

The Relation between Psychological Empowerment and Job Satisfaction among Nurses

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Abstract

Background- Empowering employees is an essential factor to reduce workplace stress, whereas its role in enhancing job satisfaction among employees is through perceived job obligation, and reducing stress. Aim- The present study endeavored to determine the relationship between Psychological Empowerment and Job Satisfaction among nurses. Methods and Materials- Cross-sectional, descriptive and correlational study design carried out for a period from 5th of September/2017 till 30th of May/2018 at five hospitals in Mosul/Iraq. Non-probability sampling technique and accidental sampling method were depended to select (317) nurse as a sample of the study. An interview was the method through which data were gathered. Two instruments were used to collect data; Psychological Empowerment questionnaire “PE”, and Minnesota Job Satisfaction questionnaire “JS”. Mean, Standard deviation and stepwise regression analysis were used to present the findings of the study. Findings- Total Psychological Empowerment and Total Job Satisfaction and their domains had an acceptable level, from another side, Total Psychological Empowerment and its domains had significant relations with Total Job Satisfaction and its domains.

Keywords: *Psychological Empowerment, Job Satisfaction, Nurse.*

Introduction

Nurses consider a vital part in the health care system, play a profound role in its efficacy, effectiveness, and promotion of patient health, whereas, any health agency can't dispense his/her⁽¹⁾.

Empowerment can be seen as an organizational initiative to grant staff an autonomy in order to reduce the sense of helplessness and remove the formal obstacles in the regulatory environment⁽²⁾, while the person's experience of self-motivation that forms the point of view of his/her is known as psychological empowerment⁽³⁾, it motivates employees to do well⁽⁴⁾, and composes of many domains; mean, competence, self-determination, and impact⁽⁵⁾.

The individual's cognitive attitude or affective reaction toward job is known as job satisfaction, it is

the extent of love and belonging the employees have to their work, the increased sense of importance of work and improvement of achievements⁽⁶⁾, the perceptions in regard to job performance, the contribution of positive meaning values and positive consequences for the organization, the desire to develop work personalities and skills⁽⁷⁾, and they tend to be high self-confidence⁽⁸⁾.

However, scholars recognize that job performance enhances employee empowerment that can encourage employees to operate beyond the norm and achieve jobs in an accommodating manner. Empowering employees is an essential factor to reduce workplace stress^(2,9), while its role in enhancing job satisfaction among employees is through perceived job obligation, and reducing stress⁽⁷⁾.

The present study endeavored to determine the relationship between Psychological Empowerment and Job Satisfaction among nurses.

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Material and Method

Cross-sectional, descriptive and correlational study design carried out for a period from 5th of

September/2017 till 30th of May/2018 at five hospitals in Mosul/Iraq. Non-probability sampling technique and accidental sampling method were depended to select (317) nurse as a sample of the study depending on such criteria (providing bedside nursing care, having a tenure in the current place ≥ 5 years, presenting at work during gathering data and didn't engage in management or leadership position at the study period). An interview was the method through which data were gathered; each interview lasted 20-30 minutes. Two instruments were used to collect data; Psychological Empowerment questionnaire "PE" which is used to measure the level of four dimensions; (Meaning= 3 items, Competence=3 items, Self-determination=3 items, and Impact=3 items), the scores of each item had five options ranged from (strongly disagree=1 to strongly agree=5)⁽⁵⁾, and Minnesota Job Satisfaction questionnaire "JS" which is used to measure respondent's level of satisfaction at their job, it consists of (20) items categorizes as two dimensions, Intrinsic Job Satisfaction "IJS" (12 items) and Extrinsic Job Satisfaction "EJS" (8 items), the scores

of each item had five option ranged from (strongly dissatisfied=to strongly satisfied=5)⁽¹⁰⁾.

The means of scales and their domains had been calculated by summation of their items and divided by the number of items. A higher score (mean) means a higher degree of each of them. Content validity of scales was measured by exposing them to five experts in the nursing field, whereas, their few essential corrections were undertaken in the final drafts, while reliability analysis for the scales yielded a Cronbach's alpha of 0.79 for Psychological Empowerment scale and 0.83 for Job Satisfaction. Mean and Standard deviation as a descriptive statistic was used to review the levels of measured variables (PE, and JS), while stepwise regression analysis was used to evaluate the impact of criteria variable on multiple prediction variables.

