

A Study on Employee Engagement of Nurses

**Internship Training
at
Burjeel Hospital, Abu Dhabi, UAE**

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**Under the guidance of
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**Post Graduate Diploma in Hospital & Health Management
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TO WHOMSOEVER MAY CONCERN

This is to certify that Dr.Kartika Garg student of Post Graduate Diploma in Hospital and Health Management (PGDHM) from Institute of Health Management Research, Jaipur has undergone internship training at Burjeel Hospital, Abu Dhabi, UAE from 8th February 2014 to 22nd May 2014.

The Candidate has successfully carried out the study designated to him during internship training and his approach to the study has been sincere, scientific and analytical.

The internship is in fulfillment of the course requirements.

I wish her all success in all her future endeavors.



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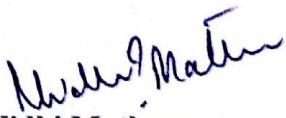
TO WHOMSOEVER IT MAY CONCERN

This is to certify that Dr. Kartika Garg has completed her dissertation at Burjeel Hospital, Abu Dhabi from 8th February, 2014 to 18th May 2014. She has undertaken the project on 'Employee Engagement of Nurses in Burjeel Hospital'.

During the tenure of her dissertation, she was found to be sincere, hardworking and reliable. She has shown a great passion towards learning.

We wish her well and look forward to her continuing association with our organization.

For Burjeel Hospital


Nidhi Mathur
Head of Human Resources



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CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled “ Study on Employee Engagement of Nurses in Burjeel Hospital, Abu Dhabi, UAE” and submitted by Dr. Kartika Garg , (1322) under the supervision of Dr. Nutan P.Jain for award of Post Graduate Diploma in Hospital and Health Management of the Institute carried out during the period from 08th February 2014 to 22nd May 2014 embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.

Kartika Garg

Signature

Abstract

It is not enough for HR today to perform its routine tasks. The rising importance of employee engagement across the spectrum of organizations has made them take notice and put it on their priority list. Employee engagement has been found to have a three way effect on attrition, productivity and profitability of an organization. Thus it was nothing but imperative for this organization to take employee engagement to the next level. The study aims to know the level of employee engagement in nursing department for the organization. This included identifying employee engagement level and keeping in place a control plan for its sustainability. The desired engagement spheres in employees are the psychological state engagement, behavioral state engagement and trait engagement. Understanding the levers of employee engagement was done with the help of journals and secondary data from the studies and survey's done in same field. Once the parameters were identified, developing a questionnaire for the survey was the next logical step. This was carried out with the help of Udai Pareek's Training instruments in HRD and OB. Then the current satisfaction levels of the employees were gauged by participating in the analysis of the employee satisfaction survey carried out in Nursing Department in Burjeel hospital. This exercise revealed the top categories of dissatisfaction among the employees

Acknowledgements

Any accomplishment requires the effort of many people and this work is no different. It has been my proud privilege to be attached to Burjeel Hospital, Abu Dhabi, U.A.E.

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List of Symbols and abbreviations

UAE – United States Emirates

HR – Human Resources

HRD – Human Resources Development

I – Internality

EO – Externality Others

EC – Externality Chance

EL – Externality Luck

DISSERTATION

1. Introduction

Employee engagement is the extent to which employees are motivated to perform and are passionate about their jobs, are committed to the organization and put discretionary effort into their work.

According to Maslow's need Hierarchy model, individuals are motivated by unsatisfied needs. As each of these needs is significantly satisfied, it drives and forces the next need to emerge. Maslow grouped the five needs into two categories -Higher-order needs and Lower-order needs. The physiological and the safety needs constituted the lower-order needs. These lower-order needs are mainly satisfied externally. The social, esteem, and self-actualization needs constituted the higher-order needs. These higher-order needs are generally satisfied internally, i.e., within an individual. *Fig 1.1* shows the Maslow's need hierarchy model related to employees needs in organization.



Figure 1.1 Maslow's Need Hierarchy Model

Research Question: What is the current level (Engaged, Not Engaged, and Actively Disengaged) of employee engagement of Nurses in Burjeel Hospital, Abu Dhabi, UAE?

1.1 Aim and objectives of the study:

To know the level of employee engagement of nurses (Engaged, Not Engaged, and Actively Disengaged) in Burjeel Hospital, Abu Dhabi, UAE?

The objectives of the study are to:

- Study motivational level (Locus of Control) in the organization.
- Study role efficacy of the employees in organization.
- Study organizational culture and ethos in the organization and

1.2 Rationale

Major challenge for HR today is how to engage and ultimately retain employees particularly amid an economic downturn. It is no longer sufficient to carry out daily routine processes for the functioning of the organization. HR management today involves many of the subjective and ambiguous concepts like employee engagement. The purists might even frown at the scope and the vagueness of the topic like engagement.

Employee engagement is a desirable condition, has an organizational purpose, and connotes involvement, commitment, passion, enthusiasm, focused effort, and energy, so it has both attitudinal and behavioral components. A number of popular views of engagement suggest that engaged employees not only contribute more but also are more loyal and therefore less likely to voluntarily leave the organization.

An amalgamation of commitment, loyalty, productivity and ownership is also perceived to be a way of measuring engagement. The categories of job satisfaction, organizational commitment, psychological empowerment and job involvement form another school of thought. Resource availability, opportunity for development and clarity of expectations is the Gallup way of looking at employee satisfaction facets.

Engagement is above and beyond simple satisfaction with the employment, arrangement or basic loyalty to the employer—characteristics that most companies have measured for many years. Engagement, in contrast, is about passion and commitment—the willingness to invest oneself and expend one's discretionary effort to help the employer succeed.

Satisfaction when assessed as feelings of energy, enthusiasm and positive affective states becomes a facet of engagement. Organization commitment is an important facet of the state of engagement as it is positive attachment to the larger organizational and measured as a willingness to exert energy in support of the organization, to feel proud as an organization member and have personal identification with the organization. Job involvement is looked at

as an facet of psychological state of involvement. A feeling of empowerment connotes the inclination to action another state of engagement.

