

Relation Between Job Embeddedness and Workplace Thriving among Staff Nurses at Gastrointestinal Surgery Center Mansoura University



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ABSTRACT

Background: Job embeddedness is considered the furthest essential factor and generator which support nurses to thrive within the workplace. **Aim:** is to explore the relationship between job embeddedness and workplace thriving among staff nurses. **Methods:** A descriptive correlational research design was used in this study with 167 participants from staff nurses at Gastrointestinal Surgery Center Mansoura University. Data was collected by using two scales, the Job Embeddedness Scale and the Workplace Thriving Questionnaire. **Results:** Nearly half of staff nurses exhibit a moderate level of job embeddedness, whereas 26.9% of them represented a high level of job embeddedness and 29.9% had a low level of job embeddedness. Also, almost all the nurses perceived a moderate level of workplace thriving. **Conclusion:** Job embeddedness has a significant influence on workplace thriving as there was a strong statistically positive correlation between job embeddedness and workplace thriving. **Recommendations:** nurse managers empowered their staff by setting a well-defined structure for gaining knowledge and improving prospects regarding career progression, support, Encourage nurses to be involved in options that affect their field of profession. Stimulate a learning environment for generating work happiness to accomplish the determined satisfaction of their staff. Be aware of how and how deeply their employees are currently embedded. Establish mentoring programs to strengthen ties with the company. Supervisors should assist, encourage, and mentor staff members in all circumstances.

Keywords: Job Embeddedness, Staff Nurses, Workplace Thriving

Introduction:

In the current world, the increasing tendency of career uncertainty is causing a rapid change in the nature of work in healthcare organizations. Emergency situations are something that nurses deal with on a regular basis, which leads to heavy workloads and unpredictable working conditions. In these cases, the responsibilities of the job become too considerable to handle, and it becomes really challenging for nurses to find a balance between work and household responsibilities. If nurses are unable to modify to these deviations and their turnover. These changes are too much for nurses to cope with. So, an organization can face terrible consequences. Job embeddedness has been commended as a gift for nurses as a covert technique of boosting retention and reducing turnover (Kim, 2021). Job embeddedness usually refers to the degree to which nurses feels related and integrated into their job, including links to the organization, the community (Martdianty, Coetzer, & Susomrith, 2020). Job embeddedness is a concept in organizational mindset management that refers to the point to which a nurse is interconnected and enmeshed in their job, organization, and community, which can influence their commitment and attachment to their current

employment. (Engelbrecht, 2020).

A person's job embeddedness is the sum of all the factors that prevent them from leaving. A person becomes embedded when they find their way into a psychological field or life space by an integration of environmental, psychological, and social factors. People's decisions to remain in or leave an organization are influenced by the interaction of these numerous forces (Qian et al., 2022). Domains of job embeddedness are fit, links, and sacrifice

Fit states how well a nurse's job and organization match with their principles, goals, and upcoming plans. It includes the alignment of personal values with the company's culture and the sense that one's job is a good fit for their skills and aspirations (Akdere & Egan, 2020). Job embeddedness recommends that the greater nurses' level of embeddedness, the less probable they are to voluntarily leave the work. This can have positive implications for nurses' retention, as it's often more costly and disruptive for an organization to lose and replace talent. (Burrows, Porter, & Amber, 2022).

Links denote the formal or informal associates between the workplace environment and the individual. Links considered more central when a nurse is attached more to the organization, the others, and the job, and nurses with a greater number and strength of connections are less likely to make a turnover decision that may break or rearrange the associates (**Hunter III, Bentzen, & Taug, 2020**).

Sacrifice is known as a prospect cost of material or psychological profits that may be lost by leaving the organization prospect in sacrifice contains clear costs that the nurses must bear when shifting jobs, such as loss of wages, promotion opportunities, relationships with colleagues, and job-related benefits (**Yu et al., 2020**).

