

Relationship between Empowerment and Organizational Commitment among Staff Nurses

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Abstract:Background: Employee empowerments now considered a key element in the successful implementation of new management strategies and play an important role in determining the degree of job commitment and satisfaction of the employee as well as their motivation, Aim: the Study aimed at to examining the relation between empowerment and organizational Commitment among Staff Nurses. Research design: a descriptive correlational design was used in this study. Setting: This study was carried out at Minia University Hospitals, and Minia general hospital. Sample: 100 staff nurses, working in critical areas, tools: data was collected by using two types of tools namely I. Conditions of Work Effectiveness Questionnaire- (CWEQ), and II. Organizational commitment questionnaire (SOCQ). Results: low level of empowerment and organizational commitment, highly statistical significant positive association between empowerment and organizational commitment. Conclusion: low level of empowerment and organizational commitment, highly statistical significant positive association between empowerment and organizational commitment. Recommendation: Create a unit level DM structures such as shared governance model, unit committees as a strategy for promoting structural empowerment; create a motivating work environment, keeping open lines of communication.

Keywords: Empowerment and organizational commitment, nurses.

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I. Introduction

In recent years management and staff nurses need to become up to date & fashionable through advocating of their employment in various approaches so that they must know what means of empowerment ;it means that staff nurses employees, & managers, or teams at all levels in the organization have the power to make decisions without asking their superiors for permission or help it also considered as a key ingredient in achieving the mission, vision, and strategic direction of health care organization (1). Empowerment facilitating organizational commitment, learning and innovation, in order to achieve empowerment, manager must provide the necessary means, such as, delegating more formal authority to make specified decisions, offering increased training opportunities to develop expertise and self -confidence, providing more resources and access to information to be able to implement effective decisions, in addition to that avoiding the sudden withdrawal of shared power at the first sign of trouble(2).

Empowerment means" to authorize another person, or group, to have the freedom to act, think, respond, initiate and make decisions affecting their area of given responsibility "this empowerment done through education, resourcing, evaluating, and guiding(3). Organizational commitment is a critical subject that management and organizational behavior must reviews in earlier researcher (4, 5). Healthcare organizational stability rests on organizational commitment. Many studies demonstrate the mediating effects of empowerment on organizational commitment among staff nurses. Organizational commitment encourages extra role behaviors among staff nurses in times of decreasing resources such as that facing all sectors of national health care (5). Hence, utilization of human and non-human resources of hospital and the achievements of hospital goal depends on nurse's commitment and satisfaction. They also define organizational commitment as the level of which an employee is faithful to his /her organization (6).

Empowerment facilitating organizational commitment, learning and innovation, in order to achieve empowerment, manager must provide the necessary means, such as, delegating more formal authority to make specified decisions, offering increased training opportunities to develop expertise and self -confidence,

providing more resources and access to information to be able to implement effective decisions, in addition to that avoiding the sudden withdrawal of shared power at the first sign of trouble(7).

II. Significance Of The Study:

Today with the current insufficiency of economic resources and shortage of nursing staff, it is essential for most of the organization to permit a surface of freedom and involved their employee's in decision making in order to be empowered to performing at a high level to ensure high quality patient care (8,9) Nurses' responsibilities for patient care will increase. As result nurse, need more autonomy and participation in decision No one can deny that presence of a link between empowerment that gained through shared work setting (participative decision -making) interrelated and dependable relationships that can ends with organizational commitment as an indicators for the organizational effectiveness 1.Moreover, many measures that organization must take to enhance staff nurses, empowerment to reach for organizational commitment to identify the opportunities for change and monitor the attainment of target goal, 10.

III. Aim Of The Study

Aim of this Study to examine the relation between empowerment and organizational commitment among staff nurses in Minia University hospitals and General hospital

Through:

1. Assessing the degree of empowerment among staff nurses that works in each hospital.
2. Determining the level of organizational commitment among staff nurses that works in each hospital.
3. Examining the relation between empowerment and organizational commitment among staff nurses in Minia University hospitals and General hospital

Research question:

Is there is a relation between empowerment and organizational commitment among staff nurses?

