

CONCEPT ANALYSIS

A concept analysis of 'Meaning in work' and its implications for nursing

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Abstract

Aim. To report an analysis of the concept of 'meaning in work'.

Background. Associated with initiatives to improve the quality of working life and the emerging movement of positive organizations, 'meaning in work' has been studied as a positive individual-level state. 'Meaning in work' has potential benefits that will improve the nursing workforce if this concept is embraced in nursing. However, the concept is not clearly defined because it has been approached from diverse theoretical perspectives and used interchangeably with analogous terms.

Design. A concept analysis.

Data sources. Three key terms (using 'work', 'meaning' or 'meaningful', 'meaning of work', 'logotherapy') were searched in the CINAHL, PsycINFO, Business Source Complete and ABI/INFORM Global online databases from January 1940–March 2015. Among 346 articles retrieved, 28 studies were included for this concept analysis.

Methods. The procedure of concept analysis developed by Walker and Avant (2011) was used.

Results. Four critical attributes are identified: (1) experienced positive emotion at work; (2) meaning from work itself; (3) meaningful purpose and goals of work; and (4) work as a part of life that contributes towards meaningful existence. The identified antecedent of 'meaning in work' was a cognitive shift and the identified consequences were positive personal experience and positive impact on peers and organizations.

Conclusion. This article provides a clear definition of 'meaning in work'. The resulting coherent definition will facilitate the use of 'meaning in work' in nursing research.

Keywords: concept analysis, meaning in work, motivation, nurses/midwives/nursing, organizational model, psychological model, workplace

Why is this research or review needed?

- As an intrinsic motivational factor, 'meaning in work' has potential to improve nursing workforce issues (e.g. job dissatisfaction, burnout).
- Despite considerable studies, the concept 'meaning in work' has theoretical and conceptual ambiguities which can undermine the understanding of the concept and developing a validated measure.

What are the key findings?

- Analysis identified four critical attributes: (1) experienced positive emotion at work; (2) meaning from work itself; (3) meaningful purpose and goals of work; and (4) work as a part of life that contributes towards meaningful existence.
- Analysis identified a cognitive shift as an antecedent of 'meaning in work' and positive personal experience and positive impact on peers and organizations as consequences of 'meaning in work'.
- The definition of 'meaning in work' was developed – 'the discovery of existential meaning from work experience, work itself and work purpose/goals'.
- 'Meaning in work' is not merely personal values and beliefs, but includes self-initiated and future-oriented meaning that gives reasons for one's existence at work.

How should the findings be used to influence policy/practice/research/education?

- Nurses who find 'meaning in work' – who know a reason why they do nursing – can be intrinsically motivated and engage more in nursing.
- It is important for nursing administrators to understand the importance of 'meaning in work' and to encourage nurses to find their 'meaning in work'.
- The positive impact of 'meaning in work' on the self, others and organizations suggests possible contribution of 'meaning in work' to nurses' self-growth, improvement of the nursing work environment and enhanced patient care and safety.

Introduction

Knowing the reason why employees work not only endows their work with importance but also allows them to enjoy a better work experience (Pattakos 2004, 2009, Dutton *et al.* 2006). This significant reason to work is called 'meaning in work', which employees consider an important aspect of their jobs (Harpaz 2002, Chakofsky 2010). The concept of 'meaning in work' has received much attention in management and organizational science, associated with initiatives

to improve the quality of working life (McLean 1974, U.S. Department of Health, Education, and Welfare (1973)). In addition, the emerging movement of Positive Organizations, which focuses on research to positively energize and transform organizations to improve organizational effectiveness and work life, is reviving this concept as a positive individual-level state that strengthens and extends an individual's potential in organizations (Dutton *et al.* 2006).

