

Empowerment versus Job Satisfaction among Nurses

Thesis

Submitted for partial fulfillment of the requirements of
the Master Degree in Nursing Sciences

(Nursing Administration)

By

Ragaa Mekhimer Zaki

B.Sc. Nursing

*Faculty of Nursing
Ain-Shams University*
2016

Empowerment versus Job Satisfaction among Nurses

Thesis

Submitted for partial fulfillment of the requirements of
the Master Degree in Nursing Sciences

(Nursing Administration)

Under Supervision of

Dr. Samah Faisal Fakhry

Assistant Professor of Nursing Administration
Faculty of Nursing – Ain Shams University

Dr. Hemat Abd Elazim Mostafa

Assistant Professor of Nursing Administration
Faculty of Nursing – Ain Shams University

*Faculty of Nursing
Ain-Shams University*
2016



Acknowledgment

I first feel always indebted to **ALLAH** The Most Kind
The Most Merciful.

Words cannot convey my thanks and appreciation to
Dr. Samah Fakhry, Assistant Professor of Nursing
Administration, Faculty of Nursing, Ain Shams University,
for her meticulous supervision and critical comments that
were of major support in this work.

My deepest thanks and gratitude are also extended
to **Dr. Hemat Abd Elazim**, Assistant Professor of Nursing
Administration, Faculty of Nursing, Ain Shams University for
her time and effort in supervising this work.

My special thanks are due to all the nurses who
participated and helped me through this work.

Last but not least, I can't forget to thank all members
of my **Family**, my parents especially my **Mother** and, my
Husband and my kids especially my first daughter for
pushing me forward in every step in the journey of my life.

 *Ragaa Mekhemer Zaki*

Contents

Subject	Page No.
Introduction	1
Aim of the Study	7
Review of Literature	
Empowerment.....	8
JOB SATISFACTION AND NURSES.....	37
EMPOWERMENT AND JOB SATISFACTION.....	48
Subjects and Methods	53
Results.....	64
Discussion	92
Conclusion and Recommendations	108
Summary	111
References	115
Appendices	I
Protocol.....	
Arabic Summary	—

List of Tables

Table No.	Title	Page No.
Table (1):	Personal characteristics of nurses in the study sample (n=100).....	65
Table (2):	Job characteristics of nurses in the study sample (n=100).....	67
Table (3):	Work empowerment among nurses in the study sample (n=100).....	69
Table (4):	Psychological empowerment among nurses in the study sample (n=100).....	69
Table (5):	Job satisfaction among nurses in the study sample (n=100).....	72
Table (6):	Relation between nurses' work empowerment and their personal characteristics	74
Table (7):	Relation between nurses' empowerment and their job characteristics.....	75
Table (8):	Relation between nurses' psychological empowerment and their personal characteristics.....	76
Table (9):	Relation between nurses' psychological empowerment and their job characteristics	77
Table (10):	Relation between nurses' total empowerment and their personal characteristics	78
Table (11):	Relation between nurses' total empowerment and their job characteristics.....	79
Table (12):	Relation between nurses' job satisfaction and their personal characteristics	80

Table (13): Relation between nurses' job satisfaction and their job characteristics.....	81
Table (14): Relation between nurses' work empowerment and elements of psychological empowerment.....	82
Table (15): Relation between nurses' psychological empowerment and the elements of their work empowerment.....	83
Table (16): Relation between nurses' work empowerment and elements of job satisfaction.....	84
Table (17): Relation between nurses' psychological empowerment and the elements of their empowerment.....	85
Table (18): Relation between nurses' job satisfaction and the elements of their work empowerment.....	86
Table (19): Relation between nurses' job satisfaction and the elements of their psychological empowerment.....	87
Table (20): Correlation matrix of empowerment, psychological empowerment and job satisfaction scores.....	88
Table (21): Correlation of nurses; empowerment, psychological empowerment and job satisfaction scores and their personal and job characteristics.....	89
Table (22): Best fitting multiple linear regression model for nurses' work empowerment score.....	90
Table (23): Best fitting multiple linear regression model for nurses' job satisfaction score.....	88

