

## Empowering and Job Satisfaction Among Nurse Interns

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**Abstract:** Empowerment is management practice of sharing information, rewards, and power with employees, so that, they can take initiatives and make decisions to solve problems and improve service and performance. In the field of nursing, personal and professional empowerment is crucial to job satisfaction. The empowered nurses will feel inspired and motivated to contribute to their cause, and will have a greater feeling of respect and trust among colleagues, knowing that their contributions are recognized and valued by the other members of the healthcare team. Job satisfaction is the degree to which an individual feels positively or negatively about the various facets of the job tasks, the work setting, and relationships with coworkers. It is seen as a motivator for good job performance, it is much more complex as individuals bring different values and needs to their work situation. Job satisfaction is a positive attitude toward one's job. People experience this attitude when their work matches their needs and interests, when working conditions and rewards are satisfactory, and when the nurses like their co-workers. Many nursing departments are developing internship programs for new graduate nurses to expand the orientation process to include critical thinking skills development, clinical reasoning and clinical skills while in a supportive and protected environment. The cost of an internship could be paid back in lower turnover rates, improved nursing outcomes and increase nursing satisfaction. **Aim of the study:** To determine the relationship between empowerment and job satisfaction among nurse interns. **Setting:** This study was conducted during the internship year at Beni-Suef University Hospital. **Subjects and methods: Research design:** The current study, a descriptive correlational design was adopted. **Subjects:** The sample was composed of all nurses in the internship year (65) nurse interns. **Tools:** 1) Empowerment Assessment Scale, and 2) Job Satisfaction Questionnaire. **The results of the present study revealed that** the majority of nurse interns were satisfied of salary (81.5%). There is a statistically significant relation between empowerment and job satisfaction (0.003\*\*). **The study recommended** to increase empowerment-training programs for nurses' internship.

Date of Submission: 16-03-2018

Date of acceptance: 31-03-2018

### I. Introduction

Empowerment is a complex process that consists of responsibility for the individual desiring empowerment, as long as the organization and its leadership. Individually, all practitioners must have professional traits, including responsibility for continuing education, participation in professional organizations, political activism, and most importantly, a sense of value about their work (Marquis & Huston, 2012). Empowerment is a management practice of sharing information, rewards, and power with employees so that they can take initiative and make decisions to solve problems and improve service and performance (Hussein, et al., 2013).

When the leaders, managers, and supervisors have a common understanding for employee empowerment it is likely that the level of employee autonomy will increase (Roussel, 2013). A leader must develop relationships with a variety of people and groups within the organization in order to maximize job empowerment and be successful (Marquis & Huston, 2012).

According to Kaliski (2007), the job satisfaction is a worker's sense of achievement and success on the job, which is generally perceived to be directly linked to productivity, as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. The key ingredient that leads to recognition, includes income, promotion, and the achievement of other goals that lead to a feeling of fulfillment. A direct effect on the success of the organization is a satisfaction of employees with their jobs (Shaukat, et al., 2012).

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition, people could have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates' and their pay. While, the decrease job satisfaction lead too many negative consequences such as a lack of loyalty, increased absenteeism, increase number of accidents (Aziri, 2011; George & Jones, 2008).

When nurse's internship is empowered, their confidence degree and self-dependence will increase. This more confidence is a good thing because it creates job satisfaction and high levels of productivity. However, in some cases, there is a lot of confidence that leads to arrogance and this type of nurse's internship is difficult to deal with them and creates an environment of work is inappropriate and less functional satisfaction and production (AbouElnaga, & Imran, 2014).

**Aim of the study:** The study aimed to determine the relationship between empowerment and job satisfaction among nurse interns during internship year at Beni-Suef University Hospital.