Sacrifices can be financial (e.g., losing benefits, retirement plans) or personal (e.g., leaving behind friends and connections in the community (**Cleland, Porteous, Ejebu, & Skåtun, 2020**). These dimensions together give to a nurse's intellect of embeddedness in their employment and within the organization. When nurses feel strong connections in these areas, they are less likely to leave the organization, making them more committed and engaged in their roles (**Mehmood, et al., 2021**).

Job describes the major transition beyond job satisfaction and estimates turnover and turnover intention, increase organizational performance, encourage nurses to remain with the job and encompasses the social, familial, and community connections that make it hard for an individual to leave their present job. (**Engelbrecht, 2020**). Job embeddedness offers several advantages to both nurses and organizations such as enhanced nurses' retention, it can considerably minimize nurses' turnover. Nurses who have a great sense of attachment to the organization and their jobs are less likely to go, leading to a more stable workforce (**Farooq & Yusliza, 2021**). Organizations can avoid the expenses associated with recruiting, onboarding, and training new nurses, as well as the potential loss of institutional knowledge (**Sharma & Stol, 2020**).

Job embeddedness and workplace thriving are two interconnected concepts that significantly impact the dynamics of modern organizations. Job embeddedness, as an extent of nurses' belonging and attachment, provides the foundation for the workplace environment. As soon as nurses feel genuinely embedded in their roles and organizations, they are further expected to thrive within the workplace. (**Norouzinik, Rahimnia, Maharati, & Eslami, 2022**).

Workplace thriving refers to a dynamic and positive state in which nurses not only perform well in their jobs but also experience a sense of fulfillment, growth, and well-being. It encompasses factors such as engagement, productivity, job satisfaction, a supportive work environment, and opportunities for personal and professional development. (**Sahai & Mahapatra, 2020**). Thriving nurses are further expected to be motivated, creative, and resilient, leading to a healthier and more effective work environment (**Nawaz, Abid Arya, Bhatti, & Farooqi, 2020**).

Workplace thriving can be seen as a state where nurses experience high levels of psychological well-being. This includes feelings of happiness, fulfillment, and a positive outlook on their work and its impact on their lives. It often results from a combination of meaningful tasks, social support, and opportunities for personal growth (**Der Kinderen & Khapova, 2020**).

Workplace thriving can also be understood as a reflection of a positive organizational culture. In which, nurses are encouraged to thrive through an environment that promotes teamwork, transparency, fairness, and values their well-being. This encouraging culture contributes to the general success and sustainability of the workplace environment (**Moore, Bakker, & van Mierlo, 2022**). The psychological circumstance in which people like learning and a sense of liveliness at work is recognized as workplace thriving. Dimensions of Workplace thriving are the vitality and learning factor. (**Nawaz, Abid, Arya, Bhatti, & Farooqi, 2020**).

Vitality is the good feeling of having energy accessible that represents people's emotive aspects of thriving and their sense of aliveness (**Mahmoud & Obied, 2022**). The cognitive dimension of learning includes nurses' perceptions that they are constantly developing through the attainment and practice of domain-relevant knowledge and skills to enhance their competence, confidence, and skills (**Jin & Ji, 2021**). The learning factor is an important dimension of workplace thriving because it contributes to the personal and professional growth of employees, which in turn benefits the organization. Learning opportunities enable nurses to acquire and develop new skills. This enhances their competence and adaptability, making them more valuable assets to the organization (**Ojo, Fawehinmi, & Yusliza, 2021**).

Workplace thriving has significant importance for both nurses and organizations, as workplace thriving promotes the well-being of nurses by creating a positive and supportive environment, reduces stress, burnout, and the risk of mental health issues, leading to happier and healthier nurses (Okros, & Virga, 2023). Workplace thriving increased Productivity, thriving nurses tend to be more engaged and productive. They are motivated to perform at their best, which leads to improved job performance and, consequently, better business outcomes (Nawaz, Abid, Arya, Bhatti & Farooqi, 2020). Positive staff results involving health and development were attained by thriving because of positive outcomes including self-awareness, personal growth, interpersonal communication with others, professional autonomy, and creative performance (Chang, Busser, & Liu, 2020).

