

## Relationship between Structural Empowerment, Work Engagement, and Job Satisfaction among Nursing Staff at Zagazig University Hospitals

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### Abstract:

**Background:** In any health care setting, 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 <sup>(1)</sup>. **Aim:** identify the relationship between structural empowerment, work engagement, and job satisfaction among nursing staff at Zagazig University Hospitals. **Design:** Descriptive correlational, cross-sectional study. **Setting:** The study was conducted at all Zagazig University Hospitals **Sample:** Stratified random sample was used. 100 full time staff nurses who have a minimum of 6 months' nursing experience in the organization were selected. **Tools of data collection:** A demographic sheet, the Conditions for work Effectiveness Questionnaire-II (CWEQ-II), the Utrech Work Engagement scale, and the abridged job in general scale (AJIG scale) were used. **Results** The sample of 100 staff nurses was females with a mean age of (33.45), and an average of 15.18 years of experience. The majority of them had diploma qualification. 41% of nurses had satisfactory scores in relation to structural empowerment, and 48% of them had satisfactory scores in relation to work engagement. While nearly half of them have satisfactory scores in relation to overall job satisfaction (53%). Statistical significant correlation between structural empowerment and work engagement ( $r=.224^*$ ), and job satisfaction and both of structural empowerment ( $r=.348^{**}$ ) and work engagement ( $r=.297^{**}$ ) were detected. Also, work engagement has partial mediation effect on empowerment/ overall nurse' job satisfaction relationship. **Conclusion:** There were highly significant positive correlation between job satisfaction and both of structural empowerment and work engagement among nurses working in Zagazig University Hospitals. Moreover, work engagement has partial mediation effect on empowerment/overall nurse' job satisfaction relationship. **Recommendation:** Nurse Managers at Zagazig University Hospitals should develop and implement strategies to engage their staff in work

**Key words:** structural empowerment, work engagement, job satisfaction, staff nurses

### Introduction:

In any health care setting, 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 <sup>(1)</sup>.

Empowerment of nursing staff is a vital issue in daily nursing practice in meeting the patient needs as it has been linked to important nursing outcomes such as job satisfaction and commitment <sup>(2)</sup>. Ellis and Hartley <sup>(3)</sup> defined empowerment as a process by

which leaders share power with their subordinates or the other health care providers to enable them to act. Empowerment is also considered to be the interrelationship between authority, resources, information, and accountability <sup>(4)</sup>. There are two types of empowerment in the literature: Structural empowerment which derives from organizational /management theory and psychological empowerment which derive from social psychological models.<sup>(5)</sup> Structural empowerment has been defined as the ability to get things done, which is derived from structural

conditions in the organization and not from the personal characteristics of the individual. Structural conditions in the organization that are important to foster employees empowerment are providing access to information, support, resources needed to accomplish that job, and the opportunities to learn and grow. Access to these empowering structures is facilitated by formal and informal job characteristics<sup>(6,7)</sup>. Opportunity refers to access to rewards, and professional development opportunities to increase nurses knowledge and skills through the participation in activities such as committees, conferences and training programs. Information refers to knowledge about organizational policies and goals as well as data, technical knowledge and experience needed to work effectively. Support refers to feedback and guidance from peers, subordinates and supervisors. Resources refer to the availability of supplies and equipments, money, and the time needed to accomplish the organizational goals<sup>(8,9)</sup>.

Structural empowerment has been widely studied in the Western countries especially by Laschinger and colleagues who linked structural empowerment to several organizational outcomes such as job satisfaction, organizational commitment, and patient satisfaction<sup>(10)</sup>. On the other hand, Ahmad and Oranye<sup>(5)</sup> argued that nursing staff empowerment does not necessarily lead to job satisfaction indicating that empowerment does not generate the same results in all countries. Therefore, it is important to test the effect of structural empowerment on nurses' job satisfaction in different countries.

