



WORK ENGAGEMENT AMONG NURSES

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ABSTRACT

Work engagement, driven by intrinsic motivation, builds a sense of pride and results in work flow. According to Wikipedia, the employee “engagement is about ‘one who is fully absorbed by and enthusiastic about their work by taking positive action to the organization’s reputation and interests.’” The basic care of nursing is patient assessment, monitoring vital signs, ensuring patient safety, providing comfort, administering medication, communication and intervention. Work engagement in nursing is the care directed towards their work as holistic ‘engaged wellbeing solutions.’ When nurses are cognitively engaged – they are committed to their job; when physically engaged – they are invested in their work; when emotionally engaged – they are emotionally connected to their work and when behaviourally engaged - they are focused on the behaviour of individuals with no consideration of the context.

Key words: Nursing, work engagement, employee engagement, patient safety, quality care.

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“Nurses are the heart of health care”

by Donna wilk cardillo

Nursing is different from other professions. Nursing integrates the art and science of caring and focusses on the protection, promotion, optimisation of health, prevention of illness, facilitation of healing and alleviation of suffering through compassionate care. Over past couple of years, the nursing profession faced many challenges and was in the need of enhancing work engagement as a goal for the nurses and made “nursing with a positive and affective motivational state of high energy” a popular term in the profession. Work engagement for nurses is another word for work involvement which emphasises their active participation and commitment towards their work and the organisation as a whole. Employee engagement in health care is not merely a term. It is the result of what the employee experiences in the organisation and the relationships they build within the institution, job and peer groups.

WORK ENGAGEMENT

Work engagement for employees means effective communication; showing positive attitude and emotions deriving job satisfaction by fulfilling their roles; stay accountable for their actions; delivering top quality care and staying knowledgeable about current standards of care. Engaged employees are always hungry for professional growth, driven by aspiration to learn more and take ownership of learning. According to **Gallup's** definition of U.S employee engagement, it is *the involvement and enthusiasm of employees in their work and workplace*. They are characterised by their deep emotional commitment, enthusiasm for their work, active interest, participation and a consistently positive attitude.

In order to ensure quality-care, the environment to be created should be based on positive feelings in the nurse's mind. This will ensure that the nurses engage in activities connected to the organization's success by their commitment, acceptance, recognition and dedication to work for success in their job as well. *Kahn (1990)* viewed employee engagement as the cognitive, emotional and physical expression of an individual's authentic and preferred self at work. He found in his ethnographic observational study that those who engaged positively in their work were energetic, cognitively vigilant and empathically connected to others. According to *Schaufeli and Bakker (2010)* work engagement is a positive state of mind that combined with high levels of dedication and strong focus on work.

Study by *John David Vizzuzo (2015)* suggests that work engagement has emerged as a key tool for ensuring patient safety and quality care. *Engaged nurses* will identify their roles in patient care and gain emotional connections to their work. *Ayla Robert (2023)* in her study postulates that “*fully engaged*” nurses are those who “are emotionally and intellectually connected to their hospitals and thus invested for the hospital's success”. In comparison *engaged nurses* in their hospitals often play it safe within their job role.

The best practices of work engagement provide a holistic engaging wellbeing solution to the nurses and everyday connotations of engagement refer to emotional involvement, enthusiasm, absorption, focused effort and energy for delivering better outcomes in a positive way. *Regis (2023)* in his study explained by pursuing an advanced nursing education, nurse leaders can equip themselves with the knowledge and skills needed to build environments that help nurture nurses' commitment and dedication to their patients

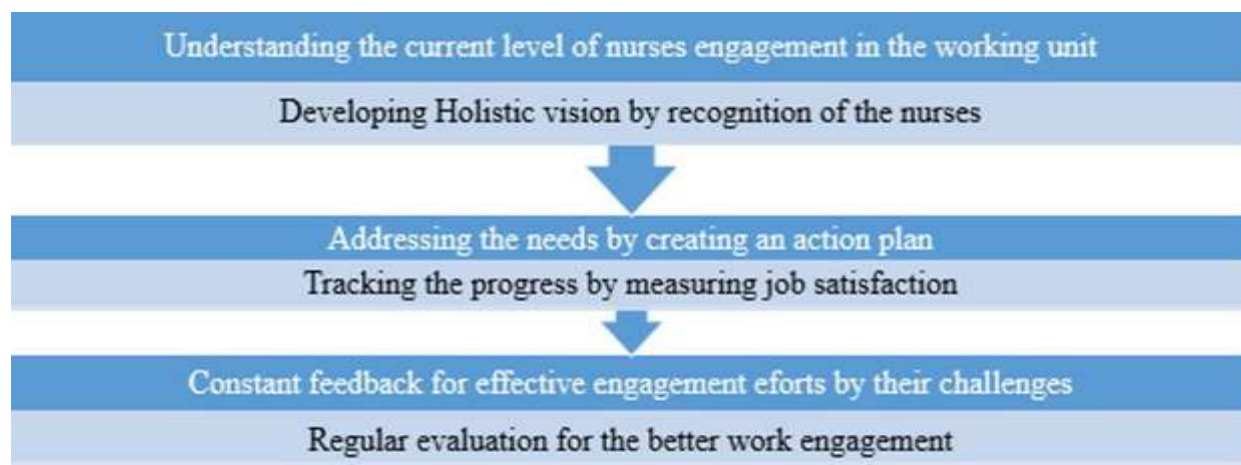
STRENGTHENING OF HEALTHCARE WORKERS BY THE MNEMONICS — “NURSE ENGAGEMENT”

