

Relationship between Motivating Work Factors and Empowerment among Staff Nurses

Alshimaa Abd-Elatef Mohamed¹, Rabab Mahmoud Hassan² Nema Fathy Saad³

1. B.Cs of Nursing-Ain Shams University-Cairo-Egypt.

2. Professor, of Nursing Administration- Faculty of Nursing - Ain Shams University

3. Assistant professor of Nursing Administration -Faculty of Medicine –Ain Shams University-Cairo-Egypt.

Abstract

Background: Motivation is a concept used to describe an external state inspiring a special behavior and internal responses revealing that behavior. Empowerment means engaging employees in the thinking processes of an organization, getting employee's ownership of their jobs and the resulting products or services produced by it. **Aim** of the study: The study aimed to exploring the relationship between motivating work factors and empowerment among staff nurses **Setting & subjects:** Research design: a descriptive correlational design utilized in carrying out .The study conducted on 140 staff nurses working at Met Ghamer Hospital; which affiliated to Ministry of Health, Tools of data collection: two tools used namely motivating work factors questionnaire and the condition for work effectiveness questionnaire. **Results:** majority (95%) of the studied subjects had low perception regarding total motivating work factors. In addition, majority (96.4%) of the studied subjects had low empowerment levels **Conclusion:** there were highly statistically significant positive correlations between motivating work factors and sources of empowerment among staff nurses. **Recommendations:** Support nurses' professional development and self-determination.

Key words: Empowerment, motivating work factors, and Staff Nurses.

Introduction:

Employee motivation could be a lasting analysis subject on Human Resource Management and structure psychology's remits of investigation. By definition, it refers to the need to adopt high levels of private effort even by the accomplishment of structure objectives, leading these efforts to the satisfaction of a specific individual want (Gomes, Asseiro, & Ribeiro, 2013). A straightforward definition of motivation is that that makes individuals place real effort and energy into what they are doing. Psychologists are exploring the way to inspire staff since early within the last century and plenty of information on human motivation has been develops and wide applied (Srivastava, & Barmola, 2011).

In the workplace, motivation will be outlines as associate degree individual's degree of disposition to exert and maintain an attempt towards structure goals.

Motivation is closely connects to job satisfaction that retains employees at their jobs over time. physician retention reduces prices to the health system of getting to recruit, hire, and orient new employees and conjointly reduces the probability of vacant posts, As several countries presently expertise a shortage of qualified medical experts, the loss of any health worker especially doctors and nurses has serious ramifications for the health of individuals in this country. Keeping medical experts happy and impelled helps the complete health system work (Deussom, Rachel, Jaskiewicz, 2014).

Work surroundings that empower staff in wherever permits access to data, support, and resources necessary to accomplish work is offer, yet as people who give opportunities for growth and development of knowledge and skills. These structure structures are vital determinants that have an effect on behavior of the

individual. Sources of labor direction are particularly, information, support, chance and resources (Laschinger, 2013).

People with a robust need for accomplishment take responsibility for the results of their behavior and need to resolve issues. Additionally an individual with a robust wants for power focuses on controlling the suggests that of, influencing the behavior of another person" and having a robust impact on people. Within the same line, country with a robust would like for affiliation focuses on "establishing, maintaining, and restoring positive affective relations with others. He needs interpersonal, heat relationships with people (Griffin, 2013).

Nurses are human beings have to be rewarded for his or her nice job in reducing suffering of patients and saving lives a minimum of with an appreciative word to soak up their stresses throughout their work and permit them to be motivated to perform high commonplace of care, work tougher, and move together with their powerful career. A motiveless worker contains a unhealthy result on the delivery of care of patients and also the quality of care. If a nurse cannot realize something motivates him/her to try to do the work, departure the work can be the butter idea; rather than doing medical mistake that might have an effect on their dignity. This could occur as a results of lack of interest to figure or work underneath stress and being less targeted and fewer productive (Salil, 2016).