In a world that is changing in terms of the global nature of work and the aging of workforce, having engaged employees may be a key to competitive advantage.

2. Literature Review

In the past several years, many authors have written on the topic 'Employee Engagement'. Kahn (1990) was the first to coin the term engagement as he described how people can "use varying degrees of their selves – physically, cognitively and emotionally in work role performances". One burning question of 21st century is that in spite of providing good pay packets and benefits, many organizations loose top performers to the competitors for no apparent reasons. Though, some employee turnover is normal, but if an organization is truly engaging its employees, the possibility of unexpected loss of skilled, experienced and motivated quality workforce is less.

Employee Engagement is arguably the most critical metric for organizations in the 21st Century. Most if not all, of the other key measures that reflect and drive organizational performance (customer satisfaction, innovation, profitability, productivity, loyalty and quality) are products of engaged committed employees. In 1999, the book 'First Break all the Rules' (Buckingham & Coffman) helped the term 'employee engagement' become popular in the corporate world.

According to Scarlett Surveys, "Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to his job, colleagues and organization which profoundly influences his willingness to learn and perform at work."

Schmidt et al (1993) defines employee engagement as a modernized version of job satisfaction, which is basically an employee's involvement with, commitment to and satisfaction with work. Employee engagement is the thus the level of commitment and involvement an employee has towards their organization and its values. An engaged

employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.’ Thus Employee engagement is a barometer that determines the association of a person with the organization

2.1 Factors leading to employee engagement

According to Herzberg’s two factor theory, employee’s engagement depends upon both motivators and the hygiene factors. Hygiene factors are equally important as they prevent dissatisfaction at ground levels and motivators help to motivate and engage the employees in the organization. *Fig 1.2* shows the factors:

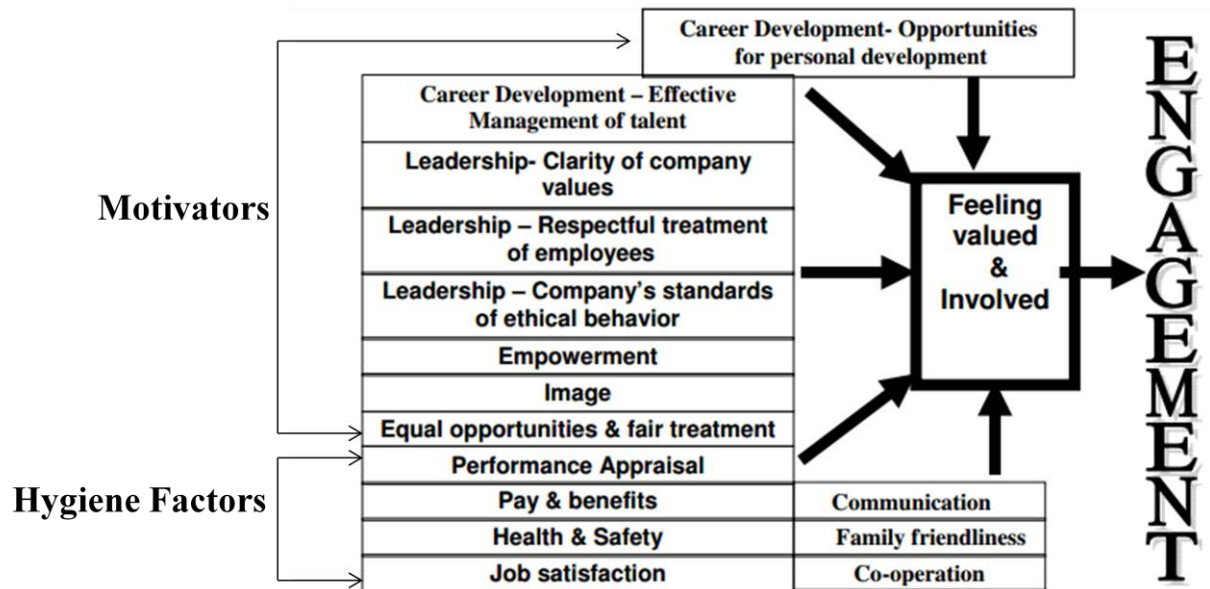


Fig 2.1 Factors of Employee Engagement

Motivators:

- Career Development- Opportunities for Personal Development: Organizations with high levels of engagement provide employees with opportunities to develop their

abilities, learn new skills, acquire new knowledge and realize their potential. When companies plan for the career paths of their employees and invest in them in return their employees invest in the organization.

- Career Development – Effective Management of Talent: Career development influences engagement for employees and retaining the most talented employees and providing opportunities for personal development.
- Leadership- Clarity of Company Values: Employees need to feel that the core values for which their companies stand are unambiguous and clear.
- Leadership – Respectful Treatment of Employees: Successful organizations show respect for each employee's qualities and contribution – regardless of their job level.
- Leadership – Company's Standards of Ethical Behavior: A company's ethical standards also lead to engagement of an individual.
- Empowerment: Employees want to be involved in the decisions that affect their work. The leaders of high engagement workplaces create a trustful and challenging environment, in which employees are encouraged to dissent from the prevailing orthodoxy and to input and innovate to move the organization forward.
- Image: How much employees are prepared to endorse the products and services which their company provides its customers depends largely on their perceptions of the quality of those goods and services. High levels of employee engagement are inextricably linked with high levels of customer engagement.
- Equal Opportunities and Fair Treatment: The employee engagement levels would be high if their bosses (superiors) provide equal opportunities for growth and advancement to all the employees.

