

IMPACT OF WORK LIFE BALANCE ON ENGAGEMENT OF NURSES: A STUDY

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Abstract:

Employees suffering from high stress level have lower level of engagement are less productive and have higher absenteeism than those not operating under excessive pressure (Towers Watson, 2015). In the context of corporate world, work life balance (WLB) has received ample research attention; however there is a need to explore the impact of WLB on engagement of nurse's in Health care sector. Thus the purpose of this study is to map WLB with the characteristics of engagement vigor, dedication and absorption. This study is based on five different hospitals of Hyderabad. The data was collected with the help of Utrecht work engagement scale (UWES_17, Schafelie and Bakker, 2003) and structured WLB instrument designed on the basis of health care literature. In all 500 responses were generated, no significant impact of demographic on engagement of nurses was found but there was a significant impact of WLB on engagement of nurses. This study may give insight to management of hospitals regarding

the problems usually nurses face. Interaction between management and nurses should be enhanced in order to understand WLB issues confronting nurses. A balance should be established between work load distribution, personal life of nurses and leisure, professional responsibility so as to encourage professional excellence and quality health care in India. This study is based on a limited sample restricted to only five private multi specialty hospitals of Hyderabad. There is a need to carry out further studied with larger sample covering public, private and trust hospitals as well as different types of health care employees.

Keywords: Employee Engagement, Work Life Balance, Vigor, Dedication and Absorption.

Introduction:

In the present context of competitive world, the complex relationship between the

professional and personal life of the employees has to be addressed by both management and the employees across the globe in order to achieve success in professional life and at the same time give peace of mind and enjoyment in the personal life of employees. A balance between professional and personal life of employees is required for the successes of the organization and also reduces stress in the personal life. The concept of engagement and WLB has gained immense significance in the corporate world. Engagement has been defined “as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.” They further state that engagement is not a momentary and specific state, but rather, it is “a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior” (Schaufeli et al, 2002). Employee engagement is the extent to which workforce dedication and commitment, both emotional and intellectual, exists, relative to accomplishing the work, mission, vision, and objectives of an organization. Engagement can be seen as a heightened level of ownership, where each employee wants to do everything he or she can for the benefit of customers, and coordinate with co-workers for the success of the organization as a whole. Employee engagement is the level of commitment, involvement and positive attitude that workers have towards their job, co-workers,

customers and organization and its values. Bakker et al. (2001) stated that employee engagement is a “combination of commitment, positive attitude towards the organization and its values plus willingness to work and help out colleagues for the success of the organization”. The existence of different definitions makes it more difficult to determine the extent of employee engagement, as each study examines engagement under a different protocol. In addition, “unless employee engagement is not defined and measured, it cannot clearly understand or managed, nor can it be known if any efforts were taken to enhance engagement” (Ferguson, 2007)

A positive attitude held by an employee towards colleagues, the organization, and its mission and values, brings about improved performance for the benefit of the organization. It requires a two-way relationship between employer and employee. (Institute for Employment Studies, "Engagement: The Continuing Story 2007). An organization's capacity to manage employee engagement is closely related to its ability to achieve high-performance levels and superior business results. It is critical to any organization that seeks to retain valued employees. In simple terms, engagement is the energy, passion or “fire in the belly” employees have for their work. Gallup consultancy (2002), engaged employees are those who work with passion and feel a

profound connection to their company, drive innovation and move the organization forward. Engaged employees are considered as an asset who will guarantee organizational success. (Johnson, 2011)

Importance of Employee Engagement to Nurses:

Nurses occupy a key role in the health care sector. The nursing profession is crucial for the proper operation of the hospital as they are directly involved with the patient, relatives of the patients, doctors and the hospital. Engagement among nurses is a key to the success of any health care sector. Nursing vacancies and high nurse turnover are a major concern affecting hospital performance (Blizzard, 2002). Nurses have an intensely strong sense of mission compared to non-health care workers and this mission should be acknowledged and met by fostering an institutional culture, in which employees are constantly reminded of the importance of their work (Gallup, 2002). Organizational factors are considered as an important driving force for engaging nurses as they are directly involved with the life of the human being. The hospital needs to concentrate on improving and enhancing the driving forces or organizational factors that help them achieve the highest level of engagement among the nurses. As the turnover among the nurses in Indian health care sector is very high,

one reason can be attributed to the opportunities available abroad. If hospitals want to develop and maintain the nursing staff then they have to concentrate on engaging them in their work by enhancing vigor, dedication, absorption and passion for the profession. (Rao, 2009)