## II. Research question

1. Is there a relationship between empowerment and job satisfaction among nurse interns?

## III. Subjects and Methods

- **Research design:** To carry out this study, a descriptive correlational design was adopted.
- **Study setting:** The study was conducted at Beni-Suef University Hospital, in all units, except the Emergency Unit. It consists of five floors: Ground floor included a hemodialysis unit with 20 machines and 2 machines standbys, 1<sup>st</sup> floor includes the administrative hospital offices. The 2<sup>nd</sup> floor contains operating rooms (ORs); and intensive care unit (ICU) which contains 15 beds. The ORs have five theaters for surgical specialties namely general, orthopedic, Ear Nose Throat (ENT), Uro-Surgery, and Ophthalmology. The 3<sup>rd</sup> floor contains cardiac care unit (CCU) and pediatric intensive care unit (PICU). The CCU has 21 beds, classified to 8 beds CCU, 4 intermediate care beds and 9 pre and post cardiaccatheterization. The PICU has 8 beds out of these 2 beds for isolation and are not utilized. The 4<sup>th</sup> floor contains a neonate intensive care unit (NICU), which has 15 incubators; 9 for admission and 6 incubators are not utilized.
- **Study subjects:** The subjects of this study were all nurse interns (65) during their internship-training year.
- **Tools of data collection:**

### I. Empowerment Assessment Scale, which consists of two parts

**First part:** Condition of work effectiveness questionnaire (CWEQ), developed by Chandler (1986) and Laschinger (1999), for identifying sources of empowerment. It includes 44 items to measure nurse intern's perception of power and opportunities. This questionnaire was divided into four subdivisions namely; information (10 items), support (8 items), resources (6 items), and opportunities (19 items).

**Second part:** Organizational description opinion (ODO), developed by Laschinger (1999), to assess the level of power for nurse intern's perception. It consists of two parts as the following:

**First part:** it includes 10 items, which entail data to measure nurse intern's perception of the existence of structural power characteristics on the work environment.

**Second part:** it includes 10 items that measure nurse intern's perception of their immediate manager's power.

#### Scoring system of empowerment assessment Scale:

Empowerment items scored from 1 to 5, (1, never; 2 seldom; 3 perhaps; 4 most of time; and 5 always). The subject was considered poor if the percentage is 0-49%, fair if the percentage is from 50 to 75% and good when the percentage is more than 75%.

**II. Job satisfaction questionnaire:** Adopted from Tappen (1995), it was used to measure the level of job satisfaction among subjects. This tool was designed based on the Herzberg Factors Theory (1970); it consists of 78 items, which are grouped under two types of factors namely Administrative (hygienic) factors, and Motivating factors.

Administrative (hygienic) factors 40 items: This includes salary and benefits (8 items), hospital policy and administration (8 items), working condition (13 items), interpersonal relationship (6 items), and supervision questions (5 items).

- Motivating factors 38 items: This includes achievement (7 items), recognition (10 items), responsibility (7 items), and advancement (14 items).

#### Scoring system of job satisfaction questionnaire:

Satisfaction items were scored from 1 to 3, (1, yes; 2, maybe; and 3, No) for "satisfied", "uncertain" and "dissatisfied" responses respectively. For each area, the scores of the items were summed up and the total divided by the number of the items, giving score for the part. These scores were converted into a percent score. The subject was considered satisfied if the percent score was 60% or more, and dissatisfied if less than 60%.

**Validity**

Tool validity test was done through a panel of five experts (they are faculty members of nursing administration department).

**Pilot Study:**

A pilot study carried out on 10% of the sample size (6 intern nurses), to test the clarity of language and applicability of the tools, as well as to estimate the time needed for filling in the tool. The necessary modifications was done. Those who shared in the pilot study were excluded from the main study sample.

**Procedure**

All the questionnaires were distributed directly to participants, attached to a cover letter explaining the purpose of the study. Each one received a copy of the questionnaire. Participants were informed about the purpose of research and were assured that all results will remain anonymous. Data collection was carried out over a period of two months from beginning of December 2014 to beginning of February 2015. The average time of filling in the questionnaire was 15-20 minutes.

**IV. Administrative Design**

An official letter was issued from the Dean of Faculty of Nursing at Beni-Suef University to the Director of Beni-Suef University Hospital. The nursing director of the selected setting was also contacted and a written approval was obtained from her.

