

Relationship between Empowerment and Motivation among Staff Nurses in Minia University Hospital

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Abstract

Background: The nursing staff plays an important role for organizational achievement. Therefore, it is very important for the nurse managers to recognize nurses' work and provide them with opportunities to grow and to look after their comfort by motivated and empowered them.

Aim: to assess the relationship between empowerment and motivation among staff nurses in Minia university hospital.

Setting: The study was conducted at Minia university hospital. All the hospital units were included in the study.

Subject: A convenience sample of all available nurses (no= 150) who are working in units during the period of data collection phases.

Tools: includes tow tools, tool I: included two parts: part 1: socio demographic sheet, part 2: Empowerment Scale and tool II: motivationscale was used.

Results: near to two third of studied nurses (62 %) have low empowerment level and near to two third of studied nurses (62.6 %) have low motivation level

Conclusions: near to two third of staff nurses have low empowerment and motivation, while there were positive correlation between empowerment and motivation.

Recommendations: Educational workshop should be conducted for all staff member about importance of empowerment and motivation, providing access to organizational empowering structures, ensure empowering and motivating factors at work, The salary of nurses should be increased and commensurate with the tasks performed and identify barriers of staff nurses to be motivating and empowering factors at organizational.

Keywords: Empowerment, motivation, Staff Nurses.

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I. Introduction

Empowerment has received a wide recognition as an important subject in management circles, mainly, because it is seen as one of the fundamental elements of managerial and organizational effectiveness that increases when power and control are shared in organization⁽¹⁾. Empowerment programs have been introduced in a number of organizations in order to improve productivity, increase customer satisfaction and enhance competitive advantage. Thus; employee's empowerment has been hailed management technique which can be applied universally across all organizations as means of dealing with the needs of modern global business⁽²⁾. Researchers and leaders have advocated for empowerment of employees to help organizations compete successfully in highly competitive marketplace⁽³⁾. Empowerment can be defined as the process of sharing power with employees, thereby enhancing their confidence in their ability to perform their jobs and their belief that they are influential contributors to the organization⁽⁴⁾. Empowerment is also considered to be the interrelationship between authority, resources timely and accurate information and accountability⁽⁵⁾.

In the health care systems, motivation plays an important role in retaining health care personnel. This increases productivity of the health care systems which is manifested in patients' outcomes. There are several motivational patterns in the nursing profession such rewards, relationship, challenge, control and drive⁽⁶⁾.

Empowerment is one of the most effective tools for increasing employee productivity and efficient use from capacities and abilities of the individual and group according to Organizational goals⁽⁷⁾. The process of empowerment increases creativity and initiative of people and individuals committed to work more and increases job satisfaction⁽⁸⁾. Empowerment improve organization effectiveness and increase the flexibility and dynamism organization and knowledge and skills⁽⁹⁾.

Motivated human resources are the most important assets of any health system⁽¹⁰⁾. This resource, especially nursing department works directly with the health consumers (patients). Once the nurses are

motivated, the work productivity increases resulting in good outcome which is good patients' outcomes. In recent years it has been increasingly recognized that improving the motivation of health personnel should be at the core of any sustainable solution to patient outcome. However, it is widely acknowledged that health systems are not producing the desired outcome of health intervention due to factors such as insufficient skilled and experienced health personnel, demotivated health personnel, lack of management skills, poor working conditions and environment and inadequate remuneration⁽¹¹⁾. Organization that are committed to employees empowerment they are in position to motivate and retain their employees, employees empowerment is concerned with trust, motivation, decision making and breaking the inner boundaries between management and employees⁽¹²⁾. In recent years there has been considerable academic and practitioner interest in the topic of employee's empowerment, which has become a buzzword, and recent management trends in both the public and private sector⁽¹³⁾.

Significance of the study

Motivated and Empowered employees with high levels of commitment are considered to be the most important asset for any organization (Sharma, Manisha, and Monika)⁽¹⁴⁾.