Objectives of the study

- 1) To measure employee engagement with reference to vigor, dedication, and absorption.
- 2) To study the impact of Work life Balance on employee engagement

Hypotheses:

Hypothesis H_{01} : Null Hypothesis (H_{01}): There is no significance of employee engagement (comprising vigor, dedication and absorption) among nurses in select hospitals of Hyderabad. $EE=3$

Null hypothesis H_{02} : There is no significance of impact of WLB on Employee engagement among the nurses in select hospitals of Hyderabad. Mean (M) =3

Need of the Study:

Today, hospitals in India operate in a highly competitive scenario where almost all the hospitals provide similar services to patients. Thus, they need to differentiate themselves from each other in terms of the quality of health care

provided, the performance of the hospital, and patient satisfaction. This is most often done by those employees who are connected to the doctors, patients, and the hospital. Hence, nurses play a key role in the hospital as caregivers, as well as caretakers of the hospital. Hospitals need to have nurses who are passionate about their work, who can go the extra mile to provide quality care to the patient, and at the same time strive hard to take the hospital to greater heights. Engagement of nurses is the need of the hour. This study is relevant to nurses in Indian healthcare sector, since it examines the impact of WLB on engagement.

Research Methodology: An Overview

The present study is a descriptive and explorative research. The broad area of the study is human resources, and unit area of the study is hospitals, where five multi-specialty private hospitals with a minimum capacity of 250 beds were selected from the city of Hyderabad. There was combined number of 2000 nurses in all the five selected hospitals during the time of the research, and a quarter was selected as a sample. So, the sample size of the study was 500 nurses. The structured close end questionnaire as per the UWES-17 (Schaufeli and Bakker, 2003) was used to construct the questionnaire and is divided into three parts. Part 1, consisted of general demographic information, Part II consisted of the

information related to employee engagement, and part III consisted of information related to drivers of employee engagement.

To test the reliability of the scale, Cronbachs Alpha test was conducted. A five point, Likert scale (strongly disagree to strongly agree) was used. They were further classified into three different classes based on the mean score of the entire sub-items under each drives of employee engagement. They are grouped as a) disagree b) undecided c) agree. Hence five -point scale was converted into three -point scale. The data was analyzed with the help of t-statistics, one- sample T- test, cross tabs, Chi-square test, ANOVA and a post hoc test for pair wise comparison of the response categories using SPSS.19 version work life balance means having a professional life and personal life that are integrated so well that each part enhances the other. That takes self knowledge and self discipline to achieve the balance that brings enjoyment along with achievement. (Hankin, 2012)

Literature Review:

Schaufeli and Bakker (2003) defined “work engagement as positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption”. Engagement refers to a more persistent and pervasive effective-

cognitive state that is not focused on any particular object, event, individual or behavior. Vigor has been characterized by high level of energy and mental resilience while working, the willingness to invest effort in one's work and persistence even in the face of difficulties. Dedication refers to strong involvement in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride and challenge.

Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work". They developed Utrecht work engagement scale with 17 questions (UWES_17) to measure the three dimensions of engagement, consisting of vigor dedication and absorption.

Rothabard (2001) examined the depletion and enrichment process that linked engagement in multiple roles using structural equation modeling method. The study used a stratified random sampling method to select a sample of 790 employees. Participants were stratified as per age, gender and type of job. The sample consisted of hourly paid workers as well as salaried employees; respondents included both professional and administrative staff like university faculty, technicians, nurses, hospital physician, clerical staff, maintenance staff and employee holding miscellaneous positions.

Components of role engagement were attention and absorption in work-family oriented engagement. Engagement in work-family was defined as attention devoted to and absorption in work and family where attention refers to the duration of focus on work and family respectively and the time spent thinking and concentrating on one's role. Absorption refers to the intensity of one's focus on the role and losing track of time and becoming engrossed in the role performance. Work importance was measured with six-item work centrality scale (Kanungo, 1982). Family importance was measured with modified six item kanungo's scale termed as "family substitute for work" measured on a seven-point Likert scale.