According to the administrative rules, informal permission was obtained from the respondents prior to starting data collection.

Findings

Table (1): Descriptive statistics of PE, and JS and their domains:

Variable	Mean of Scores	Minimum	Maximum	Mean	Standard Deviation
PE (Total);	36	32	60	47.59	6.58
Meaning	9	8	15	12.47	1.87
Competence	9	6	15	12.68	2.07
Self-Determination	9	4	15	10.97	2.92
Impact	9	4	15	11.47	2.41
JS (Total);	60	40	80	61.93	8.47
Intrinsic	36	26	50	38.14	5.31
Extrinsic	24	13	34	23.79	4.06

Table (1) demonstrates that the means of Total Psychological empowerment and its dimensions were above the means of scores of the scale, while the total means of JS and their aspects were around the means of scores of the scale.

Table (2): Regression Findings for Job Satisfaction (JS)with respect to Psychological Empowerment (PE)

Model ⁽¹⁾	Adj. R ²	B	t. Value	F.	β
Meaning	.196	1.172	8.065	65.049**	.414
Competence	.189	1.118	8.628	74.437**	.437
Self Determination	.321	1.035	12.254	150.173**	.568
Impact	.081	.635	5.359	28.722**	.289
<i>(1) Predictors (Constant)=PE Domains DV=IJS **P. ≤ 0.001</i>					
Model⁽²⁾					
Meaning	.115	.745	6.498	42.224**	.344
Competence	.058	.485	4.538	20.594**	.248
Self Determination	.128	.505	6.897	47.575**	.362
Impact	.034	.324	3.481	12.117**	.192
<i>(2) Predictors (Constant)=PE Domains DV=EJS **P. ≤ 0.001</i>					
Model⁽³⁾					
Meaning	.177	.231	8.309	69.041**	.424
Competence	.151	1.603	7.578	57.421**	.393
Self Determination	.278	1.539	11.082	122.801**	.530
Impact	.072	.959	5.044	25.441**	.273
<i>(3)Predictors (Constant)=PE Domains DV=TJS **P. ≤ 0.001</i>					
Model⁽⁴⁾					
Total Psychological Empowerment	.333	.748	12.61	159.011**	.579
<i>(4)Predictor (Constant)=TPE DV=TJS **P. ≤ 0.001</i>					
Model⁽⁵⁾					
Total Psychological Empowerment	.374	.494	13.775	189.753**	.613
<i>(5)Predictor (Constant)=TPE DV=IJS **P. ≤ 0.001</i>					
Model⁽⁶⁾					
Total Psychological Empowerment	.163	.251	7.906	62.5**	.407
<i>(6)Predictor (Constant)=TPE DV=EJS **P. ≤ 0.001</i>					
PE=Psychological Empowerment; DV= Dependent Variable; IJS=Intrinsic Job Satisfaction; EJS=Extrinsic Job Satisfaction; TJS=Total Job Satisfaction; TPE=Total Psychological Empowerment					

Table (2) reveals that Psychological Empowerment as a total and its dimensions are highly significantly correlated with Job Satisfaction and its dimensions.

Discussion

Empowerment gives a power of decision-making to employees, making employees own their work and thus increase commitment. When employees have high levels of perceived Psychological Empowerment, view their work as meaningful, acquire skills and competencies needed, have the impact on actions in their work environment, provide a high level of autonomy, feel to influence the work outcomes, they perceive themselves as effective, see their work as important, and be more attached to their organizations⁽¹¹⁾. In line with many previous studies^(5,7,12,13,14,15,16), and inconsistent with another study⁽¹⁷⁾ were the results of the present study, while other studies agreed partially, for, they found that nurse's competencies had the most importance, and self-determination and impact dimensions had the lowest^(7,18,19,20). Nurses' Psychological Empowerment means as a total and as all dimensions in the present study were higher than means of scores of the scale (Table-1) which indicates that nurses' values and behaviors were, to some extent, in accordance with the work goals and nurses' capabilities and requirements of work.