In addition, during clinical training of the nurse students at Minia University Hospital I was observed different situations in clinical areas revealed that staff nurses were complaining of powerlessness and lack of motivation. Therefore it was felt necessary to study the relationship between empowerment and motivation among staff nurses. There was international a study ensured that use motivational factors technique to motivate and empower employees improve quality in service delivery (Maria, Nepwanga)⁽¹⁵⁾.

Aim of the study

- The aim of the current study is to assess the relationship between empowerment and motivation among staff nurses in Minia university hospital.

Research Questions

1. What is the level of empowerment among staff nurses?
2. What is the level of motivation among staff nurses?
3. What is the relationship between empowerment and motivation among staff nurses?

Subjects

Research design:

A descriptive correlational research design was used in conducting this study to fulfill the study aim.

Setting:

The study was conducted at Minia university hospital. All the hospital units were included in the study.

Subjects:

A convenience sample of all available nurses (no= 150) who are working in all units during the period of data collection phases. The inclusion criteria for this study sample include: full time staff nurses who have a minimum of 1 year' nursing experience (new nurses may need time to be familiar with the hospital structure and its policy).

Data Collection Tool:

Two tools were used in this study for data collection:

Tool I: Empowerment scale this tool was included two parts as follows:

1st part was including: Socio-demographic characteristics data sheet for staff nurses it included questions related to; (age, gender, marital status, years of experience, educational qualification and department).

2nd part was including: Empowerment Scale: developed by researcher based on related literature used to assess nurses' empowerment level. The questionnaire consisted of 25 items. Responses will be rated on 3 point likert scale ranging from (1) rarely to (3) always. The scoring system of this tool classified as follows: Low empowerment (<60%), moderate (60% = <75%), and high empowerment (=>75%).

Tool II: Motivation Scale: developed by (Whitaker, 2011)⁽¹⁶⁾ will be adopted and modified by researcher to assess nurses' motivation level. The scale consisted of 22 items. Responses will be rated on 5 point likert scale ranging from (1) strongly disagree (5) strongly agree. The scoring system of this tool will be classified as follows: Low motivation (<60%), moderate (60% = <75%), and high motivation (=>75%).

Tool Validity

Content validity of the two tools was revised by five experts in the field of study which classified as follows: two Assistant professors of Nursing Administration Department – Faculty of Nursing – Minia University and 3 professors of Nursing Administration Department – Faculty of Nursing – Assuit University. Expert was requested to express their opinion and comments on the tools and providing any suggestions for any additional or omission of items. Then necessary modifications were done. This phase was lasted for about four months

Tool reliability

Reliability of the tools was done to confirm tool consistency. The internal consistency was done to ensure the extent to which the items of the tool measure the same concept and correlate with each other by Cronbach’s alpha test were (0.89) for motivation Scale and (0.75) Forempowerment Scale.

Pilot study

Once the questionnaire was designed; a pilot study was implemented to test the applicability of the questionnaire sheet, on 10 % of total study subjects (15 staff nurses) who selected randomly. Pilot study were conducted to identify obstacles and problems that may be encountered during data collection, feasibility of the tool and to determine the time needed to fill the questionnaire.

Data collection Procedure

The official approvals were obtained from medical and nursing administration of Minia university hospital. Prior to collection of data, a formal letter issued from the dean of post graduate studies and research at faculty of Nursing, Minia university, and the approval of ethical committee. Submitted to medical and nursing administrations and the heads of the units for obtaining their permission and help to conduct the study. The letters also listed the data needed for the study. Moreover, a written consent was obtained from each participant. Before the nurses participate in this study, the nature, the aim, methods, and anticipated benefits of the study was explained. The researcher informed the participation is voluntary and they have rights to withdrawal at any time without giving any reasons.

