

Impact of Employee Engagement on Nurses in Coimbatore District

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Abstract - Employee engagement nowadays is getting importance in all sectors. It helps the organization to attain the benefits. Job stress is a negative phenomenon that restricts the nurses. Job satisfaction and organizational commitment are the positive behaviors of the employee. The purpose of this study is to determine the impact of employee engagement of nurses in person and also for the organization and patients. The focus will be on whether increased engagement resulting from engagement drivers, impacts nursing practice thus improving patient outcomes etc. According to the findings, there is a significant relationship between the level of engagement and employee retention and also there is a significant relationship between engagement and its impact on their performance. The finding of this study is very helpful for any organization to know about the effects of employee engagement on nurses and to make them more engaged which will increase the nurse's commitment level and enhance the quality of care. When an employee's organizational satisfaction increase and thus satisfied employees become productive and committed to their organization.

Keywords: Employee Engagement, Impact, Nurse Engagement, Outcome, Performance, Retention

I. INTRODUCTION

Although the nursing shortage has slowed down nowadays, it is anticipated that the nursing shortage will reach a significant level in India as we move towards the year 2020. Efforts towards easing the shortage should not only address retention of nurses currently working within the system, but should also ensure that the nursing work environment is attractive to newcomers. Nurses are the largest groups of Healthcare Professionals who are responsible for providing quality care to the patients. According to Agyemang⁸, commitments of nurses in any healthcare organizations play a very important role which affects the performance of any organization. Therefore Organizational commitment means loyalty or commitment of an employee to his or her organization. A focus on implementing measures that address these factors and influence job satisfaction while also ensuring quality patient care and improved patient outcomes will be necessary to ameliorate the growing shortage while enhancing retention. Health care institutions are challenged to achieve this goal despite operating amid highly complex environments that rely on multidisciplinary

teams to provide the best care for all patients. A critical element of successful organizations is the ability to develop and sustain high levels of staff engagement. Engagement is another aspect which influences organizational commitment, which means the positive feeling or attitude of an employee towards work that helps the employees to express themselves emotionally, cognitively, and physically in their role performance. Engagement of employees directly affects the performance of the staff, reduces turnover of staff, improves their well-being and makes them committed to their work. According to researchers, engaged employees are individuals who are highly energetic, resilient in performing their jobs, work with full heart and with a willingness to invest efforts in work. Employee engagement has a direct link with an organizational commitment which results in increasing satisfaction of customer, retention, loyalty and also helps the employees to make a good relationship with co-workers. Therefore, employees who have a high engagement level have more value in an organization than the employee with less engagement level.

NURSE ENGAGEMENT

Nurse engagement refers to a continual, optimistic state of fulfillment experienced by nurses at work. When nurses are engaged, they feel energetic and dedicated to their work. They become engrossed in work activities. Engagement has also often been described as the opposite of burnout. The concept of nurse engagement is often used to describe the nurses' commitment to and satisfaction with their jobs. It is also found to be the number one predictor of mortality discrepancy across hospitals, even more, important than the number of nursing staff. In certain, these are just two facets of engagement. Additional considerations include nurses' level of commitment to the organization that employs them and their commitment to the nursing profession itself. Since nurse engagement correlates directly with critical safety, quality, and patient experience outcomes, (Day, 2014; Laschinger & Leiter, 2006; Nishioka, Coe, Hanita, & Moscato, 2014; Press Ganey, 2013) understanding the present state of nurse engagement and its drivers must be a strategic essential.

II. DRIVERS OF EMPLOYEE ENGAGEMENT

The factors that drive employee engagement, however, are different than those that drive satisfaction. Engagement factors include Meaning, Autonomy, Growth, Impact, and Connection. Employee satisfaction is the basis upon which employee engagement can grow and flourish. Munish, Rachna, Agarwal (2017)⁵. Organizations with dependably engaged employees have higher retention, efficiency, customer satisfaction, innovation, and quality. They also necessitate less training time, experience less infirmity, and have fewer accidents. Catherine Bailey (2017)⁶ The factors influencing employee engagement are organizational factors, such as internal communication or leadership, etc, together with psychological factors, such as psychological meaningfulness and safety. Some of them in detail

- **Commitment to employee well-being** — demonstrated by taking health and safety seriously, working to minimise accidents, injuries, violence and harassment, and taking valuable action.
- **Clear, accessible HR policies and practices** - to which line managers and senior managers are

committed- particularly with regard to appraisals, equal opportunities and family friendliness.