Significance of Study

As nurses are on the forward-facing lines of care delivery, they are subject to numerous fluctuations to their work practices. This fluctuating environment puts nurses at greater risk for turnover because of the unfavorable conditions, numerous nurses are motivated to change occupations or abandon their jobs in the hospital for extended periods. Losing those skilled nurses could have a harmful impact on healthcare in general (Vardaman & Marler, 2020). Job embeddedness has a satisfactory effect on nurse's work behavior and attachment to their hospital (AL-Ghazail, 2022). The Gastrointestinal Surgery Center at Mansoura University experiences a scarcity of nurses. The volatility this scarcity causes in healthcare organizations has a consequence on the quality of service provided and how well they operate (Clemmons-Brown, 2022). As a result of this shortage, the healthcare sector is unstable, which has an impact on how well it operates and provides care functions at work and the expected level of care. Job embeddedness enhances maintenance of nurses in the face of drastically altered working circumstances and thriving in their organization. Job embeddedness has a strong effect on nurse's work behavior and attachment to their hospital (AL-Ghazail, 2022). Gastrointestinal Surgery Center at Mansoura University experiences a shortage of nurses. The instability that this scarcity causes in healthcare organizations has an impact on the quality of service provided and how well they perform (Clemmons-Brown, 2022). As a result of this shortage, the healthcare sector is unstable, which has an impact on how well it operates and provides

care activities at work and the expected level of care. Job embeddedness enhances nurses' retention in spite of severely transferring work environments, as well as thriving in their workplace environment. So, this study aims to explore the relationship among job embeddedness and workplace thriving among staff nurses.

Aim of the Study

The aim of this study is to explore the relationship between job embeddedness and workplace thriving among staff nurses.

Research Questions

- **RQ1:** What is the level of job embeddedness among staff nurses?
- **RQ2:** What is the level of workplace thriving among staff nurses?
- **RQ3:** Is there a relationship between job embeddedness and workplace thriving among staff nurses?

Method

Research Design

A descriptive correlational study design was used in this study. Descriptive correlational research is a type of non-experimental research that simplifies prediction and explanation of the relationship among variables (Seeram, 2019).

Setting

The study was executed at all inpatients and intensive care units at the Gastrointestinal Surgery Center, Mansoura University, that delivers a comprehensive spectrum of health services at the Delta region. This hospital was equipped with the latest international equipment and instruments, with a bed capacity of 130 beds. It consisted of 2 buildings and there was another building still under construction dedicated to liver transplantation. The first building consists of seven floors.

The outpatient, reception, laundry and kitchen were at the ground floor. Radiology, endoscopy, laboratory, and pathology were on the first floor. The second floor involved six operating rooms and three intensive care units (Surgical, liver transplantation, and intermediate). The third floor contained administrative offices. The library and the offices of the management were on the fourth floor. The fifth, sixth, and seventh floors are for the departments (two surgical units, one unit for liver transplantation).

Participants

Participants in the study composed a convenience sample of all staff nurses who worked at inpatient and ICU care units accessible at the time of data assembly and who had at least one year of experience to express their opinion about job embeddedness, workplace thriving and were ready to participate in this study. Their total number was (167) staff nurses.

Study Tools

Two tools were used to gather the study's data: namely, Job Embeddedness Scale and the Workplace Thriving Questionnaire.

Tool I. Job Embeddedness Scale, it consisted of two parts:

Part I: This part involved personal characteristics of staff nurses as age, gender, unit, educational qualification, year of experience, and marital status.

