# Person Organizational Fit and Work Engagement among Head Nurses

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*Abstract:* **Person-organizational fit has a positive reflection on employees and institution. So, health care organizations are confronting significant challenges as they make efforts to improve employees' work engagement levels. Aim: this study aimed at investigating the relationship between person-organizational fit and work engagement among head nurses. Research design: a descriptive correlational study design was used. Setting: The study was conducted in Ain-Shams University Hospitals. Subjects: 98 head nurses were participated in the study. Tools of data collection: Person-organization fit questionnaire and Utrecht Work Engagement Scale were used to collect data for this study. Results: Less than three quarters of head nurses had moderate person-organizational fit level. Meanwhile, less than two thirds of head nurses had moderate work engagement level. Conclusion-There was strong positive correlation among person-organizational fit and work engagement among head nurses at Ain Shams University hospitals. Recommendations: Health care organizations have to ensure person organizational fit and map out strategies to create a supportive work environment. Head nurses have to participate in different hospital committees and providing opportunities for continuing education and promotion.**

*Keywords:* **head nurses, Person-organization fit, work engagement.**

## 1. INTRODUCTION

Today's health care organization sector becomes global and highly competitive. Therefore, it has become essential for the survival of the organization they become adaptive and responsive to change around them. In essence, the fit between the individual and the organization where the person worked lies behind the success of the organizations **(Abzari, Kabiripour & Saeidi 2015)**.Person-organizational fit is "the degree of congruence between employee and organizational beliefs, norms, values and goals". Person-organizational fit is associated with job satisfaction, low turnover level and organizational engagement **(Abed &Elewa, 2016).**It has been widely defined as the compatibility between individuals and the organizations they work. It focuses on the fit of a person with the entire organization rather than a specific job, vocation, group or supervisor **(Nagendrab & Farooquia, 2014).**

Person-organization fit has been conceptualized into four dimensions namely: value congruence, goal congruence, needs of employee fulfillment, and culture personality congruence. Value congruence, is a fit between the intrinsic values of the individual with an organization that makes people feel comfort and confidence being at work**.** Secondly, goal congruence is a fit between individual objectives with the organization including the leaders and co-workers **(Deniza, Noyanb & Gülen , 2015 ).** Moreover, the third dimension is needs of employee fulfillment. It is a fit between the needs of employees with the working environment such as work systems and organizational structures**.** These needs may include the salary and working facilities and benefits. At last, culture personality congruence, that is a fit between personality of each individual and organizational climate or culture. When individuals and organizations have the same value, then it will improve their performance **(Boon &Biron 2016).**

The interaction between persons and their work environment determine their behavior. In accordance with this, the congruity of individual and organizational values may encourage positive behavior in a work and organizational context. Thus, employees may be willing to put in high levels of energy and be strongly involved in their work. At the same time, they may be willing to use their knowledge and abilities to contribute to the goal actualization of their organizations and to exert discretionary efforts to contribute to organizational success **(CaulfieldandSenger, 2017; Caniëls, Semeijn& Renders 2018).**

According to ( **Hamid &Yahya , 2011),** employees' who fit with job demands may know better their job implementation by applying their knowledge, skills, and abilities and consequently helps them engage in their work. In addition to that, employees' who fit organizational characteristics will own and able to fulfill the vision and mission of the organization, consequently helps them engage in their work. Employees' who are highly fit with their job tend to exert their best effort and find their job meaningful that consequently make them more engaging towards their job ( **Rahmadani&Sebayang ,2017).**

Another key to success of high-performing organizations is an engaged workforce that proactively resolve work problems. Engaged heath care professional are energized, dedicated, and motivated to persevere and complete their work. They enjoy challenges, exhibit mental resilience, and are engrossed in their work **(Albrecht, Breidahl& Marty, 2018)**.Engagement is a predictor of employee proactive behaviors, loyalty and performance, and financial returns. Further, more engagement contributes to a variety of benefits for both the employees and the organizations for which they work **(Albrecht et. al. 2015).**

Engagement has been defined as a persistent, pervasive and positive affective motivational state of fulfillment in professionals **(Abzari, Kabiripour&Saeidi , 2015))**.Work engagement was defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption. Vigor is characterized by high level of energy and mental resilience while working. Dedication refers to being strongly involved in one's work and experiencing a sense of significance and proud. Finally, absorption is characterized by being fully concentrated and happy engrossed in one's work" **(Bakker &Demerouti, 2017)**.