IV. Subjects And Methods

Research design:

A descriptive correlational design was utilized in current study to achieve the aim of the study.

Setting:

The study conducted at Minia University hospital and Minia General Hospital in Minia governorate, Egypt.

Subjects:

The subject included all available staff nurses working in critical care units (CCU& ER, NICU and Dialysis unit) in each hospital, during the period of data collection. Their total number is 100 nurses in both Hospitals (Minia University hospital N= 49 staff nurses) and (General Hospital N= 51 staff nurses)

Tools of Data collection:

Two tools were used in this study for data collection

Tool I: The Condition of Work Effectiveness Questionnaire-II (CWEQ-II). it consists of two main parts: Part one: this part concerns with data pertaining socio- demographic characteristics of the study subjects as age, nursing qualification, years of experience, Part two: this part consists of The Condition of Work Effectiveness Questionnaire This tool aimed at assessing the degree of staff nurses empowerment, this tool developed by Laschinger, &Wilk, 1999, 2001)11 a modification of the original CWEQ and translated by El Sayed .W.A, (2008)4. It consists of 44 statements, divided into four elements. Scoring system: responses were scored under five –point Likert scale that ranging from one to five, which 1= strongly Disagree, 2= Disagree, 3=to some extent, 4=agree and 5= strongly agree. All components had a positive scoring. The total score of each subscale calculated by summing up the scores of its items, and the total divided by the number of the items, these scores were converted into a percent score.

If the total score were less than 60% considered as low structural empowerment, 60%or more considered as high structural empowerment.

Tool II: Structured Organizational Commitment Questionnaire:Structured Organizational Commitment Questionnaire developed by Meyer & allen1997(12), adopted and translated by Hosni .E.K,(2014) (3) and modified by the researcher, aimed at assessing the level of commitment among staff nurses it consisted of 34 items, Grouped under six categories, which described as follow. Scoring system: responses were scored under five –point Likert scale that ranging from one to five, which 1= strongly Disagree, 2= Disagree, 3=to some extent, 4=agree and 5= strongly agree. All components had a positive scoring. The total score of each subscale calculated by summing up the scores of its items, and the total divided by the number of the items. These scores were converted into a percent score.

If the total score were less than 60% considered as low organizational commitment, 60% or more considered as high organizational commitment

Tools Validity and reliability

The tools were submitted to a panel of five experts in the field of nursing administration at Minia and Ain Shams University confirmed its validity. Modifications on the tools were done according to the panel judgment in relation to appropriateness of the content and sequence accuracy of items.

Reliability of the tools (tool I, II) were performed to confirm validity of tool and calculated statistically. The internal consistency measured to identify the extent to which the items of the tool measure the same concept and correlate with each other by Cronbach's alpha test were .96 and .97 respectively

Pilot study:

A pilot study was carried out after the development of the tools and before starting the actual data collection, on 10 staff nurses. The aim of the pilot study was to test the feasibility of the study, the sequence of items, and finally clarity and applicability of the preliminary tool. It also served to estimate the time required for filling the questionnaire sheets which was 20 minutes. They were included in the main study subjects during the actual collection of data. The process of pilot study took one week (from 15/3 to 21/3) in March 2016.

Ethical consideration:

A written initial approval was obtained from the research ethical committee of the faculty of nursing, Minia University. The researcher introducing herself to the directors and discussed the aim of the study, then met the head nurse of each department, and introducing herself with discussed the aim of the study and determined the suitable time to meet the study participants and collect the data. Nurses were reassured that all information obtained was confidential and would not affect their professional evaluation.

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 faculty and 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, oral 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, April, to January 2016-2-17.