Job Satisfaction means in the present study has been around the means of scores of the scale, whereas Intrinsic Job Satisfaction is best than Extrinsic Job Satisfaction (Table-1). A previous study found that the respondents of their study had moderate positive perceptions of job satisfaction⁽⁷⁾, while another study pointed low job satisfaction among their respondents⁽²⁾. If nurses are satisfied with intrinsic factors more than extrinsic factors, they can satisfy themselves interiorly more than the satisfaction promote from their environment and supervisors. This finding is in agreement with the view of many previous studies^(6,21). This is an important issue for any organization, for individuals who have a high level of Job Satisfaction generally have a positive attitude towards their work and vice versa⁽²²⁾, in another word, if employees are dissatisfied and they see a chance to work in other organization, they will leave an organization without a sense of guilt⁽²³⁾.

The empowerment of employees increases the effectiveness and satisfaction of employees, reduce job-related strain^(18,24,25,26), shapes employees' perceptions of their jobs, and eventually leads to high job satisfaction⁽²⁾. Total Psychological Empowerment is significant and

positively correlated with TJS and its dimensions IJS and EJS as 0.579, 0.613 and 0.407 respectively. The coefficient of determination (R^2) presents that TPE predicted the variation of TJS, IJS, and EJS as 33.3%, 37.4%, and 16.3% respectively. From another hand, all PE dimensions present significant and positively correlated with TJS and with its dimensions, while self-determination was the best one in predicting TJS, IJS, and EJS as 27.8%, 32.1% and 12.8% respectively (Table-2). In line with these results were the results of previous studies^(2,27,28,29,30,31,32,33,34,35), on the other hand, another study found that Psychological Empowerment explains about 33.5% of the variation in Job Satisfaction⁽³⁶⁾, also it concluded that Meaning, Competence, and Impact were positively related and significant in predicting Job Satisfaction, while, regarding Self-determination, it is suggested that satisfying a psychological need will lead to Job Satisfaction, also he found that Psychological Empowerment explains about 33.5% of the variation in the Job Satisfaction. A previous study found that when employees feel active in their work, they build a sense of job satisfaction. From another side, when individuals feel that they are highly competent to carry out their tasks, their job satisfaction will be better. Individuals are empowered when they have a tendency to attach more value and importance to their work, their Job Satisfaction level is increased, their success and contribution to work will be greater⁽³⁷⁾. As a result for their study, they found that all dimensions of Psychological Empowerment explained 42% of the variance in the Intrinsic aspect of Job Satisfaction, and 30% of the variance in the Extrinsic aspect of Job Satisfaction, Meaning significantly influenced the Intrinsic Job Satisfaction " $\beta=.25, p=.01$ ", Self-Determination and Impact had a significant effect on Intrinsic Job Satisfaction " $\beta=.28; p=.01; \beta=.22, p=.01$ ", and Extrinsic Job Satisfaction " $\beta=.23; p=.01; \beta=.26, p=.01$ ". Meaning relatively had the greatest relationship " $r=0.451; p<0.01$ " with satisfaction. The weakest correlation was between Impact and Job Satisfaction " $r=0.285; p<0.01$ ". Previous study results indicated that overall Psychological Empowerment comprising Meaning, Competence, Self-determination, and Impact explained 22% of the variance in Job Satisfaction. The Beta calculations showed the highest variation as explained by Meaning " $\beta=0.436$ " and the next as explained by Self-determination " $\beta=0.183$ ". The next relatively lowest ones were Competence and Impact having the same beta scores " $\beta=0.102$ ". The coefficient of determination R^2 was calculated as 0.41, which means that 41% of the variation in Job Satisfaction

was explained by the variation in overall Psychological Empowerment^(26,38).

Conclusions

The study concluded that;

* Total Psychological Empowerment and Total Job Satisfaction and their domains had an acceptable level.

* Total Psychological Empowerment and its domains had significant relations with Total Job Satisfaction and its domains.

Recommendations :

* Staying away from centralism in the formulation and decision-making in regard to patient care and giving priority to the nurse and supporting his/her decisions.

* Creating a therapeutic environment that balance between the nurse's habits, traditions, and values with the patient's needs and care, improving the nurse experience, performance and expertise and fostering his / her authority, power and self-worth.

Conflict of Interest: Non

Source of Findings: Non

Ethical Clearance: This research was carried out with the patient's verbal and analytical approval before the sample was taken.

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