

Employee Engagement among Nurses in a Selected Hospital - A Case Study

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ABSTRACT

Purpose: *The concept that key outcomes are predicted by factors such as satisfaction with work, commitment from the organization, intention to leave, and the physical and mental health of employees. There are several reasons to support such favorable employee attitudes, including organizational results like effectiveness, productivity, and innovation. This is especially true for the healthcare sector, where staff attitudes are likely to have a significant impact on how well patients are treated. The concept of employee engagement considers current, strong evidence revealing how it affects workers' performance across a range of professions. Although job satisfaction and organizational commitment have some characteristics with engagement since involvement is a unique concept, a greater range of consequences should be predicted by it.*

Design/Methodology/Approach: *The research approach adopted is a descriptive study approach.*

Finding/Result: *The study inferred that employee engagement among nurses in the selected hospital is found to be at an ideal level (81%). Thus, indicating that the nurses in the selected hospital are devoted to their jobs and enthusiastic about them. Open channels of communication are present, and they take the initiative to put forward solutions to issues. They are eager to learn new things and accomplish their professional objectives. These nurses show a strong level of dedication to the team.*

Originality/Value: *Employee engagement incorporates both an organizational and an individual focus. In hospitals, the nurses with their strengths have increased responsibilities and roles towards patient care and the organization. Several elements, including a positive attitude, organizational commitment, excitement, motivation, job involvement, care for the success of the organization, and job satisfaction, have been looked at concerning the levels of employee engagement among nurses in a selected hospital.*

Paper Type: *A case study*

Keywords: Employee engagement, nurses, hospital, positive attitude, organizational commitment, job involvement.

1. INTRODUCTION :

One problem with the global healthcare system is nurse turnover. Nursing staff retention rates are higher and employee engagement initiatives are supported by a positive organizational culture. The availability of high-quality care is nevertheless constrained by a shortage of nurses, which harms health outcomes and increases mortality rates. The standard of medical care is impacted by the high levels of energy and excitement displayed by engaged nurses. The engagement of nurses necessitates quick evaluation. Engagement has been referred to as a psychological state like involvement, commitment, attachment, or mood, a performance construct like effort or observable behavior, like pro-social and organizational citizenship behavior, a disposition, like positive affect, or a combination of these. Employee

engagement refers to a person's positive attitude at work. In the twenty-first century, employee engagement is seen as a critical employee quality. Employee engagement and job satisfaction are more likely to be high when they have a positive view of both their company and their work. The extent of a nurse's involvement at work has a big impact on what they produce, how patients do, and how well the organization does. It is essential to investigate various methods to encourage nurse engagement. Two strategies for increasing employee engagement should be considered by nursing leaders: enhancing nurses' feelings of organizational fairness and developing motivating job qualities. In any type of healthcare organization, nurses' engagement is essential to finish and carry out tasks. Giving organizations the chance to exist in a sustainable condition is necessary for long-term sustainability and for creating a competitive advantage over rivals. To resolve disagreements and overcome challenges at work, employees must be able to identify, harness, and control their feelings. An employee's level of commitment may be influenced by emotional symptoms. Depending on the circumstance, they could affect employee engagement by either boosting or depressing morale.

2. LITERATURE REVIEW :

Employee engagement demonstrates the connections between key organizational outcomes, such as productivity, safety, staff retention, and customer service. (Little, B., et al. (2006) [1]) Organizational performance results and employee engagement are tightly related. Companies with engaged employees have higher employee retention rates due to lower turnover, decreased intent to leave the company, and increased productivity, profitability, growth, and customer satisfaction. (Markos, S. et al. (2010). [2]).