In the healthcare arena, the concept of 'meaning in work' has been suggested as one approach to increasing employee commitment and engagement (Morrison *et al.* 2007, Leape *et al.* 2009). Morrison *et al.* (2007) introduce the identification of meaning and purpose in work as an intrinsic form of motivation to employees. They discuss the limitation of extrinsic forms of motivation, such as incentives, to produce long-term effects in improving morale among healthcare employees. Finally, they link meaningfulness to work life, highlighting the need for efforts to improve intrinsic motivation. Leape *et al.* (2009) also identify 'meaning in work' as a fundamental factor to achieving better engagement in a healthcare system. They discuss why progress in improving patient safety has been slow despite significant effort. They also address the problems in healthcare culture, where a hierarchical structure discourages teamwork and work engagement. Finally, they suggest the restoration of joy and meaning in work as one component of five visions of healthcare safety improvement.

Despite these suggestions, few nursing systems studies have examined the role of 'meaning in work' in nursing. Most studies have focused on nursing structures (e.g. the nursing work environment) and have explored how nursing structures improve nursing workforce problems including job dissatisfaction, burnout and turnover. Although the enhanced nursing structures positively affect nurse/patient outcomes, merely changing structures is not enough to internally motivate nurses. This article introduces 'meaning in work' as an intrinsic motivational factor to solve nursing workforce issues.

Background

'Meaning in work' has been approached from diverse perspectives. For example, 'meaning in work' is understood as a sense of purpose (Arnold *et al.* 2007); an expression of personal value (Brief & Nord 1990); the type of work (Hackman & Oldham 1976); a sense of spirituality (Ashmos & Duchon 2000); a continuation to the psychosocial realm (Kristensen *et al.* 2002); and a sense of psychological empowerment (Spreitzer 2006). Aligning with diverse approaches, the concept has several definitions across

studies. For instance, Hackman and Oldham (1976) define the concept as the degree of the experienced meaningfulness and worth value of the job; while Brief and Nord (1990) define the concept as personal beliefs, attitudes and values attached to purposeful activities. In nursing, 'meaning in work' has been understood as a sub-construct of another concept, such as workplace spirituality (Kazemipour & Amin 2012), psychosocial work environment (Li *et al.* 2010) and psychological empowerment (Manojlovich & Laschinger 2002), rather being emphasized as one main construct. In addition, most existing studies do not clearly define the concept. These different approaches to 'meaning in work' do not define the concept comprehensively and undermine a full understanding of the concept, leading to both theoretical and conceptual ambiguity.

The diverse approaches to 'meaning in work' imply that there is no strong theory of 'meaning in work'. This theoretical ambiguity fails to identify core essentials of the concept. This study introduces logotherapy as the theory that guided this analysis because logotherapy describes the parent concept of 'meaning in work', 'meaning in life'. Frankl (1968) developed a concept of 'meaning in life' within a logotherapeutic perspective, addressing the concept based on an existential view: finding meaning in life endows people with a unique reason to live, makes them aware of their existence in this world and drives the significance of their lives. So, the search for such meaning in one's life becomes a primary motivational force for living. Logotherapy assumes three premises: (1) life has meaning under all circumstances (meaning in life); (2) people have a motivational force to find meaning (will to meaning); and (3) people have free will to activate the will to meaning and to find meaning (freedom of will) (Frankl 1968). These premises allow individuals to actively react to or even create their environments. This existential view, along with these premises, can also become the core essential of 'meaning in work'. Therefore, 'meaning in work' includes self-initiated and future-oriented meaning and gives the reason for one's existence at work.

In addition to the theoretical ambiguity, the concept 'meaning in work' has conceptual ambiguity in that the concept has been used interchangeably with analogous terms, such as meaningful work, meaningfulness of work, meaning of work and work meanings/values. Although Rosso *et al.* (2010) review studies on 'meaning in work' and provide its theoretical integration, the review paper only emphasizes how and from where meaningful work may have been created, not how the concept may be defined. The conceptual ambiguity has led to differences in how the concept is measured. For example, 'meaning in

work' has been measured using various instruments such as the Psychological Empowerment Scale (Spreitzer 1995), the spirituality questionnaire developed by Ashmos and Duchon (2000), the Copenhagen Psychosocial Questionnaire (Pejtersen *et al.* 2010) and the Work and Meaning Inventory (Steger *et al.* 2012).