List of Figures

Figure No.	Title	Page No.
Figure (1):	Distribution of nurses in the study sample by residence (n=100)	66
Figure (2):	Distribution of nurses in the study sample by departments (n=100).....	68
Figure (3):	Total empowerment among nurses in the study sample (n=100).....	71
Figure (4):	Total job satisfaction among nurses in the study sample (n=100).....	73

ABSTRACT

Background: Nurses need to be motivated to be able to provide quality of patient care. **The aim** of this study was to investigate empowerment and job satisfaction among nurses working at the Obstetrics and Gynecology Hospital, Ain Shams University. **Setting,** Obstetrics and Gynecology Hospital. **Research design** was correlational study included a Purposive sample of 100 staff nurses. **Tools,** A self-administered questionnaire was used for data collection. included the Conditions of Work Effectiveness, the Psychological Empowerment, and the Job Satisfaction questionnaire. **The results** showed that nurses' age ranged between 20 and 40 years, 53% had a diploma degree. In total, 29% had high work empowerment, 89% had high total psychological empowerment, 28% had high total empowerment, and 66% had high job satisfaction. **Conclusion** empowerment and job satisfaction were inter-correlated, and were influenced by nurse's age, marital status, and qualification, in addition to the number of nurses in the unit. **The study recommends** more efforts to empower staff nurses through increasing the availability of resources and work supplies, providing more support at work, encouraging participation in decision-making and in-service training. Further research is proposed to assess the effect of improving staff nurses' empowerment on their job satisfaction.

Keywords: Nurses, work empowerment, psychological empowerment, job satisfaction

Introduction

Nursing is increasingly broad in scope and encompasses an ever-widening range of work behaviors and role responsibilities. However, they work within a climate of uncertainty and disempowerment along with high organizational demands placing them under considerable stress (*Hart, 2005; Suzanne, 2006*). This condition threatens both physical and emotional wellbeing of nurses and the profession itself and may contribute to disengagement or withdrawal of nurses from their organizations (*Morse, 2006; Sabine and William, 2007*). Consequently, threatens organizational functioning and the quality care, since it leads to absenteeism or poor performance (*Laschinger and Finegan, 2005a*).

Historically, nurses may see themselves as skilled practitioners, but the public still clings to its old image of the nurse as the doctor's handmaiden (*Salvages, 1993*). This indicates that nurses are not powerless due to lack in competence, motivation, and/or information, but because lack of awareness and enabling system and structure. *Foster and Hoggett (1999)* termed this situation a 'Do more with less culture' where rhetoric is designed to empower the exhausted workers by emphasizing their commitment to organizational goals. However, disparity between the nurses' desired and perceived autonomy and control over daily job activities

interferes with nurses' attempts to perform according to their expectations as professionals (*Attree, 2005*).

Work settings that are structurally empowering are likely to increase employees' feelings of organizational justice, respect, and trust in management. Perceptions of organizational justice are positively related to an individual's commitment to the organization. Respect can be defined as paying attention to and taking another person seriously. Trust in the organization represents employees' belief that an employer will be honest, open with employees, and follow through on commitments. These feelings facilitate professional nursing practice (*Laschinger and Finegan, 2005b*). There is a strong correlation between perceived work empowerment and work satisfaction as well as perceived control over nursing practice (*Buerhaus et al., 2006*). There also are relationships between trust in management and nurses' perceived access to information and support (*Shirey, 2006*).

Nurse managers are ideally positioned to create positive work conditions that nurture a sense of empowerment. In addition, there is evidence to support the idea that nurses who perceive their managers as being influential in the organization have significantly higher empowerment scores than those who do not. All these factors can lead to more committed employees who have higher work satisfaction, predisposing to enhanced quality of both work life and patient care (*Moore and Hutchison, 2007*).

Stichler (2008) examined ways in which staff nurse engagement could affect operations within a facility and concluded that empowerment of employees enhanced the sustainability of change. Change is, of course, a constant in health care, and sustainability is a major area of importance. Therefore, researchers have worked to better understand the ways in which different groups of workers perceive empowerment from a multidisciplinary perspective. Currently, the full range of the consequences of empowerment in the nursing profession is not fully understood. However, findings from the Institute of Medicine reveal that a likely value of the empowerment of nurses is the promotion of safe patient care and improved patient outcomes (*McCarthy and Freeman, 2008*).