The study revealed that depletion existed only for women and only in work-to- family direction. It revealed that men experienced enrichment from work- to- family, while women experienced enrichment from family-to-work. The study found a significant relationship between work and family for women than for men. She further concluded that role engagement leads to positive emotional response to a role. Thus positive emotion makes an employee more available for engaging himself/herself to another role and increases helping behavior. The Demographic of the study revealed that managing work-family interface seems to have more impact on women than on men

Jimenez et al. (2009). Examined the impact of role stress and personal resources (optimism, hardy personality, and emotional competency) in nursing on burnout and engagement dimensions, (vigor, dedication, and absorption). A cross-sectional data from 508 nurses from general hospitals in Madrid (Spain) was taken as a sample for the study. The result of the study revealed that the role stress and personal resources were related to burnout and engagement dimensions. Role stress is positively related to nursing burnout, whereas personal resources were positively related to nursing engagement. They further stated that optimism as a personal resource showed a moderate effect on exhaustion and on all three dimensions of engagement. They stated that role stress is an important predictor of burnout and engagement in nursing.

Bargagliotti (2012) Stated that that work engagement is a positive fulfilling state of mind that is characterized by vigor, dedication and absorption. Trust and autonomy are the antecedents of work engagement, where as the outcome of nurses' work engagement are higher level of personal initiative that are contagious, decreased mortality rate, and significantly higher financial profitability to the organization

Trinchero et al. (2013). Examined perceived organizational support, satisfaction with training and development, and perception of discretionary power as antecedents of engagement for registered nurses working in Italy's public and private hospitals. The study was based on social exchange theory of "effective use of work place relationship support and encourages nurse to use training to enhance workplace outcome".

Swaminathan and Gowrishankar (2010). Defined engagement as "a state of emotional and intellectual involvement that employees have in an organization". The study was aimed at measuring the level of engagement and impact of nine selected drivers on the engagement of non-clinical employees of the hospitals. The study was conducted in five major private hospitals in Mayiladuthurai town (Tamil Nadu) with a sample of 200 non-clinical employees, using 27- items structured questionnaire and also identified nine drivers of engagement that has an impact on the engagement of nurses. The nine drivers of engagement were employee empowerment, communication, teamwork, training and development, leadership qualities, work life balance, recognition, performance feedback and decision making.

Research Gap:

Existing literature has covered various topics and subtopics pertaining to engagement, covering different types of employees such as managers at various level, students, teachers and lab attendants. It has also covered different types of industries, like manufacturing, information technology, automobiles, education institutions, summer camps, hospitals, transportation, banking, and laboratories. A good amount of research has been carried out in the field of employee engagement covering various aspects like job satisfaction, job enrichment, employee retention and turnover, employee burnout and an anti-thesis to burnout, causes and effect of employee engagement in health care sector in western countries. But there are very few studies in the field of employee engagement in Indian health care sector. The studies covering EE and nurses in Indian health care sector are:

This gap has been tapped by the researcher to include ten drivers of engagement and to study the impact of these drivers on employee engagement comprising of vigor, dedication, and absorption among nurses using one sample T-test, chi-square, cross tabs, ANOVA and post hoc test with the help of LSD.

Data Analysis:

Measurement of EE with reference to Vigor, Dedication and Absorption:

This section deals with measurement of EE comprising of vigor, dedication and absorption. Part II of the questionnaire consisted of 17 questions measured using 5- point Likert scale ranging from strongly disagree(1) to strongly agree (5). Schaufeli and Bakker (2003) work engagement scale identified, vigor, dedication and absorption:-

Vigor is characterized by high level of energy and mental resilience while working, the willingness to invest effort in one's work and persistence, even in the face of difficulties. Vigor is measures by six questions Dedication refers to strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride and challenge. Dedication is measured by five questions

Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work. Absorption is measured by six questions.

Table 1: Measurement of Employee Engagement

EE variable	Mean	Standard. deviation	Standard error mean
Vigor	3.5820	.61248	.02739
Dedication	3.9876	.54158	.02422
Absorption	3.9467	.50032	.02238

Sources primary data

Analysis: The table 5.8 reflects that the highest mean score was for dedication (3.98) and followed by absorption (3.94). This indicates that dedication and absorption was high among nurses in the sample. Vigor scored a mean of (3.58) which was slightly higher than the Assumed mean (3) indicates that vigor was also an important factor among nurses. Hence it was found that Engagement level among nurses comprising of vigor, dedication and absorption among nurses was high in the hospitals. Nurses were highly dedicated and absorbed in their work. Vigor among the nurse was moderate.