Engagement has been defined from different perspectives by many authors. The burnout researchers

defined engagement as the opposite antithesis of burnout. In their view, engagement is characterized by energy, involvement, and efficacy, the direct opposites of the three burnout dimensions of exhaustion, cynicism, and inefficacy<sup>(11)</sup>. In the other side, Saks and Rotman<sup>(12)</sup> defined engagement as the commitment to the organization emotionally and intellectually, and added that engagement is "a distinct and unique construct that consists of cognitive, emotional, and behavioral components that are associated with individual role performance" (p. 602). Schaufeli and Bakker<sup>(13)</sup> defined engagement "as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (p. 295). Vigor refers to high levels of energy and mental flexibility at work that can be detected by high efforts and persistence when facing difficulties<sup>(14)</sup>. Dedication refers to "a sense of significance, enthusiasm, inspiration, pride and challenge"<sup>(15)</sup> (P. 295). Absorption refers to being completely immersed in work which can be detected by full concentration and being deeply engrossed in the work; in this condition the employee feels that the time passes quickly<sup>(14,16)</sup>.

Engagement also, was defined as the extent to which employees enjoy and believe in what they do, which can be detected by putting unrestricted efforts into their work, in the form of extra time, brainpower and energy<sup>(17)</sup>. Robinson and colleagues describes engagement as a two-way relationship between the employees and the employer; in which employees engage in their work to different degrees and in response to the resources they receive from the organization.<sup>(18)</sup> Therefore, engagement occurs when there is consistency and fit between personal expectations and the

conditions in their work environment.<sup>(19)</sup> Saks and Rotman<sup>(12)</sup> illustrated that employees' engagement in their work depends on the benefits and the resources they receive from these organizations. When these resources or benefits decreased, employees' engagement decreased. Mackoff and Triolo<sup>(20)</sup> explained that, employee engagement has been linked to organizational support of learning and growth as well as providing information and resources necessary to accomplish work. So that examining the relationship between structural empowerment and work engagement is needed.

Nurses' job satisfaction is one of the most important areas of research in nursing as it influences a variety of important attitudes, intentions and behaviors in the nursing workforce<sup>(1)</sup>. Job satisfaction is directly related to organizational commitment and can influence patient safety, productivity and performance, quality of care, turnover and retention. Recent studies indicated that hospitals that have a high level of job satisfaction among their staff reported high quality of care.<sup>(21)</sup> Therefore, job satisfaction should be of great concern to any health care organization.<sup>(22)</sup>

Job satisfaction has been defined as the extent to which an employee feels toward his job in general<sup>(23)</sup>. Masroor and Fakir<sup>(1)</sup> defined job satisfaction as the employee judgment of the degree to which the work environment fulfills the individual's needs. Job satisfaction can be varied from person to person and within the same person from time to time according to the surrounding environment<sup>(23)</sup>. It also varies according to the location of employment and the area of specialty, and the nursing role<sup>(24)</sup>. Thus, job satisfaction is much more complex

because individuals have different characteristics, values, needs and expectations with their work environment. Nursing managers should understand the importance and factors that may satisfy or dissatisfy staff members to encourage and enhance effective team members. An employee who enjoys work and workplace can be energized. In the opposite direction, job dissatisfaction among the employees results in isolation, lack of information and consultation, sense of being undervalued, and deprivation. These feelings lead to a higher rate of turnover, decreased productivity, and decrease the quality of care<sup>(25)</sup>. In a systematic review study Wagner and colleagues<sup>(26)</sup> mentioned that the specific behaviors and attitudes of job satisfaction are influenced by all six components of structural empowerment.

#### **Significance of the study:**

While studies report a significant relationship between nurse's job satisfaction and both structural empowerment and work engagement, the majority of staff nurses at Zagazig University Hospitals report low job satisfaction as reported by Helal and colleges<sup>(25)</sup>. Further research about the relationship between structural empowerment and job satisfaction are inconsistent and there are no studies about the relationship between work engagement and job satisfaction at Zagazig. So there was an urgent need to identify factors that has major and direct effect on nurses' job satisfaction as an initial step to conduct an intervention study to improve nurses' job satisfaction.

#### **Aim of the study:**

Identify the relationship between structural empowerment, work engagement, and job satisfaction

among Nursing Staff at Zagazig University Hospitals.

**Research questions:**

- What is the level of overall nurses' job satisfaction?
- What is the level of structural empowered among the nursing staff?
- What is the level of nurses' work engagement?
- What are the relationships among structural empowerment, work engagement, and job satisfaction?
- Does work engagement mediate the relationship between structural empowerment and overall nurses' job satisfaction?

