



Relationship of work engagement and job satisfaction among nurses

Rfeeja sajid, Sana Sehar Muhammad Afzal,
Assistant Professor
Dept. Lahore School of Nursing,
The University of Lahore
Lahore, Pakistan
mafzalaku@gmail.com

Muhammad Hussain, Lecturer
Dept. Lahore School of Nursing
Name of organization, The University of Lahore
Lahore, Pakistan
mhussainsial@gmail.com

Abstract

Introduction: Work is an important part of life, in which everyone is involved. Whether a housewife, an employee and a worker. Keeping one's self happy with in the work give positive attitude and brings motivation which increases the performance (Kuntsi, 2014). Work engagement is important for nursing profession for the betterment of health care system and patient care, which relies on job satisfaction. Dedication, motivation and absorption are basic components to satisfy job. Work should be done with full devotion to make it productive and meaningful. One should be evolved in work at a level where he dose forget everything.

Methods: Cross-sectional analytical study design with quantitative methods was used to assess the relationship of work engagement and job satisfaction.

Results: The results of the study show that there is a positive relationship between work engagement and job satisfaction. The results of my study shows a significant result between motivation, absorption and job satisfaction sig (<0.05), while the results of my study shows non-significant relationship between dedication and job satisfaction (>0.05).

Conclusions: Conclusions drawn from the regression analysis and descriptive statistics of independent and dependent variables is that there is positive relationship between work engagement and job satisfaction.

Keywords- work engagement, dedication, motivation, absorption and job satisfaction.

I. INTRODUCTION

Work is an important part of life, in which everyone is involved. Whether a housewife, an employee and a worker. Keeping one's self happy with in the work give positive attitude and brings motivation which increases the performance (Kuntsi, 2014). Work engagement is applicable to every employee within an organization, to be dedicated and engaged at work to give their best (Gutierrez et al., 2012). According to Antoinette and Bargagliotti (2012) in nursing work engagement is the absorption of clinical site, with which the patient care is focused. Nurses play an important role in enhancing the quality of our lives, so the satisfaction of a nurse regarding her job and dedication among her work is very important (Alarcon & Edwards,

2011). Affective commitment has a strong relationship of an employee with his work (Schaufeli & Bakker, 2010). Nurse job satisfaction is very important as it is related to patients health, organizational productivity job performance (Whitman et al., 2010). It is also discussed in different disciplines of medical field, among them Nursing is also important (Antoinette & Bargagliotti, 2012). A study conducted by Brunetto (2012) emphasis a strong relationship between work engagement and job satisfaction. According to (Atefi et al., 2014) job satisfaction can be used to provide effective care to the patient. Work engagement is based on three components dedication, motivation and absorption. To be satisfied one should fulfill these three components with in a working organization. According to Perrin (2008) 38% of the participants out of 90,000 were globally disengaged from their work. A workplace report O'Boyle & Harter (2013) indicate that, 70% of the Americans were not engaged to their work, which results in less productivity because the employees are not committed and dedicated toward their work. Job resources have been used to increase the work engagement, these resources include autonomy, appraisal reward, cooperative supervisor and understanding coworkers (Peterson, 2015)

AIMS OF THE STUDY

The aim of this study was to identify the relationship of work engagement and job satisfaction among nurses.

SIGNIFICANCE OF THE STUDY

Patient. When the nurse gets absorbed in her work and dedicates her energy and positive attitude, the patient gets satisfied work engagement is directly linked with the health of the patient.

Organization. The dedication and absorption of an employee in his work make the organization successful. The employees who are satisfied with their work leads the organization toward higher rank. Work engagement and job satisfaction cherish the organization.

Policy maker. Policy is a main criteria of an organization. To be a part of an organization it is compulsory to accept all the policies. The policy makers will develop the policies

accordingly, which will make the nurses engaged in their work to satisfy their job.

Future researchers. This study provides a path for future researchers to explore dedication, motivation and absorption factors with in the medical filed. This research will work as a baseline for the future researchers to be engage in their work.

Literature review

The literature review explains the components of the tool, motivation dedication and absorption. These components involve empowerment, vigor, commitment that makes the job satisfied.