Hygiene factors

- **Performance appraisal:** Fair evaluation of an employee's performance is an important criterion for determining the level of employee engagement. The company which follows an appropriate performance appraisal technique (which is transparent and not biased) will have high levels of employee engagement.
- **Pay and Benefits:** The Company should have a proper pay system so that the employees are motivated to work in the organization. In order to boost his engagement levels the employees should also be provided with certain benefits and compensations.
- **Health and Safety:** Research indicates that the engagement levels are low if the employee does not feel secure while working. Therefore every organization should adopt appropriate methods and systems for the health and safety of their employees.
- **Job Satisfaction:** Only a satisfied employee can become an engaged employee. Therefore it is very essential for an organization to see to it that the job given to the employee matches his career goals which will make him enjoy his work and he would ultimately be satisfied with his job.
- **Communication:** The Company should follow the open door policy. There should be both upward and downward communication with the use of appropriate communication channels in the organization. If the employee is given a say in the decision making and has the right to be heard by his boss then the engagement levels are likely to be high.
- **Family Friendliness:** A person's family life influences his work life. When an employee realizes that the organization is considering his family's benefits also, he will have an emotional attachment with the organization which leads to engagement

- **Co-operation:** If the entire organization works together by helping each other i.e. all the employees as well as the supervisors co-ordinate well then the employees will be engaged.

2.2 Categories of Employee Engagement

According to the Gallup the Consulting organization there are there are different types of people:

Engaged-- Engaged employees are the best colleagues. They cooperate to build an organization, institution, or agency, and they are behind everything good that happens there. These employees are involved in, enthusiastic about, and committed to their work. They know the scope of their jobs and look for new and better ways to achieve outcomes. They are 100% psychologically committed to their work. And, they are the only people in an organization who create new customers.

Not Engaged---Not-engaged employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving an outcome. Employees who are not-engaged tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their coworkers.

Actively Disengaged--The "actively disengaged" employees are the "cave dwellers." They're "Consistently against Virtually Everything." They're not just happy at work; they're busy acting out their unhappiness .They sow seeds of negativity at every opportunity. Every

day, actively disengaged workers undermine what their engaged coworkers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by actively disengaged workers can cause great damage to an organization's functioning.

3. Methodology

3.1 Study Design and methods:

Type of study : It is a descriptive cross-sectional study (Survey)

Location of study: The study is carried out at Burjeel Hospital (206-bedded), Abu Dhabi, UAE

Study Respondents: Nursing Staff of the hospital

3.2 Sample Size: 50 Nurses

Department	No of Nurses
In- Patient	54%
Out-patient	36%
Day Care	10%

Table 3.2.1 Department wise Percent distribution of respondents

- **Percent distribution of respondents based on sex and title**

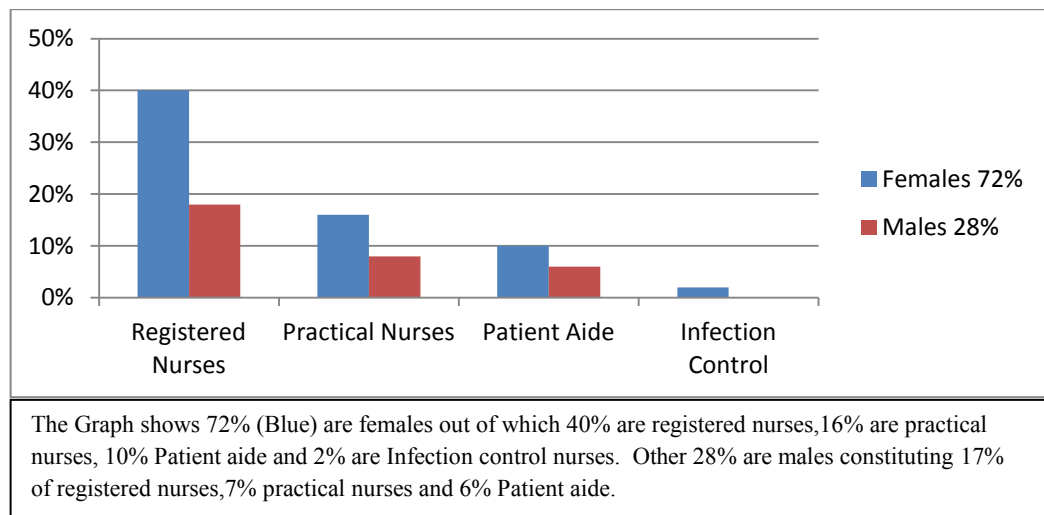


Figure 3.2.1 Percent distribution of respondents based on Sex and Title

- Percent distribution of respondents based on Age Group and Nationality**

Age Group (Yrs)	Number
26 - 30	52%
31 - 35	32%
36 - 40	16%

Table 3.2.2 Percent distribution of respondents by their Age (yrs)

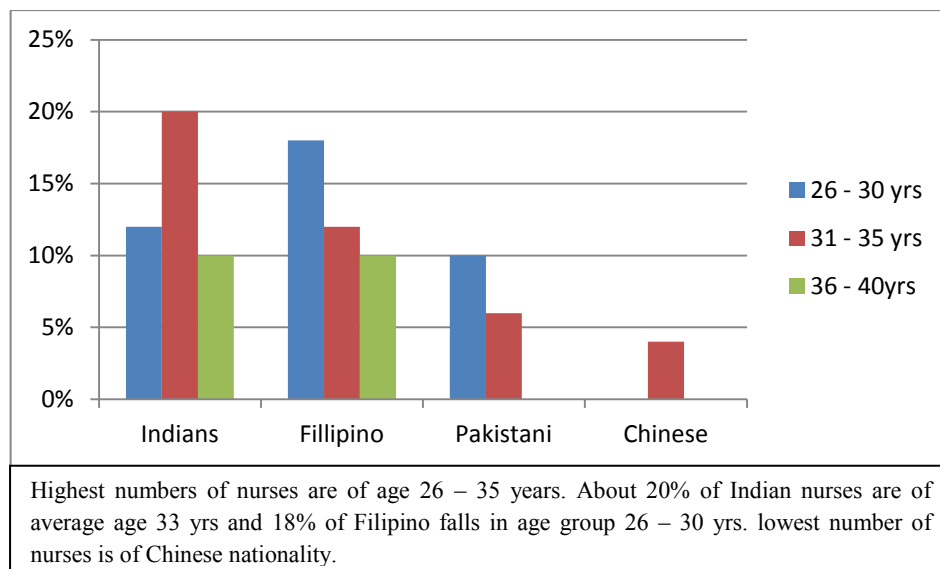


Figure 3.2.2 Percent distribution of respondents based on Age Group and Nationality

3.3 Methods and Tools for Data Collection:

- Interviews
- Self-administered instruments

Tools: HRD instruments – Locus of Control, Nursing Role Efficacy Scale (A) for supervisee and OCTAPACE.