**Subjects and methods:**

**Research design:**

A descriptive correlational, cross-sectional design was used for this study.

**Setting:**

This study was conducted at all Zagazig University Hospitals (Academic hospital), Egypt, which includes two sectors involving eight teaching hospitals. The emergency sector includes four hospitals; New-Surgical hospital (508 beds), Internal-Medicine hospital (253beds), Emergency hospital (189 beds), and the Delivery and premature hospital (90 beds). El-Salam sectors includes four hospitals; Cardia and Chest hospital (182 beds), El-Salam hospital (238 beds), El-Sadat hospital (64 beds), and The Pediatric hospital (182 beds). With total bed capacity 1706 beds. These hospitals provide inpatient and outpatient services with total number of 1330 staff nurses.

**Sample:**

Stratified random sample was used. The required number of nurses from each hospital was calculated with the following formula (number of nurses in each hospital × required sample size / total number of nurses in all hospitals). Accordingly 100 nurses were chosen as follow; New-Surgical hospital (22 nurses), Internal-Medicine hospital (19 nurses), Emergency hospital (9 nurses), Delivery and premature hospital (5 nurses). Cardia and Chest hospital (17 nurses), El-Salam hospital (13 nurses), El-Sadat hospital (3 nurses), and The Pediatric hospital (12 nurses).

**Sample size:**

Power analysis (G-Power 0.3) was done with medium effect size (.3) and power .80; the required sample size was 100 nurses.

**Inclusion criteria:**

Based on the inclusion criteria from previous studies that examine nurses' job satisfaction<sup>(21, 22, 27)</sup>, the inclusion criteria for this study sample include: full time staff nurses who have a minimum of 6 months' nursing experience (new nurses may need time to be familiar with the hospital structure and its policy).

**Tools of data collection:**

Three tools were used for data collection in this study: A demographic sheet, the Conditions for work Effectiveness Questionnaire-II (CWEQ-II), the Utrecht Work Engagement scale, and the abridged job in general scale (AJIG scale).

A demographic sheet developed by the researcher to collect data about the demographic characteristics of the study sample, containing questions about: age, educational level, current position, area of work, and years of experience.

**Tool (1):** The Condition of Work Effectiveness Questionnaire-II (CWEQ-II) which developed by Laschinger and colleagues<sup>(6)</sup>, a modification of the original CWEQ, consists of 19 items that measure the 6 components of structural empowerment described by Kanter<sup>(28)</sup> (opportunity, information, support, resources, formal power, and informal power), with permission of Professor Laschinger. Each subscale includes three items except the informal power subscale which include four items. Items are rated on a 5-point scale, ranged from 1 (never) to 5 (always). Total scores for each subscale range from 3-15 except the informal power subscale ranges from 4-20. In this study a score was considered satisfactory if the score was  $\geq 60\%$  (9), and unsatisfactory if it was  $< 60\%$ . The construct validity of the tool was reported and alpha reliabilities of the scale ranged from .79 to .82.

**Tool (2):** The short form of Utrecht Work Engagement Scale (UWES)<sup>(16)</sup>, a self-report instrument that used to measure the three dimensions of work engagement: vigor, dedication, and absorption: Vigor (3 items), dedication (3 items), and absorption (3 items). All items were scored on a 7-point frequency rating scale ranging from 0 (never) to 6 (always). The total scores ranges from 0-54. In this study a score was considered satisfactory if the score was  $\geq 60\%$  (32.4) and unsatisfactory if it was  $< 60\%$ . Evidence of convergent and divergent validity for the original UWES was reported<sup>(15)</sup>. Alpha reliabilities for the short form UWES subscales ranged from 0.87 to 0.92<sup>(14)</sup>.