In summary, theoretical and conceptual ambiguities of 'meaning in work' have resulted in a failure to reach the genuine goal of finding meaning that reveals existential significance at the workplace. Without a clear and comprehensive definition of the concept, the use of the concept in theory cannot be fully explained, nor can validated measures for the concept be developed (Walker & Avant 2011). Therefore, this paper analyses the concept of 'meaning in work' to reflect the wholeness of meaning at the workplace.

Data sources

The procedure for concept analysis as described by Walker and Avant (2011) was adapted to clarify the conceptualization and operationalization of 'meaning in work'. The following five steps of Walker and Avant's method were used: (1) 'meaning in work' is selected; (2) the aim of this analysis is to build a theoretical base of 'meaning in work'; (3) all uses of the concept are identified; (4) the critical attributes are determined and defined; and (5) antecedents and consequences are identified. The rationale for selecting 'meaning in work' and the aim of this analysis have been provided above.

All uses of 'meaning in work'

To examine the basic elements of 'meaning in work', it is important to identify all uses of the concept, which show how the concept is used. The key search terms used in this analysis included: (1) the combined keywords ('meaning' or 'meaningful') and 'work' (subject heading: SH); and (2) the combined keywords 'meaning of work' and 'work' (SH); and (3) the keyword 'logotherapy.' Logotherapy was included to explore any related uses of 'meaning in work' in terms of an existential view. After consultation with a librarian, the CINAHL, PsycINFO, Business Source Complete and ABI/INFORM Global online databases were searched. Additional articles were discovered by a search of references. Articles were selected that met the following inclusion criteria: (1) a theoretical paper; and (2) an article written in English. Although many empirical papers have studied the concept 'meaning in work', they did not provide its core understanding, but explored its role in certain contexts with other related concepts. To better understand the

concept itself, in particular, which has an existential significance, only theoretical papers were used exclusively. The search was not limited by publication date and resulted in articles published from January 1940–March 2015.

Relevant studies related to ‘meaning in work’ included 38 records identified in CINAHL, 21 records in PsycINFO, 65 records in ABI/INFORM Global and 174 records in Business Source Complete. After removing duplicate records, 290 studies were retrieved. Of these, 236 studies were excluded because they failed to meet the inclusion criteria, leaving 54 studies. Additional four studies were included from 56 studies updated on March 2015. After review of the full text, 31 studies were excluded because some articles were irrelevant with the concept ‘meaning in work’ or they merely introduced the concept; the other articles provided summaries or focused on implications of the concept. After adding one article from the references, 26 articles and two books were finally included in this review. Figure 1 shows the flow chart resulting from the search of articles related to ‘meaning in work’ used in this review.

Results

Across the 28 articles, a total of 197 uses of ‘meaning in work’ were found and were categorized into four critical

attributes which are the characteristics that seemed to be most obvious. In addition, antecedents (a preceding occurrence or cause of the concept) and consequences (a result of the occurrence of the concept) were identified.

Critical attributes

The four critical attributes of ‘meaning in work’ determined through the concept analysis were: (1) experienced positive emotion at work; (2) meaning from work itself; (3) meaningful purpose and goals of work; and (4) work as a part of life towards meaningful existence. Table 1 provides exemplar and sub-attributes of the four critical attributes of ‘meaning in work’.

Experienced positive emotion at work

This aspect reflects subjective positive experience including meaningfulness, a sense of worth and self-fulfilment, when employees have ‘meaning in work’. First of all, employees experience meaningfulness by placing significance on their work (Hackman & Oldham 1976, Clark 1995, Morin 2004, Rosso *et al.* 2010). For example, they can be influenced by viewing their work as a calling (Rosso *et al.* 2010), so their work experience becomes more meaningful. Second, employees with ‘meaning in work’ gain a sense of