- **Fairness in relation to pay and benefits** — in terms of comparisons within and outside the organisation.
- **A harmonious working environment** — which encourages employees to respect and help each other
- **Motivation:** leaders in an organization should motivate employees when they needed in terms of either monetary or non monetary so that employee will motivate towards any of both and tries to perk up their performance, concurrently their engagement levels also increases.
- **Appraisal and rewards:** Appraising employees on achievements in tasks and good performance will further motivate them to get better ,more and more giving rewards is a more practicing method to motivate employees in today's organizations.
- **Psychological meaningfulness:** The psychological condition of experienced meaningfulness has been recognized by researchers as an important psychological state or condition at work.
- **Psychological safety:** Psychological safety is defined as 'feeling able to show and employ one's self without fear of negative consequences to self-image, status, or career.
- **Psychological availability:** Psychological availability is defined as an individual's belief that s/he has the physical, emotional or cognitive resources to engage the self at work

IMPORTANCE OF NURSE ENGAGEMENT:

Nurse Engagement is an important HR variable for the majority of organizations. It helps enable the organization to deliver a superior performance and to gain a competitive advantage. Engaged employees make an additional effort, learn more, and faster, and are more creative. Martha Akua Acquah-Quarcoo (2016)⁷. Engagement is a good predictor of patient satisfaction, personnel retention, productivity, and profitability. A highly engaged employee will constantly deliver beyond potential. In the workplace research on employee engagement have repeatedly asked employees whether they have the opportunity to do what they do best every day. While one out of five employees

has strongly agreed with this statement. Those work units scoring elevated on this perception have significantly higher performance.

III. REVIEW OF LITERATURE

Dempsey, Christina, Assi, Mary Jo (2018)¹: In their study entitled “The Impact of Nurse Engagement for Quality, Safety, and the Experience of Care: What Nurse Leaders Should Know” they have concluded that the vital connection between nurse engagement to the experience of care, and eventually to nurse and patient outcomes, is obvious. Quality improvement efforts that equally highlight initiatives to improve patient experience and create and maintain a highly engaged nursing workforce are key to achieving desired outcomes.

Owais Nazir, Jamid Ul Islam, (2017)²: In their study entitled “Enhancing organizational commitment and employee performance through employee engagement: An empirical check” The study serves as a guide for the development of influential strategies to develop and retain a well engaged, competent and committed workforce in India. The study enriches the organizational behavior literature by identifying and empirically validating some antecedents and consequences of employee engagement in the context of India. Where such studies are scant.

Donna M. Fountain (2016)³: In his study titled “Relationships Among Work Engagement, Drivers Of Engagement, And Bullying Acts In Registered Nurses Working In Hospital Settings” She concluded that Drivers of engagement and bullying acts were statistically significantly related to the degree of work engagement. These findings suggest that psychological drivers of engagement are important predictors of work engagement and bullying has a negative effect on this outcome.

Kevin Kruse (2015)⁴: In his article titled “The ROI of Employee Engagement in Hospitals” he says that Employee engagement is the emotional commitment employees have for the company and its goals. When the employees are engaged, they care about your hospital, their team and their patients. When employees are engaged—when they *care*—they give discretionary effort.

IV. RESEARCH PROBLEM

In any health system, the health employee determines the nature and quality of services provided. Although nursing services are an integral part of both preventive and curative aspects of India's health system, the nursing estimates of the country show that India has been facing a shortage of nurses since independence.

Studies show that professional, social and monetary reasons are considered to be behind the nursing shortage in India. In the public health system, the government has a norm of one nurse per primary health center and seven per community health center. By those standards, rural India is short of more than 13,000 nurses, according to data from the Rural Health Statistics 2016. In India, there is one government allopathic doctor for every 10,189 people, one government hospital bed for every 2,046 people and one state-run hospital for every 90,343 people (Hindustan Times, Aug 2017). The importance of nurses in healthcare should be underlined for attempting to create a better task force for better quality care for all. Nursing is the only department that decreased in engagement. For the third year in a row, nursing was the least engaged department. Nursing/clinical was the only department that saw a diminish in employee engagement this year (2018 Quantum Workplace). In many hospitals and nurses are not aware of the impact of employee engagement on their personal and organizational development which leads to satisfied patients and increased effort to attain organizational goals.

NEED AND SIGNIFICANCE FOR THE PRESENT STUDY

As the review of the literature has revealed that although extensive research has been conducted in the domain of employee engagement, its linkages with employee performance has not been examined in the Indian context through a comprehensive empirical research. There is a dearth of research studies embedded in the Indian context that statistically examines the significance of the influence of employee engagement on employee performance. Secondly, no study was found during the review of literature that ascertains the relative importance of the influence of functional and emotional drivers of employee engagement on employee performance in the Indian setting.