Work engagement concept involves a personal commitment to reaching goals, and engaged nurses put a personal energy and enthusiasm into their work. The focus and energy that is characteristic of work engagement allow nurses to bring their full potential into the work **(Bakker ,2017)**.It was proven to be an important concept is because it is a very good predictor of important employee, team, and organizational outcomes. Because of their strong dedication to and focus on their work activities, engaged workers show better in-role task performance and better financial results **(Caniëls , Semeijn& Renders , 2018)**.Moreover, because of their openness to new experiences, engaged workers have more creative ideas and are more likely to innovate and be entrepreneurial **(Gawke et al., 2017; Orth and Volmer, 2017**).

The facts show as time goes on and work environment becomes more complex, the necessity to address new issues in organizational behavior that affect efficiency of human resources will increase. Successful organizations have found the importance of human resources to achieve better organizational performance and necessity to focus on improving the quality of human resources at all levels instead of focusing on quantitative targets. It is due to the role of employees' performance that helps leaders to create excellent organizations **(Shmailan, 2016).**

With increasing the need to attract and retain engaged nurses, in recent years there has been need to focus on understanding factors that affect the well-being of nurses and their work behaviors such as engagement. One of the most important factors is person –organizational fit **(Moelleret al., 2018; Gutermannet al., 2017**). So, this study will be conducted to explore the relationship between person- organization fit and work engagement among head nurses.

**Significance of the study:**

Human resources are the most important factor in the success in any organization. It is not able to succeed without suitable and fit and engaged employees` .Person-organizational fit is crucial in all relationships formed within an organization. The employee who fit the organization, tend to have higher level of work engagement which is an important component of professional life and has favorable consequences for both the staff and the organization. One reason that

Person-organization (P-O) fit is associated with work outcomes such as quality, decreased turnover and absenteeism level, performance improvement, motivation, and job satisfaction(**Albrecht et al. 2015**).

Researchers observed that head nurses, who worked Ain Shams University hospitals complain from not meets all expectations and can't share common feelings with  workmates  about many points which affect their engagement and say that there is another number of organizations to satisfy their  needs better than Ain Shams University hospitals. Further, the relationship between person organization fit and work engagement among head nurse has not been sufficiently investigated. Hence, the present research will be conducted to explore whether there is a relationship between person-organization (P-O) fit and work engagement among head nurses.

**Aim of the Study:**

This study aimed to investigate the relationship between person organizational fit and work engagement among head nurses through:

1- Assessing level of person-organizational fit among head nurses.

2- Assessing level of work engagement among head nurses.

3- Finding out the relationship between person-organizational fit and work engagement among head nurses.

**Research question:**

Is there a relationship between person-organizational fit and work engagement among head nurses?

## 2. SUBJECTS AND METHODS

**Research design**

A descriptive - Correlational design was used in this study.

**Setting**

The study was conducted in all departments at Ain Shams University Hospitals. It includes four main hospitals namely, Ain Shams, El-Demerdash, Obstetric and Gynecological and Pediatrics hospitals.

**Subjects**

The study was contained all head nurses who working in the above mentioned setting. Ninety eight head nurses who were available during the time of the study after exclusion of the (10) head nurses who included in the pilot study**.**

**Tools of data collection**

Two tools were used for data collection namely; Person-Organizational Fit Questionnaire (P-OF Q); Utrecht Work Engagement Scale (UWES).

**1- Person - Organization Fit Questionnaire (P-OQ)**

It was used to assess level of person-organizational fit among head nurses. It was developed by Kristof et al. (2005), and consisted of two parts; the first part was concerned with the demographic characteristic of the studied group, while the second part included (10) statements.

**Scoring system:**

Responses were measured on a five point likert scale as follow: Strongly agree = 5, Agree = 4, Neutral = 3, Disagree =2, strongly disagree = 1. The score of the items of subscales were summed- up and the total score divided by the number of the items, giving a mean score for the part. These scores were converted in to a percent score. Then the person organizational fit perception level considered low if the percent score was less than 60%, moderate from 60% - <75% and high if 75% or more.