**V. Ethical considerations**

All principles of ethics in research were followed. The participants were informed about the purpose and procedures of the study, and their verbal informed consent was obtained. They were informed about their rights to refuse participation or to withdraw at any time without giving any reason. They were also reassured that all obtained information will be treated confidentially, and will only be used for the purpose of research, and that the study maneuvers could not entail any harmful effects on them.

**VI. Statistical Design**

Data entry was done using Epi-Info 6.04 computer software package, while statistical analyses were done using the statistical package for social sciences (SPSS), version 20.00. Data were presented by using descriptive statistics in the form of frequencies and percentages for qualitative variables, and means and standard deviations for quantitative variables. Qualitative variables were compared using Chi-square test, whenever the expected values in one or more of the cells in a 2x2 tables was less than 5, Fisher exact test was used instead, in larger than 2x2 cross tables, and no test could be applied whenever the expected value in 10% or more of the cells was less than 5. Statistical significance was considered at P-value <0.05.

**VII. Results**

**Table (1): Total Distribution for Empowerment Items as Reported by Nurse Interns (n=65).**

Total empowerment items	Poor		Fair		Good	
	No.	%	No.	%	No.	%
Opportunity	5	7.7	40	61.5	20	30.8
Information	8	12.3	41	63.1	16	24.6
Support	8	12.3	41	63.1	16	24.6
Resources	12	18.5	43	66.2	10	15.4
Environment	3	4.6	9	13.8	53	81.5
Manager's power	18	27.7	11	16.9	36	55.4

Table (1) Shows empowerment elements reported by nurse interns. This table presents that 81.5% reported environment condition good as empower for nurse interns, and 66.2% reported fair resources. However, the least percentage for these items (7.7%) was for poor opportunity as empowering nurse interns.

**Table (2): Job Satisfaction Among Nurse Interns (n=65)**

Total job satisfaction items	Satisfied (≥ 60%)		Unsatisfied (< 60%)	
	No.	%	No.	%
Salary	53	81.5	12	18.5
Hospital policy	42	64.6	23	35.4
Working condition	46	70.8	19	29.2
Interpersonal relation	43	66.2	22	33.8
Supervision	26	40.0	39	60.0

Achievement	45	69.2	20	30.8
Recognition	45	69.2	20	30.8
Responsibility	48	73.8	17	26.2
Advancement	50	76.9	15	23.1

Table (2) clarifies the presence of job satisfaction among nurse interns included in the study. The table indicates that 81.5% nurse interns were satisfied of salary, while 60.0% were unsatisfied of supervision, and 70.8% of nurse interns were satisfied of working condition, as well as 73.8% were satisfied of responsibility.

**Table (3):** Relation Between Total Empowerment and Total Job Satisfaction (n=65).

total empowerment items	Total job satisfaction				X <sup>2</sup>	p-value
	Satisfied (n=7)		Unsatisfied (n=58)			
	No.	%	No.	%		
Poor	2	28.6	1	1.7	11.32	0.003**
Fair	3	42.9	19	32.8		
Good	2	28.6	38	65.5		

Table (3) displays the relation between job satisfaction and empowerment among nurse interns. According to the table, a statistically significant relation was found between total job satisfaction and total empowerment items among nurse interns.

**Table (4):** Relations Between Opportunity and reported Job Satisfaction Among Nurse Interns (n=65).

Job satisfaction	Opportunity						X <sup>2</sup>	p-value
	Poor		Fair		Good			
	No	%	No	%	No	%		
Salary:							7.386	0.02
• Satisfied ≥ 60%	2	40.0	34	85.0	18	90.0		
• Unsatisfied < 60%	3	60.0	6	15.0	2	10.0		
Interpersonal relation:							5.153	.07
• Satisfied ≥ 60%	5	100.0	28	70.0	10	50.0		
• Unsatisfied < 60%	0	0.0	12	30.0	10	50.0		
Supervision:							5.104	.07
• Satisfied ≥ 60%	3	60.0	19	47.5	4	20.0		
• Unsatisfied < 60%	2	40.0	21	52.5	16	80.0		
Achievement:							6.906	0.03
• Satisfied ≥ 60%	2	40.0	25	62.5	18	90.0		
• Unsatisfied < 60%	3	60.0	15	37.5	2	10.0		
Recognition:							.451	.79
• Satisfied ≥ 60%	4	80.0	28	70.0	13	65.0		
• Unsatisfied < 60%	1	20.0	12	30.0	7	35.0		
Advancement:							4.160	.12
• Satisfied ≥ 60%	2	40.0	32	80.0	16	80.0		
• Unsatisfied < 60%	3	60.0	8	20.0	4	20.0		
Hospital policy:							3.768	.15
• Satisfied ≥ 60%	2	40.0	24	60.0	16	80.0		
• Unsatisfied < 60%	3	60.0	16	40.0	4	20.0		
Working condition:							.586	.74
• Satisfied ≥ 60%	4	80.0	29	72.5	13	65.0		
• Unsatisfied < 60%	1	20.0	11	27.5	7	35.0		