Part 2: It was established by Mitchell, Holtom, Lee, Sablynski & Erez, (2001). It aims to examine job embeddedness among staff nurses. About 25 items, all distributed into three categories: organizational fit (10 items), organizational sacrifice (10 items), and organizational ties (5 items).

Each statement response was measured by a five-point Likert scale ranging from (1 = strongly disagree) to (5 = strongly agree). The recording system of staff nurse's embeddedness was classified into levels based on predetermined cutoff points:

- Low level of job embeddedness < 60.
- Moderate level of job embeddedness 60-75.
- High level of job embeddedness > 75.

Tool II. Workplace Thriving Questionnaire

It was established by (Porath & et al, 2012) then altered by (Mahmoud & Obied, 2022) to explore workplace thriving among staff nurses. Staff nurses' answers were measured on a 5-point Likert scale, with 1 representing strongly disagree and 5 representing strongly agree. The 12 items were distributed into two dimensions: the vitality dimension (6 items) and the learning dimension (6 items). The recording system for staff nurses' workplace thriving was distributed into levels based on the cutoff points

Low level of workplace thriving < 60.

- Moderate level of workplace thriving 75-60.
- High level of workplace thriving > 75.

Validity and Reliability

The tools of data collection interpreted into

Arabic and verified for its content and face validity by five specialists in the field of the study and accordingly, the necessary adjustments were completed. Tools of data collection had been verified for its reliability with The Cronbach's alpha value (internal consistency) of the Job embeddedness was 0.901, and of the Workplace Thriving Questionnaire was 0.893.

Pilot Study

A pilot study was approved on 17 staff nurses (10%) of the studied nurse staff to examine the transparency, and the relevance of the tools. Based on the pilot study, necessary modifications include explanation, and rephrasing, and the pilot study was excepted from the study sample.

Data Collection

The investigator encountered the respondents to clarify the study purpose and request their participation. The researcher encountered the respondents either independently and in groups throughout morning and afternoon shifts to allocate the data collection sheets to the respondents in their work places and present during filling to explain any ambiguity and answer any questions. Once official permission had been obtained by using the proper channel of communication from the manager of Gastroenterology Center, the questionnaire forms (I and II) were disseminated to the staff nurses. The investigator had defined the purpose of the study and how to reply to the questionnaires. The data collection process acquired two months from the start of December 2023 to the end of January 2024.

Ethical Considerations

Official agreement was acquired from the research ethics committee of Faculty of Nursing, Mansoura University. An authorized permission to begin the study was obtained from the accountable administrator of the hospital, an official written consent was obtained from the respondents, and the contribution was voluntary. The disclosure and anonymity of the subject were confirmed by encoding all data. The privacy of the study sample had been assured. The disclosure of data collected was preserved and results were used as a component of research for forthcoming publication and education.

Statistical Analysis

Version 25 of SPSS for Windows was used for all statistical investigations (SPSS, Chicago, IL). Constant data were normally disseminated and were communicated in mean \pm standard deviation (SD). Categorical data were conveyed in number and percentage. One-way investigation of variance

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(ANOVA) test was used for judgment among more than two variables with continuous data. Correlation co-efficient test was used to test correlations between two variables with continuous data. The dependability (internal consistency) test for the questionnaires used in the study was estimated. Statistical significance was established at $p < 0.05$

Results

Table 1 shows personal features of the studied staff nurses. According to this table, utmost of studied staff nurses (74.3%) were in the age group (< 30), most of them were female (85.6%). More than half of them (57.5%) were married. Regarding experience, more than half of them (56.3%) had experience less than 5 years. In addition to more than half (55.7%) having bachelor's degree. Finally, (47.3%) of the studied staff nurses working in the inpatient section.

Figure 1 and **Figure 3** show the mean percentage of the job embedded domains as reported by the studied staff nurses. According to this figure, the highest mean percentage was organizational link (81.5%),; while the

organizational sacrifice was the lowest percentage (70.9%).