**2- Utrecht Work Engagement Scale (UWES):** It was developed by **Bakker, Schaufeli, and Salanova (2006**).It consists of 17 items measured work engagement level among head nurses. The items are clustered into three subscales namely: vigor (6 items), dedication (5 items) and absorption (6 items).

**Scoring system:**

Responses were measured on a five point likert scale ranged from (1- 5).The 1 on the scale indicated "never", 2 "occasionally", 3 "sometimes", 4 "frequently", and 5 "always" .The scores of items were summed up and the total divided by number of the items, giving a mean score of the part. These scores were converted into a percent score. Study subjects considered highly engaged if the percent score was60% or more, while study subject considered low engaged if the percent score less than 60%.

**Tools validity:**

Study tools were validated by jury group consists of seven experts from nursing administration and mental health nursing. Jury group reviewed the tools to judge its clarity, comprehensiveness and accuracy.

**Tools reliability:**

Internal consistency was done by Cornbach Alpha was (0.85) for person organizational fit and (90.0) for work engagement.

**Pilot study:**

Prior for field work a pilot study was conducted on (10) head nurses. They represent 10% of study subjects to examine the feasibility, practicability and clarity of the language. It also used to estimate time needed to fill the sheets which ranged between 25-35 minutes. The head nurses who participate in the pilot study excluded from the main study sample.

**Fieldwork**

The field work for this study extended through four months. It is started at the beginning of October 2018, and was completed by the end of January2019.Researchers interacted with head nurses and simply explained the purpose of the study to head nurses who agree to participate in the study. Approval of each hospital director was taken first; also suitable time for data collection was determined with each head nurse of the participants. Data was collected two days per week in the presence of researchers to explain any ambiguity.

**Ethical considerations:**

Official permission to conduct the study was secured. The researchers clarified to head nurses their participation was voluntary and anonymity was assured. Approval of each hospital director was taken first also suitable time for data collection was determined with each head nurse of the participated units and informed consent was taken from each participant. The participants were informed their right to withdraw from the study at any time and notified that data were collected for the purpose of scientific research.

**Statistical Analysis**

The collected data was revised, coded, tabulated and introduced to a PC using statistical package for social sciences (IBM SPSS 20.0). Data was presented and suitable analysis was done according to the type of data obtained for each parameter. Mean, Standard deviation ($\pm$ SD) and range for parametric numerical data, Frequency and percentage of non-numerical data, Chi square test was used to examine the relationship between two qualitative variables but when the expected count is less than 5 in more than 20% of the cells; Fisher's Exact Test was used.

**Pearson Correlation Coefficient (r):** Correlation was used as a measure of the strength of a linear association between two quantitative variables. The Pearson correlation coefficient, *r*, can take a range of values from +1 to -1. A value of 0 indicates that there is no association between the two variables. A value greater than 0 indicates a positive association; that is, as the value of one variable increases, so does the value of the other variable. A value less than 0 indicates a negative association; that is, as the value of one variable increases, the value of the other variable decreases. **P-value: Level of significance:** P>0.05: Non significant (NS) - P<0.05: Significant (S) - P<0.01: Highly significant (HS).

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# 3. RESULTS

**Table (1): Demographic characteristics of the studied head nurses (N= 98).**

| Age in years | No | % |
|---|---|---|
| <30 | 18 | 18.4 |
| 31- 40 | 70 | 71.4 |
| 41-50 | 10 | 10.2 |
| **Range** | **Mean + SD** 46.7 + 5.2 | |
| **Years of experience in nursing profession** | **No** | **%** |
| <10 ys | 17 | 17.3 |
| 10-20 ys | 72 | 73.5 |
| 20 | 7 | 7.1 |
| **Range** | **Mean + SD** 26.2 +5.3 | |
| **Years of Experience in Department** | **No** | **%** |
| <10 ys | 27 | 27.6 |
| 10-20 ys | 60 | 61.2 |
| >20 | 11 | 11.2 |
| **Range** | **Mean + SD** 18.2 + 7.2 | |
| **Work Place** | **No** | **%** |
| University Hospital | 37 | 37.8 |
| El-demerdash Hospital | 32 | 32.7 |
| Pediatrics Hospital | 14 | 14.3 |
| Obstetrics Hospital | 15 | 15.3 |
| **Qualifications** | **No** | **%** |
| Diploma | 18 | 18.4 |
| Nursing Inistitute | 9 | 9.2 |
| Bachelor of Nursing | 71 | 72.4 |

