

**Relationship between Quality of Work  
Life and Work Engagement Among  
Nurse Managers**

*Thesis*

*Submitted for Partial Fulfillment of Master Degree  
in Nursing Administration*

*By*

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**Faculty of Nursing  
Ain Shams University  
2017**

# **Relationship between Quality of Work Life and Work Engagement Among Nurse Managers**

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*Aml Kamal Abdalkader* □

## *Dedications*

*I would like to dedicate this work to*

*My Sons*

*And*

*My Family*

*for Their Love, care, support and  
encouragement that allowed me to  
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## ***LIST OF ABBREVIATIONS***

<i>Abb.</i>	<i>Meaning</i>
<b>ASUSH</b>	: Ain Shams University /Specialized Hospital
<b>C.E.Os</b>	: Chief executive officers
<b>HN</b>	: Head nurse
<b>HR</b>	: Human resources
<b>NM</b>	: Nurse managers
<b>PHC</b>	: Primary health care
<b>QWL</b>	: Quality of work life
<b>WE</b>	: Work engagement

## Quality of work life and work engagement among nurse manager`s

### Abstract

**Introduction;** quality of work (QWL) directly influences the work engagement if QWL increases, work engagement of employee will also raise. Good Quality of work life is necessary for an organization to attract and to retain skilled and talented employees. In order to survive in the competitive market because of Liberalization, Privatization and Globalization and to minimize the attrition rate of employees. **Aim;** this study aimed to assess the quality of work life and work engagement among nurse managers through: assessing quality of work life level as perceived by nurse managers, measuring work engagement level of nurse managers and finding out the relationship between quality of work life and work engagement among nurse managers. **Subject and method;** Descriptive correlation design was used. The study was conducted at Ain shams specialized hospital in Cairo (50) nurse manager participated in the study .Two tools were used to collect data namely quality of work life questionnaire and work engagement questionnaire **Results;** slightly more than three quarters (76%) of nurse manager`s had high level of quality of work life ,and the same percentage(76%) of them had high work engagement level .**Conclusion;** the study findings showed a statically significant positive relation between quality of work life and work engagement kevels. **Recommendation;** Involving nurse managers throughout the organization, at all levels, can help in work satisfaction and engagement, identify needs that employees must meet for success, enhance security environment and continuing education for nurse manager`s practice, periodic assessment of QWL should be performed , clear and periodic communication among management chain to discuss and solve the work problems.

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**Keywords:** Nurse manager`s, Quality of work life, work engagement.

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## Introduction

Nurse Managers are central core of hospital and a real current of system, their influence and contribution is valuable in the organization. The productive of the hospital is depending on those who are engaged in it. But the most important thing is beyond individual employment to include: Does he/she feel satisfaction at work? and is the workplace is favorable? Or does he/she have to wait for others to achieve his/her needs and favorites? Several factors can play a decisive role in the work life (**Das and Panda, 2015**).

Nowadays quality of work life (QWL) is drawing more importance globally. Organizations are facing many issues related to human resource of which employee stability is one of the major problems and addressing it is a top most priority. Amongst various reasons for employee stability the quality of work life is one among them. Quality of work life is a multidimensional construct and it has been influenced by many variables (**Farjad & Varnous, 2013**).

Work has been an important part in the life of human beings. It influences individuals` affective states and well-being today, QWL is viewed as an essential dimension of the quality of life. Furthermore, a high QWL is crucial

for organizations to attract and retain qualified workers. It is become a good indicator to boosts its image in attracting and retaining employees. It also indicates firms to offer appropriate working environment to employees **(Boonrod, 2009; Noor Abdullah, 2012).**

Quality of work life is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trust worthy, responsible and capable of making valuable contribution they should be treated with dignity and respect. It is vital for maintaining an adequate workforce, and given the current global nursing workforce shortage. Ensuring that working conditions are attractive enough to retain nurses in the workforce is the most cost-effective and sustainable strategy for addressing the nursing shortage **(Elamparuthi, 2014).**

Dimension of QWL including adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization, work and total life space, and social relevance of work life **(Kanten, 2014).**

In health care organization, maintaining quality of work life becomes a critical topic in order to provide positive outcomes from the perspectives of providers, employees and patients. In other words, quality of work life may be having a direct effect on hospital effectiveness, employee and patient satisfaction. Because health sector employees deal generally with crucial and difficult tasks which lead intensive psychological and physical pressures (Gillet et al., 2013).

Work engagement as a term is very new. It defined as, a positive, fulfilling work-related state of mind, and characterized by vigor, dedication and absorption'. Vigor refers to the willingness to invest effort in one's work, dedication is related to involvement, and absorption is related to concentration and being engrossed in one's work. People with high levels of engagement show positive attitudes towards their jobs and organizations, including job satisfaction and commitment to the company, and they do not frequently shift jobs. Furthermore, those with high work engagement exhibit high learning motivation and proactive behaviors (Salanova et al., 2003; Sonnentag, 2003; Schaufeli et al., 2006; Schaufeli & Salanova, 2007).

**Britt, Adler, and Bartone, (2001)** found that engaged employees have a tendency to perceive their work

as being meaningful, significant, and personally valuable; therefore, engagement has been confirmed to help individuals develop benefits from stressful work. Moreover, work engagement is very important for employees. **Schaufeli (2013)** stated that engagement attaches the workers to their job effectively and makes the employees see work as challenging. Engaged employees are working with their full, genuine selves, and they have a natural motivating interest in their work.

Due to lack of awareness and importance of QWL among employers and employees, and lack of importance of QWL in an organization is not taken care of well. Absence of QWL leads to dissatisfaction in job, increases absenteeism, lack of motivation and morale, increased accident rates, lack of productivity etc. These are the major reasons for organizations non-performance than any other reasons (**Vanishree, 2017**).

### **Significance of the study:**

With the conditions suffered by most of the country, especially the days of the Arab spring revolutions and the lack of potential health service; providers suffer from a lack of supplies and resources. Job resources play an extrinsic motivational role because resourceful work environments foster the willingness to dedicate one's efforts and abilities