Thus, it calls for a further in-depth examination of the operationalization of this all-important phenomenon of employee engagement to derive meaningful recommendation for practitioners especially those operating in the Indian context. The present study aims to fill this gap in the existing literature and can be a significant addition to the existing body of knowledge.

OBJECTIVE OF THE STUDY:

The main objectives of the study are

- Identification of the level of engagement in nurses across Coimbatore city
- To analyze the impact of employee engagement of nurses on their performance
- To investigate the level of engagement and its impact on nurse outcome
- To examine the perceived factors that nurses required to attain employee engagement
- To analyze the perceived achievement of nurses from employee engagement across hospitals in Coimbatore city

V. RESEARCH METHODOLOGY

Sample:

The present empirical study is based on primary data collected from 50 nurses at 6 different private sector hospitals like PSG, KMCH, Aravind Eye care hospital, KG hospital, G.Kuppuswamy Naidu Memorial hospital, Royal care hospitals in Coimbatore city. A descriptive research design was employed in the present study and the responses were generated from the respondents selected on the basis of the convenient non-probability sampling technique.

Instrument:

A standardized questionnaire was administered to respondents working in different Private hospitals in Coimbatore city to generate the responses. An 11 statement instrument was constructed to ascertain the views of the respondents about the perceived level of engagement level of nurses and the major factors influencing them to attain the engagement and also the perceived outcomes that they attain from the employee engagement.

Tools used:

- Percentage Analysis

- Weighted Average.
- Chi-square

Research Limitations

The primary limitation of this study is the self-report by the employees. So there are chances for biases in the reports.

Reliability of the Instrument

The reliability of the instruments employed to ascertain the impact of employee engagement on nurses was determined by calculating Cronbach's Alpha for the data collected for the study in order to check the internal consistency. The reliability coefficient alpha was found to be 0.807 for the instrument used. As the calculated values of Cronbach's Alpha are higher than the desired level of 0.7, it establishes the reliability of the research instrument employed for the present study.

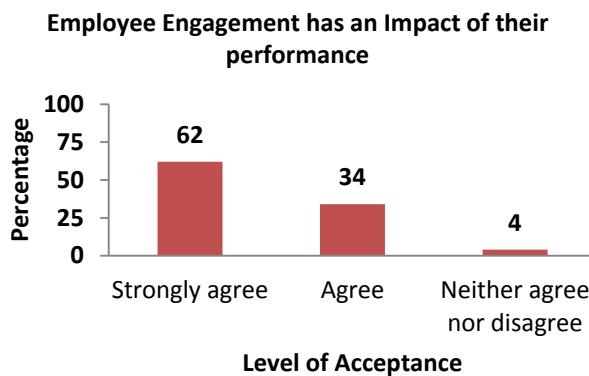
Reliability Statistics

Cronbach's Alpha	N of Items
.807	13

VI. DATA ANALYSIS AND INTERPRETATION

Table 1: Percentage Analysis

Factors	Level of Acceptance	Percentage (%)
Job Involvement	Strongly agree	40
	Agree	56
	Neither agree nor disagree	4
	Disagree	0
	Strongly disagree	0
Level of engagement	Highly engaged	38
	Engaged	54
	Moderate	8
	Disengaged	0
	Highly disengaged	0
An important factor in the creation of patient satisfaction	Physical engagement	36
	Psychological engagement	60
	Job satisfaction	4
	All the above	0
	Others	0
Impact on performance	Strongly agree	62
	Agree	34
	Neither agree nor disagree	4
	Disagree	0
	Strongly disagree	0
The reason that makes engagement	Physical involvement	36
	Psychological involvement	46
	Both	18
	Others	0



Interpretation:

From the data collected from 50 respondents, about 56% agrees that job involvement creates a positive impact on their career. The level of engagement of 54% of respondents was found to be engaged whereas 38% was found out to be highly engaged and 8% were having a moderate level. Psychological engagement (60%) was observed to be the key factor in the creation of patient satisfaction. The majority of respondents (62%) strongly agree that employee engagement has a positive impact on performance. Psychological involvement was found to be the main reason that creates nurses engagement

Table 2: Weighted Average Influencing factors for better performance

Factors	Mean	Rank
Work and work environment	4.28	6
Organisation culture	3.64	4
Communication	3.52	3
Managerial and co-workers support	3.66	5
Career development	3.28	2
Wellbeing	2.58	1

Interpretation:

Among the factors that influence the nurses to improve their performance, well-being was found out to be in the first position. Career development ranks to be in second, whereas communication holds third. Organization culture stands in the fourth rank in influencing factors. Managerial and coworkers support stands in the fifth position and work environment turns out to be in the sixth position.

