

**Empowerment and Job Satisfaction among
Demonstrators and Assistant Lecturers at
Nursing Faculties**

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

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Am Shams University
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INTRDUCTION

Empowerment provides a mechanism in which accountability or responsibility for outcomes is placed with employees. By making workplace more participatory, democratic and accountable. Empowerment creates an organizational culture that promotes sense of commitment to goal attainment and enhances organizational productivity **(Stillman, 2005)**. Empowerment plants the seeds of leadership, self respect and professionalism. In addition, it frees staff from mechanistic thinking and encourages problem solving and application of knowledge to practice **(Marquis & Huston, 2006)**.

Empowerment can be defined as process of giving people the power, capacity and energy to make decision about their work **(Brown & Harvey, 2006)**. Empowerment is an interactive process that develops, builds and increases power through cooperation, sharing and working together. It is the process by which manager or leader shares power with others, it occurs when leaders communicate their vision with their employees who are given the opportunity to make the most of their talents by which learning, creativity and exploration are encouraged **(Ellis & Hartley 2000)**.

Empowering employees means giving them four elements that enable them to act more freely to accomplish their jobs including information, knowledge, power and rewards **(Daft, 2003)**. Empowerment is a mean to facilitate goal attainment, solve problems, create strategy, evaluate performance, design work, motivate others and manage team; on the other hand, sharing leadership responsibilities empowers staff. This will enhance staff investment in their work, enhance the worker's significance, and promote staff determination and increase motivation and satisfaction **(Hunsaker, 2005)**.

Job satisfaction is the extent to which the person feels positively or negatively about various aspects of the work. Most people don't like everything about their jobs; their overall satisfaction depends on how they feel about several components (**Lovett & Coylet, 2004**). There are six components of job satisfaction, namely pay, autonomy, interaction, professional status, organization policies and task requirement. Meanwhile, the most important component of job satisfaction have been claimed to be the relationships with coworkers, pay and benefits and advancement opportunities (**Misener, 1996**).

Empowerment has become an increasingly important factor in determining work satisfaction and performance in current restructured health care setting (**Sarmiento Laschinger & Lawasis, 2004**). Work empowerment and job satisfaction are critical factors in achieving the organization's mission, vision and strategic direction, particularly in the face of organizational change. They have become a key concept within nursing work force. This is largely due to the view that employees' job satisfaction has widespread and significant implication for employees and profession. Therefore, emphasis has been placed on identifying and enhancing certain feature of working life that are associated with high empowerment and satisfaction (**Miller & Goddard, 2001**).

Demonstrators and Assistant Lecturers are employed by academic institution as regular faculty members, and are assigned the responsibility for direct instruction and supervision of clinical experiences of students in clinical setting (**Hassan, 2006**). So, most demonstrators and Assistant Lecturers play many roles during the phases of clinical teaching in clinical settings they also take multiple roles within a single clinical teaching episode as facilitator, counselor, assessor, encourager, promoter, of patients care, evaluator, liaison officer between school and agency, and

occasionally as practitioner during exceptionally busy periods (**Martin, 1995**).

Demonstrators and Assistant lecturers play an important role in providing the courses that enables the students to acquire skills in nursing, therefore the development of a climate for learning requires Staff member who is knowledgeable, clinically competent, and skillful as a teacher and committed to clinical teaching. Leadership under stable health environment requires an individual who is capable of making decision, who are committed, who has a long term vision of what can be accomplished and empower to do their best (**Currie, 1997**).

Empowering condition create more productive work environment, since employees who are more satisfied are more likely to try new innovative approaches to work and less likely to be stressed at work or change jobs (**Laschincr, 1996**). Many studies (**Elnady 2002 & Helaly 2007**) found that there is a positive correlation between dissatisfaction and inability to express own opinion among nurses. So the study will be conducted to explore relation between empowerment and job satisfaction among demonstrators and assistant lecturers in different setting , investigating this relation could be an initial step for preparing them to be an efficient leaders and to be future source of empowerment in their society .

Aim of the study

Assessment of empowerment and job satisfaction among demonstrators and assistant lecturers in nursing faculties through:

- I. Identifying sources of empowerment among demonstrators and assistant lecturers.
2. Assessing level of job satisfaction among demonstrators and assistant lecturers.
3. Exploring relationship between sources of empowerment and job satisfaction among demonstrators and assistant lecturers.

Subjects and Methods

Research Design:

Descriptive design.

Setting:

The study will be conducted in Nursing Faculties qualified for accreditation (Ain Shams & Cairo- and El Mansoura) Universities.

Subjects:

The study will include demonstrators and assistant lecturers who working at the predetermined setting.

Sample Type:

Simple random sample.

Method:

The number of working demonstrators and assistant lecturers will be calculated, the number will be determined using sampling equation to get a representative number.

