportunities, and take proactive actions to influence the relative stability of their surroundings, regardless of environmental resistance^[37]. Research by Bajaba S M^[38] showed that clinical nurses with a proactive personality are more adept at gathering information and implementing actions, making them more likely to engage actively in their work^[39]. At the same time, individuals with a proactive personality tend to change their perspective on external matters, tap into their own potential, and utilize their creativity and strengths, thereby enhancing job crafting abilities. Therefore, nurses with a proactive personality can better help themselves engage in positive crafting behaviors.

4.3. Organizational Factors

4.3.1. Department

A study by Xu Xiangxiang^[11] found that nurses working in emergency, ICU, and operating room settings have lower work role redesign capabilities compared to nurses in internal medicine, surgery, and obstetrics and gynecology. Operating room nurses had the lowest levels of job crafting. This may be related to the controlled decision-making authority and autonomy of operating room nursing staff, which restricts their scope of responsibilities^[15].

4.3.2. Night Shift Frequency

Luo Zhijie^[40] conducted a survey of 206 nurses and found that nurses who work more night shifts experience disruptions in their biological clock and daily routines. Additionally, working night shifts reduces contact with other nurses, decreasing the opportunities and frequency for knowledge sharing, which in turn affects their job crafting abilities.

4.3.3. Leadership Style

Studies have shown that transformational leadership is an important factor influencing job crafting abilities. Research on leadership styles^[41] found that transformational leaders can directly or indirectly affect nurses' job crafting abilities. This is likely because transformational leaders provide autonomy, build trust and harmonious relationships with employees, and encourage them to pursue higher-level goals, which increases employee motivation, particularly for nurses with shorter tenure. Other studies also suggest that empowering leadership styles can impact job crafting abilities^[11].

4.4. Environmental Factors

4.4.1. Work Environment

Tims^[42] found that the work environment affects employees' perceptions of their work tasks and nature. In a high-quality nursing environment, on one hand, it helps clinical nurses develop correct values, thereby improving the quality of nursing care. On the other hand, it influences nurses' job satisfaction and the development of their job crafting abilities. The work environment plays a significant role in stimulating nurses' enthusiasm for work and encouraging them to re-plan their careers, thereby enhancing their job crafting abilities^[43].

4.4.2. Hospital Size

Hyun M S^[44] surveyed 596 nurses in South Korea and found that nurses working in advanced general hospitals had higher job crafting abilities than those in general hospitals. This may be related to the greater availability of work resources and self-development opportunities in advanced general hospitals, which leads to higher work engagement and, consequently, the enhancement of job crafting abilities.

5. Negative Impacts of Low Job Crafting Abilities

5.1. Individual Level

Nurses with low job crafting ability exhibit lower initiative when facing complex clinical environments and stressful work atmospheres. They are less likely to maintain enthusiasm for their profession, which affects their work motivation and makes it difficult to establish correct professional values. This leads to emotional exhaustion, which, over time, negatively impacts the physical and mental health of nurses and may ultimately result in resignation^[45].

5.2. Hospital Level

Low job crafting abilities lead to high turnover rates^[46]. Currently, with newly hired nurses accounting for about one-third of the total registered nurses in China, turnover rates range from 30% to 60%^[5]. This poses significant challenges to hospital management, as hospitals must invest more resources in training and developing new employees, thereby increasing the costs of recruitment and training.

5.3. Societal Level

Low job crafting abilities in nurses lead to decreased personal well-being, low work engagement, and poor nursing efficiency. This, in turn, erodes patient and family trust and respect for nurses, which intensifies the already strained nurse-patient relationship. Job crafting abilities serve as an important predictor of nurses' job turnover behavior. According to a U.S. study, every nurse who leaves their job results in a loss of \$6886 to \$15125. The high turnover rate among clinical nurses negatively impacts the development of the nursing workforce and hinders the healthy development of national healthcare services^[47].

6. Conclusion

The factors influencing nurses' job crafting abilities involve various aspects, including individual, psychological, and social factors. Nursing managers need to adopt targeted measures to enhance nurses' work role redesign capabilities, especially for newly hired nurses. It is recommended that nursing managers learn from international experiences while considering China's cultural characteristics, healthcare environment, and other relevant factors. Further research should be conducted to explore intervention measures suitable for enhancing nurses' work role redesign abilities in China, ultimately promoting the development of the nursing profession.

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