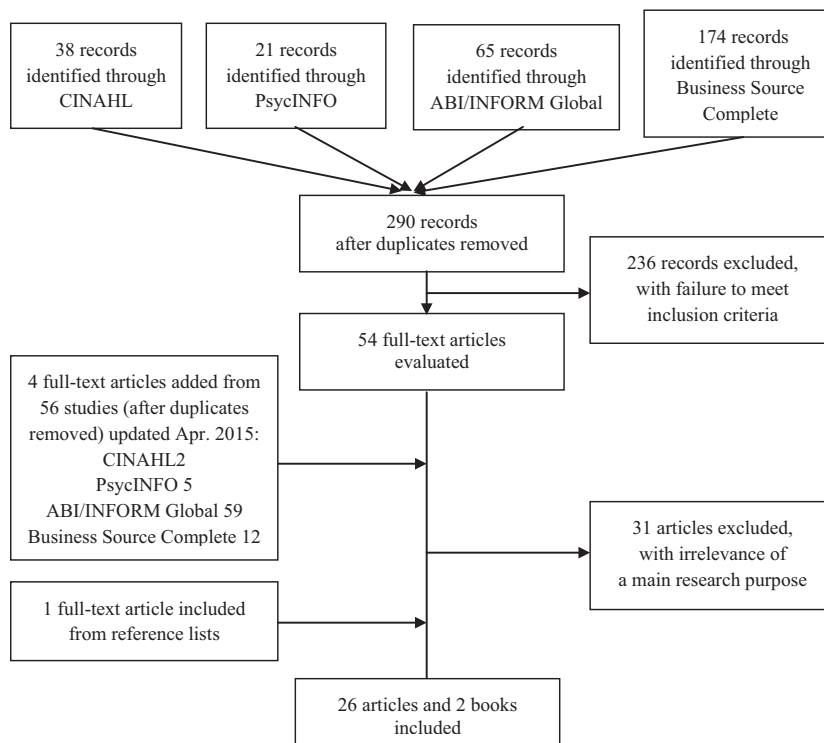


Figure 1 A flow chart detailing the articles related to ‘meaning in work’ used in this review.

Table 1 Exemplar, sub-attributes and critical attributes of ‘meaning in work’.

Exemplar	Sub-attributes	Critical attributes
‘the sense of what is personally meaningful (Clark 1995)’ ‘the significance the subject attributes to work (Morin 2004)’	Meaningfulness in work	Experienced positive emotion at work
‘work experience as valuable and worthwhile (Hackman & Oldham 1976)’ ‘gain sense of worth (Clark 1995)’	A sense of worth in work	
‘being experienced as personally fulfilling (Rosso <i>et al.</i> 2010)’ ‘self-fulfilling prophecy to help employees develop a philosophy of values and meaning (Baxter & Bowers 1985)’	Self-fulfilment in work	
‘feeling their work matters (Hackman & Oldham 1976)’ ‘significance of work (MOW International Research Team 1987, Wrzesniewski <i>et al.</i> 2003)’	Significance of work itself	Meaning from work itself
‘general values and attitudes about work (Rosso <i>et al.</i> 2010)’ ‘what is worth working for, fighting for, sacrificing for (Baxter & Bowers 1985)’	Work values	
‘how they are oriented towards the activity of work (Rosso <i>et al.</i> 2010)’ ‘the set of general beliefs about work (Sverko & Vizek-Vidovic 1995)’	Work orientation	
‘the broader purpose for which they are performing the work (Rosso <i>et al.</i> 2010)’ ‘what they seek at work (Harpaz & Meshoulam 2010)’	Work purpose	Meaningful purpose and goals of work
‘what sort of goals are important to them (Harpaz & Meshoulam 2010)’ ‘meaningful goals that only you can actualize and fulfil (Pattakos 2004)’	Work goals	
‘the importance work has in his life (Morin 2004)’ ‘what meaning work has in a person’s life (Quintanilla 1991)’	Significance of work related to life	Work as a part of life towards meaningful existence
‘why you do what you do (Pattakos 2009)’ ‘part of a larger life journey toward a meaningful existence (Schechter 1995)’	Work toward meaningful existence	
‘stronger connections between work and one’s authentic self (Rosso <i>et al.</i> 2010)’ ‘what they can become (Baxter & Bowers 1985)’	Experienced an authentic self in work	