Figure 2 exposes levels of the Job embeddedness among the studied staff nurses. According to this figure, about (43.1%) of the studied staff nurses perceived a moderate level of Job embeddedness.

Figure 3 illustrates the mean percentage of the workplace thriving domains as described by studied staff nurses. According to this figure the highest percentage was learning subscale (77.5%), while the lowest percentage was (70.6%) reported for vitality subscale was.

Figure 4 shows the levels of the workplace thriving among studied staff nurses. Rendering to this figure (39.5%) of the studied staff nurses perceived a high level of workplace thriving

Figure 5 shows the correlation between the workplace thriving and job embeddedness as conveyed by the studied staff nurses. conferring to this figure, there was a strong statistically positive association between job embeddedness and workplace thriving because p value $< 0.001^{**}$

Table 1. Personal Features of Studied Staff Nurses (n=167)

Variables	n	%
Age (Years)		
• < 30	124	74.3
• $30: < 40$	23	13.8
• $40: < 50$	20	12.0
Mean \pmSD	28.8 \pm 7.1	
Gender		
• Male	24	14.4
• Female	143	85.6
Marital status		
• Married	96	57.5
• Divorced	19	11.4
• Single	52	31.1
Experience (Years)		
• < 5	94	56.3
• $5 :< 10$	44	26.3
• $10 :<20$	17	10.2
• > 20	12	7.2
Educational Level		
• Secondary Nursing School	16	9.6
• Bachelor Degree	93	55.7
• Technical Nursing Institute	58	34.7
Unit Name		
• Transplant intensive care	47	28.1
• Surgical intensive care	21	12.6
• Moderate intensive care	20	12.0
• Inpatient section	79	47.3

Figure 1. Mean Percentage of the Job Embeddedness Domains as Described by Studied Staff Nurses (n=167)

Figure 2. Levels of the Job Embeddedness Among Studied Staff Nurses (n=167)

Figure 3. Mean Percentage of the Workplace Thriving Domains as Stated by Studied Staff Nurses (n=167)

Figure 4. Levels of the Workplace Thriving Among Studied Staff Nurses (n=167)

Figure 9. Correlation Between Job Embeddedness and Workplace Thriving and as Reported by Studied Staff Nurses (n=167)

Discussion

Job embeddedness affects critical organizational results away from turnover, containing work performance, organizational citizenship conduct, novelty, and the improvement of social and human capital, a probable moderator for this affiliation. Job embeddedness has been deliberated as a blessing for organizations as an indirect manner to reduce turnover costs, enhance nurses' thriving with many organizations struggling to have their workers feel embedded (**Kaviti & Karatepe, 2022**), so this study necessitated to explore the connection between job embeddedness and workplace thriving among staff nurses at Gastrointestinal Surgery Center Mansoura University. The following will be covered when discussing the study's findings:

The result as regards the job embeddedness variable.

the existing study displayed that studied sample had moderate level of job embeddedness, this could be attributed to staff nurses have a network of good relationships with their colleagues who do have a mutual respect with each other, also with the head nurses and supervisors, their feeling of appreciation for their efforts at work gives them the motivation to give their best Nurses also realized that there are a lot of space for them to develop professionally and personally through the training courses that the organization strives to provide for them in numerous ways, this in turn stimulates job embeddedness. When nurses work in a surrounding with standards, goals, and priorities that equal with those of nurses and match their anticipation in handling with equity and respecting and stimulating a supportive workplace and proficient autonomy, they are more probable to embed in their jobs,

This finding was agreed with (Elsabahy, 2019) found that a moderate degree of job embeddedness was present in nearly half of the contributing nurses., found that a good align in the value area embraces the greatest potential for nurses to embed in their jobs.in addition to (El-gazar, Abdelhafez, & Azoromba, 2022) specified a moderate level of job embeddedness among a section of Egyptian nurses, displaying that they had a respectable affection to their organization, as they work in a cooperative atmosphere. Moreover, detailed that this can be recognized to nurses' sense of ability to make an optimal in their work, free from policy limits and perceive fairness and making a better rapport with work colleagues and managers who help nurses feel easy and stick to to their job regardless of workload and the absence of reward.