1. **Nurturing:** It does not come naturally but it can be modified through intervention and by adopting actionable strategies in the work environment to cultivate well-being in professional life.
2. **Understanding:** Nursing encompasses autonomous and collaborative care of individuals. Hence, it calls for understanding systems, performance and commitment in the workplace.



3. **Resilience:** Building resilience in nurses and other healthcare workers can serve as a protective factor against negative outcomes related to the job, including burnout, anxiety, and depression
4. **Situation:** The situation is to be analysed by assessing the client's need, a co-worker's need, or even own need by knowing what is going on. Why it is occurring? What is likely to happen next?
5. **Excellence:** By helping and creating a positive work environment the nurses can render their excellence of a soul by the objects of love to their co-workers, patients and families.
6. **Emotions:** We are connected with our own words and actions. Emotions are valid but they are not supposed to express negative emotions in the workplace. Hence emotion management skills are needed to help to regulate the situational response of an individual.
7. **Noble:** The fine personal qualities of the nurses' healthy self-respect, well-earned self-regard, upholding ethical standards are admired by the people and they consistently act in the best interests of professional care to the patients and families.
8. **Generous:** Nurses are the ones giving more care regardless of what is expected from the patient by bringing joy, empowerment and support into the working environment by their presence.
9. **Attitude:** The way in which a nurse views and evaluates something or someone, there is a predisposition or a tendency to respond positively towards patient, family, colleagues and working environment.
1. **Goals:** Ability of the nurses to achieve the planned goals as by setting (SMART) i.e. specific, measurable, achievable, reliable, and time-bound to transform ideas into action.
2. **Empowerment:** The ability to effectively motivate and mobilise herself and others to accomplish positive outcomes in nursing practice and work environment.
3. **Motivation:** It is a critical part of nursing leadership as nurses need to understand patients, family and communities to gain valued outcomes like improved patient care
4. **Enthusiasm:** Embracing and cultivating enthusiasm by making a positive difference in the patient life's by contributing towards growth and prosperity of the working place.
5. **Novelty:** The brain is rewarded with dopamine after each new stimulus, which attracts attention, promotes learning, and increases motivation.
6. **Time bound:** Practice of time management allows each nurse to execute the planned work and stay motivated for success in order to achieve the desired results within a given timeframe.

APPLICATIONS IN NURSING PRACTICE FOR BETTER WORK ENGAGEMENT





Current level of nurse's engagement: Fully engaged nurses are "emotionally and intellectually connected to their hospitals" and invested in their success. They typically "play it safe" within their jobs, and unengaged nurses only do the bare minimum. Levels of engagement among nurses vary by generation, shift time, Emergency Department nurses and practice setting. **PRC (2023).**

Employee recognition: To remain engaged in work, nurses need to feel valued beyond just getting their pay cheque. Recognition from a Unit manager is better for long-term engagement than performance-based incentives, but it is important not to overlook peer recognition, according to Society of Human Resource Management (SHRM)

Goal tracking: Nurses tend to be engaged in their own way while rendering patient care by using a modern goal-setting system like SMART Goals. It enables to take more results-oriented approach, while making it clear about the nurse's contributions towards patient care.

Constant feedback: Providing ongoing feedback to the employee's performance, rather than waiting for formal reviews. For an example, an employee check-in allows them to make timely adjustments and encourages taking ownership of their professional development.

Regular Evaluation: Systemic process of assessing the nurses' progress and integrating their individual goals into achieving institutional objectives by reviewing one to one personal meeting and private discussions help their personal improvement to realise their goals more effectively.

BENEFITS OF WORK ENGAGEMENT

1. Lower absenteeism enhances team work
2. Improves job satisfaction
3. Increases work performance
4. Improves work intention

COMPLICATIONS OF WORK DISENGAGEMENT

1. Work commitment issues
2. Dissatisfaction of work
3. Lack of concentration
4. Feeling undervalued
5. Emotional separation

CONCLUSION

Work engagement is a relationship of the nurses with his or her work. William A. Kahn is the one who first introduced in the 1990s the concept of employee engagement in his article: "Psychological conditions of personal engagement and disengagement at work". The heart of good health care in healthcare setting is its nursing employees. By knowing the right tools to deliver excellent patient care, boosting up with fuel of high working environment, innovative ideas by the management, short break by relaxing exercises, acknowledging work by transparent feedback and good interpersonal relationships give confidence to perform nurses' jobs at the highest level. (Lunenburg, 2011) meeting employee expectations gives positive effects to employee motivation, which increases employee engagement and job satisfaction.



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