Table (1) identifies the socio-demographic characteristics of studied head nurses. It illustrates that less than three quarters of the participants (71.4%) were aged between 31-40 years old. Slightly less than three quarters of the participant (73.5%) had experience between 10-20 years in nursing profession. Regarding years of experience in department, less than two third of the participants (61.2%) had 10-20 years. Moreover; (37.8%) of the participants work in University Hospital (32.7%) in El-demerdash Hospital, (14.3%) in Pediatrics Hospital, (15.3%) in Obstetrics Hospital. Less than three quarter (72.4%) of the study participants had bachelor of nursing.

**Table (2): Level of person organizational fit among head nurses (n=98).**

| Person organizational fit | High | | Moderate | | Low | | Chi-square | P- value |
|---|---|---|---|---|---|---|---|---|
| | N | % | N | % | N | % | | |
| 1. I can work in this organization without giving up my principles. | 14 | 14.3 | 53 | 54.1 | 31 | 31.63 | 23.408 | 0.000** |
| 2. I believe that there is a strong congruence between my organization and my personal values. | 14 | 14.3 | 74 | 75.5 | 10 | 10.2 | 78.694 | 0.000** |
| 3. In this organization, there are a lot of people we exhibit similar behavior related to the work. | 9 | 9.2 | 75 | 76.5 | 14 | 14.3 | 82.673 | 0.000** |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 4. I can say that I share common feelings with my workmates on many points. | 5 | 5.1 | 56 | 57.1 | 37 | 37.8 | 40.673 | 0.000** |
| 5. The organization where I work meets my all expectations | 3 | 3.1 | 69 | 70.4 | 26 | 26.53 | 112.531 | 0.000** |
| 6. The number of organizations to satisfy my needs better than our present organization is less. | 6 | 6.1 | 60 | 61.2 | 32 | 32.7 | 44.653 | 0.000** |
| 7. I have ability and skill that my organization demanded from me. | 6 | 6.1 | 61 | 62.2 | 31 | 31.6 | 46.429 | 0.000** |
| 8. My education and personal skills about job are compatible with the needs of my organization. | 13 | 13.3 | 54 | 55.10 | 31 | 31.63 | 25.875 | 0.000** |
| 9. I am very different from the profile of typical employee, but I believe that my principles creating difference added richness to the workplace. | 7 | 7.1 | 76 | 77.6 | 15 | 15.3 | 87.204 | 0.000** |
| 10. I have a different personality, and I believe that, with this feature of mine, I consider that I fill a gap in the organization. | 6 | 6.1 | 76 | 77.6 | 16 | 16.3 | 87.755 | 0.000** |

Table (2) illustrates that (14.3)% of study subjects had high perception level regarding I believe that there is a strong congruence between my organization and my personal values and more than three quarter of study subject had moderate level perception regarding same item

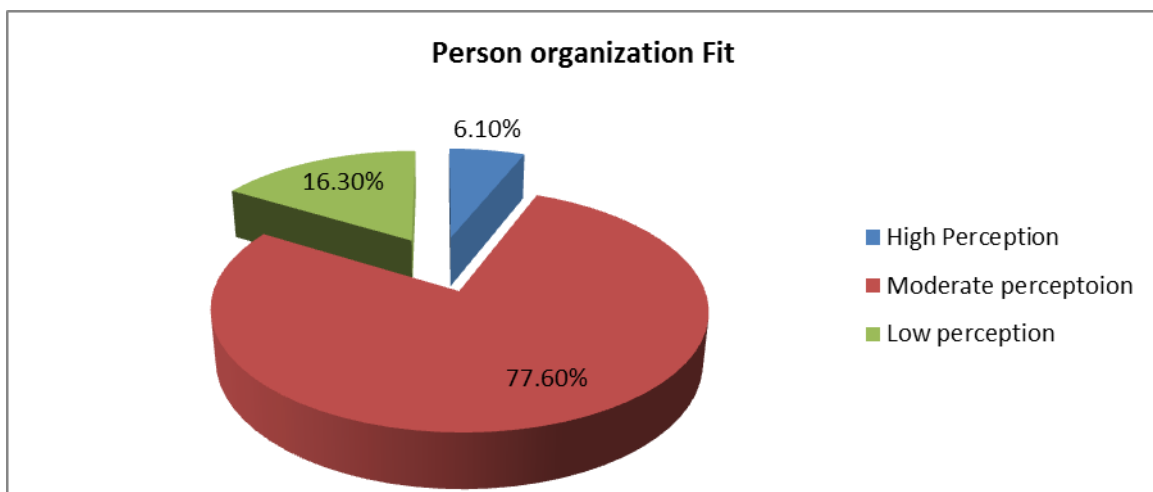**Figure (1) Head nurses' perception level regarding person organization fit.**