Tools of Data Collection:

two types of questionnaire sheets will be used for data collection:

1. Condition of Work Effectiveness Questionnaire: aims at identifying empowerment sources.

2. Rating Scale Questionnaire: aims at assessing level of job satisfaction among study subjects.

Ethical considerations

Prior the study ethical approvals will be obtained from the scientific research ethical committee of nursing colleague at Ain Shams University. a written informed consent will be obtained from each participant and will be assured that confidentiality and privacy will be considered and each participant has the right to withdraw from the study at any time.

Results

The results will be analyzed according to the appropriate statistical methods.

Discussion

The results obtained will be discussed in light of available local studies and review of literatures.

Conclusion and Recommendations

The conclusion will be derived from the results and discussion based on the results of the study recommendations will be formulated.

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INTRODUCTION

In recent years, the issue of nurse empowerment has received increasing attention (*Zani & Pietrantonio, 2001*). Empowerment under the appropriate conditions, increases job satisfaction and service quality. Feeling of empowerment should provide nurses with the sense of control that is needed to make the necessary changes for service quality improvement and increased satisfaction (*Snipes & Oswald, 2005*).

In Webster's Dictionary, the verb empowers means "to give the means, ability, or authority." Empowerment in the work setting involves giving people the means, ability, and/or authority to do something they have not done before (*Marcheal, 2009*). Empowerment is power sharing, the delegation of power or authority to subordinates in the organization (*Daft, 2002*).

Nurse empowerment has become an increasingly important factor in determining nurse health and wellbeing in restricted setting (*Laschinger & Finegan, 2005*). Empowerment is the oil that lubricates the exercise of learning. Talented and empowered human capital is becoming the prime ingredient of organizational success (*Kotelnikov, 2001*).

Empowering is a popular concept noted in the literature of many disciplines, including social work, psychology, and

education (*Mcwhirter, 2008*). People with sufficient power have the ability to empower those around them, and thus create an effective work unit within the organization. Meanwhile, individuals in positions that limit the ability to acquire power and opportunity perceive themselves to be powerless. Powerless individuals lack control over their fate and are dependent on those around them (*Laschinger, Finegan& Shamian, 2001*).

Job satisfaction is defined as pleasurable emotional state resulting from the appraisal of one's job (*Weiss, 2002*). Job satisfaction is complex construction measured as a global attitude of a nurse toward his or her work; it is a positive emotional state resulting from evaluating one's job experiences (*Marthrs and Jackson, 2003*). Satisfaction with the work environment is the basic constituent of nurse job satisfaction. Nurses' attitudes and values influence their behavior (*Schermerhorn, 2008*).

Empowered committed persons are able to accomplish the tasks required to achieve organizational goals more effectively, become more satisfied. Also, empowered, committed persons are more productive, more initiative, and more able to create effective work (*Cowin, 2002*). On the contrary, powerless persons often are not in position to accumulate power, so they get stuck in position with little opportunity to enhance their status (*Laschinger and Sabiston, 2000*).

Research shows that empowered nurses experience a greater sense of organizational justice and respect in their work environment and trust management more (*Laschinger and Finegan, 2005*). Empowered people have the necessary feedback, training and knowledge to successfully perform their work. In a state of empowerment, people feel a sense of ownership and pride in their work, and are rewarded for the successful role they play in making their overall organization successful (*Dew, 2000*).

Access to workplace empowerment structures has been linked to positive organizational outcomes in several nursing workplaces, which included staff nurses, nurse educators (*Sarmiento & Laschinger, 2004*); and nurse administrators (*Upenieks, 2002*). Many studies (*El Nady 2002 & Helaly 2007*) found that there is a positive correlation between dissatisfaction and inability to express own opinion among nurses. So the study will be conducted to explore relation between empowerment and job satisfaction among demonstrators and assistant lecturers in different setting , investigating this relation could be an initial step for preparing them to be efficient leaders and to be future source of empowerment in their society .

AIM OF THE STUDY

Assessment of empowerment and job satisfaction among demonstrators and assistant lecturers at nursing faculties through:

1. Identifying sources of empowerment among demonstrators and assistant lecturers.
2. Assessing level of job satisfaction among demonstrators and assistant lecturers.
3. Exploring relationship between sources of empowerment and job satisfaction among demonstrators and assistant lecturers.

REVIEW OF LITREATURE

Empowerment is a state of being. In this state people know the boundaries within which they are free to work, and the boundaries are appropriate to their experiences and maturity .In an empowering setting, people are engaged in making the decisions that influence the quality of their work (*Dew, 2000*). It is a process that facilitates the participation of others in decision making and taking action within an environment where there is an equitable distribution of power (*Faulkner, 2001*).

Empowerment means increasing nurses' involvement in their work through greater participation in decisions that control their work and by expanding responsibility for work outcomes (*Robbins & Hunsaker, 2009*). Empowerment could be defined as a social process of recognizing, promoting and enhancing peoples ' abilities to meet their own problems, solve their own problems and mobilize the necessary resources in order to feel control of their lives (*House & Lan, 2001*).

Empowerment means unleashing the power and creativity of nurses by giving them the freedom, resources, information and skills to make decisions and perform effectively (*Daft, 2003*). Empowerment means giving people authority to make decisions based on what they feel is right,