Dedication means being strongly involved in work with enthusiasm, inspiration and with a sense of significance (Kuntsi, 2014).

There is a positive co relation among work performance and job satisfaction ($p < 0.000$). Which states that, if a person is satisfied with his job there is a more liability to perform better in his work. A positive relation between job satisfaction and work commitment was also identified giving a value of ($p < 0.000$) (Ntisa, 2015), which shows that dedicating one's self in work is very important. Being engaged in work requires dedication, full devotion to the work. Which means when working nothing else should be running in mind. The work should be done with sincerity.

Job satisfaction is enhanced by nursing commitment. In a situation where a nurse is not satisfied with their work, this means that the nurse is not committed to her job. These two terms are closely related and go hand in hand since the factors influencing job satisfaction are similar to those affecting nursing commitment. The commitment of the nurse goes parallel with the standard of care she provides to the patients (Wanjohi & Maringi, 2013). According to a study, person having a high morale is highly satisfied with his job. Morale plays an important role in satisfaction, it is co related with job satisfaction (0.000) (Rauf et al., 2013).

A force that compels a person to do his work regardless of all the difficulties, by giving his effort and devotion to achieve its goals (Khan & Iqbal, 2013). Motivation enhances the people to be focused toward their work which motivates them to achieve their tasks, and help them to be committed to their work (Saleem et al., 2010).

A research conducted Rajan (2015) by emphasis that motivation is linked with satisfaction and dissatisfaction., they work in a cause and effect relation, high motivation causes high job satisfaction and low motivation causes low satisfaction. According to a study conducted by Singh and Tiwari, 2012 there is a strong relationship among these two variables job satisfaction and motivation. Both these have a positive co relation.

The unmotivated employees don't like to spend their time in work, the find reasons to get rid of it, they don't enjoy their work, which results in less productivity. On the other hand the motivated employees love to work, they don't realize how their time was spent. They are always energetic and productive in their work (Ganta, 2014). The unmotivated employees don't like to spend their time in work, the find

reasons to get rid of it, they don't enjoy their work, which results in less productivity. On the other hand the motivated employees love to work, they don't realize how their time was spent. They are always energetic and productive in their work (Ganta, 2014). A theory based on five needs, according to this theory the second level states the security and safety of a person, which includes the job security, organization structures that manage the job security (Schultz & Schultz, 2016).

Absorption is defined as being fully engaged in work, in which one feels difficulty in being disengaged. In which the time passes quickly without being getting irritated (Davids, 2011). Being involved in the work enhances the quality of work, nurses are involved in health of the patient, and their work is to improve the status of health. Less absorption may affect the patient's health. The success of an organization depends upon how absorbed and committed their workers are. Vigor is an important factor to be engaged in work (Listau, 2016). The enjoyment and fulfillment that comes from the work is known as job satisfaction. It is not only the money that is received on the behalf of work done, it is the reward of commitment and dedication to the work (Asegid et al., 2014).

METHODS

Cross-sectional analytical study design with quantitative methods was used to assess the relationship of work engagement and job satisfaction. A cross-sectional is that study that collects information from a population at specific time of period. (Lisa, B 2014).

SETTING

The research was conducted in Jinnah Hospital, Lahore.

RESEARCH DESIGN

Cross-sectional analytical study design was used.

POPULATION

The target populations were nurses.

SAMPLING

Convenient sampling was used. The sample size was 171 calculated thorough Slovins Formula.

RESEARCH INSTRUMENT

The data was collected through self-administered 5 point Likert scale Questionnaire, which was adopted from the study of (Maria, et al., 2015).

Questionnaire consists of 17 questions and having 3 Section.

- Section I: dedication
- Section II: absorption
- Section III: motivation

The dependent questionnaire has 14 questions based on 5-point likert scale.

DATA GATHERING PROCEDURE

A formal written letter of permission to conduct the research method was used to analyze data.

STUDY TIMELINE

The data was collected from 11 sep 2017 to 12 dec 2017

ETHICAL CONSIDERATION

Autonomy. Informed consent was signed by nurses. Before signing consent nurses were informed about purpose, methodology, risk and benefits of investigation.