Table 1: Literature review summary

S. No.	Research Topic	Research Focus	Reference
1	Determining the Role of Employee Engagement in Nurse Retention along with the Mediation of Organizational Culture.	Organizations should adopt strategies to help with nurse retention because nurses are the foundation of the healthcare workforce in today's economy. The results demonstrated that employee engagement has a big impact on staff retention. Nurse retention and employee engagement were positively associated, with corporate culture serving as a complimentary mediator.	Goyal, R., et al. (2023). [3]
2	Employee engagement and NHS performance.	Employee engagement with their work and organization affects how well they accomplish their duties. This was related to several personal and organizational outcome indicators, such as staff turnover and absenteeism indicators related to patient happiness, death from the disease, and protection, such as rates of infection.	West, M., et al. (2012). [4]
3	Effects of professional identity on turnover intention in China's hotel employees: The mediating role of employee engagement and job satisfaction.	Hotel employees' professional identities were second-order structures having career practice, career affirmation, commitment identification, and commitment reevaluation are the four dimensions. Employee engagement and satisfaction were positively influenced by professional identity, but turnover intention was negatively influenced. Employee engagement and job satisfaction have a detrimental impact on the intention to leave the company.	Wang, C., et al. (2020). [5]
4	Associations of Organizational Justice and job characteristics with work engagement among Nurses in hospitals in China.	The productivity of nurses, patient outcomes, and organizational performance are all significantly impacted by their level of work engagement. Nursing leaders should consider increasing nurses' work engagement by establishing motivating job qualities and promoting nurses' perceptions of organizational	Wan, Q., et al. (2018). [6]

		justice. Nurses' levels of work engagement weren't particularly high.	
5	Emotional intelligence and employee engagement: evidence from healthcare workers in Sri Lanka.	To reduce stress, and overcome challenges at work, employees must be able to identify, use, and control their sentiments in constructive ways. Emotional symptoms might have an impact on an employee's degree of dedication. They have the power to either promote or discourage morale, which can have a favorable or unfavorable effect on employee engagement. High employee engagement was more prevalent among those with high emotional intelligence.	Nirojan, J., et al. (2021). [7]
6	A study on quality of work life, motivation, and employee engagement among nurses in private hospitals of Indore	Hospitals will be very successful if they can keep their nurses and reduce the rate of turnover by providing excellent QWL (Quality of Work Life) and other employee engagements. In society, the nursing community was regarded as the hub of the healthcare delivery system, and it was everyone's responsibility to provide an atmosphere in which they could do their jobs well.	Acharya, S., et al. (2020). [8]
7	Testing the nexus between reward system, job condition, and employee retention through the intervening role of employee engagement among nursing staff.	Employee engagement (EE), the potential effects of the reward system (RS), the job condition (JC), and employee retention (ER) are significant because they may help the healthcare sector develop better ER strategies, particularly in dynamic and competitive corporate environments where organizations compete to retain employees from a small pool of talented individuals. The model examined the RS, JC, and ER's impact from the management's point of view. Nursing personnel and medical professionals received useful information from the research's findings.	Kamselem, K. M.;al (2022). [9]
8	Antecedents and consequences of work engagement among nurses.	Engaged nurses were more inclined to remain in hospitals and work harder, which improves patient care and working conditions. Work engagement among nurses had the effect of reducing turnover and increasing job satisfaction. Hospitals may benefit financially and non-financially from this high standard of patient care, which will ultimately help the nation's health system.	Sohrabizadeh, S., et al. (2014). [10]
9	Organizational role stress and work engagement among nurses in a selected hospital in Cairo.	The link between overall job satisfaction and policies fosters a friendly work environment to reduce organizational role stress levels and increase employee engagement for nursing staff members. Understanding inter-role distance, role expectation conflict, role overload, role isolation, personal inadequacy, and role ambiguity might be helpful for hospital managers.	Seada, A. M. (2017). [11]
10	Antecedents and consequences of employee engagement: A conceptual study.	The associations between the causes and outcomes of employee engagement were studied, as well as the mediating and moderating effects of employee engagement. However, the results of earlier studies vary depending on the study's antecedents, outcomes, commercial nature, and environment. These ambiguous findings indicated the need for additional	Aktar, A., et al. (2018). [12]