Pertaining to external work motivation factors, they are included several of the external stimuli that are outside the employees which present in the working condition. The workplace should be congruent and supported the employees' needs and preferences. A lot of evidence reported that work motivation is increased and retained among employees, by maintaining positive workplace construction and work supervision. Appreciation, orientation, assignments, communications, accountabilities, policies and procedures,

teamwork and staff development are considered stronger organizational factors that affect nurse's work motivation (Toode, 2015).

Significance of study

Understanding nurses' motivating work factors and its, respect to direction are extraordinarily necessary to nurse administrator. They can build changes to facilitate nurses' motivation and direction to boost patient care. Therefore, 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. Therefore, find that the importance of this study in the field of nursing aim of the study.

Aim of the Study

This study was aimed at exploring the relationship between motivating work factors and empowerment among staff nurses through:

1. Identifying motivating work factors as perceived by staff nurses.
2. Assessing sources of empowerment among staff nurses.
3. Finding out the relationship between motivating work factors and empowerment among staff nurses.

Research hypothesis:

- There is a relationship between motivating work factors and empowerment among staff nurses.

Subjects and Methods:

The subjects and methods of the current study were discussed under the following four designs:

I. Technical Design

Research Design:

A descriptive correlational design used in carrying out this study.

Study Setting:

This study was conducted at Met Ghamer Hospital. This Hospital affiliated to Ministry of Health. The Bed capacity of this

hospital is 170 beds. The hospital had one

building consists of three floors distributed as the following:

Description of study setting

Building	Floor	Content
Main building	Basement	ICU department
		Emergency department
	First floor	Sterilization central department Reception department Burn department Obstetrics & gynecology department Operation room of

Building	Floor	Content
	Second floor	obstetrics The bank of blood Pediatric department Orthopedic department Surgical department Surgical operation room
		Third floor

p	The ratio of provision of characteristic and neutral
1-p	The ratio of non-availability of characteristic and neutral
N	The size of society
d	Mistake percentage
z	The standard level corresponding to the level of significance 0.95

Subjects:

Total Study subjects in the hospital are 200 staff nurses, according to the sample size equation 140 staff nurse were eligible to participate in the study. Only inclusion criterion was staff nurse should had at least one year experience in the current work unit

Sampling technique:

A non-probability convenience sampling was used in recruiting the staff nurses in the sample according to the inclusion criteria.

Data collection tools: two tools were used in this study for data collection:

• **First tool: Motivating work factor questionnaire**

• **(Appendix I):** It contains two parts:

○ **First part:** This part designed to collect data about demographic characteristics of the staff nurses such as age, marital status, educational qualification, years 'of experience and attending training courses.

○ **Second part:** it aimed at identifying motivating work factors as perceived by staff nurses, it developed by (Ellis, 2000) and modified by the researcher, It consisted of (34) items under lying 7 domains: (job security, hospital policy, supervision, work itself, work facilities ,peer interaction, and achievement).

❖ **Scoring system:**

According to likert scale ranging from not encouraged to strongly encouraged, those are scored respectively from 1 to 5. The scores of the items were summed-up and the total divided by number of the items. In addition, calculation of the mean and standard deviation was done. These scores were converted into a percent score. When total score was less than 75% considered as low perception of staff nurses regarding motivating work factors, while if the total score was equal or more than 75% considered as high perception of staff nurses regarding motivating work factors EL Mahdy, (2012).

• **Second tool: The Condition for work effectiveness questionnaire sheet (empowerment questionnaire):** It developed by (laschinger, 2001) and aims at identifying empowerment sources among staff nurses. It includes 38 statements under four conditions as follows:

Scoring system:

Responses of study participants were ranging from never to always; those scored respectively from 1 to 5. The scores of the items were summed-up and the total divided by number of the items. These scores converted into a percent score. empowerment was considered low if the score was less than 60% while it considered high when the total score was 60% and more (Laschinger, 2001).

Operational Design:

The operational design for this study included three stages namely; preparatory stage, pilot study, and field work stage.

Preparatory phase

The researcher reviewed current and the past, local and international related literature using books, articles, periodicals, journals, and the internet be updated with study variables, references, and studies.