Veracity. Complete and true information was given to the participant related to research.

Non maleficence. Making surety that no harm was given to the participant.

Justice. All patients had open opportunity to participate in research. No one was forced to participate in research. The information or data was remained to the first researcher.

Beneficence. Study was beneficial, this study helped the nurses to satisfy their job.

II. RESULTS

Data analysis is consisted of 2 portions. Firstly, Demographic analysis is used to analyze the demographics of participants. It includes age, gender, marital status, qualification, years of experience, income, nationality, disability, no. of dependents. Secondly, regression analysis is used to check the relationship between work engagement and job satisfaction among nurses of Jinnah hospital, Lahore.

TABLE 1.
Independent and dependent tool

Variables	Category	Statement	Frequenc y	(%)
Work engagem ent	Dedicatio n	I feel strong and vigorous	33	19. 2
	Motivatio n	I feel happy when I am working intensely	35	20. 3
	Absorptio n	To me, my job is challengin g	36	20. 9
Job satisfactio n		The amount of job security I have	15	43. 3

The table 1 shows that the most strongly agree question with in the independent variable (absorption) is work “to me my job is challenging” with 20.9%.

The most effecting statement with the component motivation is I feel happy when I am working intensely with a frequency

of 35 and percentage 20.3. the most strongly agreed statement for dedication is I feel strong and vigorous with a frequency of 33 and 19.2 %. The most agreed statement for job satisfaction was “The amount of job security I have” with a 43.3 % and 15 frequency.

Table 2.

Co- relation

Dependent variable	Independent variable	Pearson correlation	Sig.(2- tailed)
Job satisfaction	Absorption	.232**	0.002
	Motivation	.179*	.01
	Dedication	.034	.65

The result of the table 4 shows that the component absorption has a significant relationship with p(0.01). The component absorption also effects the job satisfaction. Being absorbed in the work helps to satisfy job. The table shows that there is a significant relationship between motivation and job satisfaction p>0.05. The more motivation the more satisfaction is gained during job. The results show that there is a Non-significant relationship between dedication and job satisfaction

Table 3
Regression analysis

Beta	Significant	R square	F change
.197	0.10	0.39	6.849

The table 3 shows the Regression analysis of work engagement as dependent variable specifies that work engagement significantly contributes in positive relationship with .197 of beta, R² = .039, and P (sign.) = 0.10.

F-statistic shows the value of 6.849 with significance level of 0.00, supporting that work engagement has significant impact on nurses’ job satisfaction. Thus, it is concluded that work engagement imposes great effect on job satisfaction of nurses, working in Jinnah Hospital, Lahore. As the engagement toward work increases it gives a slightly increased change in job satisfaction.

III. DISCUSSION

The result of this study investigates the relationship of work engagement and job satisfaction. By using the JDS and UWES-9 scale the investigation was completed. The study was used to find how the dedication, motivation and absorption can make job satisfy and at what extent.

The three components of work engagement that are motivation, absorption and dedication have different effect on job satisfaction although all three are important. The results show that there is a significant relation between motivation and absorption with job satisfaction but the component dedication is non-significant. The results show that the nurses are not dedicated toward their work (i.e At my work, I feel bursting with energy, I find the work that I do full of meaning and purpose, Time flies when I'm working, At my job, I feel strong and vigorous, I am enthusiastic about my job, When I am working, I forget everything else around me). These questions have least significant among all, but the nurses remained satisfy with their jobs.. While according to a study on the Relationship between Job Satisfaction and dedication shows that there is a positive relationship between both variables, job satisfaction depends upon dedication of the employee toward his (Ying, G. 2014). A positive relation between job satisfaction and work commitment was also identified (Ntisa, 2015) which shows that dedicating one's self in work is very important. Being engaged in work requires dedication, full devotion to the work.

As my study is conducted in a public sector, Jinnah Hospital Lahore, the hospital is one of the most running hospitals of Lahore. There is a burden of work to do, and many patients to deal with so, the energy of the nurses goes down, they don't focus on the work they try to just finish it with in the time period.

