

# Nurses' Empowerment Behaviors and its Impact on Job Satisfaction, Occupational Stress and Professional Commitment Among Staff Nurses

<sup>1</sup>S. Ani Grace Kalaimathi

<sup>1</sup>Registrar, Tamilnadu Nurses & Midwives Council, Chennai

**How to cite this article:** S. Ani Grace Kalaimathi. Nurses' Empowerment Behaviors and its Impact on Job Satisfaction, Occupational Stress and Professional Commitment Among Staff Nurses. International Journal of Nursing Education / Vol 17 No 2 April-June 2025

## Abstract

Administrators play a pivotal role in empowering staff and influencing staff nurse's work engagement and intent to stay in their organization to ensure positive organizational and patient outcomes. A study was done to find out the relationship between nurse's empowerment behaviour with their job satisfaction, occupational stress and professional commitment among staff nurses (N=428) in selected hospitals, Coimbatore, Tamilnadu, India by using nonexperimental design. The findings of this study revealed that majority 319 (74.5%) had adequate nurses empowerment behavior, 224 (52.3%) had moderate satisfaction, 218 (50.9%) of subjects had mild stress and 243 (56.8%) of them had moderate professional commitment. It was observed that the calculated correlation value between nurse empowerment behavior and job satisfaction is  $r=0.386$  shows a positive correlation, nurse empowerment behavior and occupational stress value was  $r=-0.150$  shows a negative correlation, nurses empowerment behavior and professional commitment value was  $r=-0.041$  shows a no correlation, job satisfaction and occupational stress value was  $r=-0.432$  shows a negative correlation, job satisfaction and professional commitment value was  $r=-0.055$  shows a no correlation, occupational stress and professional commitment value was  $r=0.296$  shows a positive correlation. This study concluded that the nurse administrator should take a holistic approach in their endeavor to increase job satisfaction & professional involvement and reduce occupational stress among staff nurses which will enable better patient outcome.

**Key words:** empowerment, job satisfaction, occupational stress and professional commitment

## Introduction

The nurse's empowerment and patient quality care are both sides of coin. Nursing empowerment means the ability to effectively motivate and mobilize self and others to accomplish positive outcomes in nursing practice and work environment. The empowered team influences staff morale, productivity, staff retention and associated costs, patient care quality, and patient safety. Enhancing leadership skills, being a positive change agent,

education upgradation and being an Evidence Based Practice (EBP) cheerleader abilities are required for nurses to become an empowered professional to render quality care. Administrators play a pivotal role in empowering staff and influencing staff nurse's work engagement and intent to stay in their organization to ensure positive organizational and patient outcomes. According to Kindipan, I. (2017)<sup>9</sup> most of the staff nurses perceived their leader as one who was empowering and demonstrated strong leader empowering behaviours. A study done by Salman

Taie, 2022<sup>5</sup>, reveals that empowering behaviour gives head nurses the opportunity to autonomy, showing trust in nurses' potential and giving them the freedom to act and perform according to the current situation. A descriptive study was conducted by Eman Salman Taie<sup>5</sup>, 2022, assess the nurse manager empowering leader behaviour during COVID - 19 at Benisuef University Hospital. This study reveals that two-thirds of staff nurses perceived high levels of their nurse manager's empowering behavior during COVID-19, in comparison to only 3.9% who perceived low levels

Work-related stress is the response of people that exists when work stressors are unmatched with their knowledge, skills, or abilities which challenge their coping mechanisms. Nurses faced with severe illness and the death of patients that makes nursing as highly stressful profession. It promotes organizational incompetence, high staff turnover, sickness, absenteeism, decrease in quality of care, increased costs of health care, and reduced job satisfaction. Professional commitment is an important predicting factor in nurses' professional performance and a facilitating factor in reducing nurses' emotional fatigue due to work overload. "But today, nursing is different from those days. The responsibility, hence, is greater to provide more complex nursing care. So, it is important for a nurse to be empowered and have the empowerment on her duty. This can improve health care and patient outcome. (Business Bliss Consultants, 2020).

### Statement of the Problem

A study to assess the nurse's empowerment behavior and its impact on job satisfaction, occupational stress and professional commitment among staff nurses working in selected hospitals, Coimbatore.

### Objectives of the Study

- To assess nurse empowerment behavior among staff nurses.
- To assess job satisfaction, occupational stress and professional commitment among staff nurses.