		research to explore these links to better understand the connections between various causes and outcomes of employee engagement.	
11	Relationship between selected factors of motivation, employee engagement, and employee performance among nurses at Adventist hospital.	The study's findings are essential for helping managers and the human resource management division recognize and address the fundamental needs for achievement, employee contentment, and employee advocacy that will inspire workers' performance at work. Employees would perform at their best when their demands for advocacy, success, and fulfillment were addressed.	Ferinia, R., et al. (2016). [13]
12	Job demands, burnout, and engagement among nurses: A multi-level analysis of ORCAB data investigating the moderating effect of teamwork.	It was discovered that departmental effects can be used to explain both nurse burnout and nurse engagement. Only in the case of engagement, and not in the situation of burnout, did the effectiveness of teamwork have an influence. There was no proof that the efficiency of teamwork in the medical department reduces nurses' perceptions of workload and exhaustion. In interventions aiming at encouraging job engagement among nurses, the departmental features, especially the level of teamwork and collaboration between medical professionals working in the same department, should be addressed.	Montgomery, A., et al. (2015). [14]
13	The Impact of Employee Engagement Factors and Job Satisfaction on Turnover Intent.	A predicted connection, mediated by work satisfaction, between the outcome variable, turnover intent, and the antecedent, employee engagement characteristics. Employee engagement was a word that was relatively new and had not been connected to both job satisfaction and the intention to leave one's employment. The relationship filled that gap. There was still much to learn about the connections between work happiness, turnover intention, and employee engagement elements.	Berry, M. L., et al. (2008). [15]
14	Turnover in health care: the mediating effects of employee engagement.	The research revealed that workplace respect and dedication to the mission influence turnover by diminishing engagement, which put the goal of creating a healing environment for patients in the healthcare profession in peril. The findings indicated that improving interpersonal relationships and purpose fulfillment would be favorable for organizations and nurse management to foster engagement and lower turnover rates in the healthcare industry.	Collini, S. A., et al. (2015). [16]
15	Engagement at work: A review of the literature.	Building on a theoretically coherent definition and assessment of work engagement enabled the investigation of nurses' organizational behavior, including job performance and healthcare system results, and how it relates to their level of work engagement. The idea of workplace engagement and its measurement, specifically concerning nurse engagement, are poorly understood. Engagement at work had developed into a potentially significant problem for organizational management and worker performance.	Simpson, M. R. (2009). [17]

3. NEED FOR THE STUDY :

The nursing profession is seen as the center of society's healthcare delivery system, and the interested parties must provide an atmosphere where nurses may succeed in their work. The energy and enthusiasm of engaged nurses, which influences the standard of healthcare services, are high. The concept and assessment of workplace engagement, and more specifically, nurse engagement, have come to light as a topic that may be significant for organizational management and employee performance. Workplace engagement has become a subject of considerable importance for organizational management and employee success. Workplace engagement has become a subject of considerable importance for organizational management and employee success. A growing body of evidence shows that there is a connection between employee engagement at work and organizational outcomes, particularly performance-based outcomes. An increasing amount of research is demonstrating the link between organizational outcomes, particularly performance-based outcomes, and employee engagement at work. Staff engagement is the combination of a person's continued employment with an organization and his desire and zeal for carrying out the assigned tasks. The profitability, productivity, and customer loyalty of an organization have all been shown to be positively correlated with employee engagement levels. It has also been linked to a decrease in employee absenteeism and a reduced rate of turnover (Ismail, F., et al. (2021). [18]).

4. OBJECTIVES :

- (1) To assess the level of employee engagement among the nurses in a selected hospital.
- (2) To ascertain the factors that influence employee engagement the most among the nurses in a selected hospital.