The component motivation has a positive significant relationship with job satisfaction (i.e my job inspires me, When I get up in the morning, I feel like going to work, I feel happy when I am working intensely, I am proud on the work that I do). These both are related to each other. The nurses who feel motivated toward their work enjoy their work and love doing it which makes them satisfied. A result from a study included that there is a positive co relation among job satisfaction and motivation in NGO's in Karachi. It reveals that both have a positive impact on each other (Bakhtawar, 2016). As per my study it is also shows that there is a significant relationship between both. Motivation is a stimulus that enhances anyone toward something. Being motivated toward works changes the perception of work in one's mind, it brings positive attitude related to that work. The work becomes more interesting and joyful. Motivation requires many factors, motivation may be from the charge nurse, from the job description or may be from the incentives given.

The independent component absorption also has a positive significant relationship with job satisfaction. Absorbing the work and not being getting rid of it makes job satisfied. Work is done by getting involved in the work completely, then work becomes useful and productive. Absorption comes from mind, when a person makes his work everything the work remains on his mind and he is absorbed in it. The absorption (i.e I am immersed in my work, I can continue working for very long periods at a time, To me, my job is challenging, I get carried away when I'm working, At

my job, I am very resilient, mentally, At my work I always persevere, even when things do not go well, It is difficult to detach myself from my job). It is difficult to detach myself has the greatest significant. To be absorbed in work a person should be vigorous, his mental and physical strengths must be strong enough to make him active during work

Considering job satisfaction, job satisfaction is a condition in which a person gets satisfied with his work. The most worthy question of the job satisfaction is 'the job security I have'. The results show the, stronger the job security more the people remain satisfied. Job security is the most significant question among all. Among all three independent components absorption evolves the most. When a person feels difficult to detach himself from his work, the time flies. Job is satisfied when job is adapted and influenced or motivated.

Job security comes from the job salary or job permanency. A person having a good job salary and having a surety that his job is permanent, he is on a good designation makes one feel satisfied. According to a study job security influences the commitment of a worker towards her job, job security also motivates the person to be engaged and involved in his work (Akpan, 2013).

Results show that there is positive relationship between work engagement and job satisfaction. It means when the nurses remain dedicated and motivated toward their work they remain satisfied with their jobs. A study was conducted to check the relationship of work engagement and job satisfaction in NGO in Karachi, the study showed a significant relationship among them. The present study results show the same significant relationship among both variables.

IV. LIMITATIONS

The limitation of this study is that it was bound to a single population of Jinnah hospital, using a convenient sampling method. This was a public setup a random stratified technique can be used in other groups of organization. The other limitation of the study is that it is a analytical study not experimental so the relationship may not be casual. In this study the work engagement components are discussed and evaluated the future researches can be conducted on intrinsic and extrinsic factors which lead to satisfaction. The participants were not given any incentive or reward for this research, so it may have effect the biasness of the research.

V. CONCLUSION

The purpose of the study was to assess the relationship of work engagement and job satisfaction among Nurses and Conclusions drawn from the regression analysis and descriptive statistics of independent and dependent variables is that there is positive relationship between work engagement and job satisfaction. It means that being engaged

in work, which means to be dedicated, motivated and absorbed in work leads to job satisfaction.

ACKNOWLEDGEMENT

I would like to express my deepest gratitude to my supervisor Miss Sana Sehar for her invaluable guidance, patient, trust, encouragements, advices and insight during the entire study. Also, thanks to my colleagues for their contribution and moral support throughout my thesis period and my honorable faculty Miss Irum Majeed for helping me in topic selection. Sincere thanks to my family, especially my dear mother Maria Sajid. Finally, I would also like to present my special thanks to my dearest husband Muhammad Sameer Saleem, for his love, support, patience, encouragements and being with me whenever I need since the beginning of my bsn Program.