- To correlate the nurse's empowerment behavior with their job satisfaction, occupational stress and professional commitment among staff nurses.
- To associate the nurse's empowerment behavior of staff nurses with their selected demographic variables.
- To associate job satisfaction, occupational stress and professional commitment of staff nurses with their selected demographic variable.

### Method

The research design adopted for this study was co-relational design which comes under non-experimental research design. The study was conducted in selected hospitals, Coimbatore. Prior permission was sought from the CNO by the investigators after explaining the purpose of the study. Staff nurses were assured that no emotional harm would be done during the study. Convenience sampling technique was used to select the sample depending on the availability and willingness to participate.

The investigator prepared the questionnaire to seek information from the staff nurses. Five-point Likert's scales were used to assess the level of NAEB-SN, Job Satisfaction, Occupational Stress and Professional Commitment.

### Section-I: Assessment of Demographic Variables

Demographic variables consist of age in years, gender, professional qualification, years of experience, marital status, working wards, monthly income in rupees, type of health care setting, residence and previous knowledge about nurse empowerment

### Section -II: Tool to assess the Nurse Administrator Empowerment Behaviour

A standardized tool is being used to assess the Nursing Administrative Ethical Behavior of Staff Nurses (NAEB-SN), Job Satisfaction, Occupational Stress, and Professional Commitment. A pilot study was conducted with 30 nurses, and the tool was found

to be reliable. It consists of 55 items. The total possible minimum score was 55 and maximum score was 275. The total score for each subject was calculated, converted into percentage and interpreted as follows:

**Table 1. Scoring Interpretation for Nurse Administrator Empowerment Behaviour Tool**

S. No	Scoring Interpretation	Score
1	Strongly Agree	5
2	Agree	4
3	Neutral	3
4	Disagree	2
5	Strongly disagree	1

### Section-III: Tool to assess Job Satisfaction

It consists of 15 items. The total possible minimum score was 15 and maximum score was 75. The total score for each subject was calculated, converted into percentage and interpreted as follows.

**Table 2. Scoring Interpretation for Job Satisfaction Tool**

S. No	Scoring Interpretation	Score
1	Very dissatisfied	1
2	Dissatisfied	2
3	Neither satisfied nor dissatisfied	3
4	Satisfied	4
5	Very satisfied	5

### Section-IV: Tool to assess Occupational Stress

It consists of 24 items. The total possible minimum score was 24 and maximum score was 120. The total score for each subject was calculated, converted into percentage and interpreted as follows.

**Table 3. Scoring Interpretation for Occupational Stress Tool**

S. No	Scoring Interpretation	Score
1	No pressure	1
2	Slight pressure	2
3	Moderate pressure	3
4	Considerable Pressure	4
5	Extreme pressure	5

### Section V: Tool to assess the Professional Commitment

It consists of 10 items. The total possible minimum score was 10 and maximum score was 50. The total score for each subject was calculated, converted into percentage and interpreted as follows

**Table 4. Scoring Interpretation for Professional Commitment Tool**

S. No	Scoring Interpretation	Score
1	Never	1
2	Seldom	2
3	Sometimes	3
4	Often	4
5	Very often	5

The tool for this study consisted of the above five sections and placed it in a Google forms and link is shared to the staff nurse and they were instructed to tick the response by accessing Google form link. A total of 428 staff nurses from various hospitals participated in the study and provided their responses accessing Google form link. The sample size is determined after the power analysis of the sample size.

### Results and Discussion

The study examined the demographic profile, empowerment behaviour, job satisfaction, occupational stress, and professional commitment among staff nurses. The majority of nurses (88.5%) were aged between 20 to 29 years, and 90.9% were female. Most nurses (68.2%) held a bachelor's degree, with 85% having less than 5 years of work experience, and 84.1% were single. A significant portion (59.4%) worked in areas other than the primary focus of the study, while nearly half (48.1%) earned between Rs. 10,001 to 15,000 per month. Most nurses (94.4%) were employed in private healthcare settings, and 70.1% resided in urban areas.

Regarding empowerment behaviour, the majority demonstrated adequate behaviour across all domains: providing meaning to work (72.2%), supporting autonomy (71.5%), overcoming obstacles (75.2%), recognizing work (72%), and respecting them as professional staff nurses (74.8%), with 74.5% showing overall adequate empowerment behaviour.