Fieldwork

Data collection period took three months, from the beginning of November 2017 to the end of January 2018; three days per week from 9 am to 3 pm. The researcher met the head nurse of each unit to determine a suitable time for data collection in the unit. Before distributing the questionnaire, the researcher took oral consent from staff nurses to participate in the study. After that, the researcher explained the purpose of the study, the components of the tools and gave instructions to the participants about methods of filling sheets. Data collection had done during working hours. The researcher distributed data collection tools to the respondents individually at their workplace and presented during filling for needed clarification. The researcher checked the completeness of each filled sheet after the participant completed it.

Administrative Design

To carry out the study, the necessary approvals were obtained. An official letter was issued from Dean of Faculty of Nursing, Ain Shams University, to obtain permission

from the hospital directors about conducting the study. The researcher met both hospital directors medical and nursing to explain the aim of the study and get their approval to collect data and seeking their support and cooperation.

Ethical consideration

Prior to study conduction, ethical approval was obtained from the Ethical Committee of the Faculty of Nursing, Ain Shams University, approved the study proposal. Official permission to conduct the study had secured. All participants gave their informed consent to participate in the study. They informed about the study aim and about their rights to refuse or withdraw from the study with no consequences. Confidentiality of the obtained information ascertained. The study maneuvers did not entail any harmful effects on participants.

Statistical Design:

Data collected from the studied sample was revised, coded and entered using PC. Computerized data entry and statistical analysis were fulfilled using the statistical package for social sciences (SPSS) version 20. Data were presented using descriptive statistics in the form of frequencies for qualitative variables percentages. And Chi-square test (χ^2) used for comparisons between qualitative variables and correlation coefficient (r) was used to test correlation between variables.

Results:

Table (1): Describes that (61, 4%) of the studied nurses had more than 30 years old and more, (75, 0%) of them were married. More than half of the studied staff nurses had high average diploma, Also (56, 4%) had 10 years of experience and more mean while slight less than half of studied staff nurses had not attend any training courses..

Table (2): shows that (97.1%) of the studied subjects had low perception regarding job security while (59.3%) of

them had low perception regarding work facilities.

Table (3): shows that (94.3%) of the studied subjects had low perception regarding resources while above (80%) regarding information, support, and opportunity.

Table (4): illustrates that; shows that there is a statistically significant relationship between staff nurses

qualification and their perception regarding total motivating work factors.

Table (5): clarifies that there is no statistically significant relationship between staff nurses demographic characteristics and their perception regarding total condition for work effectiveness (empowerment).

Table (6): displays that there were highly statistically significant positive correlations between motivating work factors and the sources of empowerment.

Table (1): Demographic Characteristics of the Studied Staff Nurses (n = 140).

Characteristics	No	%
Age(years)		
<30	54	38.6
≥ 30	86	61.4
Marital status		
unmarried	35	25.0
married	105	75.0
Qualification in nursing		
diploma	64	45.7
High average diploma	76	54.3
Years of experience		
<10	61	43.6
≥ 10	79	56.4
Attending training courses		
No	67	47.9
Yes	73	52.1

Table (2): Total Staff nurses perception regarding motivating work factors (n=140).

Motivating Work Factors	High ≥75%		Low <75%	
	No	%	No	%
Job security	4	2.9	136	97.1
Hospital policy	15	10.7	125	89.3
Supervision	6	4.3	134	95.7
Work it self	34	24.3	106	75.5
Work facilities	57	40.7	83	59.3
Peer interaction	43	30.7	97	69.3
Achievement	23	16.4	117	83.6
Total motivating work factors	7	5	133	95

Table (3): Total empowerment level among staff nurses (n=140).

Empowerment levels	High ≥60%		low <60%	
	No	%	No	%
Information	25	17.9	115	82.1
support	18	12.9	122	87.1
opportunity	16	11.4	124	88.6
Resources	8	5.7	132	94.3
Total sources of empowerment	5	3.6	135	96.4

Table (4): Relationship between staff nurses' demographic characteristics and their perception regarding total motivating work factors (n=140).

