

# Nurses' Workplace Incivility Experiences and Its Correlation to Employee Engagement

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## Abstract

*This study aims was to empirically examine the relationship between workplace incivility and nurses' employee engagement. This research used a quantitative method with 56 nurses' samples Relationship hypothesis proposed was analyzed using pearson product-moment correlation and resulted with correlation coefficiency  $r = -0034$  and significancy  $p = 0,803$  ( $p > 0,05$ ), by which indicated that there is not any relationship between workplace incivility and employee engagement among nurses.*

**Keywords :** Workplace incivility, Employee engagement, Nurse

## Background

Health is one most important aspects in human's life. In order to provide good health, sufficient devices and tools must be equipped with further accessible facilities. It contains with, not only hospitals or clinics, but also medical personnels and paramedics which competent within their work field. Nowadays, beside doctors, nurses as profession which also mattering in health, are in fact considered as a critical role in society. Cited from SK. Menkes No.

674/Menkes/SK/IV/2000 dated on April 14<sup>th</sup>, 2000 about nursing registration and practice

applied in Indonesia, nurse defined as person whom graduated from nursing school, domestically or abroad, due to prevailed laws (Priharjo, 2005).

As a health mattering profession, its tasks complexities and difficulties might possible to trigger exhaustion up to stress, physically or mentally. Beside excelling in nursing services, nurse as employee also take part in their organizations which caused an obligation to give optimum performances including improving productivity and service qualities. Cook (2008) stated that a personification of passion and energy employees have to give of their best to the organization to serve the customer can be defined as employee engagement.

Schaufeli and Baker (Schaufeli et al., 2002) underlined three characteristics of engagement, which are; (1) *vigor* defines as high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even un the face of difficulties; (2) *dedication* is characterized by a sense of significance, enthusiasm, inspiration, pride and challenge. In a qualitative sense, dedication refers to a particularly strong involvement that goes one step further than the usual level of

identification; (3) *absorption* or being fully concentrated and deeply engrossed in one's work, whereby time passes quickly and has difficulties with with detaching oneself from work.

Vazirani (Santosa, 2012) stated that high employee engagement might increased employee's willingness to stay and take part in organization, as well as the product and service quality produced. Subsequently, it can also provide employee whom maintaining improvement in organization profits, emotionally connected to the organization which affected their services, deepening trust within organization, creating loyalty even in fully competitive environment and also offering more energies in the workplace. Contrast with that, Biech (2012) pointed that less engaged employee might shown less innovation, less continuous improvement, tend to stuck in old patterns, reduced works quality which also lead to more errors. These can resulted in lower product and service qualities, eroded customer perception and ended up in costly mistakes for the organization.

In DKI Jakarta, out of 155 recorded hospitals by Ditjen Bina Upaya Kesehatan Kemenkes RI (2014), there are 34 in Central Jakarta, 42 in Southern Jakarta, 35 in Eastern Jakarta, 18 in Northern Jakarta, 25 in Western Jakarta and one in Kepulauan Seribu distributed. These resulted in increasing necessity of massive numbers of nurses. However, Gerintya (2017) statement published by [tirto.id](http://tirto.id) page, denoted that in 2014 DKI Jakarta's entirety numbers of nurses only attained 11.916 personnels and it was decreased, in 2015, to the number of 11.729 personnels distributed along hospitals

and puskesmas. It caused hospitals some deficiencies in human resources, mainly when faced with increasing numbers of patients.

Recently, Media Nasional Obor Keadilan (2017) reported arrogancy phenomenon among hospital nurse, done by HR employee in DKI Jakarta. Arrogancy behaviors, included scolding, pointing victim's forehead with hand talky, and so on were conducted publicly. Andersson and Pearson (1999); Pearson, Andersson and Porath (2000) pointed that harassment behaviors used to occur in the workplace mainly because lack of enforcement to stop ignition behaviors by most of the management department. Andersson and Pearson (1999) stated that low intensity deviant behavior with ambiguous intent to harm the taget, in violation of workplace norms for mutual respect can be defined as workplace incivility.

Few examples of workplace incivility, such as being ignored, excluded from meetings, and being underestimated publicly (Lim & Lee, 2011); dismissing employee's ideas or opinons, making derogatory or demeaning remarks about individuals at work (Laschinger, Wong, Cummings, & Grau, 2014). Johnson and Indvik (Milam, Spitzmueller & Penney, 2009), targets of incivility take various responsive actions that can have negative effects on organizations, such as losing work time trying to avoid the instigator (28%), decreasing effort at work (22%), contemplating changing jobs to avoid the instigator (46%), and actually changing jobs to avoid the instigator (12%).

Nurse's job characteristics which need more interaction, both within colleague and

with supervisor or clients (patients and families), resulted in lack of recognition by organization in term of incivility. Meanwhile, earlier studies found that incivility phenomena, continuously, will affect nurse's performance and therefore engagement within the organization. So, this study was intended to, empirically, examined whether there is correlation between workplace incivility and employee engagement in nurses.