Before distribution the questionnaire, the research met the participants according to the time which determined by head of each department, introducing herself and explained the purpose of the study and the components of the tools to the participants in the study setting. Then, the researcher distributed the data collection sheets to respondents individually in their workplace. The filling time for the questionnaire sheet took about 20 minutes. The researchers checked the completeness of each filled form after the participant filled it. Data collection was done during the morning, afternoon, and night shifts two days / week, from June, to November 2017.

Ethical consideration:

- The participants were informed that their participation in the study was completely voluntary and there was no harm if they do not participated in the study or do not continue.
- Informed consent was obtained from participating study subjects after explaining the nature and benefits of the study.
- Each assessment sheet was coded and nurses names were not appearing on the sheets for the purpose of anonymity and confidentiality.

Statistical analysis:

Data were, coded, categorized, tabulated and analyzed using the statistical package for social science (SPSS) version 20. Numerical data were expressed as mean and SD. Quantitative data were expressed as frequency and percentage and comparison between more than two variables used ANOVA test. Probability (p-value) less than 0.05 was considered significant and less than 0.001 was considered highly significant.

II. Result

Table (1): Distribution of staff nurses according to their personal characteristics data at Minia university hospital (No=150)

Socio-demographic characteristics	Studied group(n =150)	
	No	%
Age		
• < 30	0	0.0
• 30-40	126	84 16

• >40	24	
Range	21 - 57	
Mean ± SD	31.3 ± 8.7	
Sex		
• Male	50	33.3
• Female	100	66.7
Marital status		
• Single	40	26.7
• Married	108	72
• Divorce	0	0
• Widowed	2	1.3
Years of experience		
• 5<	37	24.5
• 5-15	77	51.5
• >15	36	24
Range	1 - 35	
Mean ± SD	14.3 ± 6.5	
Educational qualification		
• Nursing diploma	75	50
• Nursing institution	71	47.3
• Nursing BSc	4	2.7
Area		
• General	116	77.3
• Critical	34	22.7

* Categorical data represented by number and (%).

Table (1) shows that, more three quarter (84 %) of staff nurses were in the age group between 20-40 years, less two third (66.7%) of them were females, less three quarter (72%) of them were married, more than half of study sample (51.5%) had 5-15 years of experience , half (50%) of them had nursing diploma, and more three quarter (77.3%) of them worked in the general areas.

Table (2): Distribution total empowerment score of staff nurses at Minia University Hospital (No =150)

Empowerment score	General		Critical		Total	
	(n=116)		(n=34)		(n=150)	
	N	%	N	%	N	%
Low	68	58.6	25	73.5	93	62
Moderate	43	37.1	8	23.5	51	34
High	5	4.3	1	3	6	4

Table (2) summarized that, near to two third of studied nurses (62 %) have low empowerment level. While more than one third of them have moderate empowerment (34%), and only 4% of them have high empowerment level.

Table (3): Distribution total motivation score of staff nurses at Minia University Hospital (No =150)

Motivation score	General		Critical		Total	
	(n=116)		(n=34)		(n=150)	
	N	%	N	%	N	%
Low	71	61.2	23	67.6	94	62.6
Moderate	43	37.1	9	26.5	52	34.7
High	2	1.7	2	5.9	4	2.7

Table (3) summarized that, near to two third of studied nurses (62.6 %) have low motivation level. While more than one third of them have moderate motivation level (34.7%), and only 2.7% of them have high motivation level

Table (4): Comparison between mean scores of empowerment and motivation for staff nurses at Minia University Hospital (No =150)

Empowerment	Mean ± SD
Critical (34)	42.72 ±9.25
General (116)	40.11 ±6.89
Total No (150)	41.58 ±8.75
Motivation	Mean ± SD
Critical (34)	58.92 ±14.9
General (116)	56.73±17.06
Total No (150)	57.42 ±10.1

Table (4) Indicates that, mean scores of empowerment for staff nurses in critical areas more than in general areas (42.72 ±9.25, 40.11 ±6.89) respectively. And, mean scores of motivation for staff nurses in critical areas more than in general areas (58.92 ±14.9, 56.73±17.06).