Table (4) demonstrates the relations between nurse interns reported job satisfaction and opportunity of empowerment. There is a direct proportion between salary 90.0% and achievement, 90.0% reported good opportunity in empowerment and there were statistically significant relation found between salary (0.02) and achievement (0.03) with opportunity of empowerment.

**Table (5):** Relations Between Information of Empowerment and Job Satisfaction Among Nurse Interns (n=65).

Job satisfaction	Information of Empowerment						X <sup>2</sup>	p-value
	Poor		Fair		Good			
	No	%	No	%	No	%		
Salary:								
• Satisfied	3	37.5	37	90.2	14	87.5	13.541	0.001*
• Unsatisfied	5	62.5	4	9.8	2	12.5		
interpersonal relation:								
• Satisfied	8	100.0	27	65.9	8	50.0	5.959	0.05*
• Unsatisfied	0	0.0	14	34.1	8	50.0		
supervision:								
• Satisfied	2	25.0	22	53.7	2	12.5	8.979	0.01*
• Unsatisfied	6	75.0	19	46.3	14	87.5		
achievement:								
• Satisfied	3	37.5	29	70.1	13	81.2	4.910	.086
• Unsatisfied	5	62.5	12	29.9	3	18.8		
Recognition:								
• Satisfied	5	62.5	32	78.0	8	50.0	4.445	.108
• Unsatisfied	3	37.5	9	22.0	8	50.0		
advancement:								
• Satisfied	5	62.5	35	85.4	10	62.5	4.459	.108
• Unsatisfied	3	37.5	6	14.6	6	37.5		
hospital policy:								
• Satisfied	2	25.0	29	70.1	11	68.8	6.282	0.04*
• Unsatisfied	6	75.0	12	29.9	5	31.2		
Working condition:								
• Satisfied	7	87.5	26	63.4	13	81.2	3.004	0.02*
• Unsatisfied	1	12.5	15	36.6	3	18.8		

Statistically significant at P < 0.05

Table (5) demonstrates the relations between nurse interns reported job satisfaction and information of empowerment. There are direct relations between salary and supervision unsatisfied (87.5%), working condition satisfied good (81.2%), interpersonal relation satisfied fair (65.9%), and hospital policy (68.8%) are good information of empowerment with job satisfaction. There were statistically significant relations found between salary (0.001), supervision (0.01), working condition (0.02) interpersonal relation (0.05), and hospital policy (0.04) with information of empowerment.

