

# Psychological Empowerment and Organizational Commitment among Nurses

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## Abstract

**Background-** Psychological empowerment plays an important role in behavioral, emotional and cognitive constructs, such as Job Satisfaction and organizational citizenship behavior. **Aim-** The study aimed to identify the relationships between Psychological Empowerment and Organizational Commitment among nurses. **Methods and Materials -** A cross-sectional, descriptive and correlational study design carried out in a period from 5<sup>th</sup> of September/2017 till 30<sup>th</sup> of May/2018 at five Public Hospitals in Mosul/Iraq. Non-probability sampling technique and accidental sampling method depended to select the sample of the study, which accounted for (317) nurse. Two instruments were used to collect data via an interview method with each subject “Psychological Empowerment Questionnaire and Organizational Commitment Questionnaire”. The findings of the study presented by mean, standard deviation, while the relationships among variables presented through stepwise regression. **Results-** Total PE and its domains had significant relations to total OC and its Affective and Normative domains.

**Keywords;** *Psychological Empowerment, Organizational Commitment, Nurse.*

## Introduction

Psychological Empowerment is a factor affecting any work, whereas, managers need a deep understanding in order to help employees handling it, motivating, and eliminating disturbing factors appropriately<sup>(1)</sup>. The repository of knowledge, skills, and abilities are the employees who cannot be imitated by the competitors<sup>(2)</sup>. Among them are nurses who constitute the largest group of professionals, and are the cornerstone in determining and providing the quality and cost of the healthcare<sup>(3)</sup>. There are many factors and situations that put nurses under considerable stress, as high organizational demands, the climate of job uncertainty<sup>(4)</sup>, in addition to the psychological empowerment which is, in turn, having a great impact on the organizational success<sup>(5)</sup>.

Psychosocial empowerment can be defined as an active motivational approach to the role of the individual at work, in addition to the individual's sense of control

over work<sup>(6,7,8,9,10)</sup>. It is not the conditions of the work's context, but the reactions of the employee to these conditions, that in turn, influence their organizational behavior<sup>(11)</sup>. It plays an important role in behavioral, emotional and cognitive constructs, such as Job Satisfaction and organizational citizenship behavior<sup>(9,12)</sup>. It is manifested as four-dimensional constructs of employees' perceptions; Meaning, Competence, Self-determination, and Impact<sup>(13,14,15)</sup>.

In the healthcare environment, maintaining a committed workforce is a strong advantage. Committed nurses provide asset value of stable, training and developing costs, lower employee recruiting, dedicated workforce, retention of nurses with the knowledge, skills, and abilities that are critical to organizational success, improved organizational image within the community, in addition, a committed workforce influence customer loyalty<sup>(1)</sup>. Organizational Commitment is defined as an individual's identification and involvement with a specific organization<sup>(16)</sup>. It is a reflection of individual's psychological state, which defines the relationship between the employee and the organization, for which they work and that has deductions for their decision to

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continue with the organization<sup>(17,18)</sup>, identification with the organization and involvement in the organization<sup>(19)</sup>, Normative commitment that means an attachment-based on perceived obligation and a sense of loyalty or duty<sup>(20)</sup> and Continuance commitment that is an attachment-based on perceived cost and refers to an employee's intention to leave or wish to remain a part of the organization and depends on their recognition of the availability of alternatives if they want to leave the organization<sup>(21,22)</sup>.

The present study endeavored to identify the relationships between Psychological Empowerment and Organizational Commitment among nurses, for, they are many facets each employee can confront them in the work.

### Material and Method

Cross-sectional, descriptive and correlational study design carried out for a period from 5<sup>th</sup> of September/2017 till 30<sup>th</sup> of May/2018 at five Public Hospitals in Mosul/Iraq mentioned as A, B, C, D and E. Non-probability sampling technique and accidental sampling method depended to select the sample of the study, which accounted for (317) nurse. The inclusion criteria depended for the selection the sample were; providing bedside nursing care, having tenure in the current place  $\geq 5$  years, presenting at work during gathering data and didn't engage in management or leadership position at the study period. Data gathered via an interview with each subject that lasted 20-30 minutes. Two instruments 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), all items were of five values distributed as strongly disagree=1, disagree=2, no opinion=3, agree=4, and strongly agree=5<sup>(23)</sup>, and Organizational Commitment questionnaire "OC" which is used to measure the level of four dimensions: (Affective Commitment "AC" =6 items, Normative Commitment"NC" =6 items and Continuance Commitment "CO" =6 items), four items of the questionnaire are reverse-keyed (labeled by "R" against each item), all items were of five-point scale ranging from strongly disagree=1, disagree=2, no opinion=3, agree=4, and strongly agree=5<sup>(24)</sup>.

For each scale, all scores were summed and divided by the number of items to attain the means of scales. To determine the validity of the scales, content validity was measured by exposing the scales to five experts in nursing field to ascertain its consensual validity, they presented a few essential corrections that were undertaken in the final drafts, while the reliability analysis for the questionnaires yielded a Cronbach's alpha of 0.79 for Psychological Empowerment scale and 0.87 for Organizational Commitment scale. Descriptive statistics (Mean and Standard deviation) used to review the levels of measured variables (PE, and OC), while stepwise regression analysis used to evaluate the impact of criteria variable on multiple prediction variables.

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

### Findings

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

Variable	Mean of Score	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
OC (Total);	54	33	66	49.98	7.98
Affective	18	9	23	16.98	3.56
Normative	18	8	26	16.55	3.78
Continuous	18	10	25	16.45	3.09

Table (1) demonstrates that the means of Total Psychological empowerment and its dimensions were above the mean of scores, whereas, the means of Total Organizational commitment and its dimensions were below the mean of scores.