Statistical design:

Statistical analysis was done by using Statistical Package for the Social Science (SPSS 20.0). Data were presented by using Data were presented using descriptive statistics in the form of frequencies and percentages, mean and, ANOVA test Cronbach alpha coefficient was calculated to assess the reliability of the developed tool through their internal consistency. Probability (p-value) is the degree of significance, if it less than 0.05 was considered significance, the more significance is the result (*), less than 0.001 was considered highly significance (**) and correlation coefficient was done by using Spearman rank

V. Results

Table 1, shows that the slightly more than half of study subject had diploma degree as related to qualification, and nearly two-third were (20- 29 yrs.' Old) (28%), as regards to age group. The same table shows that slightly more than half of nurses had more than 10 years of experience (58%), as regards the experience years.

Table 2, indicates lower empowerment level in access to resources and access to support and opportunity in contrast, the same table shows high level of empowerment in access to information with a statistical differences at p-value=<0.001. In Access to information, Access to opportunities and in addition to presence of a statistical highly significant differences as regards to total empowerment score (p-value = <0.001).

Table 3, demonstrates that lowered commitment levels, with a statistical significant difference in job equity (p-value=0.02) and investment (P-value=0.001)

Table 4, demonstrates that there was a relation between empowerment and commitment. Moreover, there was statistical high significant positive relation between total empowerment and organizational commitment (p-value=<0.001) that mean high empowerment leads to high commitment

Table (5) revealed that there were statistical high significant positive association between, empowerment and organizational commitment.

Table (1): Distribution of nurses according to personal and socio demographic data of the studied sample
N=100

	Frequency	Percent
Age:		
• 20-24	26	26.0
• 25-	28	28.0
• 30-	26	26.0
• 35+	20	20.0
Nursing qualification:		
• Nursing school diploma	55	55.0
• Technical institute diploma	28	28.0
• Bachelor	17	17.0
Experience years:		
• <10	42	42.0
• 10+	58	58.0

Table 2: Empowerment among staff nurses (N=100)

Empowerment	No.	%	X2 test	p- value
Access to information:				
• High	70	70.0	17.03	<0.001*
• Low	30	30.0		
Access to opportunities:				
• High	57	57.0	13.72	<0.001*
• Low	43	43.0		
Access to support:				
• High	39	39.0	0.19	0.66
• Low	61	61.0		
Access to resources:				
• High	18	18.0	0.33	0.57
• Low	82	82.0		
Total empowerment:				
• High	53	53.0	10.89	0.001*
• Low	47	47.0		

(*) Statistically significant at p<0.05

Table 3: Organizational commitment among staff nurses, N=100

Commitment	No.	%	X2 test	p- value
Feeling experience at work:				
• High	52	52.0	1.28	0.26
• Low	48	48.0		
Identification:				
• High	47	47.0	1.00	0.32
• Low	53	53.0		
Equity:				
• High	39	39.0	5.14	0.02*
• Low	61	61.0		
Investment:				
• High	36	36.0	10.61	0.001*
• Low	64	64.0		
Trust:				
• High	56	56.0	2.88	0.09
• Low	44	44.0		
Resistance:				
• High	56	56.0	2.56	0.11
• Low	44	44.0		
Total commitment:				
• High	48	48.0	1.65	0.20
• Low	52	52.0		

(*) Statistically significant at $p < 0.05$

Table (4): Relation between nurse's empowerment and organizational commitment N=100

	Commitment				X2 test	p-value
	High		Low			
	No.	%	No.	%		
Total empowerment:						
• High	41	77.4	12	22.6	38.94	<0.001*
• Low	7	14.9	40	85.1		

(*) Statistically significant at $p < 0.05$

Table 5: Correlation matrix of nurses' scores of decision-making, empowerment and organizational commitment, N=100

	Spearman's rank correlation coefficient	
	Empowerment	Commitment
Empowerment		
Commitment	591**	

(*) Statistically significant at $p < 0.05$

(**) statistically significant at $p < 0.01$

VI. Discussion

The current study illustrates that nearly two-third of nurse's age between 25- 29 yrs.' Old , as regards to the nursing qualifications more than half of staff nurses had diploma degree which considered as the broad base of the work force for both hospitals , and highly percentage of staff nurses was had years of experience more than 10 years. of experience as regards the experience years.