HRD Instruments:

i. Locus of control: Motivational level among nursing staff

The locus of control inventory is a psychometric instrument that was developed to know the motivational level in the employees. The instrument links locus of control to seven areas:

- General
- Success of effectiveness
- Influence
- Acceptability
- Career
- Advancement
- Rewards

This is measured based on 3 parameters: Internality (I), Externality (others - EO) and Externality (chance - EC).

Locus of Control Scoring Sheet:

Item Number	Number You Assigned	Item Number	Number You Assigned	Item Number	Number You Assigned
1		4		7	
2		5		8	
3		6		9	
10		11		12	
16		15		13	
20		17		14	
23		19		18	
25		22		21	
27		29		24	
28		30		26	
Column Total		Column Total		Column Total	
	I		EO		EC

Figure 3.3.1 Scoring Sheet (Locus of Control)

Analysis is done by various ways:

- Analyzing the total score of each column ; I , EO and EC
- Ratio Analysis : Between Internal and External Others scores
 - Between internal and external Chance scores
 - Between internal and external (others + chance) scores.
- Comparing the calculated mean of all 3 parameters to the norms of Mr.Udai Pareek.

ii. OCTAPACE

EIGHT DIMENSIONS OF OCTAPACE

The eight dimensions of OCTAPACE culture are Openness, Confrontation, Trust, Authenticity, Pro - action, Autonomy, Collaboration, and Experimentation which are essential for a strong and successful organization. A culture with OCTAPACE values has

the greater chance of achieving high involvement and satisfaction, team work, growth and free flow of communication within the organization.

IMPORTANCE

- OPENNESS: Freedom to communicate, share and interact without hesitation. Receiving feedback from customers and giving ideas and suggestions to team members.
- OUTCOME: It helps to improved implementation of systems and innovation. & Free interaction among team mates and clarity in setting objectives.
- CONFRONTATION: Facing the problems and challenges boldly and not shying away.
- OUTCOME: Improved problem solving and clarity& Team discussions to resolve problems.
- TRUST: Maintaining the confidentiality of information shared by others and company.
- OUTCOME: Higher empathy, timely support, reduced stress & Reduction and simplification of forms and procedures.
- AUTHENTICITY: Congruence between what one feels and says.
- OUTCOME: Sharing of feelings freely to improve interpersonal communication & reduced distortion in communication.
- PRO ACTION: Taking initiative, preplanning and taking preventive action.
- OUTCOME: Taking and planning actions at immediate concerns.
- AUTONOMY: Using and giving freedom to plan and act in one's own sphere.
- OUTCOME: Develops mutual relationships, reduce reference made to senior people.

- **COLLABORATION:** Giving help to and accepting help from others in team.
- **OUTCOME:** Timely work, improved communication, resource sharing
- **EXPERIMENTATION:** Using and encouraging innovative approaches to solve problems.
- **OUTCOME:** Development of new product, methods, and procedures.

Scoring Pattern:

Openness:	1, 9, 17, 25*, 33	Proaction:	5, 13, 21, 29, 37
Confrontation:	2, 10, 18, 26*, 34	Autonomy:	6, 14*, 22*, 30*, 38
Trust:	3, 11, 19, 27, 35*	Collaboration:	7, 15, 23*, 31*, 39
Authenticity:	4, 12*, 20, 28*, 36	Experimentation:	8, 16, 24, 32, 40*

Figure 3.3.2 Scoring Pattern (OCTAPACE)

- **Norms (by Dr. Udai Pareek) – To analyze the data based on calculated mean with low and high norms given by Dr. Udai Pareek.**

OCTAPACE	LOW	HIGH
Openness	13	17
Confrontation	10	16
Trust	10	16
Authenticity	10	14
Proaction	12	18
Autonomy	11	16
Collaboration	13	17
Experimentation	11	16

Figure 3.3.3 Norms given by Dr.Udai Pareek (OCTAPACE)

iii. Role Efficacy of Nurses:

The nursing role efficacy scale primarily focuses on the role of nurses. It is a structured instrument consisting of 30 items. The purpose of this instrument is to survey the perception of the nursing role in a hospital. It is measured on the 10 dimensions:

- Integration: process of combining or accumulating that makes one thing out of two or more things leading to efficiency and time management.
- Proactivity: Thinking ahead, taking charge of situations, and prevents something before it happens.
- Creativity: Ability of a person or group to make something new and useful or valuable.
- Confrontation: Facing the problems and challenges boldly and not shying away.
- Centrality: Tendency to become important and in value.
- Influence: To have an effect on the character, development, or behavior of someone.
- Personal Growth: Activities that improve awareness and identity, develop talents and potential, facilitate employability, enhance quality of life and contribute to the realization of dreams and aspirations.
- Inter-role Linkage: Being in contact with other roles and supporting teamwork.
- Helping Relationship: Being kind and giving a helping hand to one in need.
- Super ordination: belonging to a higher rank or class.

Norms (Dr. Udai Pareek) – To analyze and interpret the data.

<i>Variable</i>	<i>Mean</i>	<i>SD</i>
Integration	7	3
Proactivity	7	2
Creativity	9	2
Confrontation	9	2
Centrality	8	2
Influence	8	2
Personal growth	8	3
Inter-role linkage	8	2
Helping relationship	5	3
Superordination	8	3

Figure 3.3.4 Mean and Standard Deviation (Norms) by Dr.Udai Pareek

3.4 Data Analysis

Data is analyzed based on each parameter by calculating mean of the scores and then comparing the same with norms of Dr. Udai Pareek.