5. METHODOLOGY :

This paper consists of assessing the nurses' employee engagement with their jobs in the organization and determining the factors at a particular hospital that have the biggest impact on employee engagement. Thus, the study employs the pragmatism (mixed) philosophical paradigm. An interactive method of primary data collection is applied wherein the data is collected from the nurses using a structured questionnaire survey research method. The mono method choice is chosen in this case study. This study is a cross-sectional time frame study conducted in August 2023 in the selected hospital. There are 53 Nurses in the selected department of the hospital. A simple random sampling technique is applied in the study. Data is collected from 35 nurses at a 95% confidence interval and 10% allowable error using the following formula:

$$n = N / (1 + Ne^2) \quad \text{where } N = 53, \text{ and } e=0.1$$

The questionnaire has been adapted in this study (Thomas, C. H. (2007). [19]). Descriptive statistics have been used in the data analysis and interpretation processes.

6. FINDINGS, RESULTS, AND ANALYSIS :

6.1 Demographic data analysis and interpretation:

Table 2: Demographic data distribution

Details	Variables	N (Total Respondents)	Mean	Standard Deviation	Confidence level (95.0%) P-Value
Gender	Male	1	1.93	0.26	0.14
	Female	34	1.97	0.17	0.06
	TOTAL	35	1.97	0.17	0.06
Age in Years	20 - 30years	30	1.14	0.36	0.12
	31- 40years	5	1.17	0.38	0.15
	TOTAL	35	1.14	0.36	0.12
Marital status	Single	27	1.23	0.43	0.15
	Married	8	1.28	0.45	0.17
	TOTAL	35	1.23	0.43	0.15
Nursing Qualification	GNM	16	1.62	0.65	0.23

	BSc	16	1.63	0.65	0.22
	Post BSc	3	1.68	0.65	0.24
	TOTAL	35	1.63	0.65	0.22
Years of Experience	>6months-1year	20	1.60	0.85	0.29
	>1year-10years	11	1.58	0.76	0.28
	>10years-20years	2	1.59	0.78	0.30
	>20years	2	1.66	0.87	0.31
	TOTAL	35	1.60	0.85	0.29

Table 2 gives the details of the distribution of the number of respondents of the variables of demographic details collected from the study samples. Among the gender group, 34 were females and only 1 was male with a mean and Standard deviation of 1.97 ± 0.17 , 30 of the 35 samples were from the 20-30 years age group and 5 were from 31-40 years age with a mean and Standard deviation of 1.14 ± 0.36 . There were 27 nurses with single marital status and 8 were only married nurses with a mean and Standard deviation of 1.23 ± 0.43 . 16 of the nurses were with GNM and BSc nursing qualifications and 3 of them had Post BSc nursing qualifications with a mean and Standard deviation of 1.63 ± 0.65 . Among the work experience group, 20 of the nurses were with above 6 months to 1 year of experience, 11 of them had above 1 year to 10 years of work experience and only 2 belonged above 10 years to 20 years, and 2 to above 20 years respectively with a mean and Standard deviation of 1.60 ± 0.85 . However, the above demographic details were not significant ($P \text{ value} = >0.05$) affecting the levels of employee engagement among the nurses of the selected hospital.