worth (Hackman & Oldham 1976, Clark 1995, Morrison *et al.* 2007). They feel more valued and their work experience becomes valuable and worthwhile. Finally, employees experience self-fulfilment (Baxter & Bowers 1985, Pattakos 2004, Rosso *et al.* 2010). This feeling is more than being satisfied with their work. When employees discover ‘meaning in work’, they can actualize meaningful values and

feel fulfilled (Pattakos 2004). Therefore, experienced meaningfulness, a sense of worth and self-fulfilment are important aspects of ‘meaning in work’.

Meaning from work itself

This indicates work attributes that affect the formation of meaning, such as work significance, work values and work

orientation. One work attribute is significance that people put on their work (Hackman & Oldham 1976, MOW International Research Team 1987, Quintanilla 1991, Wrzesniewski *et al.* 2003, Lair *et al.* 2008). Employees who find 'meaning in work' feel how their work matters (Hackman & Oldham 1976). Another attribute is work values (Baxter & Bowers 1985, Brief & Nord 1990, Nord *et al.* 1990, Roberson 1990, Ros *et al.* 1999, Persson *et al.* 2001, Morrison *et al.* 2007, Pattakos 2009). The concept of work values is how people perceive the work and what they expect from the work (Pattakos 2009). The other attribute is work orientation (Brief & Nord 1990, Nord *et al.* 1990, Roberson 1990, Quintanilla 1991, Sverko & Vizek-Vidovic 1995, Ros *et al.* 1999, Harpaz 2002, Morin 2004, Rosso *et al.* 2010). The concept of work orientation is a general norm (Harpaz 2002), a representation (Quintanilla 1991, Morin 2004) and a set of beliefs about work (Brief & Nord 1990, Nord *et al.* 1990, Roberson 1990, Sverko & Vizek-Vidovic 1995, Ros *et al.* 1999, Rosso *et al.* 2010). Thus, work significance, work values and work orientation affect employees' perceptions of their work and provide meaning.

Meaningful purpose and goals of work

This indicates that 'meaning in work' can be derived from knowing what employees want to be and do in the workplace – meaningful purpose and goals of work. Work purpose explains why employees engage in their work or what they seek at work (Sargent 1973, Deci *et al.* 1989, Persson *et al.* 2001, Lair *et al.* 2008, Harpaz & Meshoulam 2010, Rosso *et al.* 2010). Although meaning and purpose are not identical, 'meaning in work' makes employees pursue their purpose of work. Goals of work are more specific desires from work (Quintanilla 1991). In particular, goals of work that have importance or value provide employees meaningful work (Deci *et al.* 1989, Harpaz 2002, Pattakos 2004, Harpaz & Meshoulam 2010). Therefore, to exhibit the purpose and goals of work is also an important aspect of 'meaning in work'.

Work as a part of life towards meaningful existence

This attribute reflects the impact of 'meaning in work' on one's personal life, a personal reason for existence and an authentic self. First of all, 'meaning in work' affects one's life (Baxter & Bowers 1985, MOW International Research Team 1987, Nord *et al.* 1990, Quintanilla 1991, Morin 2004, Lair *et al.* 2008, Pattakos 2009, Rosso *et al.* 2010). It suggests a role for work that spills over into the context of personal life (Lair *et al.* 2008) and also that employees perceive the importance of work in relation to other domains in their lives (Rosso *et al.* 2010). In this sense,

meaning is endowed not only through work but also in one's personal life. Second, 'meaning in work' allows employees to realize their meaningful existence (Sargent 1973, Baxter & Bowers 1985, Schechter 1995, Pattakos 2009, Harpaz & Meshoulam 2010, Rosso *et al.* 2010). This is a fundamental goal of 'meaning in work'. Meaning provides an answer for why employees work, so that they can feel like they are important at work. Finally, employees who experience 'meaning in work' can achieve their authentic selves and experience self-development (Baxter & Bowers 1985, Schechter 1995, Morrison *et al.* 2007, Rosso *et al.* 2010). This is what they want to be (Baxter & Bowers 1985) and 'meaning in work' helps them identify who they are. When employees find their authentic selves at work, they can have greater existential meaning. Thus, 'meaning in work' cannot be considered only in the context of work, but extends to one's life and further the growth of the self.