Items	Total staff nurses perception regarding motivating work factors				χ^2	P
	Low		High			
	No	%	No	%		
Age						
<30y	52	38.5%	2	40.0%	0.004	0.947
≥ 30	83	61.5%	3	60.0%		
Marital status					0.069	0.793
Unmarried	34	25.2%	1	20.0%		
Married	101	74.8%	4	80.0%		
Qualification					4.366	0.037*
Diploma	64	47.4%	0	0.0%		
High average diploma	71	52.6%	5	100.0%		
Years of experience					1.172	0.279
<10y	60	44.4%	1	20.0%		
≥ 10y	75	55.6%	4	80.0%		
Attending training courses					0.128	0.720
No	65	48.1%	2	40.0%		
Yes	70	51.9%	3	60.0%		

(*) Statistically significant at P<0.05

Table (5): Relationships between staff nurses' demographic characteristics and the empowerment levels (n=140).

Demographic characteristics	Total Empowerment levels				χ^2	P
	Low		High			
	No	%	No	%		
Age					1.005	0.316
<30y	51	37.8%	3	60.0%		
≥ 30	84	62.2%	2	40.0%		
Marital status					0.622	0.430
Unmarried	33	24.4%	2	40.0%		
Married	102	75.6%	3	60.0%		
Qualification					0.068	0.794
Diploma	62	45.9%	2	40.0%		
High average diploma	73	54.1%	3	60.0%		
Years of experience					0.027	0.870
<10y	59	43.7%	2	40.0%		

Demographic characteristics	Total Empowerment levels				χ^2	P
	Low		High			
	No	%	No	%		
$\geq 10y$	76	56.3%	3	60.0%		
Attending training courses						
No	65	48.1%	2	40.0%	0.128	0.720
Yes	70	51.9%	3	60.0%		

Table (6): Correlation between staff nurses perception regarding motivating work factors and sources of empowerment (n=140).

Variable	Motivating Work Factors	
	r	P
Sources of Empowerment	0.588	< 0.001**

(**) High statistically significant at $p < 0.05$

Discussion:

Nurses' empowerment and good patient safety outcomes were highlighted in the literature as an organizational factors that can increase nurses' motivation level. For instance, a quantitative study carried out among hospital nurses working in central China to test the Job Characteristics Model and the mediating role of structural empowerment on the relationships between the job characteristics and work-related outcomes indicated that a sense of empowerment contributed to internal work motivation. Moreover, in another study the results suggested that the organizational setting must be supportive and empower nurses to respond to the organization requirement (Toode, 2015).

Concerning to socio demographic data of the studied staff nurses the finding of the present study revealed that, about two thirds of the studied nurses had more than 30 years old, three quarters of them were married, slightly more than half of them had nursing technical, had more than 10 years of experience and attended training courses respectively. This study supported with finding of Said et al., (2013) who study the work motivating factors as identified by nurses in children hospital at Elmonira and specialized Pediatric Hospital Cairo University found that , the largest

percentage slightly more than half of nurses their between 19-29 years old. The mean age of the respondents is 29.73 ± 6.65 and half of them are married.

The findings of the present study illustrated that: three quarters of studied subjects and more had low perception regarding present salary, available health services, the meals provided from work. In addition, three-quarters of them had low perception regarding nurse's residence. This finding may be due to job security items, they are the vital items to gain happy respectful life.

This result wasn't in align with Sigridur, (2018) who reported that nurses generally felt that having a job is a stronger motivating factor after the financial crisis. Some experienced the fear of unemployment while others were rather sure of themselves because of increased activity in their work unit.

Concerning staff nurses perception regarding hospital policy the findings of the present study illustrated that slightly less than above fifth of studied subjects had low perception regarding vacation policy and more than two thirds regarding disciplinary. The researcher believes that the hospital management had invested in the empowerment policy by organizing educational and training programs and by

providing certain tools. In spite of the different culture of empowerment, hospital management was still using top-down decision-making.

The study finding is disagree with **Abd Elmak, Mohamed and Abdel Wahab, (2017)** who stated that, the most available factors affecting on nurses performance of nurses was hospital policies factor, it related to the general policies of ministry of health concerning quality management that mandate a frequent supervision from quality members from governorates of health. In contrast with **Atefi et al., (2014)** who study the factors influencing registered nurses perception of their overall job satisfaction reported that, there was no clear job description for the nurses and that they usually carried out auxiliary nurses' and secretaries' responsibilities. Based on nurses' experiences, these factors create a conflict with the role of the nurses and put them under pressure.