**Figure (1)** clarifies that more than two three quarters (77.6%) of head nurses had a moderate perception level regarding person organization fit.

**Table (3): Work engagement dimensions among head nurses (n=98)**

| Work Engagement Dimensions | High | | Moderate | | Low | | Chi-square | P- value |
|---|---|---|---|---|---|---|---|---|
| | N | % | N | % | N | % | | |
| **Vigor** | 3 | 3.1 | 60 | 61.2 | 35 | 35.7 | 112.531 | 0.000** |
| **Dedication** | 14 | 14.3 | 53 | 54.1 | 31 | 31.63 | 23.408 | 0.000** |
| **Absorption** | 6 | 6.1 | 60 | 61.2 | 32 | 32.7 | 46.429 | 0.000** |

Table (3) identifies that dedication dimension has the highest level while the vigor dimension had the lowest level

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**Figure (2) Total work engagement level among head nurses (n=98).**
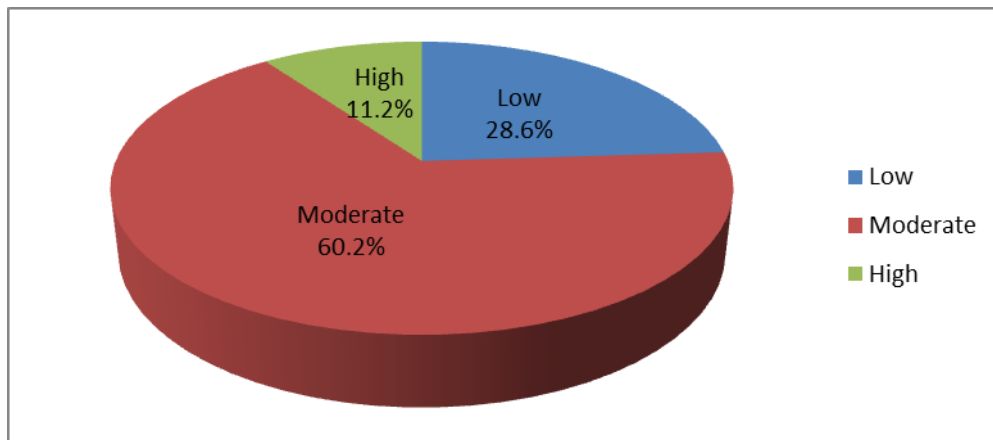