*H1.* There is a relationship between workplace incivility and employee engagement among nurses.

## Methods

### *Sample*

56 nurses collected with purposive sampling participated in this study with demographic variables, included: graduated from the nursing academy, had been employed by hospital which domicile in DKI Jakarta and had a year working experiences. All of the respondents are female with age range 22-31 years old (44 participants; 78,6 percent), 32-41 years old (4 participants; 7,1 percent), 42-51 years old (6 participants; 10,7 percent) and range 52-61 years old (2 participants; 3,6 percent).

### *Measures*

The instruments used were translated into appropriate Bahasa Indonesia and assembled in a survey questionnaire with a five-point Likert-type scale ranging from SS (strongly agree) to STS (strongly disagree).

Employee engagement was measured using Schaufeli and Baker (2003) 16 items scale based on behavior dimension, includes

vigor, dedication and absorption. It also shown 0.9 in cronbach's alpha coefficient which means good reliability. Meanwhile, workplace incivility was measured using The Workplace Incivility Scale (WIS) compiled by Cortina, Magley, Williams and Langhout (2001) with 7 items valid using participants frequency in experiencing incivility based on characteristic, includes disrespectful, rude and condescending. The scale reliability shown was 0.894 in cronbach's alpha coefficient.

## Results and Discussion

This study aims was to empirically examine the relationship between workplace incivility and nurses' employee engagement. Based on data yielded from 56 nurses in DKI Jakarta, it shown that nurses' workplace incivility experiences and employee engagement are not related with correlation coefficient ( $r = 0,034$  ( $p = 0,803$ ;  $p > 0,05$ )).

Harter, Schmidt and Hayes (2002) argued that employee engagement has more association with positive job attitudes, lower turnover and higher level of performance at the individual to work unit level. Beside that, Crawford, LePine and Rich (2010) also mentioned that engagement has stronger and more consistent positive relationship with several types of job resources. Job resources activate a motivational process that increase willingness to dedicate one's efforts and abilities to the work task resulting in increased engagement. Challenge demands also trigger positive emotions and cognitions that result in active, problem-focused coping styles reflected in increased engagement.

Meanwhile, Saks (2006) stated that adding proper rewards and recognitions

within employees job demands are able to increase organization employee engagement. There is possibility that respondents of this study are accepting appropriate rewards and recognitions from their organization, includes salaries which suited the amount of job done, additional payment for performance beyond formal requirements or position promotions, which can be achieved by every members of the organization.

Along with that, a study by Anggraini, Astuti and Prasetya (2016) in PT Unilever Indonesia Tbk-Surabaya's employees also shown that appropriate rewards, for instance balanced task-based salaries, individual autonomy and given good appraisals, can benefit the employee as well as feeling attached within the organization.

Subsequently, it also found that respondents workplace incivility experience appertain in middle category with empirical mean 17,73. It is in accordance with latest news and research which reporting on the incivility treatments received by nurses, both from patients and co-workers. One of those is a research conducted by Mariyanti and Citrawati (2011) to RSAB Harapan Kita inpatient and outpatient nurses. From interview data collected also found that both division experiencing physical and mental exhaustion caused by so much strains and complaints. Inappropriate treatments accepted by nurses was given, not only from patients' family, but also peers and superiors.

Meanwhile, respondents' employee engagement scores shown high tendency with 57,77 in empirical mean. Kahn (1990) mentioned that employee engagement antecedents can be miscellaneous, as put forward by Rahmah (2013) in a study toward

PT PLN Samarinda region, leadership style is one of them. Adikoesoemo (Rahmah, 2013) also added, when leader put interest to their subordinate, like performing greetings, can grow employee's vigor to work. These are by which related to employee engagement within the organization.

### **Conslusion**

This study found that there is no relationship between workplace incivility with nurses' employee engagement, which mean the research hypothesis is unaccepted. It also shown that respondents have a middle category range in both workplace incivility and employee engagement based on each mean empiric calculation.

### **Suggestion**

For nurses, especially whom employed within DKI Jakarta hospitals, suggested to be more active in decreasing incivility within nurses or other co-workers at the same organization. Nonetheless, it is necessary to optimalized the entire workplace in order to enhancing nurses' employee engagement whilst formal and non-formal training about these variables can be provided.

While, it is also beneficial for hospital committee to deeply understand on incivility cases happen throughout the organization. Also, an increased supervisions and well-developed regulations within the hospital will fully support lessen incivility phenomenon and enhanced employee engagement in nurses.

Therefore, future studies also suggested to add more respondents in order to provide much more reliable data, maybe from medical or non medical-based participants.

Opted in data from another type of respondent's characteristics other than provided in this study can also enhance way better understanding other than these variables.

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