Hypothesis H₀₁:

Null hypothesis H₀₁: There is no significance of WLB among the nurses in select hospitals of Hyderabad. Mean (M) =3

Alternative Hypothesis H₁₁: There is significance of WLB among nurses in select hospitals of Hyderabad. Mean (M) >3 (right tailed test)

Table 2:
Significance of WLB

Factors	Mean	St. deviation	St. error mean	Mean difference test value =3	t	Sig (right - tailed)	Df
WLB	3.661	0.7025	0.03141	0.6608	21.04	Less than 0.01	499

Analysis: All the calculated t values were higher than the table value with 499 degree of difference at 1% level of significance (2.33). Alternatively P value (right tailed significance) was less than 0.01, (p<0.01). Therefore a null hypothesis was rejected and alternative hypothesis was accepted. Hence it was found that the WLB is significant among nurses in the select hospitals of Hyderabad

Hypothesis H₀₂:

Null Hypothesis (H₀₂): There is no significance of employee engagement (comprising vigor, dedication and absorption) among nurses in select hospitals of Hyderabad. EE=3

Table 3:
T-Test for Employee Engagement

Mean EE	St deviation	Std. Error Mean	Mean difference from test value of 3	t	Sig(right tailed)	DF
3.83	.40518	.01812	.883	45.806	Less than 0.01	499

Sources: primary data

Analysis: Calculated t value (45.8) was greater than t table value with 499 degree of difference at 1% level of significance (2.33). Alternatively p value (right tailed significance) was less than 0.01.i.e $p < 0.01$. Therefore null hypothesis was rejected and Alternate Hypothesis was accepted.

Hence It was found that employee engagement (Comprising of vigor, dedication and absorption) is significant among nurses in select hospitals of Hyderabad.

Impact of WLB on Employee Engagement:

Work Life Balance and Vigor of EE:

Chi-square test has been employed to test the significance of association between vigor of EE and WLB of the hospital. Chi-square (calculated) value was 12.342. Exact significance (2- sided) associated (p value) was 0.016 or $P < 0.05$. Dedication of EE and WLB of the hospital, Chi-square (calculated) value was 22.341. Exact significance (2- sided) associated (p value) was 0.001 or $P < 0.05$. Absorption of EE and WLB of the hospital, Chi-square (calculated) value was 22.301 Exact significance (2- sided) associated (p value) was 0.003 or $P < 0.05$

Interpretation: The result did not provide enough evidence to accept the null hypothesis at 5 % level of significance. Therefore it was concluded that the two attributes namely WLB of the hospital and vigor, dedication and absorption of EE are not independent.

ANOVA was applied to test the significance of difference among various WLB classes with respect to vigor, dedication and absorption of EE of EE

Table 4:
ANOVA result for Vigor, Dedication and Absorption of EE in WLB classes

↓	Disagree	Undecided	Agree	F	Sig
Vigor	3.18	3.51	3.67	11.25	0.001
Dedication	3.48	4.00	4.04	16.80	0.001
Absorption	3.61	3.91	4.00	10.56	0.001

Analysis: significance associated with F calculated value was less than 0.05. Therefore null hypothesis could be accepted at 5 % level of significance and it was concluded that there was significant difference among the various classes of WLB and vigor, Dedication and absorption of EE.

Post hoc test Analysis: Pair wise comparison of the WLB classes was made with respect to Vigor of EE using LSD (Least significant difference computed based on t statistic)

Table 5:
Difference between WLB classes with respect to Vigor, dedication and absorption of EE and its significance

↓	Agree- disagree	Agree-undecided	Undecided-disagree
Vigor	0.48*	0.16*	0.32*
Dedication	0.56*	0.04Ns	0.52*
Absorption	0.34*	0.44*	0.29*

Analysis: The differences in vigor of EE between agree and disagree classes (0.48), agree and undecided classes (0.16) and undecided and disagree classes (0.32) were found to be significance

at 5% level. The differences in dedication of EE between agree and disagree classes (0.56), and undecided and disagree classes (0.52) were found to be significant. Thus dedication differs significantly between these WLB classes. The difference in the other pairs (agree and undecided) was not significant. The differences in absorption of EE between agree and disagree classes (0.34), agree and undecided classes (0.44) and undecided and disagree classes (0.29) were found to be significant. Thus vigor and absorption differs significantly between these WLB.