Regarding staff nurses perception regarding supervision, the findings of the present study revealed that the majority of the studied subjects had low perception regarding responsibility congruent with capabilities, and more than two thirds regarding the justice of supervision. The findings of the current study may be due to that the increase of work shifts may be impacted negatively on the nurse's life regarding their time spend with their families and absence of nursing supervision leading to lack of equilibrium in the monthly schedule between nurses.

The study finding is in accordance with **Sigridur, (2018)** who mentioned that the most preferred structured consultation meetings with management and Clair, like many others, felt that such meetings enabled increased understanding between healthcare units. to meet and discuss although not all will be there. Similarly, **Van Bogaert et al., (2015)** stated that staff nurse empowerment had a certain impact on their managerial

roles and, as a result, their experiences proved to be somewhat mixed.

Regarding staff nurses perception regarding work itself, the findings of the present study revealed that slightly less than three-fifth of studied subjects had low perception regarding workload, and regarding authority adequate for responsibility. This finding may be attributed to shortage of nursing shifting work, work overload, role clarity and ambiguity as shown to be stressful factors among staff nurses. The nursing administrators should monitor and balance nurses' workload and efforts, recognize the importance of social support, job control, job rewards, and over-commitment in order to reduce job stress.

This finding supported by **Atashzadeh Shorideh et al. (2012)** and **Atefi et al. (2013)** who found that a high workload was either the main reason of job dissatisfaction or a major stress factor at work for nurses. The patient-to-nurse ratio and, consequently, in nurses' workloads could be due to the current nursing shortage faced by hospitals in Iran.

This was in agreement with the study of **White, (2015)** concluded that an interdisciplinary, patient-centered approach that includes supportive leadership, sufficient training and resources is essential to achieving this. These key conditions will stimulate staff nurse empowerment and support quality improvement as a continuous process, but only when the dynamics and resources of the clinical teams respected.

Concerning staff nurses perception regarding work facilities, the findings of the present study revealed that more than half of the studied subject had high perception regarding equipment supplies and office facilities. This result may be attributed to, an important implication for nursing professionals who perceive their environment as empowering is that they

demonstrate greater levels of control and autonomy at work, feel greater appreciation for the work they perform, and express higher levels of satisfaction at work, an effective reaction that predisposes nurses to a more effective performance.

This finding was in an accordance with the study of **Lemos and Passos, (2012) & Silveira et al., (2012)** who reported that insufficient and poor human and material resources, compel nurses to improvisation, resulting in overload and job dissatisfaction. Such work conditions impair the quality of the service rendered, and the nurses feel dissatisfied for failing adequately meet the patient's needs and being unable to provide high-quality services.

Regarding staff nurses perception regarding peer interaction the findings of the present study revealed that, that less than half of the studied subjects had low perception regarding the nurses-peer relationship and regarding the nurses-supervisor relationship. At the same time the study results revealed that increase the respect and cooperation between all lead to increase motivation in work.

Sigridur, (2018) who mentioned that almost all nurses mentioned good communication with co-workers as important job motivating factors supported this study finding. Most of the nurses stated that the drops did not affect these factors, but discussion on cutbacks was inhibiting and could cause irritation among nurses. **Yildiz, Ayhan, and Erdogmus, (2009)** who study the impact of nurses' motivation to work, job satisfaction, and social demographic characteristics on intention to quit their current job mentioned that, the respective relationship and cooperation among coworkers increase motivation. Similarly, to **Ostraker (2008)** who study the measuring motivation in the dynamic organization a contingency approach, strategic change, found that nursing staff and management are experienced low

morale when their peers cause troubles. Concerning to staff nurses perception regarding achievement the findings of the present study revealed that more than three-fifth of the studied subjects had low perception regarding promotion policy and two thirds regarding self-actualization. The researcher believes that poor working conditions including inadequate recognition and achievement may be due to poor relationship and work conditions. Therefore, the importance of appreciation could generally be much more aware of the importance of appreciation.