The result of the present study was lower empowerment level in access to resources, access to support, and opportunity, in contrast, high level of empowerment in access to information and with a statistical significant differences at $p\text{-value} = < 0.001$. In addition presence of a statistical significant differences as regards to total empowerment high score ($p\text{-value} = < 0.001$) this study is not accorded to the study of El Said,(2009) 13; and Kacel& miller(2005) 14 who had founded that nurses perceived themselves to be moderately empowered, motivated, and committed thus, also supported by Nancy- Jane smith(2014)15. On the contrary, the present study finding is not consistent with the study of Cynthial Willis (2015) 16 that indicated a higher structural empowerment in all subscale of empowerment and higher satisfaction as a pre determinant of high organization commitment.

Consequently, lowered organizational commitment, with a statistical significant difference's related to equity and job investment except in feeling of experience at work trust and resistance. The present study revealed low satisfaction with the fringe benefits thus consistent with Ahmed (2011) &Ibrahiem (2009) 17, 18, that indicated dissatisfaction with salary, moreover the finding of the present study was consisted to the study of Muindi, (2011) 19 that reported high level of nursing satisfaction as a determinant of commitment that was relating to DI and empowerment. In agreement with the positive side of present study that explained the relation of empowerment and organizational commitment. In addition, participatory environment's organization plays an important role in improvement of structural and psychological empowerment by feeling of their employee importance, which the most significant factors in increasing organizational commitment as a determinant for satisfaction. Laschinger& Heather (2009) 20, reported that unit leader style and empowerment had a direct effect on organizational commitment. The results of the present study was also contradicting to Mohamadean, (2017) 21 study of factors affecting nurses organizational commitment at workplace which revealed high organizational commitment

Furthermore, the study of Yang, et. Al (2013) 22 supported the present study finding and noted higher empowerment among the Chinese nurses that facilitate the professional practice environment and commitment, on other words empowering work environment that supports the professional practice have been positively related to nurses outcome, In the other side, higher turnover rate was highly associated to lower commitment.

The finding of the present study was agreed to the result of Carmann, &Tobin, (2011) 6 that lack of empowerment that manifested by lower satisfaction and commitment of staff nurses in the organization, also the finding of the present study accorded to the study of khan &Jan. (2015) 7 reported that Pakistanian nurses was mildly satisfied and mildly committed to their hospitals Moreover, the study of Bushell, (2013) 23 reported that empowering work environment consequently positively affect commitment, a healthy empowering environment nurses have access opportunities, resources, information and support. on the other side present study is contradicting with Hosni(2014) 3 that revealed lower empowerment among nurses in Assuit university

hospitals while organizational commitment was high, in addition to the study of Lee, et, al, (2011) 24 reported strong loyalty to hospital among Malaysian nurses.

The present study hypothesis was supported by Moursi,(2007) and El leithy,(2011) 25, 26 whom concluded that committed employee are more likely to engage in, empower and more consistently than un committed employee, committed one have a high level of participation, empowerment remain with the organization for longer period, highly involved and exerted more effort on behalf of the organization. When employee experienced identification, trust, investment, and equity at their work commitment was increased. This study is supported by Mahmoud, (2012) 27 reported that empowerment is an important antecedent of organizational commitment among staff nurses

Moreover, lower commitment among nurses in the present study that explained by the availability of work and many chances in private organization as a good alternative, along with shortage in nursing personnel. in this case the cost of leaving is not very high that resulted in lower commitment, intention to leave the organization, this a accorded to a study among Taiwanese nurses reported that continuous commitment was a significant positive predictors of their retention in nursing profession (Chang et,al, 2015) 28

The present study finding revealed positive relationship between empowerment, and commitment, moreover, there is highly statistical significant positive relation between empowerment and commitment as a result there were highly statistical significant positive correlation between empowerment and organizational commitment thus was consistent with the finding of Hassan,(2007) 10 that presented a positive statistically significant correlation between nurses decisional involvement and empowerment, and commitment as predictors for job satisfaction and showed that staff nurses who feel happy with their work environment perceived significantly greater level of involvement, more empowered ,and more committed to the organization.