**Table (6):** Relations Between Support and Job Satisfaction Among Nurse Interns (n=65).

Job satisfaction	Support of empowerment						X <sup>2</sup>	p-value
	Poor		Fair		Good			
	No	%	No	%	No	%		
Salary:								
• Satisfied	9	60.0	30	85.7	15	100.0	8.911	0.01*
• Unsatisfied	6	40.0	5	14.3	0	0.0		
Interpersonal relation:								
• Satisfied	13	86.7	21	60.0	9	60.0	3.665	0.160
• Unsatisfied	2	13.3	14	40.0	6	40.0		
Supervision:								
• Satisfied	5	33.3	19	54.3	2	13.3	7.697	0.02*
• Unsatisfied	10	66.7	16	45.7	13	86.7		
Motivator factor achievement:								
• Satisfied	9	60.0	24	68.6	12	80.0	1.424	0.491
• Unsatisfied	6	40.0	11	31.4	3	20.0		
Recognition:								
• Satisfied	10	66.7	25	71.4	10	66.7	0.172	0.918
• Unsatisfied	5	33.3	10	28.6	5	33.3		
Advancement:								
• Satisfied	12	80.0	26	74.3	12	80.0	0.297	0.862
• Unsatisfied	3	20.0	9	25.7	3	20.0		
Hospital policy:								
• Satisfied	8	53.3	20	57.1	14	93.3	7.100	0.02*
• Unsatisfied	7	46.7	15	42.9	1	6.7		
Working condition:								
• Satisfied	14	93.3	22	62.9	10	66.7	4.873	0.087
• Unsatisfied	1	6.7	13	37.1	5	33.3		

Statistically significant at P < 0.05

Table (6) demonstrates the relations between nurse interns reported job satisfaction and support of empowerment. There is a relation between salary (100.0%) and hospital policy (93.3%) as good support in

empowerment and satisfaction of their job. There was a statistically significant relation found between salary (0.01) and hospital policy (0.02) of empowerment support. However, 86.7% were unsatisfied of their job supervision with a statistically significant relation (0.02).

**Table (7): Relations Between Total Resources and Job Satisfaction Among Nurse Interns (n=65).**

Job satisfaction	Resources						X <sup>2</sup>	p-value
	Poor		Fair		Good			
	No	%	No	%	No	%		
Salary:								
• Satisfied	9	75.0	38	88.4	7	70.0	2.631	0.268
• Unsatisfied	3	25.0	5	11.6	3	30.		
Interpersonal relation:								
• Satisfied	8	66.7	30	69.8	5	50.0	1.418	0.492
• Unsatisfied	4	33.3	13	30.2	5	50.0		
Supervision:								
• Satisfied	7	58.3	18	41.9	1	10.0	5.493	0.064
• Unsatisfied	5	41.7	25	58.1	9	90.0		
Achievement:								
• Satisfied	5	41.7	31	72.1	9	90.0	6.470	0.03*
• Unsatisfied	7	58.3	12	27.9	1	10.0		
Recognition:								
• Satisfied	10	83.3	32	74.4	3	30.0	8.889	0.01*
• Unsatisfied	2	16.7	11	25.6	7	70.0		
Advancement:								
• Satisfied	9	75.0	35	81.4	6	60.0	2.123	0.346
• Unsatisfied	3	25.0	8	18.6	4	40.0		
Hospital policy:								
• Satisfied	9	75.0	29	67.4	4	40.0	6.348	0.04*
• Unsatisfied	3	25.0	14	32.6	6	60.0		
Working condition:								
• Satisfied	5	41.7	34	79.1	7	70.0	6.348	0.04*
• Unsatisfied	7	58.3	9	20.9	3	30.0		

Statistically significant at P < 0.05

Table (7) demonstrates the relations between nurse interns reported job satisfaction and resources of empowerment. There were statistically significant relations found between achievement (0.03), recognition (0.01), Hospital policy and working condition (0.04).

**Table (8): Relations Between Environment and Job Satisfaction Among Nurse Interns (n=65).**

Job satisfaction	Environment						X <sup>2</sup>	p-value
	Poor		Fair		Good			
	No	%	No	%	No	%		
Salary:								
• Satisfied	2	66.7	5	55.6	47	88.7	6.606	0.03*
• Unsatisfied	1	33.3	4	44.4	6	11.3		
interpersonal relation:								
• Satisfied	1	33.3	8	88.9	34	64.2	3.616	0.164
• Unsatisfied	2	66.7	1	11.1	19	35.8		
supervision:								
• Satisfied	1	33.3	1	11.1	24	45.3	3.802	0.149
• Unsatisfied	2	66.7	8	88.0	29	54.7		
Motivator factor achievement:								
• Satisfied	2	66.7	4	44.4	39	73.6	3.066	0.215
• Unsatisfied	1	33.3	5	55.6	14	26.4		
Recognition:								
• Satisfied	1	33.3	5	55.6	39	73.6	3.077	0.215
• Unsatisfied	2	66.7	4	44.4	14	26.4		
advancement:								
• Satisfied	3	100.0	6	66.7	41	77.4	1.439	0.487
• Unsatisfied	0	0.0	3	33.3	12	22.6		
hospital policy:								
• Satisfied	1	33.3	4	44.4	37	69.8	3.511	0.173
• Unsatisfied	2	66.7	5	55.6	16	30.2		
Working condition:								
• Satisfied	3	100.0	9	100.0	34	64.2	6.069	0.04*
• Unsatisfied	0	0.0	0	0.0	19	35.8		