3.5 Data Management:

The data is collected for the purpose of study only and no harm to any life or property was caused during the data collection. The data is collected with responsibility and taking care of the interests of the respondents ensuring quality of the same. The data is collected and findings are documented in hard copy. After data analysis, report is made in soft and hard copy which is with the researcher, the institution (IIHMR, Jaipur) and the organization (Burjeel Hospital, Abu Dhabi, UAE)

4. Results

4.1 HRD Tool 1: Locus of control:

4.1.1. Analysis Based on Scores of each Parameter

➤ INTERNALITY

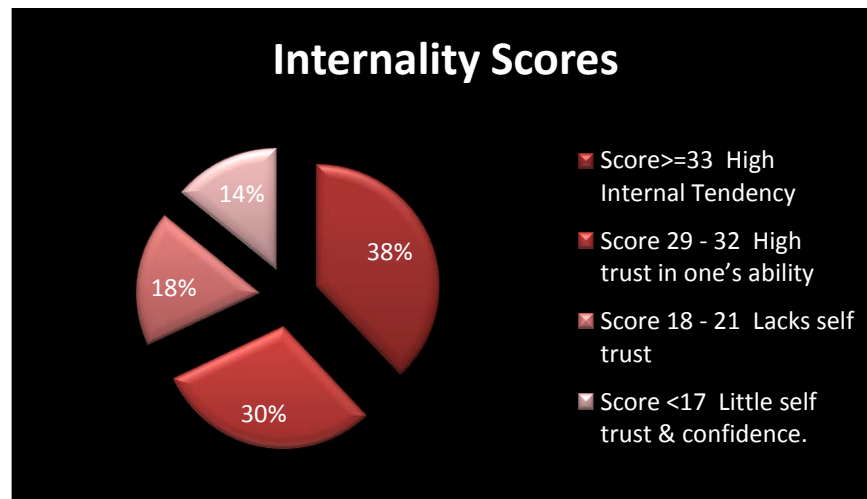


Figure 4.1.1 Distribution of Internality Scores as per Norms

The scores interpret that 38% nurses are very confident of themselves. They believe in their abilities, but sometimes might not be able to assess the contingencies and difficulties that might come in their way of achieving goals. They can be unrealistic and blame themselves for any failure. 30 % nurses have high trust in their abilities and will mostly put them to effective use to achieve their goals.

➤ EXTERNALITY (OTHERS)

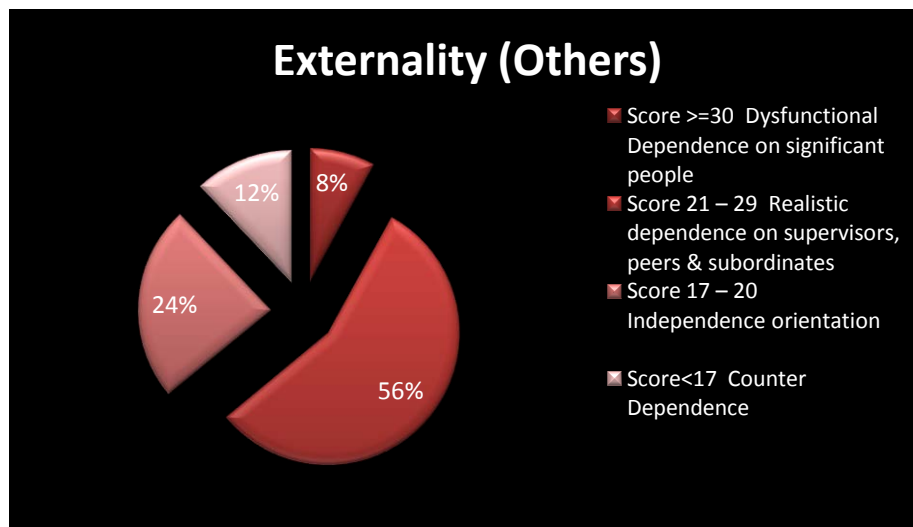


Figure 4.1.2 Distribution of Externality (others) scores as per Norms

Externality Others (EO) means the degree to which an individual relies on significant others (boss, peers and subordinates), to achieve success/failure in the organization. As is evident, 56% nurses exhibit a realistic dependence on significant others. 24% exhibit an independent orientation. Only 12% exhibit a counter-dependent orientation with significant others.

➤ EXTERNALITY (CHANCE)

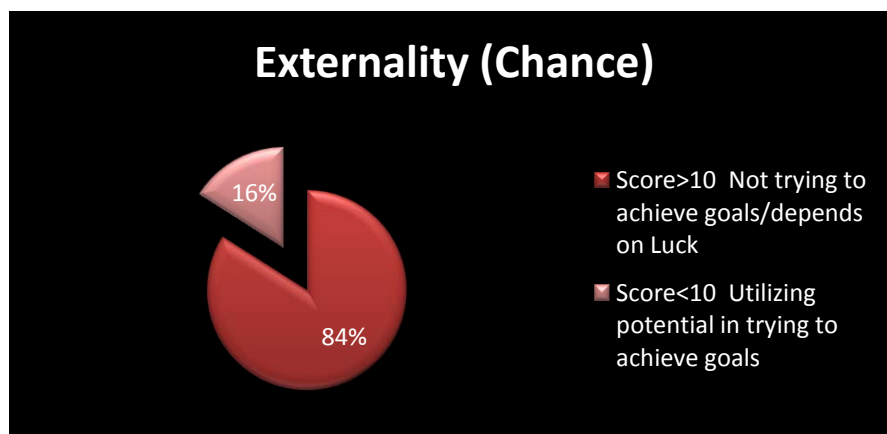


Figure 4.1.3 Distribution of Externality (chance) as per norms

As far as interpretation of scores on Externality Luck (EL) is concerned, the simple rule is ‘the lower, the better’. As is evident, 84% nurses are more likely to attribute failure/success to luck, fate, and/or chance, and are more likely to handle unforeseen situations with ‘not my fault’ attitude.