As a result of the concept analysis, the following definition of 'meaning in work' was developed: the discovery of existential meaning from work experience, work itself and work purpose/goals.'

Antecedents and consequences

The next step in a concept analysis is identifying antecedents and consequences. Antecedents are incidents that happen prior to the occurrence of the concept (Walker & Avant 2011). An antecedent of 'meaning in work' was identified as a cognitive shift. Before the occurrence of 'meaning in work', one should shift the focus of one's attention from negative to positive, finding a new insight (Pattakos 2004). Since people have limited perspectives, it is hard to find 'meaning in work' without a broader view (Pattakos 2009). For example, although an employee may experience unhappiness, alienation and even misfortune with work problems, she or he can reshape her or his thinking and accept the problems as advantage or opportunity, when she or he has found meaning (Baxter & Bowers 1985, Pattakos 2009). Therefore, a cognitive shift may be necessary before the occurrence of 'meaning in work'.

Consequences are effects that result from the occurrence of the concept (Walker & Avant 2011). The concept analysis revealed several consequences from 'meaning in work': positive personal experience and positive impact on peers and organizations. First of all, employees can gain positive personal experience through 'meaning in work'. For example, employees can feel happy, supported and satisfied with work and life (Baxter & Bowers 1985, Clark 1995, Wrzesniewski *et al.* 1997, Morrison *et al.* 2007, Barsh *et al.* 2010). The significance of work, life and the self helps

employees understand how these are precious for them. Employees also have a sense of control in both work and life and behave autonomously, taking responsibility for their decisions and actions (Baxter & Bowers 1985, Clark 1995). They can feel confident (Baxter & Bowers 1985, Clark 1995) and put their efforts towards actualizing their potential (Baxter & Bowers 1985, Schechter 1995, Morrison *et al.* 2007). Actualization of goals helps them not only develop their own work capabilities and careers, but also builds work identity (Baxter & Bowers 1985, Quintanilla 1991). A developed career and work identity empower employees and help them engage in and commit to work with increased work productivity (Hackman & Oldham 1976, Baxter & Bowers 1985, Scherer & Shook 1993, Clark 1995, Wrzesniewski *et al.* 1997, Ugboro 2006, Morrison *et al.* 2007). Finally, all these positive experiences enhance their quality of life (Rosso *et al.* 2010).

In addition to these positive effects of 'meaning in work' on the self, 'meaning in work' empowers colleagues and organizations and contributes to a better work environment. 'Meaning in work' conveys passion to peers and inspires them (Baxter & Bowers 1985, Clark 1995, Pattakos 2009, Barsh *et al.* 2010). It also reinforces relationships between peers at work. Employees who find 'meaning in work' can be resources for organizations to achieve performance improvement (Clark 1995, Michaelson 2008). Their thoughts and actions can be used to convey humanity, trust, honesty and integrity in their work environment, making a better work environment (Baxter & Bowers 1985, Barsh *et al.* 2010, Hendricks & Hendricks 2003). Therefore, 'meaning in work' results in positive personal experience and positive impact on peers and organizations.

Discussion

This article fills a gap in the understanding of the concept of 'meaning in work' by reducing its theoretical and conceptual ambiguities. 'Meaning in work' has been used with several different approaches and has inconsistent definitions. These ambiguities diminish the clarity of the concept and impede understanding of the concept in its entirety. This concept analysis of 'meaning in work' identified four critical attributes that included major uses of 'meaning in work' in the literature and added core essentials of 'meaning in work'. A consistent usage of terms and their empirical adequacy are important criteria for the development of a middle range of theory (Fitzpatrick & Whall 2005). These results will contribute to the construct's internal consistency and empirical adequacy for the development of a middle-range theory of 'meaning in work'.