However, fostering nurses' organizational commitment cannot be managed unless the nurses' perception for their empowerment is initially assessed and the expected linkage between them is explored. The assessment of nurses' perception of empowerment and of the relationship between empowerment as perceived by the staff nurses and nurses' satisfaction revealed essential elements that affect nurses' perception of empowerment. These could help nurse administrators and managers to target the particular areas that need change and/or improvement. In addition, comparison of the results among the different types of hospitals and samples will allow a better understanding of the relationship between

nurses' empowerment and satisfaction. The literature shows a gap in the understanding of the empowerment of nurses in the clinical setting (**Regan and Rodriguez, 2011**).

Workplace empowerment has become an increasingly important factor in determining nurse burnout, work satisfaction, and performance (**Sarmiento et al., 2004**). Nurses who exhibit high levels of work-related empowerment in combination with low-levels of burnout were strongly predictive of nurse job satisfaction. Nurses with decreased job satisfaction can lead to an increase in nursing turnover (**Nedd, 2006**). Nursing turnover can become extremely costly to healthcare organizations due to the hiring process, training, and maintain the staff. On average, it costs one-third of a new worker's annual salary to replace a new employee. A key role for healthcare's administrators is to take the lead in developing a strategic retention process to prepare for the responsibility of retaining the staff (**Nedd, 2006**).

Wilson and Crowe (2008) focused on the satisfying and dissatisfying aspects of the role of a community mental health nurse. The study was used to explore what was satisfying in the role of the nurses' and to explore the positive aspects of the role. The researchers found that a therapeutic relationship between nurse and patient was the main source of satisfaction for the nurses. These nurses exhibited a higher level of job

satisfaction and workplace empowerment. According to the American Nurses Association, a nurse's job satisfaction is measured by the staff's attitudes toward specific aspects of their job. Job enjoyment has certain implications for nurse retention and recruitment and ultimately on patient outcomes (**Wade et al., 2008**).

Problem Statement

Nurse structural empowerment is a key component with nurse job satisfaction and affects the quality of patient care, patient satisfaction, retention rates, and work performance. Providing the nurses with adequate resources, strong leadership, a positive work environment, and adequate staffing has a direct effect on empowerment and job satisfaction. Workplace satisfaction and satisfaction with administration are the best predictors of a nurses' intent to stay. If this is not provided to the nursing staff by administrators, the organization and patient outcomes will be negatively affected (**Manjlovich and Laschninger, 2007**). The researcher noticed that hospital management didn't give the chance to staff nurses to participate in design. Also nurses spend a lot of time searching for sufficient supplies and equipment. They feel powerless which reflected on their relationship with supervisors, satisfaction and absenteeism rate.

Significance of the study

Many healthcare organizations and nurse administrators are providing hospital staff nurse with fewer control over their practice at the clinical setting in which they currently work. The greater employment uncertainty is likely to negatively affect the organizational commitment, which the staff nurse feels toward their organization and the quality of patient care. The purpose of this study aims at investigating the influence of empowerment on nurse's job satisfaction. Such information may have implication for organizational and nurses administrators in determining appropriate interventions to improve nurses empowerment and job satisfaction specifically for nurses who works in Obstetrics and Gynecology units.

Aim of the Study

This study aims at investigating the influence of empowerment on nurse's job satisfaction at the Obstetrics and Gynecology Hospital, Ain Shams University.

This was achieved through:

1. Assessing nurses' empowerment at the Obstetrics and Gynecology Hospital, Ain Shams University.
2. Assessing job satisfaction among nurses at the Obstetrics and Gynecology Hospital, Ain Shams University.
3. Finding out the relationship between empowerment and job satisfaction at the Obstetrics and Gynecology Hospital, Ain Shams University.

Research question

Is there a relationship between empowerment and job satisfaction among nurses at the Obstetrics and Gynecology Hospital, Ain Shams University?