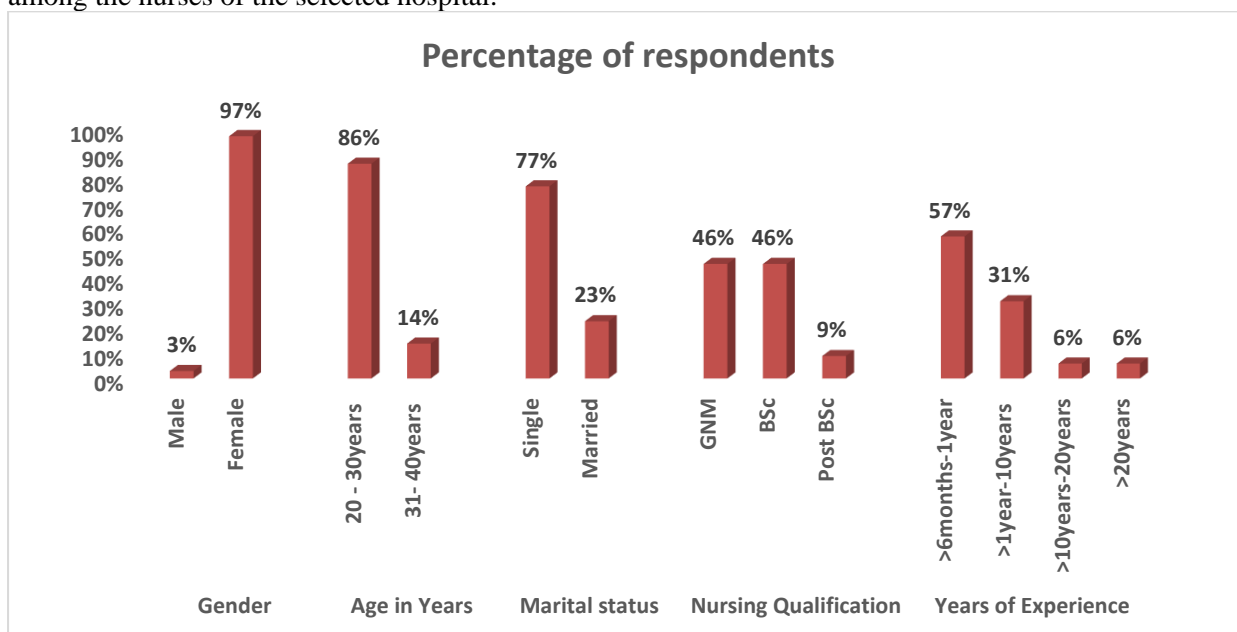


Fig. 1: Demographic data distribution in the percentage of respondents.

Figure 1 explains the percentage of the nurses who responded from the gender group 97% were females in comparison to males only 3%, 86% of the nurses were between 20-30 years and 14% from 31-40 years. The study samples were mostly single, about 77% and 23% were married. The study sample was GNM and BSc. Nursing graduates (46% each) and the remaining 9% had studied Post BSc. Most (57%) of the samples were above 6 months to 1 year of work experience and 31% were from more than 1 year to 10 years of work experience and 6% each of above 10 years to 20 years and more than 20 years of experience.

6.2 Factors of employee engagement data analysis and interpretation:

Part 2 of the adapted questionnaire consisted of statements about various factors of employee engagement such as positive attitude (2), organizational commitment (2), enthusiasm (2), motivation (1), Job involvement (1), concern for organizational success (1) and job satisfaction (1). Each of these factors was analyzed using descriptive statistics and interpreted.

Table 3: FACTOR 1 – POSITIVE ATTITUDE

S. No.	Variables	N (Total Respondents)	Mean	Standard Deviation	Range	Minimum Value	Maximum Value	Confidence level (95.0%) P-Value
1	I enjoy the work that I do.	35	4.06	0.80	4.00	1.00	5.00	0.28
2	I stay positive, even when things get tough.	35	4.17	0.71	3.00	2.00	5.00	0.24

Table 3 data depicts the respondents' ratings for the survey questions about the factor of Positive attitude of employee engagement. Among the two variables of the positive attitude, it was found that a higher score (4.17±0.71) was seen that they stayed positive even when things got tough in the organization in comparison to 4.06±0.80 for the statement that they enjoyed the work they did at the organization.