By highlighting existential meaning as core essentials of 'meaning in work', this study illustrates how 'meaning in work' plays the role of intrinsic motivator. To illustrate, existential meaning gives employees a reason to work or to be in the workplace and this reason can produce self-initiated energy. Employees develop a more proactive attitude so that they can control their work. This indicates that nurses who find 'meaning in work' may be more likely to be proactive and confident in nursing and establish professional nursing identities.

Given the identified antecedent of 'meaning in work', cognitive shift provides a rationale for what kind of efforts nurses need to find 'meaning in work'. It is necessary for nursing administrators to understand the importance of 'meaning in work' and to encourage nurses to find 'meaning in work'. Understanding the concept of 'meaning in work' can activate a nurse's will to find 'meaning in work' in nursing and provide nurses with more chances to find meaning. Since meaning does not come automatically, nurses need to put their efforts towards achieving 'meaning in work', and once this is achieved, nursing is no longer merely a means of earning money.

Finally, the identified consequences of 'meaning in work', which are consistent with outcomes of 'meaning in work' in organizational studies, explain why 'meaning in work' in nursing is significant. In particular, 'meaning in work' will play an important role in enhancing job satisfaction (Hackman & Oldham 1975, Manojlovich & Laschinger 2002), which is an important issue in the nursing workforce. In addition, although 'meaning in work' is a personal intrinsic motivator, it can be affected by organizational characteristics. For example, 'meaning in work' can be diminished by working conditions that demotivate individuals. Nursing workforce studies need to balance between structural and personal factors, combining both in the same study to understand the joint and unique contributions of each to nursing attributes. This finding takes on additional importance because 'meaning in work' can help prevent burnout and help nurses better perceive their work environment. This will assure better engagement of nurses and improve quality of care and patient safety.

Limitations

There are three limitations of the analysis of 'meaning in work'. One limitation is that the usage of the concept was examined only in theoretical papers, not empirical papers. This limited the amount of literature that was reviewed and thus this study may have missed some uses of the concept in empirical papers which, if included, may have changed findings. However, theoretical articles were used exclusively to

guide the process of re-conceptualization of 'meaning in work' to understand the core essential of the concept that reflects existential significance. In particular, 'meaning in work' has been derived from several different theoretical approaches, yet many existing studies did not explain this core attribute of 'meaning in work', suggesting that to fully understand all facets of the concept, the empirical literature would not suffice. Another limitation is the quality of included papers. Some papers were not research or peer-review publications. However, this study did not consider manuscript quality because the author wanted to include all papers that explain why meaning is necessary in the workplace. The other limitation is the process for selection of the uses of the concept. Walker and Avant (2011) do not provide guidance for how the attributes are to be justified, so this process could be subjective and reflective of a single researcher's view. To achieve more reliable results, two experts, one on 'meaning in work' in organizational studies and another on concept analysis in nursing, thoroughly review the process and results of the concept analysis.

Conclusion

This concept analysis of 'meaning in work' integrated different views of 'meaning in work' on the basis of its theoretical construction. The results not only provide a clear definition of 'meaning in work' – the discovery of existential meaning from work experience, work itself and work purpose/goals – but also suggest a basis to build a middle range of theory and develop an instrument to measure 'meaning in work'. Moreover, the examined attributes, antecedents and consequences of 'meaning in work' suggest that meaning would provide an existential reason for nurses to work and provide significance to the context of nurses' lives, intrinsically motivate nurses and strengthen nurses by providing strong internal resources. Further research will examine possible relationships between 'meaning in work' and nurse/patient outcomes in nursing, so that 'meaning in work' may contribute to solving current problems in the nursing workforce including job dissatisfaction and burnout.

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Author contributions

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- substantial contributions to conception and design, acquisition of data, or analysis and interpretation of data;
- drafting the article or revising it critically for important intellectual content.

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