**Tool (3):** The abridged job in general scale (AJIG scale), the shortest form of the JIG scale which is a measure of global satisfaction with one's job. The scale was originally

developed and validated by Ironson and colleagues<sup>(29)</sup> then Russell and colleagues<sup>(30)</sup> developed an abridged version of the JIG for use by practitioners and researchers of organizational behavior to give an overall evaluative judgment about one's job. The scale included 8 adjectives, the responses for these adjectives are "yes" if it describes your job, "No" if it does not describe it, and "?" if you cannot decide. The scoring system will be 3 for "yes", 1 for "?", and 0 for "No". The total scores ranges from 0-24. A score was considered satisfactory if the score was  $\geq 60\%$  (14.4), and unsatisfactory if it was  $< 60\%$ . Internal consistency reliability of the scale was reported by Russell and colleagues<sup>(30)</sup> to be above 0.85

**Field work:**

Data was collected using a self-administered questionnaire, after the translation of the instruments to Arabic. Back translation was conducted for all the instruments in this study. The content validity of the instruments after the translation to Arabic was conducted by a group of expertise (3) from academic nursing staff Cairo University. A pilot study was done on 10 nurses to check for the clarity of the tool and to identify the time needed to accomplish the questionnaire by each participant. No modification was done and the results of the pilot sample were added to the results. The questionnaire was distributed on the selected nurses with the help of the head nurses of the units, and asked them to return within five days. The answered sheets were collected in a large folder by the researcher from the participants at their units by hand. It was taken two weeks to complete data collection (from the 1<sup>st</sup> of December to the 15<sup>th</sup> of December, 2011). Privacy of data was considered.

***Administrative and ethical considerations:***

Approval to conduct the study was obtained from the medical and nursing directors of the hospital and the head nurses of the units after explaining the aim of the study. The participants were informed that their participation in the study is completely voluntary and there is no harm if they choose not to participate and no individual information is shared outside of the researcher.

***Statistical design:***

Before data collection, the data base of the study was created. Each variable was identified and given a name. Then, a value of each variable was chosen. A codebook was created. Data entry was done by the help of another person to check its accuracy. One person typed and the other person looked to the screen for any abnormal value, typing in the wrong place, or typing wrong value. The raw data was storage in a locked separate cupboard, only the researcher has access to it. An electronic copy of the data entry sheet was storage on an encrypted memory, in addition to CD copy to avoid missing of the data that may result from computer damage.

Statistical analysis was done using SPSS 17.0 statistical software package. Cleaning of data was done to be sure that there is no missing or abnormal data by running frequencies and descriptive statistics. Data was presented using descriptive statistics in the form of frequencies and percentages for categorical variables, and means and standard deviations for continuous variables (e.g., age). Descriptive statistics was used to answer three research questions, Pearson correlation was used to answer research question four, and multiple Linear Step-Wise regression analysis

was used to answer research question five.

**Results:**

**Table (1):** shows all of the study participants were females with a mean age of (33.45±8.54), and they had an average of 15.18 years of experience (SD= 8.11). The majority of the study participants had diploma qualification (84%).

**Table (2):** indicates that only (41%) of the study participants had satisfactory scores in relation to structural empowerment, and (48%) of them had satisfactory scores in relation to work engagement. While nearly half of them have satisfactory scores in relation to overall job satisfaction (53%).

**Table (3):** shows statistical significant correlation between structural empowerment and work engagement ( $r = .224^*$ ), and job satisfaction and both of structural empowerment ( $r = .348^{**}$ ) and work engagement ( $r = .297^{**}$ ).

**Table (4):** shows the correlation between the study variables and personnel characteristics of the study participants the findings shows highly statistical significant correlation between all of the study variables (structural empowerment, work engagement, and overall job satisfaction), and the age and years of experience of the study participants.

**Table (5):** shows that with controlling the effect of work engagement, structural empowerment has statistical significant effect on overall nurses job satisfaction (p value=.000). This relationship was slightly decreased with the effect of work engagement to be (p value=.002) Moreover, work engagement have high statistical significant effect on nurses overall job satisfaction ( $r = .001$ ) than structural empower ( $r = .002$ ).

**Discussion:**

Structural empowerment is a vital organizational strategy that contributes to a healthy, productive, and innovative nursing environment which increases job satisfaction and retention.<sup>(26)</sup> Previous literature emphasized that empowered staff has feelings of trust and respect from others and feel that their work is exciting<sup>(4,31)</sup>. This in turn improves the quality of patient care outcomes and patient and nurses satisfaction.<sup>(32)</sup> In the same way engaged staff work with high levels of energy, are strongly involved in work, have a sense of significance and enthusiasm<sup>(33)</sup>. Thus, engaged employees are also more satisfied with their work and more productive. Therefore, all nurses should be positively engaged in their work as well as empowered in order to provide a high quality of care for their patients<sup>(14)</sup>.