This study finding supported by **Sayed and Ibrahim, (2017)** who study the achievement motivation and its relation to nurses' decision-making beliefs, ability, and job burnout at obstetric and gynecological departments, found that benefits might not be enough to raise the levels of nurses' satisfaction. In the same line for **Carolina et al., (2014)** found that three-quarters of the nurses were dissatisfied due to lack of recognition at work and of support by the institution, overload, lack of investment and professional devaluation were cited as factors that prevented full satisfaction.

Regarding to staff nurses perception regarding to total motivating work factors the finding of the present study illustrated that the majority of the studied subjects had low perception regarding total motivating work factors. The researcher viewpoints was, to increase the work facilities to help nurses in doing their work in easy and increase communication skills and coordination between staff nurses and supervisors.

Work motivation is critical for health worker's performance. It has been found to influence work performance and the outcomes of work in health care in several studies conducted in different healthcare organisations. For instance, in a quantitative study aimed to examine the relationship between motivation and performance among nurses working at European Gaza Hospital

indicated that highly motivated nurses achieved better performance outcome than low motivated nurses. This result raised the need of training and equitable work schedule to enhance motivation and reinforce performance (Ayyash, 2011).

Regarding to staff nurses empowerment level regarding information the findings of the present study illustrated that more than two thirds of the studied subjects had low empowerment level regarding hospital vision and mission, the goals of the hospital administration, and others hospitals opinions about my hospital, while less than half of them had high empowerment level regarding my colleagues way in doing work. The researcher viewpoint was, each nursing unit plans review schedules specific to their own purpose. Any recommendations for policy and improvement issues are shared among nurses in the nursing unit conference or at monthly meetings and then followed-up by nursing administration or relevant hospital committees as appropriate

This study finding supported by Van Bogaert et al., (2016) who reported that, the aspects of formal and informal power through involvement in decision-making processes within their teams highly related to patients and care matters. While not continuously clear, there was access to information around ongoing change initiatives to support unit decision-making processes. Dondgson, (2010) stated that hospital policies, guidelines, and procedures are systematically documented in each nursing unit to provide information to nurses. To sustain nursing standards, nurses are required to actively spend time learning and understanding policies as well as applying them in their work areas.

Regarding empowerment level access to support, the findings of the current study illustrated that more than two-thirds of the studied subjects had low empowerment level regarding directing advice to help you to

solve work problems inside the hospital, and regarding presenting suggestions concerning work. This could be due to the majority of nurses perceive not trust of their supervisor due to unfairness treatment of nurses and not support them. Yong-Sook et al., (2014) who study the analysis of empowerment supported this study finding and work effectiveness among staff nurses suggested that job characteristics had the single largest effect on empowerment and work effectiveness. Job characteristics accounted for 1.69% of the variance in work effectiveness.

According to the present study finding regarding access to opportunity, more than two fifth of the studied subjects had high empowerment level regarding working friendly with your direct boss, and half of them with doing tasks and works that can use all skills and information had high perception, while majority of them had low empowerment level regarding the competing with work friends.

This finding is congruent with the study of White, (2015) mentioned that one tangible reported output is opportunities for the ward-based team to make physical changes in the use of the ward space and clinical environment to increase competence in terms of time, effort and money. Similarly, another survey by Engstrom et al., (2015) found that structural conditions such as opportunity and resources were important for creating support for the evidence-based practice. In addition, Lavoie-Tremblay et al., (2011) concluded that the nurses in their study called for the opportunities for professional development that was a strong motivational factor in the nurses in our study.

Regarding staff nurses empowerment level with access to resources, the findings of the present study showed that more than three-quarters of the studied subjects had low empowerment level regarding participating in decisions concerning

employing new workers and taking part in putting the reward system in work. While more than, two thirds of them had low empowerment level regarding getting rewards for perfect work. This could be attributed to; the shortage puts a high workload on the existing nurses and payment including salary and financial incentives considered as an important factor leading to dissatisfaction among staff nurses.

