

Psychological Empowerment and Job Satisfaction among Nurses Working in Abbassia Mental Hospital

Thesis

Submitted for partial fulfillment of the requirements of
the Master Degree in Nursing Sciences
(Psychiatric and Mental Health Nursing)

By

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Dedication

To

*The soul of
my father*

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كلية التمريض
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على الرسالة

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ABSTRACT

Patient care quality and safety relates directly to how empowered nurses are to influence care plans and contribute to organizational decisions. The study aim was to examine the relation between psychological empowerment and job satisfaction among nurses working in Abbassia Mental Health hospital. The study was carried out using a cross-sectional analytic design on 100 nurses working in various units. Data were collected through two self-administered questionnaire sheets: the psychological empowerment scale with socio demographic data, and job satisfaction questionnaire. Pilot testing showed a high reliability of the tools. The results showed that 74% of the nurses had high total psychological empowerment, while only 49.0% of them were satisfied. A moderate statistically significant positive correlation was detected between nurses' scores of psychological empowerment and job satisfaction ($r=0.48$, $p=0.01$). Multivariate analysis showed that the score of psychological empowerment and nurse's age were the statistically significant positive independent predictors of job satisfaction score. It is concluded that nurses in this mental health hospital have high levels of psychological empowerment, but only half of them were satisfied. The scores of psychological empowerment and job satisfaction are closely correlated. Nurses' age and psychological empowerment score can predict positively the score of job satisfaction. It is recommended that continuous training programs should be implemented for nurses to improve their psychological empowerment and reviewing the system of incentives for increasing their job satisfaction.

Keywords **empowerment**, psychological empowerment, job satisfaction, mental health nursing.

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Introduction

A health care sector that supports employees reduces stress and increases employee commitment will culminate in improved organizational outcomes, including improved patient care (*Laschinger et al., 2011*). Patient care quality and safety relates directly to how empowered nurses are to influence care plans and contribute to organizational decisions. Empowerment has also been linked to the mental and physical health of nurses (*Chalk et al., 2010*).

Empowerment is a multi-disciplinary concept used in management, psychology, social anthropology, sociology political science, and nursing. Empowerment is the process of providing decision-making authority to someone, and is often associated with sharing power with others or enables them to act from managers to their subordinates. Empowerment can be structural or psychological (*Saif and Saleh, 2013*).

The diverse definitions and descriptions of empowerment follow two streams of research structural empowerment and psychological empowerment. Structural empowerment is defined as a practice or set of practices offering access to information, resources and support opportunities for development and growth (*Gantz, 2010*). Psychological empowerment refers to a set of psychological

states that are essential for individuals to feel a sense of control over their work as a result of being empowered by a supervisor. It focuses on intrinsic motivation rather than on the managerial practices used to increase employees' levels of authority (*Harrim and Alkshali, 2008*).

As in other nursing specialties, psychiatric nurses work according to specific treatment models, implement treatment protocols. Nonetheless, psychiatric nurses ensure patient quality of care and safety and emphasize the development of a therapeutic relationship between the patient and the caregiver. In practice, this means the psychiatric nurse aspires to treat the patient in a humane and cooperative manner, to empower patients, and help them on inner resources in addition to the other treatments that they receive (*Dziopa and Ahern, 2008*).

Nurses advocate for patient safety when they coordinate patient care delivered by multiple health care providers. Uncoordinated care contributes to fragmentation in patient care and could cause significant risk to patient safety. Increased care coordination reduces hospitalizations in patients with heart failure, reduces readmissions in patients with mental health conditions, and reduces mortality and dependency in patients with stroke. Empowered nurse advocates maintain open

communications with all members of the health care team (*Ohmart, 2013*).

Nurses want to ensure their patients' rights, health, quality care and safety. However, nurses may not be empowered by having a voice in the decision-making. If the structural organization does not support patient advocacy or does not make efforts to create and maintain healthy work conditions, job strain will be a logical outcome. Researchers found that feelings of psychological empowerment strongly influenced nurses' job strain and work satisfaction (*Christens, 2012*).

Psychologically empowered employees are confident in their abilities, have control over their work, feel that their job requirements are congruent with their values and beliefs, and feel that they impact organizational. Psychological empowerment in any organization does not work by saying employee that they are empowered it requires requisite changes in the system, practices, and policies of an organization. Thus, to make an employee feel psychologically empowered there has to be change/modification in the managerial practices to promote autonomy, freedom and create an atmosphere of service that may develop the feeling of psychological empowerment among nurses (*Knol and Van Linge, 2009*).