4.1.2. Analysis of Loco Inventory scores using Ratio analysis

Calculated Scores of 3 parameters (50 Respondents)

Parameters	Scores
Internal scores [I]	1488
External (Others) scores [EO]	1134
External (Luck) scores [EL]	920

Table 4.1.2.1 Scores based on three parameters of Locus of Control

➤ Ratio analysis between internal scores and external (others) scores

Internal scores [I]	1488
External (Others) scores [EO]	1134
I/EO	1.3

Table 4.1.2.2 Ratio analysis between internal scores and external (others) scores

Interpretation – Since I/EO calculated for 50 respondents in the organization is 1.3, which is greater than 1, the respondents exhibit a higher level of internality than externality (others). This means that they believe in their inner abilities and attribute their success/failure to their own capabilities, rather than the influence of their boss, peers and subordinates. The employees can largely determine what matters to them in the organization and believe that most of the times, they alone are responsible for getting, or not getting rewards and promotions.

- Ratio analysis between internal scores and external (luck) scores

Internal scores [I]	1488
External (Luck) scores [EL]	880
I/EL	1.6

Table 4.1.2.3 Ratio analysis between internal scores and external (luck) scores

Interpretation – Since I/EL calculated for 50 respondents in the organization is 1.6, which is greater than 1, the respondents yet again exhibit a higher level of internality than externality (luck). This means that they believe in their inner abilities and attribute their success/failure to their own capabilities, rather than luck, chance and/or fate. The employees can largely determine what matters to them in the organization and believe that most of the times, they alone are responsible for getting, or not getting rewards and promotions.

- Ratio analysis between internal scores and external (others & luck) scores

Internal scores [I]	1488
External (Others) scores [EO]	1134
External (Luck) scores [EL]	920
I/(EO + EL)	1.3

Table 4.1.2.4 Ratio analysis between internal scores and external (others & luck) scores

Interpretation – I/(EO + EL) calculated for 50 respondents in the organization is 1.3 which is more than 1. Similarly to the observation in the first and second ratios, where respondents exhibited a higher level of internality than externality (others) and externality

(luck), this ratio also brings to the fore a higher level of internality than externality(others & luck). Respondents have inner abilities to perform the tasks and attribute to their own success and failure rather than Luck or others.

4.1.3. Comparing the calculated mean of all 3 parameters to the norms of Dr.Udai Pareek.

Locus of Control Norms:

Variable	Mean Norms by Udai Pareek	Mean (Calculated)
Internality	28	29.76
Externality Others (EO)	24	22.68
Externality Luck(EL)	15	17.6

Table 4.1.3.1 Norms given by Dr.Udai Pareek (Locus Of Control)

Interpretation:

All the three scores are acceptable as deviation of -2.5 to +2.5 is acceptable. This means that they believe in their inner abilities and attribute their success/failure to their own capabilities and can largely determine what matters to them in the organization and believe that most of the time, they themselves are responsible for getting, or not getting rewards and promotions.

- The Mean of external (others) scores of 50 respondents has been calculated as 22.68 .Since a deviation of -2.5 to +2.5 is acceptable, therefore the sample size exhibits an acceptable level of externality (others).This means that the respondents believe in the influencing power of their superiors, peers and subordinates. Instead of being unrealistic and unreasonable about achieving a

goal, they at times, leave the bearing of an outcome to external others.

- The Mean of external (luck) scores of 50 respondents has been calculated as 17.6. Since a deviation of -2.5 to $+2.5$ is acceptable, therefore the sample size exhibits an acceptable level of externality (luck). This means that the respondents to some extent (low) believe in the power of luck, chance and/or fate. They believe that some matters in the organization are somewhat a matter of pure luck and are therefore better prepared to handle unforeseen circumstances.

4.1.4 Analysis based on sex distribution (t test analysis)

Parameters	Male (t test)	Female(t test)
Internality	0.5917	2.922
Externality others	0.0917	-1.677
Externality chance	1.768	2.383

Table 4.1.4.1 Analysis based on sex distribution

As per the scores of t-test in table 4.1.4.1 Female respondents are more internally motivated than males but are dependent on their peers and supervisors for the work. They also depend upon luck or chance for their future more than the males.

4.2 HRD Tool 2: OCTAPACE:

Mean (calculated) and compared to as per norms given by Dr. Udai Pareek.

Type	Norms Low	Mean	Norms High
Openness	13	14.72	17
Confrontation	13	14.48	17
Trust	13	14.80	17
Authenticity	10	12.84	14
Proaction	13	15.32	17
Autonomy	11	12.72	16
Collaboration	13	15.28	17
Experimentation	11	12.72	16

Table 4.2.1 Mean (calculated) and compared to as per norms given by Dr. Udai Pareek (OCTAPACE)

- Confrontation is near to the lower norms which specify that employees are facing the problems and clarity in problem solving is low among employees.
- Authenticity is nearer to the higher norms which mean that the trust among employees is extended in delegating work and responsibility among them.
- Proaction is at the higher level which depicts that the preplanning and futuristic thinking is there in the organization.
- Autonomy is nearer to the lower norms, the employees are not given freedom to take decisions.
- Trust among the employees is at the medium level which specifies that there is mutual understanding between them.

- Collaboration mean scores depicts that employees are team involvement and team spirit is high and people help each other in solving out the problems.
- Experimentation is at the lower level which represents that the top management lacks to encourage employees in building their innovative thoughts, ideas and new processes which is essential for every organization.
- Openness and trust are at moderate level which indicates that the freedom to communicate and coordination among the employees are at low level than the prescribed norms.