**Figure (2)** shows that less than two third (60.2%) of head nurses had a moderate work engagement level.

**Table (4): Correlation matrix among Person organizational dimensions and work engagement among head nurses (n= 98).**

| Person Organizational Fit | Work Engagement | | | | | |
|---|---|---|---|---|---|---|
| | Vigor | | Dedication | | Absorption | |
| | R | p -value | R | p -value | R | p -value |
| 1.I can work in this organization without giving up my principles. | 0.420** | 0.000** | 0.452** | 0.000** | 0.433** | 0.000** |
| 2. I believe that there is a strong congruence between my organization and my personal values. | 0.410** | 0.000** | 0.386* | 0.000** | 0.320** | 0.000** |
| 3. In this organization, there are a lot of people we exhibit similar behavior related to the work. | 0.403** | 0.000** | 0.157* | 0.005* | 0.406** | 0.000** |
| 4. I can say that I share common feelings with my workmates on many points. | 0.373** | 0.000** | 0.275** | 0.000** | 0.460** | 0.000** |
| 5. The organization where I work meets my all expectations | 0.280** | 0.000** | 0.428** | 0.000** | 0.154* | 0.005* |
| 6. The number of organizations to satisfy my needs better than our present organization is less | 0.329** | 0.000** | 0.389** | 0.000** | 0.370** | 0.000** |
| 7. I have ability and skill that my organization demanded from me. | 0.243** | 0.000** | 0.338** | 0.000** | 0.197* | 0.005* |
| 8. My education and personal skills about job are compatible with the needs of my organization. | 0.284** | 0.000** | 0.425** | 0.000** | 0.189* | 0.005* |
| 9. I am very different from the profile of typical employee, but I believe that my principles creating difference added richness to the workplace. | 0.142* | 0.005* | 0.431** | 0.000** | 0.191* | 0.005* |
| 10. I have a different personality, and I believe that, with this feature of mine, I consider that I fill a gap in the organization. | 0.152* | 0.005* | 0.217** | 0.000** | 0.397** | 0.000** |
| **Total** | 0.452** | < 0.001 | 0.431** | < 0.001 | 0.428** | < 0.001 |

**\*Significant, *p*-value ≤ 0.05**          **\*\*Highly significant, *p*-value ≤ 0.001**

Table (4) illustrates that there was a highly statistical positive correlation between person organizational fit and all work engagement dimensions among the study sample.

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**Table 5: Correlation between total head nurses person organizational fit and their total work engagement**

| Items | Pearson Correlation coefficient | P-value |
|---|---|---|
| **work engagement** | 0.89* | 0.001 |
| **person organizational fit** | | |

*(\*) statistically significant at p<0.05 (\*\*) high statistically significant at p<0.001*

Table (5) shows statistically significant positive correlations between person organizational fit and work engagement among head nurses.

## 4. DISCUSSION

Today's healthcare workplace can be precarious, with the increasing prevalence of organizational restructuring and downsizing leading to tougher competition for jobs. As a result, ensuring each person's-job fit has become crucial to organizations as they strive to hire and retain top performing employees with higher work engagement levels to achieve organizational goals, support and promote a healthy work environment that leads them to be more productive and cooperative in the work environment to decrease shortage and turnover (**Bakker 2017; Abed &Elewa2016).**

Within today's changing context, healthcare organizations may increasingly function according to values that are congruent with the ethics of care. General degree of compatibility between nurse's values and organizational values are called Person organizational fit and lead nurses to maximize their effort for optimal success of the organization (**Berberoglu & Secim , 2015).** The present study demonstrated that the study subjects had highest perception level regarding I believe that there is a strong congruence between my organization and my personal values item and more than three quarter of study subject had moderate level perception regarding same item .This result may be due to the head nurses are act in accordance with them the organization mission. In this respect, (**Veinhardt & Gulbovaitė, 2014)** reported that personal and organizational value congruence is a significant element that has the power to merge employees for the wellbeing of the individual and the efficiency of the organizational growth.

The present study results describes that more than two thirds of head nurses had a moderate level of person organizational fit. These findings may be related to the organization partially meets expectations of the employees, and there less congruent between the organization and personal values of employees. On the same respect,(**Abzari,Kabiripour &Saeidi2015 ;Alessandri et al. 2018)** found the same results and ensured that value congruence between a healthcare organization and its head nurses fosters communication, enhances head nurses' identification with the organization, creates an environment of trust, and translates into positive work-related attitudes and behaviors. This finding is consistent with (**Albrecht et al., 2015)** who reported that there are high percent of head nurses have moderate person organizational fit level and have a tendency to work in organizations that they have parallel values with. This was contrasted by (**Bakker &Demerouti, 2017)** who found that the majority of head nurses experienced a low person organizational fit level among study subjects

The main concern of health care organizations is to enhance quality and productivity of services provided to patients. Organizations with higher employees' work engagement levels enjoy wide ranging benefits including improved patient satisfaction, and achieving efficient and effective care outcomes (**Denizaetal 2015); MahBoon&Biron ,2016**). The present study demonstrates that dedication dimension has the highest level, while the vigor dimension had the lowest level. This result may be illustrated that dedication is related to a sense of meaning of the work, the feeling of excitement and pride in labor, which inspires and challenges. Professionals with high scores in dedication identify strongly with their work because the experience is meaningful, inspiring and challenging. In addition, they usually feel excited and proud about their job. While, low level of vigor usually has less of energy when working. This finding is in line with (**Lourenção 2018)** who demonstrated that vigor and absorption dimensions obtained average levels, and dedication dimension obtain high level. This finding was contradicted with (**Faskhodi, & Siyyari, 2018)** who reported that vigor dimension the highest mean score while dedication dimension had the lowest mean score.