REFERENCES

- Ababa, A. (2014). *a study on assessment of job satisfaction among nurses working in an emergency department in three hospitals of addisababa university*.
- Abdullah, A. H. (2015). *Nursing satisfaction in a magnet hospital*: University of Rhode Island.
- Akpan, C. (2013). Job security and job satisfaction as determinants of organizational commitment among university teachers in Cross River State, Nigeria. *British Journal of Education*, 1(2), 82-93.
- Alarcon, G. M., & Edwards, J. M. (2011). The relationship of engagement, job satisfaction and turnover intentions. *Stress and Health*, 27(3).
- Antoinette Bargagliotti, L. (2012). Work engagement in nursing: a concept analysis. *Journal of advanced nursing*, 68(6), 1414-1428.
- Asegid, A., Belachew, T., & Yimam, E. (2014). Factors influencing job satisfaction and anticipated turnover among nurses in Sidama zone public health facilities, South Ethiopia. *Nursing research and practice*, 2014.
- Atefi, N., Abdullah, K., Wong, L., & Mazlom, R. (2014). Factors influencing registered nurses perception of their overall job satisfaction: a qualitative study. *International nursing review*, 61(3), 352-360.
- Bakhtawar, S. (2016). Impact of Motivation on Job Satisfaction: A Case Study of NGOs in Karachi.
- Bakker, A. B., & Leiter, M. P. (2010). *Work engagement: A handbook of essential theory and research*: Psychology press.
- Brunetto, Y., Teo, S. T., Shacklock, K., & Farr-Wharton, R. (2012). Emotional intelligence, job satisfaction, well-being and engagement: explaining organisational commitment and turnover intentions in policing. *Human Resource Management Journal*, 22(4), 428-441.
- Cho, Y. J., & Perry, J. L. (2012). Intrinsic motivation and employee attitudes: Role of managerial trustworthiness, goal directedness, and extrinsic reward expectancy. *Review of Public Personnel Administration*, 32(4), 382-406.
- Dajani, M. A. Z. (2015). The Impact of Employee Engagement on Job Performance and Organisational Commitment in the Egyptian Banking Sector. *Journal of Business and Management Sciences*, 3(5), 138-147.
- Dauids, A. (2011). *The relationship between work engagement, self-efficacy and optimism among call centre agents*.
- DiPietro, R. B., Kline, S. F., & Nierop, T. (2014). Motivation and satisfaction of lodging employees: An exploratory study of Aruba. *Journal of Human Resources in Hospitality & Tourism*, 13(3), 253-276.
- Filtvedt, R. E. (2016). *Motivation and job satisfaction: does Herzberg's "two-factor" theory apply to knowledge workers of today?* , Norwegian University of Life Sciences, Ås.
- Ganta, V. C. (2014). Motivation in the workplace to improve the employee performance. *International Journal of Engineering Technology*, 2(6), 221-230.
- Gordijn, L. The Relationships between Organisational Culture, Job Satisfaction and Readiness for Change.
- Gray, L. R. (2012). *Nurse manager engagement: A concept analysis*. Paper presented at the Nursing forum.
- Gutierrez, A. P., Candela, L. L., & Carver, L. (2012). The structural relationships between organizational commitment, global job satisfaction, developmental experiences, work values, organizational support, and person-organization fit among nursing faculty. *Journal of advanced nursing*, 68(7), 1601-1614.
- Hayes, B., Bonner, A., & Pryor, J. (2010). Factors contributing to nurse job satisfaction in the acute