Moreover the finding was consistent with (Ali, Khan, Shakeel, & Mujtaba, 2022) who reported that moderate partial level of job embeddedness this owing to organizational aspects such as fulfillment with the organization, welfare and payment provided by the organization has an impact on job embeddedness, but the nurses emotional state also used as the extrapolative variable to discover the relation between individual emotional resources and job embeddedness.

On the other hand, the study conducted by (Mahmoud & Obied, 2022) confirmed that low level of overall job embeddedness, a variety of variables such as inadequate policies and systems at university hospitals (such as having no ability to shift to new work setting without alternate) and inadequate profits sources for nurses, especially in regarding to expense rises, can all contribute to this finding..

Furthermore, this result conflicted with those of (Mohamed & Ali, 2020), who demonstrated that a large proportion of staff nurses at Minia General Hospital displayed low levels of whole job embeddedness, this could be due to weak **system** of organization which leads to work in the destructive work environment such as the bad connection between work colleagues, work environment not helping staff to acquired innovative knowledge and skills, and organization not permits all members to share in work committees, which results in staff nurses less fulfilled, and not embedded with their work areas.

The current study exhibited that the highest mean percentage reported to organizational link as a dimension of job embeddedness. This could be owing to nurses from where they work closely together as a team, interact frequently, and have

strong relationships among themselves, along with strong ties with people throughout the Organization. This finding corresponded with (Shawky Elbus, Elsaed, & Eldeep, 2023), who claimed that nurses' perceptions of organizational link were highly raised. Constructing strong connections, teamwork, and the special ties that the intensive care nurses form at the hospital may consider major contributors to job embeddedness.

On contrary (Mahmoud & Obied, 2022), who stated that low level of agreement about links-organization, their objectives did not align with the hospital's, they were unwilling to utilize hospital committee services, and over half of them declined to participate in training sessions, which hampered their ability to develop in their careers. The nurses who participated in the study also concurred that hospital administration did not provide them with a lifestyle that fit their needs and that their employment did not make good use of their abilities. Also, this result was incongruent with (Aly & Obied, 2022), which exposed that the majority of nurses represented a low level of agreement about the organization link; such as the humble affiliation between work colleagues, the work environment not boosting staff to increase any innovative knowledge and skills.

The current study exposed that organizational sacrifice was the lowest mean percentage among domains of job embeddedness this might be due to utmost of studied nurses don't own a lot of autonomy on their own jobs to decide how to follow their own goals, promotional opportunities are not quite available within the organization, the compensation for good levels of performance is not good also they feel that losings and sacrifice are not great if they left the job.

The result was in the same line with (Ratnawati, Sudarti, Mulyana, & Mubarak, 2020); testified that nurses sense that they will need an excessive sacrifice if they leave the workplace. This circumstance has an influence on the reduction of voluntary turnover intention, promotion opportunities within the organization, and the feeling of having trouble separating from the workplace community, which also affects reducing voluntary turnover.

In contrast, the finding was in disparity to (Shawky Elbus, Elsaed, & Eldeep, 2023), exposed that majority of nurses had a great level of organization sacrifice, this might be because nurses had a lot of resilience on the work to choose how to track their goals, they were respected by others, and they were rewarded for their performance. In addition to the result that contradicted with (Abd-

Elrhaman, Ebraheem, & Helal 2020); who listed that the first classification with highest mean score was interrelated to organizational sacrifice, due to dependence and flexibility in practice to the staff, opening up career options, and utilizing the innovation and individual reasoning of nurses.