Previous studies emphasized that structural empowerment and work engagement are predictors of job satisfaction. At the same time Ahmad and Oranye<sup>(5)</sup> argued that nursing staff empowerment does not necessarily lead to job satisfaction indicating that empowerment does not generate the same results in all countries. Therefore, the aim of this study was to identify the relationship between structural empowerment, work engagement, and job satisfaction among nursing staff at Zagazig University Hospitals.

The findings of this study shows that more than half of the nursing staff (59%) were not empowered at their work. It was observed that nurses were not satisfied with the availability of; opportunities, information, support, formal or informal power in their work. However, it was so surprising to found that 66% of nurses were satisfied with the availability of resources in the hospital.

These results are so dangerous, because staff nurses' empowerment impacts their job satisfaction level. Added to that not empowered nurses may intent to leave the current position or even the profession. These explanations were supported by Laschinger and colleagues<sup>(34)</sup> who reported that access to empowering work conditions and magnet hospital characteristics significantly predicted nurses' satisfaction in the work. Zurmehly and colleagues<sup>(35)</sup> reported a significant relationship between empowerment, intent to leave the current position, and intent to leave the profession. Same findings were also reported by Fitzpatrick and colleagues.<sup>(10)</sup>

Results of this study agree with results reported by Safan<sup>(36)</sup> who indicated that nurse managers at Menoufiya University Hospital, Egypt were more empowered than staff nurses, and disagree with El-Salam and colleagues<sup>(37)</sup> who reported that the majority of nurses in Shebin El-Kom teaching hospital and the University of Menoufiya hospital, Egypt, have moderate empowerment.

Regarding work engagement, the findings of this study shows that more than half of the staff nurses at this study were not engaged in their work (52%). It was observed that more than quarter of nurses (27%) didn't feel like going to work when they get up in the morning, and less than quarter (20%) didn't feel happy when working intensely. Also, 15% of nurses didn't feel that their job inspires them and didn't see themselves immersed in the work.

These results also should be taken in consideration, because not engaged staff might have low levels of health and well-being that may affect the quality of care at this setting. This explanation was supported by

Schaufeli and colleagues<sup>(38)</sup> who founded a negative correlation between engagement and perceived ill-health. And explained, vigor and dedication were negatively related to distress and depression. Also, Laschinger and colleagues<sup>(14)</sup> mentioned that engaged employees' reports high levels of health and well-being.

These results disagree with Stichler<sup>(39)</sup> who recommended that employees should have access to information and resources to help them achieving their goals and to facilitate their engagement in work. Also, employees should have support and the opportunities to participate in decision making.

Regarding job satisfaction, the results of this study shows that nearly half of the staff nurses in this study were not satisfied with their job. It was observed that although the majority of nurses (92%) described their job as good and most of nurses (76%) described their job as excellent and makes them content; less than quarter of staff nurses (15%) describe their job as desirable and only 8% of nurses describe their job as agreeable. While few of them (11 %) described it as poor.

These results agree with Helal<sup>(25)</sup> who reported that about three quarters of nurses (72.3%) working at Zagazig University Hospitals in Egypt was dissatisfied with all items of satisfaction in her study. And disagree with Abd El-Hameid<sup>(40)</sup> who found that less than half of nurses (48.5%) were satisfied with their work.

Further, a study by Diab<sup>(41)</sup> reported that about three-quarters of nurses working at Menoufiya University Hospitals, Egypt, were dissatisfied with their job mainly in relation to supervision, promotion, and benefits. The results also indicated that the majority of nurses had a low

commitment to the organization. A study by Ibrahim<sup>(42)</sup> indicated that all nurses working at Abu-kabier General hospital, Egypt, were dissatisfied with their salary and the work advancement. However there were no correlation between nurses' job satisfaction and the quality of their performance.