- hospital setting: a review of recent literature. *Journal of Nursing Management*, 18(7), 804-814.
- Iden, L. M. (2014). *Job satisfaction and organizational commitment in multicultural work environments in Norway*.
- Jenaro, C., Flores, N., Orgaz, M. B., & Cruz, M. (2011). Vigour and dedication in nursing professionals: towards a better understanding of work engagement. *Journal of advanced nursing*, 67(4), 865-875.
- Khan, W., & Iqbal, Y. (2013). An investigation of the relationship between work motivation (intrinsic & extrinsic) and employee engagement: A study on Allied Bank of Pakistan.
- Khowaja, K., Merchant, R., & Hirani, D. Registered nurses perception of work satisfaction at tertiary care university hospitals, 21 July 2004, Accessed on May 1, 2011.
- Kuntsi, V. (2014). Fostering work engagement through dedication: Case Ramboll.
- Lai, E. R. (2011). Motivation: A literature review. *Person Research's Report*.
- Listau, K. T. (2016). *Work engagement: a double-edged sword?: a study on the relationship between work engagement, job resources, and the work-home interaction*. NTNU.
- MacIntosh, E. W., & Doherty, A. (2010). The influence of organizational culture on job satisfaction and intention to leave. *Sport Management Review*, 13(2), 106-117.
- Moloantoa, M. E. (2015). *Factors affecting job satisfaction of academic employees: a case study of the National University of Lesotho*.
- Nelson, J. W. (2013). *Job Satisfaction of Nurses in Jamaica*. University of Minnesota.
- Nober, M. (2014). The effects of workplace restructuring on job satisfaction.
- Ntisa, A. A. (2015). *Job satisfaction, organisational commitment, turnover intention, absenteeism and work performance amongst academics within South African Universities of Technology*.
- O'Boyle, E., & Harter, J. (2013). State of the American workplace: Employee engagement insights for US business leaders. *Washington, DC: Gallup*.
- Oluwaseun, I. S. (2016). *The Effect of Employee Empowerment and Job Satisfaction on Intention to Stay in Nigeria Banking Industry: A Case Study of Guaranty Trust Bank*. Eastern Mediterranean University (EMU)-Doğu Akdeniz Üniversitesi (DAÜ).
- Perrin, T. (2008). Towers Perrin global workforce study 2007-2008: Closing the engagement gap: A road map for driving superior business performance: Towers Perrin, Stamford, CT.
- Peterson, A. (2015). Organizational Support and Job Satisfaction of Frontline Clinical Managers: The Mediating Role of Work Engagement.
- Rajan, D. (2015). Motivation and Job Satisfaction: A Study of Pharmacists in Private Hospitals. *Samvad*, 9, 87-100.
- Rauf, M., Akhtar, M. S., Iqbal, Z., & Malik, M. A. (2013). Relationship between Morale and Job Satisfaction of Subject Specialists Teaching in Higher Secondary Schools of Khyber Pakhtunkhwa, Pakistan. *The Dialogue*, 8(1), 69-83.
- Saleem, R., Mahmood, A., & Mahmood, A. (2010). Effect of work motivation on job satisfaction in mobile telecommunication service organizations of Pakistan. *International journal of business and management*, 5(11), 213.
- Santos Alves, D. F., Silva, D., & Brito Guirardello, E. (2017). Nursing practice environment, job outcomes and safety climate: a structural equation modelling analysis. *Journal of Nursing Management*, 25(1), 46-55.
- Schaufeli, W. B., & Bakker, A. B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. *Work engagement: A handbook of essential theory and research*, 10-24.
- Schultz, D. P., & Schultz, S. E. (2016). *Theories of personality*: Cengage Learning.
- Shamian, J. (2014). The role of nursing in health care. *Revista brasileira de enfermagem*, 67(6), 867-868.
- Shmailan, A. (2016). The relationship between job satisfaction, job performance and employee engagement: An explorative study. *Issues in Business Management and Economics*, 4(1), 1-8.
- Singh, S., & Tiwari, V. (2012). Relationship between motivation and job satisfaction of the white collar employees: a case study. *Management insight*, 7(2).

- Tan, T. H., & Waheed, A. (2011). Herzberg's motivation-hygiene theory and job satisfaction in the Malaysian retail sector: The mediating effect of love of money.
- Wanjohi, N., & Maringi, P. (2013). Job satisfaction among foreign nurses in a private nursing home, southern finland.
- Van der Westhuizen, N. (2014). *Turnover intention and employee engagement: Exploring eliciting factors in South African audit firms*. Stellenbosch: Stellenbosch University.
- Whitman, D. S., Van Rooy, D. L., & Viswesvaran, C. (2010). Satisfaction, citizenship behaviors, and performance in work units: A metaanalysis of collective construct relations. *Personnel psychology*, 63(1), 41-81.

© GSJ