The results regarding Workplace thriving

The current study's findings demonstrated that the studied sample reported high levels of workplace thriving which could be because the hospital's continuing education and training departments work to develop nurses through workshops and training courses. The nurses feel that they are learning a lot and continuously throughout time, and they are proud of how much their perspectives have changed over time. Additionally, see that they are developing both personally and professionally. As a result, nurses feel more alive, vibrant, and successful inside the company

This result in the same context to (**Shawky Elbus, Elsaed, & Eldeep, 2023**), who validated that nurse ensured a high level of thriving at work. These may be due that nurses at both hospitals continually feel energy and spirit, looking forward at each new day, need to develop themselves, have confidence to master difficult tasks, and apply valuable knowledge and skills. Also, the current result harmonized with **Abou Ramadan (2020) & Silen et al. (2019)** revealed that nurses have a substantial amount of workplace thriving. Nurses who thrive in their jobs have several common characteristics as they are more engaged, productive, and committed to their organization. They also experience lower levels of stress and burnout and have higher levels of job satisfaction and overall well-being.

Contrariwise, the finding was in dissimilarity to (**Van der Walt, 2018**) who displayed a low level, this is owing to nurses not appraising meaning and purpose at work adequately, nor do they approve that they are learning and feeling strengthened at work. Also, they rarely feel enthusiastic and absorbed at work. While (**Gao et al., 2017**) exhibited a moderate level of workplace thriving among nurses. As they experience strain and stress, burnout in the work environment.

The current study exhibited that; learning subscale had the highest percentage as a dimension of workplace thriving, this could be owing to the nurses feel that they are learning a lot and constantly over time because of there is a training and continuing education units in the hospital that

work on developing nurses by attending workshops and training courses, they are also proud to see how much their point of views have developed over time. Moreover, find that their development is going on positively on the personal and professional levels.

This finding was reinforced by (**Mohamed & Ali, 2020**) who recounted that the majority of nurses had a high level of learning dimension. This is due to the training and continuing education units in these hospitals that work on developing nurses by attending workshops and training courses on all that is new in their field of specialization.

In addition to this finding consistent with (**Basinska & Rozkwitalska, 2022**), indicated that nurses acquire a lot when they take part in stimulating and inspiring communications with others. Besides, individuals who have social relations, the intellect of developing can realize their own prospective.

Moreover, this result was incompatible to (**Aly & Obied, 2022**) who discovered that around half of nurses working in intensive care units had a moderate amount of learning. Nurses are fatigued and less likely to acquire extra different knowledge, skills, and talents when they face rude, disrespectful attitude and poor communication from their colleague.

The existing study showed that vitality subscale had the lowermost mean percentage as subscale of workplace thriving, This may be due to the nurses not feel the energetic or active in the work environment, in addition to their feeling that working in the organization does not give any feeling of positivity although vitality is the generator of energy and passion.

This result is supported by (**Shawky Elbus, Elsaed, & Eldeep, 2023**). Revealed nurses' perceptions of vitality were low, this for the reason that nurses do not feel energy or spirit to flourish and grow forward each day.

This finding was in disagreement with (**Mohamed, Sharaf, & Sleem, 2021**), which stated that the proximate half of the nurses had a high level of vitality, as the sensation of encountering improvement through different information and thoughts, and is associated with an enhanced way of life practices and better wellbeing health. Furthermore, having energy and enthusiasm lead to extraordinary levels of commitment and drive, even when there are complications and impediments.

Additionally, this finding was contradicted with (Mohmed & Obied, 2022) revealed that two-thirds of staff nurses at El Salam hospital and more than half of nurses at Tanta Main University Hospital had an extraordinary level of vitality dimension.