**Table (2): Regression Findings for Organizational Commitment (OC) with respect to Psychological Empowerment (PE)**

Model(1)	Adj. R2	B	t. Value	F.	β
Meaning	.021	.297	2.805	7.865*	.156
Competence	.034	.331	3.486	12.151**	.095
Self-Determination	.167	.503	8.010	64.166**	.411
Impact	.029	.266	3.246	10.535**	.180
(1) Predictors (Constant)=PE Domains DV=AOC *P. ≤ 0.01 **P. ≤ 0.001					
Model(2)					
Meaning	.062	.515	4.682	21.922**	.110
Competence	.051	.232	4.234	17.926**	.232
Self-Determination	.143	.495	7.331	53.737**	.382
Impact	.061	.396	4.640	21.531**	.253
(2)Predictors (Constant)=PE Domains DV=NOC**P. ≤ 0.001					
Model(3)					
Meaning	.002	-.115	-1.236	1.527	-.069
Competence	-.002	-.049	-.583	.339	-.033
Self-Determination	-.003	-.011	-.183	.034	-.01
Impact	.014	.169	2.364	5.587	.132
(3)Predictors (Constant)= PE Domains DV=COC					
Model(4)					
Meaning	.024	.697	2.947	8.683*	.164
Competence	.031	.705	3.312	10.97**	.183
Self Determination	.127	.987	6.868	47.168**	.361
Impact	.06	.831	4.613	21.283**	.252
(4)Predictors (Constant)=PE Domains DV=TOC*P. ≤ 0.01 **P. ≤ 0.001					
Model(5)					
Total Psychological Empowerment	.124	.432	6.772	45.896**	.357
(5)Predictor (Constant)=TPE DV=TOC**P. ≤ 0.001					
Model(6)					
Total Psychological Empowerment	.122	.191	6.703	44.926**	.353
(6)Predictor (Constant)=TPE DV=AOC **P. ≤ 0.001					
Model(7)					
Total Psychological Empowerment	.163	.234	7.921	62.635**	.408
(7)Predictor (Constant)=TPE DV=NOC**P. ≤ 0.001					
Total Psychological Empowerment	-.003	-.006	.244	.06	-.014
(8)Predictor (Constant)=TPE DV=CO					
PE=Psychological Empowerment DV=Dependent Variable AOC=Affective Organizational Commitment NOC=Normative Organizational CommitmentCOC=Continuous Organizational Commitment TPE=Total Psychological Empowerment TOC=Total Organizational Commitment					

Table (2) demonstrates that Psychological Empowerment as a total and its dimensions are significantly correlated with Organizational Commitment as a total and its dimensions at different levels except with Continuous Organizational Commitment.

### 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 the 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<sup>(25,26)</sup>. In line with many previous studies<sup>(9,27,28,29,30)</sup> and inconsistent with others<sup>(31)</sup>, nurses' Psychological Empowerment means as a total and as all dimensions in the present study are, they are higher than means of score of the scale, which indicates that nurses' values and behaviors were, to some extent, in an accordance with the work goals and nurses' capabilities and requirements of work, therefore, it must lead to increasing Organizational Commitment.

Organizational Commitment means in the present study were below the means of score of the scale, that means nurses were less loyal to their hospitals, also it reflects that they can leave their hospitals even they find a good offer elsewhere. A previous study found in their study that the means of Organizational commitment were less than that of the present study<sup>(32)</sup>.

The results of the present study show a contradiction referring to the assumption that high Psychological empowerment must lead to high Organizational commitment" for Psychological Empowerment means are higher than that the means of score of scale, whereas, the means of Organizational Commitment are below than that the means of score of scale", in Iraqi health care agencies, may be due to the presence of hidden or unobvious factors so that the nurse possesses or enjoys the psychological empowerment without good affiliation to the healthcare agencies. These may be due to the inability of the health care agencies to meet the needs of the nurse while he/she is committed to staying in the work because of salary and wedges obtained, poor professional relationships between the nurse and other medical and paramedical colleagues, the

legislation that limit the nursing role in carrying out the physicians' orders without any nursing notes (in most settings) and any meetings corresponding the patient's status, supremacy of physician on the health care team, cynicism from other medical and paramedical staff and verbal and physical violence and so on.

Total Psychological Empowerment indicated significant positive relationships with TOC, AOC, and NOC as 0.357, 0.353 and 0.408 respectively. The coefficient of determination ( $R^2$ ) presents that PE predicted 12.4%, 12.2% and 16.3% of the variation in TOC, AOC, and NOC respectively. All dimensions of PE indicated significant positive relationships with TOC, AOC, and NOC at different levels, while the best was for self-determination. In line with these results were the findings of many previous studies<sup>(6,13,33,34,35)</sup>.

As long as Meaning is a sense of the meaningfulness of work among employees, it must provide a suitable fit between the requirements and purposes of one's organizational work roles and one's personal value system, and this must lead to the creation of attachment with the work. In the present study, it is significant and positively related to AOC, NOC, and TOC as 0.156, 0.11 and 0.164 respectively, while it hadn't any significant relation with COC. The coefficient of determination ( $R^2$ ) presents that Meaning predicted the variation of AOC, NOC, and TOC as 2.1%, 6.2% and 2.4% respectively (Table- 2). These results are in line with the result of many previous studies<sup>(9,30, 35)</sup> for they indicated that Meaning dimension was the best significant correlation with OC. Meanwhile, another study demonstrated that Meaning was significantly influenced the AOC, and COC dimensions<sup>(13)</sup>.

### Conclusions

\* Nurses possessed good Psychological empowerment.

\* Nurses possessed weak organizational commitment.

\* There were significant relations among all Psychological empowerment domains and two dimensions of Organizational commitment (Affective and Normative).

**Conflict of Interest:** Non

**Source of Fundings:** 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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