Statistically significant at P < 0.05

Table (8) demonstrates the relations between nurse interns reported job satisfaction and environment of empowerment. There were statistically significant relations found between salary (0.03) and working condition (0.04).

**Table (9): Relations Between Total Manager's Power and Job Satisfaction**

Job satisfaction	Total manager's power						X <sup>2</sup>	p-value
	Poor		Fair		Good			
	No	%	No	%	No	%		
Salary: • Satisfied • Unsatisfied	10 9	52.6 47.4	10 0	100.0 0.0	34 2	94.4 5.6	17.873	0.000*
Interpersonal relation: • Satisfied • Unsatisfied	16 3	84.2 15.8	4 6	40.0 60.0	23 13	63.9 36.1	5.904	0.05
Supervision: • Satisfied • Unsatisfied	4 15	21.1 78.9	5 5	50.0 50.0	17 19	47.2 52.8	4.041	0.133
Motivator factor achievement: • Satisfied • Unsatisfied	10 9	52.6 47.4	5 5	50.0 50.0	30 6	83.3 16.7	7.555	0.02*
Recognition: • Satisfied • Unsatisfied	9 10	47.4 52.6	9 1	90.0 10.0	27 9	75.0 25.0	6.851	0.03*
Advancement: • Satisfied • Unsatisfied	10 9	52.6 47.4	10 0	100.0 0.0	30 6	83.3 16.7	10.149	0.006
Hospital policy: • Satisfied • Unsatisfied	2 17	10.5 89.5	8 2	80.0 20.0	32 4	88.9 11.1	34.324	0.000*
Working condition: • Satisfied • Unsatisfied	14 5	73.7 26.3	6 4	60.0 40.0	26 10	72.2 37.8	.675	0.713

Statistically significant at P < 0.05

Table (9) indicates the relations between nurse interns reported job satisfaction and manager's power. There were statistically significant relations found between all items of job satisfaction and empowerment except supervision, advancement and working condition

### VIII. Discussion

Empowerment of employees has been identified as a valuable attribute, one that is essential to the effective functioning of an organization. The current study results showed that the majority of studied nurse interns mentioned that environment was a good empowerment item. Two thirds of the nurse interns considered the resources as a faire empowerment item and less than one tenth of them found opportunity as a poor empowerment item. On the same line, **Larkin, et al. (2008)**, stated that empowerment which promotes in work environment provides employees with access to information, resources, support, and the opportunity to learn and develop. This disagreement with the mentioned authors, and the current study finding regarding the opportunity as an empowerment item may be due to that the nurses' internship considered them trainees who did not like the full time staff in the study setting.

Concerning job satisfaction, the findings of the present study have indicated that most of the nurse interns were satisfied about all job satisfaction items, except for supervision item where three fifths had unsatisfied opinion of them. This unsatisfied opinion may be attributed to the assigned head nurses and in charge nurses, who contacted directly with the nurse interns had nursing school diploma or are newly graduated from faculty of nursing, which resulted in poor communication. The lack of managerial experiences such as communication skills could be an important cause of subordinates unsatisfaction.

The present study findings revealed that there was a highly statistically significant relation found (P= 0.003) between nurse interns opinion regarding total empowerment and total job satisfaction items. In the same line, **Baker, et al. (2011)** found a strong correlation between psychological empowerment and job satisfaction. These findings highlight the sense of meaning, competency, power, and autonomy that nurse educators generally experience in their positions, ultimately resulting in increased levels of job satisfaction.