Table (34): Correlations between empowerment and motivation for staff nurses at Minia University Hospital (No =150)

Variables	Empowerment		Motivation	
	r	p	r	p
Empowerment			0.68	(0.001**)
Motivation	0.68	(0.001**)		

Table (5) summarizes that, there were strong positive correlation and statistically significant between empowerment and motivation for staff nurses $r = (0.68)$ $P\text{-value} = (0.001^{**})$.

III. Discussion

Empowerment is a management strategy that has been shown to be successful in creating positive work environments in organizations. No organization can survive without some employee empowerment, providing training and experience needed to be effective in each employee’s position. The practice of empowering subordinates is a principal component of managerial and organizational effectiveness⁽¹⁷⁾. Employee empowerment and motivation are positively associated with employees’ participation, job satisfaction, organizational commitment and higher productivity **Iqbal et al**⁽¹⁸⁾. Researchers have also emphasized that motivation provides a purpose and direction to the individual behavior and empowerment is concerned with having a role in decision making process (**Thorlksen & Murray**)⁽¹⁹⁾

The findings of the current study revealed that more than three quarter of the study sample aged group between 20-40 years. This result might be attributed to that a lot of nurses in the last years in Minia university hospital changed their career by completing another study to be appointed in other departments inside their hospital. Other nurses choose traveling abroad because of unsuitable working conditions and inadequate salaries.

These results are consistent with **McNutt**⁽²⁰⁾ who mentioned that if a nurse is not happy in a certain hospital or community because of compensation and management; she will look for a place that will provide her with the benefits she deserves. Personal issues can also cause a nurse to quit. This can include the issues she faces with her family. Nurses work on shifts like most service -oriented industries. Their schedule is a challenge to manage.

In the present study, less two third of the study subjects were females. This results might be attributed to the fact that the majority of nurses who graduated from secondary diploma school and clinical institute were females. This is supported by **Yousef**⁽²¹⁾ who mentioned that while the proportion of men entering the nursing profession has been growing, it remains a female-dominated occupation.

The findings of the current study revealed that more than half of the study subjects were diploma nurses whom graduated from the secondary technical schools. In Egypt there are three types of nurses: college graduates, technical institute graduates and secondary technical schools, also known as diploma nurses. The first two types of nurses comprise four and two percent of the Egyptian nursing staff respectively, while diploma nurses make up the remaining 94 %. Recent reforms in the health sector eliminated the high school nursing by 2009, allowing a gradual replacement of diploma nurses with baccalaureate graduates, thus bringing about a change in the already established role of college graduates as staff nurses having the leadership and prestigious

positions in the hospital environment to assistant practical nurses who only obey the orders of the junior doctors and senior diploma nurses⁽²²⁾.

The results of the current study showed that the level of empowerment among studied nurses. Near to two third of studied nurses have low empowerment level. While more than one third of them have moderate empowerment, and the minority of them have high empowerment level. The study findings revealed that less than half of the staff nurses in the study sample had empowerment in their work environment.

This result was consistent with **Hassona**⁽²³⁾ who founded that more than half of the nursing staff (59%) were not empowered at their work places and **Rashed&EldeenFekry**⁽²⁴⁾ who indicated that nurses perceived work environment as not allowing for complete manipulation of empowerment factors.

This result was inconsistent with the findings of **Hassan**⁽²⁵⁾ and **El-Salam et al**⁽²⁶⁾ who reported that, nurses had moderate access to empowerment factors in their work environment and with **Comber&Barribal**⁽²⁷⁾ who reported that nurses perceived themselves to be highly empowered. While, **El Dahshan and Dorgham**⁽²⁸⁾, **Fedai and Demir**⁽²⁹⁾, **Bish, et al.**⁽³⁰⁾; **Lautizi**⁽³¹⁾ found that nurses experienced moderate level of empowerment. In addition, **Mosela**⁽³²⁾ revealed that most of studied nurses at Benha University Hospital were moderately empowered.