This is consistent with findings from previous studies. **Shalini and Sunil, (2012)** reported that, in keeping with global trends, a shortage in the nursing workforce 10 was identified as a main problem in the current study. The study finding agrees with **Clarke and Brooks, (2010) & Chan, Luk, and Leong, (2009)** have found that salary, financial benefits, and equity in pay were very important to nurses, and the lack of such benefits may influence their satisfaction, commitment, and performance. Similarly, **Halima, Mulaudzil and Phetlhu, (2014)** argue that extrinsic rewards will only decrease the internal satisfaction that the individual receives from doing the job. Extrinsic rewards that are verbal or tangible can have different effects on individuals' intrinsic motivation. Finally, **Jishi (2009)** states that the nature of nurses work is tough and stressful because of the shortage of human resources, that lead to work overload and ill health such as backache, painful legs, and fatigue which lead to high absenteeism, higher turnover rate, and burnout syndrome.

Concerning staff nurses opinions regarding sources of empowerment the findings of the present study illustrated that the majority of the studied subjects had low perception regarding different sources of empowerment. The researcher believes that the provide information gleaned from insights and knowledge from healthcare workers' feedback to be considered through such transformational processes. Such creativities current a critical learning process for all stakeholders, executives, nurse

managers, and physicians as well as staff nurses.

This was in accordance with the study of **Van Bogaert et al., (2016)** demonstrated that, even though the hospital was in the midst of a transformation process to move from typical hierarchical and departmental based organization to one that was flat and interdisciplinary, that a gap among practice and management levels was still present.

The findings of the present study showed that, there is a statistically significant relationship between staff nurses qualification and their perception regarding total motivating work factors, while there is no statistically significant relationship between staff nurses perception regarding to job security, hospital policy, supervision, availability, work facilities, achievement, and their demographic characteristics respectively. the researcher believes that some experienced the fear of unemployment while others were rather sure of themselves because of increased activity in their work unite and ones with achievement motivation try to improve their work and have high self-efficacy and confidence.

The findings of the present study illustrates that, there is a statistically significant relationship between staff nurses qualification and their empowerment levels regarding information, On the other hand the findings of the present study illustrates that, there is no statistically significant relationship between staff nurses demographic characteristics and their total empowerment level. The researcher believes that, poor working conditions including inadequate staffing, lack of time, high workload, and mandatory overtime considered as indicators affecting nurses experience of lack of support.

The findings of the present study illustrates that there is highly statistically significant positive correlations between motivating work factors and the sources of

empowerment. This result almost agrees with **Van Bogart et al., (2016)** who found that the undesirable aspects of empowerment and more involvement reported. Staff nurses mentioned that sure top-down initiatives created confusion and misunderstanding. Similarly, **Sayed and Ibrahim, (2017)** clarified that there is a significant correlation between nurses' educational qualification and achievement motivation.

Conclusion:

Based on the study finding it was concluded that the majority of the studied subjects had high perception regarding motivating work factors includes; job security, hospital policy, work facilities, availability of supervision, peer interaction, promotion policy and self-actualization. Also the majority of the studied subjects had high perception regarding sources of empowerment includes; information, work support, work opportunity and work resources. Moreover, there were highly statistically significant positive correlations between motivating work factors and the sources of empowerment.

Recommendations:

Based on the findings of the current study, the following recommendations are suggested:

- Providing the opportunity to staff nurses for involvement in decision-making.
- Developing job description for each position in the nursing department and disseminated it to all nurses.
- Checking up medically for all nurses.
- Offering vaccinations recommended for nurses.
- Reducing staff nurse workload, nurse aids, proposed to be employ and trained for activities.
- Decreasing the work shifts for nursing to spend more time with their families.
- Providing change rooms with lockers for nurses.

- Encouraging nurses to participate in different nursing workshop and conferences.
- Providing high-quality health care in nursing practice, nurses' work motivation needs to be systematically assessed, intentionally promoted and continuously supported during the duration of their service.

Further researches suggested:

Assessing the relationship between staff nurses empowerment and leadership behavior among head nurses.

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