Table 2.1 Perceived outcomes of employee engagement

Factors	Mean	Rank (1-11)
Reduce Absenteeism	5.98	4
High Productivity	7.14	10
Improved efficiency	7.04	8
Achievement of organizational goals	7.12	9

Patient satisfaction and recovery	6.82	7
Willingness to take responsibilities	6.56	6
Employee retention	4.50	3
Employee's reduced stress level	3.9	1
Employee Satisfaction	4.34	2
Reduced medical errors	5.98	4
Improved quality of service	6.48	5

Interpretation:

Based on the mean values of outcomes, reduction of the stress level of employees ranks first, employee satisfaction holds second, retention of employees stands at a third position whereas both reductions of absenteeism and reduction in medical errors ranks as fourth. The fifth rank is occupied by improved quality of service and willingness to take responsibilities stood at the sixth position. Patient satisfaction ranks seven, improved efficiency at eight and achievement of organizational goals at nine respectively. High productivity is at least position with rank as ten.

Chi-square analysis: To find a relationship between the level of engagement and the reason for employee retention

H₁: There is a significant relationship between the level of engagement and retention level

Table 3: chi-square analysis Level of engagement vs. Level of retention

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.157 ^a	4	.025
Likelihood Ratio	12.919	4	.012
Linear-by-Linear Association	5.005	1	.025
N of Valid Cases	50		

a. 5 cells (55.6%) have expected count less than 5. The minimum expected count is .24.

Interpretation: Since the value of P<0.05, we reject the null hypothesis. So there exists a significant relationship between the level of engagement and job retention.

H₂: There is a significant relationship between the level of engagement and impact on job performance

Table 3.1: chi-square analysis

Level of engagement vs. Impact on Performance

	Value	Df	Asymp. Sig. (2-sided)
,Pearson Chi-Square	20.178 ^a	6	.003

Likelihood Ratio	23.780	6	.001
Linear-by-Linear Association	2.980	1	.084
N of Valid Cases	50		

a. 8 cells (66.7%) have expected count less than 5. The minimum expected count is .24.

Interpretation: Since the value of P<0.05, we reject the null hypothesis. So there exists a significant relationship between the level of engagement and its impact on job performance.

VII. SUMMARY OF FINDINGS:

In the statistical analysis, the maximum of the nurses belongs to the age category between 25-29yrs (32%) of employees. 94% of the respondents are female, 66% of the respondents are married. (34%) of respondents belongs to the out-patient department and the maximum of the respondents are with the experience of 1-5yrs and 6-10 yrs are (42%). 56% agrees that job involvement creates a positive impact on their career. The level of engagement of 54% of respondents was found to be engaged whereas 38% was found out to be highly engaged. Among the factors that influence the nurses to improve their performance, well-being was found out to be in the first position. Psychological engagement (60%) was observed to be the key factor in the creation of patient satisfaction. In addition to satisfaction, respondents have preferred Culture of trust (44%) and Commitment toward their goals (30%) is perceived to be important to keep them engaged. Majority of respondents (62%) strongly agrees that employee engagement has a positive impact on performance. Psychological involvement was found to be the main reason that makes nurses feel engaged (46%). Respondents perceived that reduction of the stress level of is the major outcome from employee engagement.

VIII. SUGGESTIONS

From the findings it is clear that most of the nurses are just engaged and they also agree that employee engagement and its level has an impact on their performance and intention to stay in that organizations. So hospitals should try to make nurses highly engaged in their work and also based on the importance level of factors like wellbeing, career development the organisation should improve in those areas

to attain employee engagement ,As employees themselves perceived that the level of employee engagement has an impact on their performance hospitals has to make needed steps and strategies to improve the engagement level.

IX. CONCLUSION

Engagement is development an employee experiences that gives your workers reasons to invest their full heart and mind in their work. This is how we can will retain them, and this is how we may attract other top talent. It's the true calling of leaders: Create engaging work environments where people can do the best work of their lives .Mainly as nurse's deals with patients it's very important for nurses to be engaged than any other professionals. Hence from this study, it is clear that there is a positive impact of employee engagement on nurses in their performance, turnover rate of nurses and also helps in achieving organizational goals and patient satisfaction.This can be used to improve the employee engagement of nurses based on the high influencing factors and hospitals also can improve their standard and achieve their goals and patient fast recovery which is considered to be given more importance which selecting the hospital.

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