In terms of job satisfaction, 52.3% reported moderate satisfaction, 40.7% had high satisfaction, and 7% reported poor satisfaction. Occupational stress levels were mostly mild (50.9%), with 43% experiencing moderate stress and 6.1% experiencing severe stress. Professional commitment was moderate for 56.8%, while 32.7% had low commitment, and only 10.5% reported high commitment. The statistical analysis showed a positive and significant correlation ( $r=0.386$ ,  $p<0.001$ ) between nurses' empowerment behaviour and job satisfaction, indicating that greater empowerment is associated with higher satisfaction.

Conversely, empowerment behaviour was negatively correlated with occupational stress ( $r=-0.150$ ,  $p<0.01$ ), indicating that empowered nurses experienced lower stress levels. There was no significant correlation between empowerment behaviour and professional commitment ( $r=-0.041$ ,  $p>0.05$ ). Job satisfaction and occupational stress were significantly negatively correlated ( $r=-0.432$ ,  $p<0.001$ ), indicating that higher satisfaction was linked to lower stress. No meaningful correlation was found between job satisfaction and professional commitment ( $r=-0.055$ ,  $p<0.05$ ). Interestingly, occupational stress and professional commitment showed a positive

correlation ( $r=0.296$ ,  $p<0.001$ ), indicating that even under stress, some nurses maintained professional commitment. Overall, the findings highlight the importance of empowerment behaviour in enhancing job satisfaction and reducing stress, while professional commitment may be influenced by factors beyond empowerment and satisfaction.

A similar study conducted by Rajalakshmi Ramu & BV Kathyayani (2019)<sup>14</sup> at NIMHANS, Bengaluru, assessed nurses' empowerment in hospital settings using a self-administered questionnaire. The findings indicated that most nurses perceived themselves as moderately empowered. The study emphasized that nursing administration must recognize the importance of empowerment to enhance leadership capabilities and facilitate the delivery of high-quality, safe patient care. Overall, the present study highlights the critical role of empowerment behavior in improving job satisfaction and reducing occupational stress, while professional commitment appears to be influenced by additional factors beyond empowerment and satisfaction. These insights underscore the need for targeted strategies in nursing administration to strengthen empowerment, enhance job satisfaction, and effectively manage stress among nurses.

**Table 5. Correlation between nurses' empowerment behavior, job satisfaction, occupational stress and professional commitment among staff nurses (N=428)**

S. No.	Variables	Mean	SD	Correlation coefficient (r)
1	Nurses' empowerment behavior	78.16	8.74	$r = 0.386$ ( $p=0.000$ ) ***
	Job Satisfaction	69.97	11.85	
2	Nurses' empowerment behavior	78.16	8.74	$r = - 0.150$ ( $p=0.002$ ) **
	Occupational Stress	48.38	16.92	
3	Nurses' empowerment behavior	78.16	8.74	$r = -0.041$ ( $p=0.393$ )
	Professional Commitment	53.4	17.23	
4	Job Satisfaction	69.97	11.85	$r = - 0.432$ ( $p=0.000$ ) ***
	Occupational Stress	48.38	16.92	
5	Job Satisfaction	69.97	11.85	$r = - 0.055$ ( $p=0.252$ )
	Professional Commitment	53.4	17.23	
6	Occupational Stress	48.38	16.92	$r = 0.296$ ( $p=0.000$ ) ***
	Professional Commitment	53.4	17.23	

Note: \*\* -  $P<0.01$  and \*\*\* -  $p<0.001$  Level of Significant

## Conclusion

The present study was conducted to assess nurses' empowerment behavior and its impact on job satisfaction, occupational stress, and professional commitment among staff nurses working in selected hospitals in Coimbatore. The findings revealed that the majority of nurses perceived adequate empowerment behavior from their nurse administrators. The study concluded that nurse empowerment behavior significantly correlates with job satisfaction, occupational stress, and professional commitment among staff nurses.

A key limitation of the study was that the data collection tool was administered via Google Forms, with the link shared with staff nurses, making it challenging to verify the authenticity of responses. Future research could explore this topic through an experimental study, incorporating an intervention on empowerment behavior, or as a comparative study based on the qualification of staff nurses. Nurse administrators should adopt a holistic approach to enhance job satisfaction, professional commitment, and reduce occupational stress among staff nurses, ultimately leading to better patient outcomes.

**Source of Funding:** Self

**Ethical approval Refn:** SXCCN/024/RDC - IRB/ECC/2022

**Conflict of Interest:** None

**Acknowledgement:** None

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