The results of the current study showed that the level of motivation among studied nurses. Near to two third of studied nurses have low motivation level. While more than one third of them have moderate motivation, and the minority of them have high motivation level. The study findings revealed that less than half of the staff nurses in the study sample had motivation in their work environment.

This result was consistent with **Ucuk, Sultan, and Zeliha**⁽³³⁾ and **Negarandeh et al**⁽³⁴⁾ who reported that, midwives/nurses had moderate motivation level. And with **Ozturk's**⁽³⁵⁾ study that found 67% of the nurses had moderate motivation level.

This result was inconsistent with the findings of **Jaiswal et al**⁽³⁶⁾ who found that nurses only 18% of nurses have moderate level motivation. And, **Hamdy**⁽³⁷⁾ reported that the staff nurses in Cardiac institute of Imbaba have the lowest scores in all empowerment factors.

The result of the present study indicated that, mean scores of empowerment and motivation for staff nurses in critical care unit more than in general care unit. This might be due to shortage of staff nurses, increase in workload, increase number of patients, shortage in equipment and crowded work environment in the general care unit, in which all of this lead to low performance, empowerment and motivation.

This was consistent with **El Sayed (1997)**⁽³⁸⁾ who attribute that the nature of work environment in the general care unit, affect nurses and lead them to low motivated and power. General care unit, is crowded with physicians, nurses and students (from different nursing and medical schools), where they must interact constantly with other staff members, visitors and physicians and there is no control on achieving a balanced workload, and **Toode, Routasalo, Helminen and Suominen**⁽³⁹⁾ they suggest that perceptions of personal control over their work can affect nurses' motivation, and that perceptions of work satisfaction .

Moreover, this was consistent with **Berland, Natvig&Gundersen (2008)**⁽⁴⁰⁾ they mentioned that increasing job demands were a problem for nurses. It could have consequences for patient safety in relation to inadequate time to properly test equipment and insufficient time for the preparation of medications. In addition, daily control routines in the morning could not be completed. In the same line, **Moyimane, Matlala, &Kekana**⁽⁴¹⁾ who assured that critical shortage of medical equipment has impacted negatively on nursing care, nursing profession .

The result of the present study summarized that, there were strong positive correlation and statistically significant between empowerment and motivation among staff nurses .This finding was in accordance with **Sarkissian**⁽⁴²⁾ who stated that Empowerment has positively impacts on motivation, in this respect, **Kokemuller**⁽⁴³⁾ who found that Employee empowerment has become increasingly common as a motivational approach to management. And, **Mullins and Peacock**⁽⁴⁴⁾ reported that empowered employees have a greater sense of job satisfaction, motivation and organizational loyalty .

In this respect, **Sibota**⁽⁴⁵⁾ who discovered that a strong correlation between empowerment and motivation of supervisors in the sector.

This also was consistent **Andrea et al**⁽⁴⁶⁾ with indicates a positive association between perceptions of empowerment and motivation. And **Zhang&Kathryn**⁽⁴⁷⁾ who mentioned that empowering leadership positively affected psychological empowerment, which in turn influenced both intrinsic motivation and creative process engagement.

In addition, **Mani**⁽⁴⁸⁾ who found that direct and positive relation between Employee empowerment and employee motivation.

IV. Conclusion

Near two third of staff nurses have low empowerment and have low motivation level. And there were positive correlation between empowerment and motivation.

V. Recommendations

- Nurse Managers should assess the structures in the organization to identify barriers of staff nurses to be motivating and ensure empowering factors at organization.
- Conduct periodic meeting and discussion between nursing managers and staff nurses.
- Implement and maintain education and training programs that aimed to increase awareness of all staff member about importance of empowerment and motivation.
- Staff nurses should participate in developing organization's mission, philosophy, policies, vision, goals, including personal goals.

Further researches are recommended as:

- Assessing factors influencing motivation.
- The relationship between empowerment and organizational climate
- The influence of empowerment on staff nurses performance

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