Interpretation: Hence Null hypothesis was rejected. It was concluded that WLB has an impact on vigor, dedication and absorption of EE.

Findings and Discussion:

Work life Balance: Waumsely, et al (2010), Work life balance initiatives and practices can be considered as a strategic human resources management decisions that cant translate into improves individual and organizational performance. WLB programs has only met the minimum expectation of every employee (Imas. S et al. 2013) WLB enables employees with equal priorities to work and personal life specially

women employees should be satisfied with the working hours. Hospital with WLB programme would take care of the rest at work, further sees that work does not create unreasonable stress in the life of the nurse (Joyce.J,2006). Work life balance programs carried out has only met the minimum expectation of every respondent. Work life balance program and organizational culture having an effect on employee performance for about 44,8% simultaneously and Work-life balance program, organizational culture, and employee engagement having an effect on employee performance for about 50,9% simultaneously. (Imas Soemaryania and Dhini Rakhmadinib, 2013). Engagement is “a state of emotional and intellectual involvement that employees have in an organization.” Out of nine drivers of engagement only WLB emerged as a critical determinant of employee engagement where as training program and performance feedback has a significant impact on EE work-life-balance, training program and performance feedback, will surely increase the level of Employee engagement. (Swaminathan .J and GowriShankar .V, 2010),

The study revealed that work life balance programmems especially in women dominated work place is considered to be important and significant driver of engagement in health care sector in Indian. Where the mean score of WLB is

$M = 3.66$. Which is higher than the “test value” i.e. 3. calculated t value (21.035) is higher than the table value with 499 df at 1% level of significance (2.33), Further P value (right tailed significance) is less than 0.01, $p < 0.01$.

Hence null hypothesis is rejected and alternative hypothesis is accepted which indicates that the WLB is considered as significant and important factor in the hospital sector therefore it has been concluded that there is an agreement about the WLB among the nurse in the select hospital of Hyderabad.

Significance of Employee Engagement with reference to vigor, dedication and absorption:

Vigor: Vigor has been characterized by high level of energy and mental resilience while working, the willingness to invest effort in one's work and persistence, even in the face of difficulties. Wilmar Schaufeli & Arnold Bakker, (2003).

Vigor was measured by six sub items or variables. All the variables scored mean higher than test value which indicates that vigor is significant and are considered as important among the nurses in the health care sector. At my work I always persevere, even when things do not go well. Scored the highest mean score of 3.70.

The mean score of vigor among nurses in the health care score is $M = 3.58$. Which is higher than the “test value” i.e. 3. calculated t value (21.25) is higher than the table value with 499 df at 1% level of significance (2.33), Further P value (right tailed significance) is less than 0.01, $p < 0.01$. Hence null hypothesis is rejected and alternative hypothesis is accepted which indicates that the vigor of EE is considered as significant and important in the hospital sector therefore it has been concluded that there is an agreement about the vigor among the nurse in the select hospital of Hyderabad.

Dedication: Dedication refers to strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride and challenge. Wilmar Schaufeli & Arnold Bakker, (2003)

Dedication was measured by five sub items whose mean score is higher than the test value i.e. 3. Sub item like enthusiastic and enjoy nursing and healing patient's health and my job is challenging.

Scored mean of 4.02, respectively, were as. My job inspires me scored mean of 4 which indicates the dedication is considered as highly significant and important by the nursing staff.

The mean score of dedication among nurses in the health care score is $M= 3.98$. Which is higher than the “test value” ie. 3. calculated t value (40.77) is higher than the table value with 499 df at 1% level of significance (2.33) , Further P value (right tailed significance) is less than 0.01, $p<0.01$.

Hence null hypothesis is rejected and alternative hypothesis is accepted which indicates that the dedication of EE is considered as significant and important in the hospital sector therefore it has been concluded that there is an agreement about the dedication among the nurse in the select hospital of Hyderabad

Absorption: “Absorption is characterized by being fully concentrated and happily engrossed in one’s work, whereby time passes quickly and one has difficulties with detaching oneself from work”. Wilmar Schaufeli& Arnold Bakker (2003).

Absorption was also measured by six sub items All the variables scored mean higher than test value i.e. 3 which indicates that Absorption is significant and are considered as important among the nurses in the health care sector. Sub items like It is difficult to detach myself from my job in hospital and Time flies when I'm working in the hospital scored mean of 4 respectively, which indicates the Absorption is considered as highly significant and important by the nursing staff.