Concerning the association between nurses' job embeddedness and workplace thriving

The findings of the present study indicated a statistically major relationship between workplace thriving and nurses' job embeddedness. This may have something to do with the idea that job embeddedness fosters workplace thriving. According to some nurses, they perform magnetically when they are energetic, attentive, and focused on their work. Being job embedded stimulates the sense of thriving in two ways: first, it increases liveliness and vitality as nurses who are job embedded are anticipated to participate in their work. Additionally, when nurses become fully engaged in their designated role of carrying out their responsibilities properly and effectively, they improve and enhance techniques which aid in learning.

This finding was in harmony with a study conducted by Mahmoud and Obied (2022) who testified a greatly statistically substantial connection between overall nurses' job embeddedness and their total workplace thriving. This outcome may be explained by the fact that El Salam Hospital's head nurses work in a private international hospital, which has better characteristics for nurses' professional practices and best performance than a government run public hospital and offers them more opportunities for ongoing education, high pay, and career advancement. As a result, head nurses at El Salam Hospital committed all of their attention to taking care of nurses, meeting nurses' requirements according to their own wants, and caring more about nurses' personal life.

In the same line to (Shawky Elbus, Elsaeed, & Eldeep, 2023). Statistically significant as the development of novel techniques for maintaining, keeping, growing, and Motivating nurses will help them become embedded in their positions and be more equipped to handle career transitions. Job embeddedness which is considered as a source for workplace thriving.

Regarding the relationship between the job embeddedness and the workplace with the personal characteristics of the studied staff nurses

There was a statistically substantial association between nurses' marital status, Experience years, Educational Level, and job embeddedness, workplace thriving. This could be attached to that marital status has a vital effect on the manner individual reacts in any condition depended on their obligations and commitments. as the married women have more responsibilities such as bring up children this make them easily embed in their jobs, regarding level of education nurses with high qualifications will figure out the way through which they can easily, comfortably embed. Regarding the experience years, the more experienced nurses are wiser, not risky people they take only tasks that are aligned with their abilities.

This finding matched with (Mahmoud & Obied, 2022), who indicated that there were statistically important associations between intensive care nurses' overall job embeddedness and their educational level, experience years. Also, a major relationship between job embeddedness and lower educational level, this might be owing to restricted employment selections of diploma nurses, particularly with the advancement of the profession and the need with highly educated staff, which helps them to stay in their hospital. Significantly correlated with nurses' marital status, education, and experience years.

In the same scene to (Dorgham & Obied, 2016) and (Mun & Hwang, 2016) illuminated that job embeddedness considerably linked with nurses' marital status, education, and years of experience.

Conversely, a study by (Choi, Lee, & Kim, 2019) acknowledged no significant association between the job embeddedness of nurses and their age, sex, marital status, or experience years.

This finding was in disagreement with (Abd-Elrhaman, Ebraheem, & Helal, 2020); He demonstrated that, with the exception of marital status and educational level, there was an intense statistically important correlation between staff nurses' perceptions of their job embeddedness and their personal attributes.

Conclusion

Depending on the findings of the study, it was determined that nearly half of studied sample at Gastrointestinal Surgery Center Mansoura University perceived job embeddedness at moderate level and further than half of studied staff nurses' recognized workplace thriving at great

level. Additionally, there was intense statistical significance and a certain correlation between job embeddedness and workplace thriving.

Recommendations

Depending on the results of this study, it is recommended that:

The following are some measures that hospital managers should plan in order to support nurses' job embedding and, as a result, sustain workplace thriving:

- 1- setting a well-defined structure for gaining knowledge and improving prospects regarding career progression to learn and grow, support
- 2- Seeking nurses' contribution in choices that impact their jobs.
- 3- Creating and executing development and orientation programs for recently employed nurses, as well as giving them a realistic career preview.
- 4- Planning and Providing workshops for ongoing education to all nurses so they can stay current on knowledge and abilities.
- 5- Minimizing turnover by ensuring similarity, flexibility, and respect for nurses' desired shifts.
- 6- Supervisors raise the organization's JP standards.

Implications for further research:

Training program about job embeddedness and its effect on workplace thriving

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