Regarding the relations between job satisfaction items and opportunity as an empowerment item, the present study results showed highly statistically significant differences were found (P ≤ 0.05) among nurse interns opinion, between an opportunity and job satisfaction items namely, salary and achievement. These

findings may be due to the limited working hours and responsibilities assigned to them as a trainee. In that respect, **Fitzpatrick, et al. (2010)** found that there are significant differences in empowerment related to position, education, salary, ethnicity, sex, intent to leave the current position, and intent to leave the profession.

Concerning the relations between job satisfaction items and both information and support as empowerment items, the present study results revealed that highly statistically significant differences were detected ( $P \leq 0.05$ ) among nurse interns' opinion. The significant relations were among empowerment items namely, information and support; and job satisfaction items namely, salary, supervision, hospital policy, and working condition. In this respect, **Mushipe (2011)** stated that employees got job satisfaction from information sharing in their organizations and they felt committed to their organizations due to information sharing as they worked in teams. Integration of technology, people and communication and information sharing in general are also contributory to job satisfaction. Information for employees enables them to perform their jobs autonomously and effectively. In addition, **Hayhurst et al. (2005)** reported that supervisor support, autonomy and work pressure are factors related to the retention of nurses and their job satisfaction. These findings may be a result of differing of workload among nurse interns, trainees and staff nurses as jobholders.

The present study findings denoted that, there were highly statistically significant differences ( $P \leq 0.05$ ) among nurse interns' opinion. The significant relation was among job satisfaction items and empowerment items namely, environment and resources. In the same line, **Laschinger et al., 2001 and Laschinger, 2008** mentioned that workplace empowerment is improved by providing nursing staff with opportunities for advancement, access to information, support and resources. The interaction between workplace empowerment and work environment affects certain outcomes such as job satisfaction. In addition, **Wilson's (2006)** findings indicated that job setting and environment contribute to nurses' job satisfaction, which serves as a factor in encouraging nurses to remain in their jobs.

The current study findings revealed that a statistically significant relation was found ( $P = 0.000$ ) between manager's power and salary reported job satisfaction of nurse interns. Incongruent with this study finding, **Helal (2008)** revealed that salaries have the lowest percentage of satisfaction of nurses working in Zagazig University Hospitals. This result could be attributed to that some internship nurses feel that their workload is little than salary and fringe benefits they receive. As well, a statistically significant relation was found ( $P = 0.02$ ) between manager's power and motivator factor achievement. This result goes in the same line with that of **Abd-Elmoghith (2010)** who found higher scores for job satisfaction in relation to job achievement. In addition, the present study result showed a statistically significant relation found ( $p = 0.000$ ) between manager's power and hospital policy. This result is congruent with that of **Kamal (2009)** who found that nurses were satisfied with policies governing the hospital. This finding could be due to that rules and regulations are clear and available to everyone.

## **IX. Conclusion**

In conclusion, the present study findings demonstrated benefits in both empowerment and job satisfaction. This study provided a more comprehensive understanding of relations between empowerment of the intern nurses and their job satisfaction. The current study findings showed that the opinion of nurse interns could increase their job satisfaction; also, the information and support indicate improvement of job satisfaction. The findings clarified that the nurse manager can facilitate these positive outcomes by creating a work environment and resources that have the power to motivate their staff to increase achievement.

## **X. Recommendations**

1. Empowering training programs in hospitals and academic curriculum must be designed and allowed by the Ministry of Health and Ministry of Higher Education.
2. Providing special training about empowerment to nurse managers to achieve development and improve quality of care.
3. Encouraging nurse interns to acquire new leadership skills to increase empowerment and job satisfaction leading to improve quality of care.
4. Establishing a motivation system for nurse interns based on their performance.
5. Continuous monitoring of empowerment training programs to detect the needed improvement items to satisfy expectations from care.

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Nagwa Gouda Ahmed Abd-Elmoghith "Empowering and Job Satisfaction Among Nurse Interns". *IOSR Journal of Nursing and Health Science (IOSR-JNHS)* , vol. 7, no.2 , 2018, pp. 01-09.