The mean score of Absorption among nurses in the health care score is $M= 3.94$. Which is higher than the “test value” ie. 3. calculated t value (42.31) is higher than the table value with 499 df at 1% level of significance (2.33) , Further P value (right tailed significance) is less than 0.01, $p<0.01$.

Hence null hypothesis is rejected and alternative hypothesis is accepted which indicates that the Absorption of EE is considered as significant and important in the hospital sector therefore it has been concluded that there is an agreement about the Absorption among the nurse in the select hospital of Hyderabad

Employee Engagement:

Employee Engagement comprising of vigor dedication and absorption do exist among the nurses in the select hospitals of Hyderabad. Overall mean score of EE is $M=3.83$ Which is higher than the “test value” ie. 3. calculated t value (45.81) is higher than the table value with 499 df at 1% level of significance (2.33) , Further P value (right tailed significance) is less than 0.01, $p<0.01$.

Hence null hypothesis is rejected and alternative hypothesis is accepted which indicates that EE comprising of vigor, dedication and absorption is considered as significant and important in the hospital sector therefore it has been concluded that

there is an agreement about EE among the nurse in the select hospital of Hyderabad.

Rejecting Null hypothesis H03 revealed that there is an agreement about the vigor, dedication and absorption among nurses in the select hospitals of Hyderabad

Work life Balance and Vigor of EE: The results of Chi-square test reflects he calculated values is $\chi^2=12.345$, $P=0.016$, $P<0.05$. The data do not provide enough evidence to accept the null hypothesis at 5 % level of significance. It is concluded that WLB of the hospital and vigor of EE among nurses are not independent.

The result of ANOVA reflects the significance associated with F calculated value is 0.001, which is less than 0.05. It is concluded that there is a significant difference among the various WLB classes and vigor of EE. Hence Null hypothesis has been rejected

The results of LSD reflects the differences in vigor of EE between agreed and disagree classes (0.48), agree and undecided classes (0.16) and undecided and disagree classes (0.32) are found to be significant at 5% level. It means that vigor of EE differ significantly between these WLB classes.

Work life Balance and Dedication of EE:

The results of Chi-square value is $\chi^2=22.341$, $P=0.001$, $P<0.05$. The data do not provide enough evidence to accept the null hypothesis at 5 % level of significance. It is concluded that WLB of the hospital and dedication of EE among nurses are not independent.

The result of ANOVA reflects the significance associated with F calculated value is 0.001, which is less than 0.05. It is concluded that there is a significant difference among the various WLB classes and dedication of EE. Hence Null hypothesis has been rejected

The result of LSD reflects the differences in dedication of EE between agreed and disagree classes is 0.56, and undecided and disagree classes is 0.56 are found to be significant at 5% level. The difference in the other pair (agree and undecided) is not significant. The hospital should work across these (agree and undecided) classes to enhance dedication among nurses.

Work life Balance and Absorption of EE:

The results of Chi-square value is $\chi^2=22.301$, $P=0.003$, $P<0.05$. The data do not provide enough evidence to accept the null hypothesis at 5 % level of significance. It is concluded that WLB of the hospital and Absorption of EE among nurses are not independent.

The result of ANOVA reflects the significance associated with F calculated value is 0.001, which is less than 0.05. It is concluded that there is a significant difference among the various WLB classes and Absorption of EE. Hence Null hypothesis has been rejected

Further the result of LSD reflects the differences in Absorption of EE between agreed and disagree classes is 0.34, agree and undecided classes is 0.44 and undecided and disagree classes (0.29) are found to be significant at 5% level. Hence absorption of EE differs significantly between these WLB classes.

Conclusion:

The study has reveals that WLB is significant and has an impact on employee engagement among nurses in the select hospital. As work life balance play a decisive role among nurses who juggles between the life saving job and personal life responsibilities at the same time management of the hospital should provide them with flexible timing, understand their requirement and responsibilities, value their opinion, provide them with career advancement and opportunities, conduct stress reduction section which would help them in enhancing their career, knowledge, skills and quality of health care. Hospitals should work across various factors of WLB for increasing level

of employee engagement which in turn increase vigor, dedication and absorption among nurses. Implementation of engagement programmes in India health care sector is required to increase the quality of health care providers.

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