Table 4: FACTOR 2 - ORGANIZATIONAL COMMITMENT

S. No.	Variables	N (Total Respondents)	Mean	Standard Deviation	Range	Minimum Value	Maximum Value	Confidence level (95.0%) P-Value
1	I have mastered the skills necessary for my job.	35	4.14	0.69	4.00	1.00	5.00	0.24
2	I act to protect the organization from potential problems.	35	4.26	0.74	3.00	2.00	5.00	0.25

Table 4 data depicts the respondents' ratings for the survey questions about the factor of organizational commitment to employee engagement. Among the two variables of organizational commitment, it was found that a higher score (4.26±0.74) was seen that they act to protect the organization from potential problems in comparison to 4.14±0.69 for the statement that they had mastered the skills necessary for their job at the organization.

Table 5: FACTOR 3 - ENTHUSIASM

S. No.	Variables	N (Total Respondents)	Mean	Standard Deviation	Range	Minimum Value	Maximum Value	Confidence level (95.0%) P-Value
1	I go out of my way to make new employees feel welcome in the workgroup.	35	4.00	0.73	4.00	1.00	5.00	0.25

2	I am enthusiastic about my engagement at work.	35	4.00	0.59	3.00	2.00	5.00	0.20
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Table 5 data depicts the respondents' ratings for the survey questions about the factor of enthusiasm of employee engagement. Among the two variables of enthusiasm, it was found that almost a similar response of 4.00 ± 0.73 and 4.00 ± 0.59 was observed for that they went out of their way to make new employees feel welcome in their work group and, they were enthusiastic about their engagement at work respectively.

Table 6: FACTOR 4 – MOTIVATION

S. No.	Variables	N (Total Respondents)	Mean	Standard Deviation	Range	Minimum Value	Maximum Value	Confidence level (95.0%) P-Value
1	I always continue, even when things do not go well at my work.	35	4.06	0.8	4.00	1.00	5.00	0.28

Table 6 data depicts the respondents' ratings for the survey questions about the factor motivation of employee engagement. It was found that 4.06 ± 0.8 was observed for they always continued, even when things did not get well at their work.

Table 7: FACTOR 5 - JOB INVOLVEMENT

S. No.	Variables	N (Total Respondents)	Mean	Standard Deviation	Range	Minimum Value	Maximum Value	Confidence level (95.0%) P-Value
1	I have significant influence over what happens in my organization.	35	4.03	0.82	4.00	1.00	5.00	0.28

Table 7 data depicts the respondents' ratings for the survey questions about the factor of job involvement of employee engagement. It was found that 4.03 ± 0.82 was observed for they had significant influence over what happened in their organization.

Table 8: FACTOR 6 - CONCERN FOR ORGANIZATIONAL SUCCESS

S. No.	Variables	N (Total Respondents)	Mean	Standard Deviation	Range	Minimum Value	Maximum Value	Confidence level (95.0%) P-Value
1	I offer ideas to improve the functioning of the organization.	35	3.91	0.82	4.00	1.00	5.00	0.28

Table 8 data depicts the respondents' ratings for the survey questions about the factor concerning the organizational success of employee engagement. It was found that 3.91 ± 0.82 was observed because they offered thoughts on how to make the organization function more efficiently.

Table 9: FACTOR 7 - JOB SATISFACTION

S. No.	Variables	N (Total Respondents)	Mean	Standard Deviation	Range	Minimum Value	Maximum Value	Confidence level (95.0%) P-Value
1	It is difficult to detach myself from my job.	35	3.89	1.05	4.00	1.00	5.00	0.36

Table 9 data depicts the respondents' ratings for the survey questions about the factor of job satisfaction of employee engagement. It was found that 3.89 ± 1.05 was observed that it was difficult to detach themselves from their job.

6.3 Calculation of overall employee engagement score:

According to Ramirez J. (2023) [20], Employee engagement scores normally range from 0 to 100, with higher values indicating higher levels of engagement.