However, these previous studies that measure nurse's job satisfaction in Egypt used facet measures such as the Job Descriptive Index<sup>(43)</sup> and the Minnesota Satisfaction Questionnaire<sup>(44)</sup> which treat satisfaction as a multidimensional construct, to identify areas where nurses have satisfaction or not (e.g., satisfaction with salary, supervision, or promotion). While in this study, the researcher used global measure (AJIG scale) which provides overall evaluation/effective judgment about one's job to see the all picture.

Regarding the relationship between structural empowerment, work engagement, and job satisfaction, the findings show a highly statistical significant positive correlation between job satisfaction and both of structural empowerment ( $r=.348^{**}$ ) and work engagement ( $r=.297^{**}$ ).

These results agrees with Laschinger and colleagues<sup>(45)</sup> who reported that structural empowerment had a strong direct effect on job satisfaction, Laschinger and colleagues<sup>(6)</sup> who revealed that staff nurses' empowerment impacts their trust in the management and ultimately influences job satisfaction, Ning and colleagues<sup>(8)</sup> who reported a statistical significance positive correlation between empowerment and job satisfaction among nurses, and Cai and Zhou<sup>(46)</sup> who observed that structural empowerment was positively related to job satisfaction. Also, results



agree with Simpson<sup>(47)</sup> who reported a positive relationship between work engagement and overall job satisfaction.

This study findings show significant correlation between structural empowerment and work engagement ( $r = .224^*$ ), this result agree with Laschinger and colleagues<sup>(14)</sup> who reported that empowerment has a statistically significant effect on engagement

The results of this study show that work engagement significantly mediated the structural empowerment / overall nurses' job satisfaction relationship. According to Saks and Rotman<sup>(12)</sup> to be a mediator three conditions must be met. First the independent variable must be related to the mediator. This condition was achieved in this study, structural empowerment (independent variable) related to work engagement (mediator)  $r = .224^*$ . Second, the mediator must be related to the dependent variable. This condition was also achieved in this study, work engagement (mediator) related to overall nurses' job satisfaction (dependent variable)  $r = .297^*$ . Third, a significant relationship between independent variable and dependent variable will be reduced or no longer be significant when controlling for the mediator. This condition was achieved in this study, with controlling the effect of work engagement, structural empowerment yield statistical significant effect on overall nurse' job satisfaction ( $p$  value = .000). This effect was slightly decreased to ( $p$  value = .002) with the effect of work engagement. Accordingly, work engagement has partial mediation effect on structural empowerment/ overall nurse' job satisfaction relationship.

These result highlight the important role of work engagement on structural empowerment/ overall nurse' job satisfaction relationship. Accordingly, it should be taken in consideration if we want to improve job satisfaction level among nurses.

Overall, the findings of this study reported a highly significant positive correlation between job satisfaction and both of structural empowerment and work engagement. Also, there was statistical significant positive correlation between structural empowerment and work engagement. Moreover, work engagement has partial mediation effect on empowerment/ overall nurse' job satisfaction relationship.

#### **Conclusion:**

This is a descriptive correlational, cross-sectional study to identify the relationship between structural empowerment, work engagement, and job satisfaction among nursing staff at Zagazig University Hospitals. The results show that there was a highly statistical significant positive correlation between job satisfaction and both of structural empowerment and work engagement among nurses working in Zagazig University Hospitals. Also, there was statistical significant positive correlation between structural empowerment and work engagement. Moreover, work engagement has partial mediation effect on empowerment/overall nurse' job satisfaction relationship.

#### **Recommendations:**

Based on the findings of this study that highlights the presence of high significant correlation between job satisfaction and both of structural empowerment and work engagement, and the mediating role of work engagement, its recommended that:

- Nurse Managers at Zagazig University Hospitals should develop and implement strategies to engage their staff in work in the form of information sharing, supporting, inviting to make contribution and providing feedback, educating, collaborating, empowering, encouraging participation, building relationships, recognizing needs and respond, monitoring, and keeping lines of communication open. This in turn will improve their job satisfaction level.
- Nursing managers at Zagazig University hospitals should pay attention to nurses to facilitate their access to information, support, resources, and opportunities needed to accomplish the job through collaboration with other health care members and the administrative persons for giant collaboration.