El Sayed (2008) 2 was clarified that if the manager have access to resources, information, support, and opportunity he will likely to share his power with their employees. Moreover, the finding of the present study was consisted to the study of Muindi, (2011) 19 that reported high level of nursing satisfaction as a determinant of commitment that was relating to DI.

The result of the present study revealed that there is a relationship between empowerment and organizational commitment, there is highly statistical significant positive relation between total high empowerment and high commitment that means high empowerment leads to high commitment, thus was consistent with the finding of Hassan, (2007))(10); that presented a positive statistically significant correlation between nurse's decisional involvement and empowerment, and commitment as predictors for job satisfaction. That means independent predictor of nurse's job empowerment, satisfaction, and can lead to more committed workforce in the organizations.

In this respect result of the present study accorded to Abdu, (2011) &Hunsaker, (2005) 1, 29 who noted a positive relation between empowerment, and organizational commitment, as the feeling of empowerment were predictive of reported levels of burnout. Fostering environment can enhance nurse's perception of empowerment through effective ways of preventing stress among nurses, mentioned that nurses, who are more secure, more adapted in the organization that they work, become more motivated through participative decision-making as well as more empowered and usually intensify their effort to become more committed to a goal.

Khan &. Jan. (2015) (7) Reported a positive association between satisfaction and organizational commitment among Pakistani nurses. Tzu.Shian Han, Hsu. Chiung (2010))(30) reported that PDM had a positive association to psychological ownership and psychological ownership had positive association to organizational commitment and knowledge sharing that is accorded to the present study indicated positive association between empowerment and organizational commitment.

The result of the present study was in congruence with the study of Hassan, (2007) (10) that showed staff nurses who feel happy with their work environment perceived significantly greater level of involvement, more empowered, and more committed to the organization. Furthermore, the result of the present study was consistent with the study of AnurInsan et.al. (2013)) 31 which mentioned the good range that given to employee to participate in decision-making resulted in employee satisfaction and feel empowered through delegation of authority to decide to resolve organizational issues and creating a positive trusting environment.

The result of present study is not consistent with KassemAH,Gaber. H, (2015) (32) Who reported a negative correlation between total empowerment score at total organizational climate score and explained, as nurses needs feel more secure in their work place through encouragement and motivation.

The result of the present study accorded to Abdu,(2011) (1); that noted a positive relation between empowerment, and organizational commitment, as the feeling of empowerment were predictive of reported levels of burnout. Fostering environment can enhance nurse's perception of empowerment through effective ways of preventing stress among nurses. The result of the present study clarify that the highly statistical significant positive relationship empowerment and commitment that was consequently resulted higher empowered work force are highly committed too.

VII. Conclusion

Based on the finding of this current study, it was concluded that:

lower empowerment level in access to resources, access to support, and opportunity, in contrast, high level of empowerment in access to information and with a statistical significant differences at $p\text{-value} < 0.001$. In addition presence of a statistical significant differences as regards to total empowerment high score ($p\text{-value} < 0.001$) and Low level of organizational commitment among staff nurses, In addition to presence of a positive relationship between empowerment, and commitment

Recommendations

Based on results of the present study the following can be recommended:

- Create a unit level DM structures such as shared governance model, unit committees as a strategy for promoting structural empowerment;
- Create a motivating work environment, keeping open lines of communication through periodical staff meeting, seeking opinion, and treating them with respect.

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