Table 10: Employee Engagement Scorecard

Details	Scores	Description
Low Score	0 - 29%	These staff members may show indications of disconnection from the team, a lack of interest in their jobs, and poor communication. To complete their professional assignments, they might require more inspiration.
Neutral Score	30 - 69%	Although these staff members may be sufficiently motivated to complete the task at hand, their level of dedication to the project and the business is subpar. They could be receptive to learning, but they might also whine or act uninterested in solving challenges or problems. The standard level is this.
High Score	70 - 100%	These staff members are dedicated and enthusiastic about their jobs. Open lines of communication exist, and they take the initiative to put forward solutions to issues. They are eager to learn new things and accomplish their professional objectives. The squad has a strong sense of devotion. The ideal level is this one.

Table 10 explains the employee engagement scoring with a description of details of the scores wherein the nurses' low employee engagement (0-29%) showed indicators of being cut off from the team, including a lack of interest in their jobs and poor communication. Additionally, they required more inspiration to do their work. On the other side, nurses demonstrated the highest level of employee engagement, demonstrating that they are dedicated to and excited about their jobs. This is the ideal level of employee engagement.

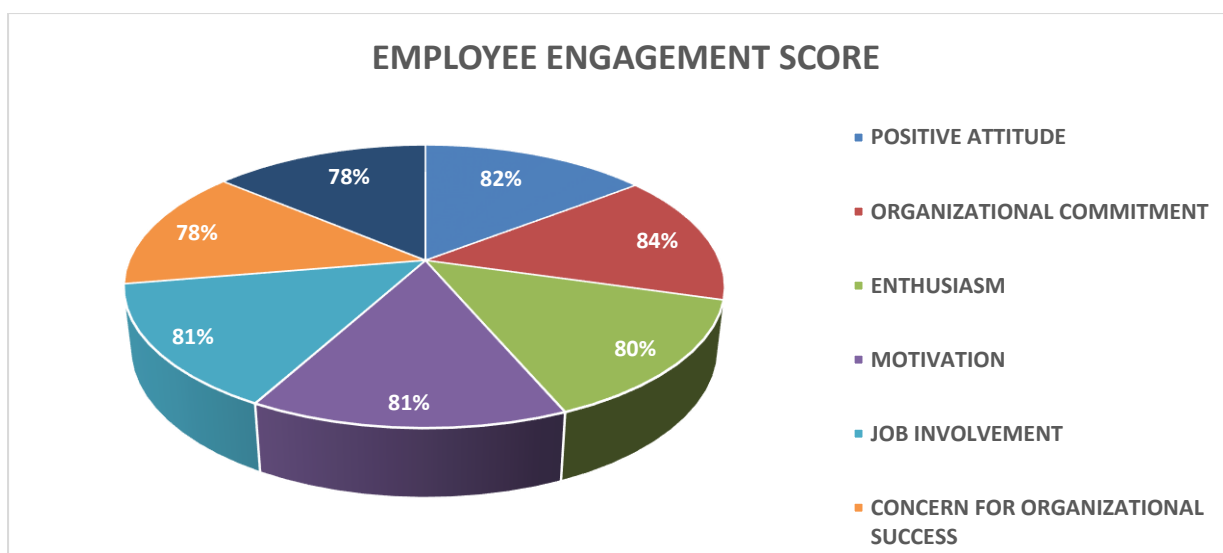


Fig. 2: Overall Employee engagement score of the nurses in the selected hospital

Figure 2 explains the overall employee engagement scores for each criterion considered when determining how engaged nurses are in the selected hospital. Among the samples, 84% contributed towards organizational commitment, 82% from a positive attitude, 81% from motivation and job involvement, 80% from enthusiasm, and 78% each from job satisfaction and concern for organizational success. Thus, the nurses' overall employee engagement score totaled 81%, which is the desired limit in the selected hospital.