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The present study results suggested that less than two third of the sample had moderate work engagement level. This was consistent with the study conducted by (**Abzari, Kabiripour & Saeidi, 2015); Montgomery et al. (2015).** But the results of (**Caniëls et al. 2018**) reflect high work engagement levels among head nurses. It seems some of important reasons for the moderate level of work engagement among head nurses in the present study included nursing shortage, increased work pressure and lack of appropriate benefits which eventually lead to reduced level of work engagement. Moderate work engagement level may lead to many consequences for health systems, because head nurses, who have moderate work engagement and attachment towards their organization, finally attempt to leave their profession, which eventually leads to serious damage to the activities of the hospital. Therefore, considering the importance of work engagement of head nurses and the irreparable consequences of moderate or low levels of work engagement requires serious attention. In addition, employees who have higher levels of work engagement will have high level of concentration and initiative, which enhance quality and productivity. Work engaged employees see themselves as more capable and will be able to influence their job and organizations in a more meaningful way, and act independently (**Boon&Biron ,2016) ;Gutermann et al , 2017).**

The Present study findings ensured that there was a highly statistically positive correlation between total person organizational fit and all work engagement dimensions among the study sample. This is highly consistent with (**Knight et al. 2017**); (**Moeller et al. 2018)** who found that employees who had higher levels of fit, experienced higher levels of vigor, dedication and absorption engagement. The underlying reasons for a positive relationship between fit and work engagement can be explained as follows: work engagement occurs when employees perceive an emotional attachment to the organization's values and rules; highly engaged employees tend to experience positive emotions at work, such as being happy, joyful, and enthusiastic related to fit between their values and organization values.

The present study demonstrated that, there is highly statistical positive correlation between total person organizational fit and work engagement among head nurses and this answer a research question. This is expecting results because the more congruence between head nurses, characteristics and their institutions' characteristics (P-O fit), the higher the level of their work engagement. Furthermore, employees' who are highly fit with their job tend to exert their best effort and find their job meaningful that consequently make them more engaging towards their job. Furthermore, another explanation to the power of person organizational fit on work engagement might be explained because individuals who are fit with their job will feel confident with the work they do, more confidently, with their roles in the job and tend to be engaged with their job. Therefore, it may be wise for organizations to provide employees with opportunities and resources at their work, so that they may tailor their work environment to feel that they "fit" in better. In the same line with this,(**Ahmadian& Etebarian, 2015)** mentioned that there was a significant relationship exists between person-organization fit and work engagement. In congruence with this, (**Sebayang & Rahmadani 2017)** reported that there was relation between the suitability of individual characteristics with the characteristics of the organization (person-organization fit) and the level of their work engagement.

## 5.  CONCLUSION

The results indicated that more than two thirds of head nurses had moderate level of person organizational fit. Less than two thirds of head nurses had moderate work engagement level. There was a highly significantly positive correlation between head nurses' perception of person-organizational fit and work engagement.

## 6.  RECOMMENDATIONS

1- The human resource managers have to consider the person organizational fit in the selection for employees and training strategy

2-Organizations have to develop strategies to ensure person organizational fit and create an atmosphere that is under which head nurses fell more supported.

3-leaders have to develop meaningful incentives and rewards systems to ensure a sense of return on investment for employees and employee value for workplace engagement.

4-Recognizing employees who had creative ideas, committed behavior, loyal sense is very essential for improving employee engagement.

5-leaders enact practices and policies that allow employees to communicate their concerns without retaliation to ensure a safe work environment where employees are free to express them-selves in work activities.

**5-Further researches are suggested as**

a- Study the influence of person organization fit on head nurses' commitment level.

b- Assess factors affecting person organizational fit.

c- Relationship between quality of work life and work engagement among nurses.

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