4.2.1 Analysis based on sex distribution (t test analysis)

Parameters	Male	Female
Openness	3.64	6.26
Confrontation	9.8	15.4
Trust	7.3	15.4
Authenticity	6.67	7.77
Pro-Action	5.17	10.4
Autonomy	6.65	10.95
Collaboration	5.62	6.69
Experimentation	3.5	5.6

Table 4.2.2 Analysis based on sex distribution (t test analysis)

Table 4.2.1.1 represents the female respondents are more satisfied by the organizational ethos and culture. They are more open to ideas, confront the problems and are open to experiments by the organization than male respondents.

4.3.HRD Tool 3: Nursing Role Efficacy Scale (A) for supervisee

Mean (Calculated) and compared to Norms by Dr. Udai Pareek

Parameters	Mean	Mean (Norms) Udai Pareek
Integration	10.86	7
Proactivity	7.12	7
Creativity	7.88	9
Confrontation	9.3	9
Centrality	6.78	8
Influence	7.44	8
Personal Growth	8.78	8
Inter role Linkage	6.64	8
Helping Relationship	8.02	5
Super ordination	9.56	8

Table 4.3.1 Mean (Calculated) and compared to Norms by Dr. Udai Pareek (Nursing Role Efficacy Scale)

As per results, deviation of -2.5 to + 2.5 is acceptable. nurses are efficient in their role with high helping nature, confrontation and integration leading to their personal growth. On the other side, they lack inter role linkage, Centrality, Creativity and are not proactive, which makes them dis engaged in their areas.

4.3.1 Analysis based on Sex distribution (t test analysis)

Parameters	Male	Female
Integration	5.43	6.92
Pro-Activity	4.76	5.89
Creativity	3.24	7.54
Confrontation	4.78	6.34
Centrality	3.54	4.2
Influence	4.76	5.36
Personal growth	4.36	6.24
Inter Role linkage	3.45	4.65
Helping relationship	5.23	6.78
Super Ordination	6.34	6.34

4.3.2 Analysis based on Sex distribution (t test analysis)

Table 4.3.2 represents high scores for females than males after t test analyses. Female respondents are more efficient towards their roles than male respondents. They are more integrated, proactive, confronted and show helping nature towards their colleagues than males.

5. Conclusion

- Locus of Control depicts that the Motivational level which is medium among Nurses as they are internally motivated but depend upon their supervisors and peers for the opportunities and somewhere depend on the chance or luck to succeed in life.
- Depending on OCTAPACE, Organization supports openness and welcomes the thoughts of the employees but autonomy in their work is too low. Respondents trust each other and support team work but organization fails to motivate them and increase the level of engagement.
- Lastly, Role efficacy states lacking in inter role linkage as Respondents are only concerned about their roles and are not linked with each other, Creativity and proactivity levels are also low as they are working in the same manner without any long term goal and strategic approach leading to lack in centrality and innovation.

These Observations based on 3 tools by Udai Pareek, makes the respondents to fall in NOT – ENGAGED Level, as the definition says - Not-engaged employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving an outcome. Employees who are not-engaged tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their coworkers.

6. Appendix

LOCUS OF CONTROL

Name: _____

Role: _____

Department: _____

Date: _____

Given below are some statements that show how people experience their organizations. There is no right or wrong answers. Read each statement and indicate the extent to which you feel that way, based on your experience in the organization. Use the following key in indicating your rating. Mark it on the left hand side of each statement.

Write 4 if you strongly feel this way.

Write 3 if you generally feel this way.

Write 2 if you somewhat feel this way (and somewhat not).

Write 1 if you slightly feel this way.

Write 0 if you hardly or never feel this way.

- _____ 1. I can largely determine what matters to me in the organization.
- _____ 2. The course of my career largely depends on me.
- _____ 3. My success or failure depends mostly on the amount of effort I put in.
- _____ 4. The people who are important control most matters here.
- _____ 5. To a large extent, my career depends upon my seniors.
- _____ 6. My effectiveness in this organization is mostly determined by senior people.
- _____ 7. The organization one joins or the job one gets is to a large extent accidental happenings.
- _____ 8. One's career is to a great extent, a matter of chance.
- _____ 9. Success of a person depends on the breaks or chances he (she) gets.
- _____ 10. Successful completion of assignments is mainly due to my detailed planning and hard work.
- _____ 11. Being liked by seniors or making a good impression usually influence promotion decisions.
- _____ 12. Getting rewards in the organization is a matter of luck.
- _____ 13. Success of one's plans to a large extent is a matter of luck.
- _____ 14. Getting promotion largely depends on my being in the right place at the right time.
- _____ 15. Senior person's preference determines who would be rewarded in the organization.
- _____ 16. My success, to a large extent, depends on my competence and hard work.
- _____ 17. How much I am liked in the organization depends on my seniors.

- _____ 18. It is a matter of luck that people listen to you.
- _____ 19. If my seniors do not like me, I probably would not succeed in this organization.
- _____ 20. Usually, I am responsible for getting, or not getting, rewards.
- _____ 21. My success or failure is mostly a matter of luck.
- _____ 22. My success or failure depends mostly on those who work with me.
- _____ 23. My promotion in the organization depends mostly on my ability and effort.
- _____ 24. My experience is that most things in the organization are beyond one's control.
- _____ 25. I can work hard enough to get my suggestion accepted in the organization.
- _____ 26. I am acceptable to others in my organization because I am lucky.
- _____ 27. Generally, I determine what happens to me in the organization.
- _____ 28. My acceptability to others will depend on my behavior with them.
- _____ 29. My ideas get accepted if I make them fit with the desires of my seniors.
- _____ 30. Pressure groups are most powerful (and control things) in the organization than individual employees.

OCTAPACE PROFILE

Name: _____

Role: _____

Department: _____

Date: _____

This instrument will help you to look at some of the values and beliefs of your organizations. Given below are statements that indicate some organizational values. If these are values of the top management, they generally will be shared in the organization.

Read each statement and indicate how much the spirit contained in the statement is valued in your organization. Please be frank.