7. DISCUSSION :

The statistical data analysis rightly explained the demographic data had insignificant effects on the nurse's employee engagement however the survey findings also helped find the factors that have the greatest impact on nurses' employee engagement in a selected hospital. Further, the study successfully identified employee engagement levels to each of the employee engagement factors among the nurses of the selected hospital. The benefits of distributed leadership have been shown to include fostering employee empowerment and engagement, boosting organizational commitment and satisfaction with work, and decreasing the possibility of turnover. (Quek, S. J., et al. (2021). [21]). Although the psychological work environment did not significantly affect employee engagement, there was a favorable association between the two, thus steps should be taken to improve it. It is not necessary to pay attention to workplace flexibility because it has minimal effect on worker engagement. (Kamanja, D. M., et al. (2019). [22]). Employee engagement occurs in a variety of situations and industries and has been proposed as one potential approach to lower turnover. Employee engagement has been considered the remedy for burnout. Work-related fulfillment characterized by vigor, dedication, and immersion is referred to as engagement. (Tullar, J. M., et al. (2016). [23]). Any organization that wants to keep its valuable staff members must prioritize employee engagement. Researchers and practitioners have established a link between employee engagement, retention of customers, and profitability. (Kumar, R., et al. (2012). [24]). High-engagement employees put in extra effort and are meticulous in their work because they admire it, not just because of a strong, compelling inner drive. These people report that when they feel tired, it's very pleasant since they associate it with success rather than failure. (Tomic, M., et al. (2011). [25]). Employee engagement will increase by enhancing staff resilience to help the hospital achieve its objectives, comply with externally imposed sustainability measures, and contribute to a future sustainable environment. (Okojie, G., et al. (2023). [26]). With experience and continued professional development, nurses' work engagement grew proportionately. Resilience, or the capacity to adjust, was crucial in sustaining their commitment. Their flexibility was notably evident in how they were able to integrate patients into their many living areas and change the emphasis as needed. The most crucial sources for a successful work adaptation were their coworkers and the head nurses, in their opinion. The nurses' perception of having a fulfilling profession also made a significant contribution to keeping them engaged. (Okojie, G., et al. (2023). [27]). High employee engagement has well-documented links to positive patient outcomes. (Deetz, J. M., et al. (2020). [28]). The findings can

be used to inform nurse leaders about the importance of promoting organizational justice through improving information transparency, streamlining performance evaluation, and increasing nurses' salaries, as well as the necessity of enhancing the motivational aspects of nursing work through improving work content, increasing job feedback, and improving nurses' identification of task significance. (Enwereuzor, I. K., et al. (2018). [29]). Engagement may be increased by providing better pay, facilities, infrastructure, communication, and culture. Therefore, these procedures must be used to enhance employee engagement. (Narula, E. (2016). [30]).

8. CONCLUSION :

In most competitive organizations, it is crucial to empower and enhance the degree of employee engagement. Employee motivation is now more focused on factors like meaning in their work, fulfillment, engagement at work, and task empowerment rather than money. Excellent organizational performance is determined by leadership, which also plays a key role in the development of the workforce and promotes employee engagement. The study can be concluded that the employees(nurses) are dedicated and enthusiastic about their employment. Open lines of communication existed among the nursing staff, and they took the initiative to put forward solutions to issues. The nurses in the selected hospital are eager to learn new things and accomplish their professional objectives. The nursing team had a strong sense of devotion. Thus, indicating that the nurses had an exceptional level of employee engagement in the selected hospital.

9. SUGGESTIONS :

Based on the study it is suggested that nurses in areas of concern should be consulted for suggestions on how to improve the hospital's operational aspects to create employee engagement factors and further, as nurses grow accustomed to their jobs, their views towards being respected by hospital management will increase their sense of job security.

10. LIMITATIONS OF THE STUDY :

Although the above are the findings, the limitations of the study are that the entire organization's nursing staff can be taken up to participate in the study.

11. SCOPE FOR FURTHER RESEARCH :

Instead of focusing solely on one department of one hospital, the study can apply inferential statistical analysis to establish a connection between the variables affecting employee engagement. A comparison of government and non-government nurses' employee engagement levels might also be made in the study.

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