**Table (1): Personnel characteristics of the staff nurses (n=100)**

Items	No.	%
<b>Age :</b>		
▪ ≤ 20	1	1 %
▪ 21-	42	42 %
▪ 31-	37	37 %
▪ 41-	18	18 %
▪ >50	2	2 %
<b>Mean ± SD</b>		<b>33.45 ± 8.54</b>
<b>Experience (years):</b>		
▪ ≤ 5	11	11%
▪ 6-	29	29 %
▪ 11-	14	14 %
▪ 16-	18	18 %
▪ > 20	28	28 %
<b>Mean ± SD</b>		<b>15.18 ± 8.11</b>
<b>Qualification:</b>		
▪ Diploma	84	84 %
▪ Bachelor	11	11 %
▪ Technical institute	5	5 %
<b>Current Position:</b>		
▪ Staff nurse	100	100 %

**Table (2): Levels of structural empowerment, work engagement, and job satisfaction among nursing staff (n=100)**

Items	Unsatisfactory ( $< 60\%$ )		Satisfactory ( $\geq 60\%$ )	
	No.	%	No.	%
<b>Structural empowerment</b>	<b>59</b>	<b>59%</b>	<b>41</b>	<b>41 %</b>
Opportunity	47	47%	53	53%
Information	66	66%	34	34%
Support	52	52%	48	48 %
Resources	34	34%	66	66%
Formal power	48	48%	52	52%
Informal power	46	46%	54	54%
<b>Work engagement</b>	<b>52</b>	<b>52 %</b>	<b>48</b>	<b>48 %</b>
<b>Job satisfaction</b>	<b>47</b>	<b>47 %</b>	<b>53</b>	<b>53 %</b>

**Table (2a): Percentage of work engagement items among nursing staff (n=100)**

Items	Never	Almost	Rarely	Sometimes	Often	Very often	Always
<b>Work engagement</b>							
1-At my work, I feel bursting with energy	11%	8%	14%	16%	13%	20%	19%
2-At my job, I feel strong and vigorous	10%	7%	13%	12%	16%	15%	27%
3-I am enthusiastic about my job	9%	5%	14%	13%	16%	9%	34%
4-My job inspires me	15%	15%	16%	17%	13%	18%	9%
5-When I get up in the morning, I feel like going to work	27%	4%	9%	15%	9%	15%	21%
6-I feel happy when I am working intensely	20%	11%	5%	5%	8%	21%	30%
7-I am proud of the work that I do	8%	5%	5%	13%	9%	12%	48%
8-I am immersed in my work	15%	7%	7%	8%	9%	17%	37%
9-I get carried away when I'm working	59%	11%	6%	5%	9%	5%	5%

**Table (2b): Percentage of job satisfaction items among nursing staff (n=100)**

Items	Yes	? (can' t decide)	No
<b>Job satisfaction:</b>			
▪ Good	92 %	5%	3%
▪ Undesirable	7 %	78 %	15 %
▪ Better than most	81 %	13 %	6 %
▪ Disagreeable	12 %	80 %	8 %
▪ Makes me content	76 %	11 %	13 %
▪ Excellent	76 %	10 %	14 %
▪ Enjoyable	67 %	23 %	10 %
▪ Poor	11 %	80 %	9 %

**Table (3): Correlation between structural empowerment, work engagement, and job satisfaction among nursing staff (n=100)**

Items	structural empowerment	work engagement	job satisfaction
<b>Structural empowerment</b>		.224*	.348**
<b>Work engagement</b>			.297**

\* Significant at the 0.05

\*\* Significant at the 0.01

**Table (4): Correlation between structural empowerment, work engagement, job satisfaction, and personnel characteristics (Age & Experience) of nursing staff (n=100)**

Items	Age r	Experience r
<b>Structural empowerment</b>	.303**	.378**
<b>Work engagement</b>	.295**	.267**
<b>Job satisfaction</b>	.359**	.389**

\*\* Significant at the 0.01

**Table (5): Multiple linear Step-Wise Regression analysis of factors predicting job satisfaction**

Items	Unstandardized coefficient		t	Sig.
	B	Std, Error		
<b>Empowerment</b>	.076	.023	3.67	.000
<b>Empowerment</b>	.065	.022	3.12	.002
<b>Engagement</b>	0.054	0.020	2.43	.001

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(r=.348\*\*)

(r=.297\*\*)

(r=.224\*)

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