Use the following key for your responses:

Write 4 if it is highly valued.

Write 3 if it is given a fairly highly value.

Write 2 if it is given a rather low value.

Write 1 if it is given a very low value.

- _____ 1. Free interaction among employees, each respecting others' feelings, competence and sense of judgment.
- _____ 2. Facing and not shying away from problems.
- _____ 3. Offering moral support and help to employees and colleagues in a crisis.
- _____ 4. Congruity between feelings and expressed behavior (minimum gap between what people say and do).
- _____ 5. Preventive action on most matters.
- _____ 6. Taking independent action relating to their jobs.
- _____ 7. Team work and team spirit.
- _____ 8. Trying out innovative ways of solving problems.
- _____ 9. Genuine sharing of information, feelings and thoughts in meetings.
- _____ 10. Going deeper rather than doing surface-level analysis of interpersonal problem.
- _____ 11. Interpersonal contact and support among people.
- _____ 12. Tactfulness, smartness and even a little manipulation to get things done.
- _____ 13. Seniors encouraging their subordinates to think about their developments and take action in that direction.
- _____ 14. Close supervision of employees, and directing their action.
- _____ 15. Accepting and appreciating help offered by others.
- _____ 16. Encouraging employees to take a fresh look at how things are done.
- _____ 17. Free discussion and communication between seniors and subordinates.
- _____ 18. Facing challenges inherent in the work situation.
- _____ 19. Confiding in seniors without fear that they will misuse the trust.
- _____ 20. Owning up mistakes.
- _____ 21. Considering both positive and negative aspects before taking action.

- _____ 22. Obeying and checking with seniors rather than acting on your own.
- _____ 23. Performing immediate tasks rather than being concerned about large organizational goals
- _____ 24. Making genuine attempts to change behavior on the basis of feedback.

Use the following keys for the remainder of your responses:

Write 4 if it is very widely shared belief.

Write 3 if it is fairly widely shared.

Write 2 if only some persons in the organization share this belief.

Write 1 if only a few or none have this belief.

- _____ 1. Free interaction among employees, each respecting others' feelings, competence and sense of judgment.
- _____ 2. Facing and not shying away from problems.
- _____ 25. Effective managers put a lid on their feelings.
- _____ 26. Pass the buck tactfully when there is a problem.
- _____ 27. Trust begets trust.
- _____ 28. Telling a polite lie is preferable to telling the unpleasant truth.
- _____ 29. Prevention is better than cure.
- _____ 30. Freedom to employees breed indiscipline.
- _____ 31. Usually, emphasis on team work dilutes individual accountability.
- _____ 32. Thinking out and doing new things tones up the organization's vitality.
- _____ 33. Free and frank communication between various levels helps in solving problems.
- _____ 34. Surfacing problems is not enough; we should find the solutions.

- _____ 35. When the chips are down you have to fend for yourself (people cannot rely on others in times of crisis).
- _____ 36. People generally are what they appear to be.
- _____ 37. A stitch in time saves time.
- _____ 38. A good way to motivate employees is to give them autonomy to plan their work.
- _____ 39. Employees' involvement in developing an organization's mission and goals contributes to productivity.
- _____ 40. In today's competitive situations, consolidation and stability are most important than experimentation.

NURSING ROLE EFFICACY SCALE (A)

Name: _____

Role: _____

Department: _____

Date: _____

The purpose of this instrument is to survey perception of a nurse's role in a hospital. There are no right or wrong answers.

Please read each statement given below. Based on your experience in the hospital, rate each on a 5-point scale, indicating how much you agree with it. Use the following key and write the relevant number on the left of each statement number given below. Write 0 if you do not agree with it.

Write 1 if you agree a little with it.

Write 2 if you are not sure if you agree or disagree.

Write 3 if you agree with it.

Write 4 if you strongly agree with it.

- _____ 1. I have enough opportunities to use my nursing skills here.
- _____ 2. I do not get the opportunity to plan how to do my work.
- _____ 3. I am able to try out new ways to solve problems that I encounter in my role.
- _____ 4. I am often involved in solving problems when co-workers bring such problems to me.
- _____ 5. My nursing work is important for hospitals to be able to meet the needs of the patients.
- _____ 6. I do not have any opportunity to exercise my judgment in relation to my work.
- _____ 7. I have enough opportunities for professional growth in my role here.
- _____ 8. I work closely with other workers.
- _____ 9. Whenever I have a problem, my physician gives me guidance and help.
- _____ 10. What I am doing in my role enhances the dignity of patients in this hospital.
- _____ 11. I am not satisfied with the opportunities available in the hospital to use my nursing competence.

- _____ 12. I can take initiative and act on my own as a nurse; I do not have to wait for my supervisor's instructions.
- _____ 13. I cannot be creative in solving problems here.
- _____ 14. Problems that arises here bothers me; and I hate to get involved in their solution.
- _____ 15. Physicians in my ward considers my role important for their work.
- _____ 16. My supervisors generally accept my advice about patient care and other related matters.

- _____ 17. I have opportunities to learn new things while working in my role.
- _____ 18. I do not work closely with physicians.
- _____ 19. The nursing personnel here do not help one another when things are rushed.
- _____ 20. My work as a nurse helps to give patients new hope.
- _____ 21. I am able to use my special background and skills in my nursing role here.
- _____ 22. As a nurse I can hardly take any initiative in this place.
- _____ 23. I am encouraged to be creative in my work as a nurse.
- _____ 24. I usually avoid problems, and refer them to my supervisors.
- _____ 25. I feel my role is given very low priority here.
- _____ 26. I have no opportunity to influence decisions here; my supervisors make all the decisions.
- _____ 27. I feel stagnant here. My work does not give me any scope for learning new things.
- _____ 28. I feel enough interactions with the administrative staff of the hospital.
- _____ 29. The administrative staff of the hospital provides me with the needed help.
- _____ 30. I feel my role here does not give me an opportunity to contribute to a larger social goals.

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