

Psychological Empowerment and Its Relation with Organizational Loyalty Among First Line Managers

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Abstract

Psychological empowerment is an individual's belief about the meaning of their work, ability to successfully perform their tasks, sense of autonomy and their abilities to influence the work outcomes. Organizational loyalty is the employees being committed to the success of the organization and believing that working for this organization is their best option. **Aim of the study:** was to assess psychological empowerment and its relation with organizational loyalty among first line managers. A convenient sample of (50) head nurses participated in the study. Descriptive correlational research design was used. This research was carried out at Minia university hospital and pediatric & obstetric hospital. Data were collected by using three tools (1) Personal and clinical data questionnaire, (2) Psychological empowerment scale **Spreitzer (1995)** (3) Organizational loyalty scale **Porter et al., (1974)**. The findings of the present study revealed that (46%) of the studied subjects had a high level of psychological empowerment and (44%) of them had a high level of organizational loyalty. There were strong positive statistically significant correlations between total psychological empowerment and its dimensions which include "meaning, competence, determination, and impact" and organizational loyalty among first line managers.

Keywords/ Psychological empowerment/ Organizational loyalty/ First line managers

I. Introduction

Empowerment is an approach by which nurse leaders share power with their employees to help and guide them to act. Empowerment is estimate to be the interrelationship between authority, accountability, resources and information. It occurs when nurse leaders communicate their vision to subordinates, so it provides chance for subordinate to develop their talents, increase learning creativity and enhance explorations. Empowerment is implantation seeds of leadership, collegiality, self-respect and professionalism.

Indeed, **BOUSSALEM (2014)** added that empowerment contributes to individuals' well-being and extended to wider range of social and political environment in which he or she works. From a psychological view, empowerment connects mental health and well-being to mutual help and the creation of a responsive community. Indeed, personal and social change relies extensively on various methods of empowerment.

Empowerment is a complex process that consists of three components. **First**, all practitioners have professional traits as they assume the responsibility for continuing education, participation in professional organizations, political activism and most importantly must have a sense of value about their organization. **Second**, the professional nurse works in an environment that encourages empowerment. **Lastly** the empowerment process must include an effective leadership style. The leader –manager must be someone who nurtures the development of an empowered staff. There are two types of empowerment: **Structural empowerment** and **psychological empowerment**.

Structural empowerment is the ability to get things done and a capacity to mobilize existed resources and provide essential support, opportunity and information. As opportunity means the possibility for growth within an organization and also the ability of gaining knowledge and skills, the access to information structure refers to having the technical knowledge and expertise necessary to accomplish the job and an understanding of the health authority's policies and decisions. Access to resources related to the nurse's ability to have the time, materials, and supplies that are required to do the job, support access refers to guidance and feedback received from subordinates, peers, and supervisors.

Psychological empowerment refers to a number of interlaced processes and psychological states of cognitive type that change the subject's perception about himself. Thus, the psychological empowerment involves an individual's belief about the meaning of their work, ability to successfully perform their tasks, sense of autonomy and their abilities to influence the work outcomes.

Azwa (2012) found individuals' feeling of control in relation to their work is highly correlated to psychological empowerment which contains a number of psychological states rather than focusing on managerial practices that share power with employees at all levels, the psychological perspective is focusing on how employees experience their work. Is "intrinsic task motivation reflecting a sense of self-control in relation to one's work and an active involvement with one's work role.

Spreitzer, (1995) defined psychological empowerment as a motivational construct manifested through four cognitions, namely, **meaning** (subjective assessment of one's job's importance); **competence** (personal sense of efficacy to perform a job with skill); **self-determination** (sense of control, autonomy and freedom of choice in initiating actions) and **impact** (one's ability to influence certain outcomes in the work environment). Together these cognitions reflect an employee's active orientation at work, in which he or she wishes to be and feel able to shape the work role and context. Individuals who are highly psychologically empowered are likely to be in more trusting and high-quality relationships with other employees, therefore, they are more likely to report more positive attitudes and intentions toward the organization, and improving the quality of working life in organization. When the employees are satisfied they will be more productive and able to provide a higher level of service quality, the service experience that customers receive and evaluate, which leads to increased customer satisfaction. Concept of organizational loyalty is a psychological fidelity which employees feel towards their organizations, and this develops through interests felt about workplaces, faithfulness and belief in organization. Organizational loyalty is defined as employees being committed to the success of the organization and believing that working for this organization is their best option. Organizational loyalty of the employees is considered as the most important factor that determines the effectiveness and efficiency of the organization. Therefore, organizational loyalty is one of the key elements to measure the compatibility between individuals and the organization, since if the compatibility increased, the organization will achieve majority of its' goals and aspirations. On the other hand, organizational loyalty is an essential practice where the employees have found his identity in a particular organization and experience their maximum involvement and participation in the organization.

Organizational loyalty is the power of the match (link) between the individual with his organization and his association with it. Loyalty is a psychological condition which reflects the relationship of the individual in the organization in which he or she operates. Moreover, loyalty as strength of correlation of the individual with his organization, the individual who shows a high level of organizational loyalty, has a strong belief to accept the goals and values of the organization, ready to make every possible effort to serve the organization, and has a strong commitment to continue working in organization.

Dimensions of organizational loyalty classified into: **First, emotional or influential loyalty** this dimension is influenced by the extent to which an individual realizes the distinctive characteristics of his work in terms of the degree of independence, its' importance, the required skills, the availability of supervision and guidance. It is also influenced by the degree of employee's sense of loyalty that the environment in which it operates allows active participation in the course of decision-making both in terms of work or its' own thing. **Second, moral loyalty (normative)** it means the sense of commitment of the employees towards staying in the organization, and often this is enhanced by good support by the organization for their employees, allowing them to participate and positively interact, not only in the manner of implementing procedures, but also in contributing in the development of goals, planning and policy-making for the organization. **Lastly, continued loyalty** the degree of loyalty of the individual in this case is controlled by the investment value that can be achieved if the individual continues with the organization or what he may lose if he decide to join another organization.

In the study of **(Al-Hajri, 2002)** mentioned that three components of the organizational loyalty affect the expression of a common bond between them and represented by considering organizational loyalty as a psychological condition that reflects the relationship between the employee and the organization in which he operates, and varies depending on the nature of his loyalty, the employee who has internal emotional loyalty that feeling resulting in more organizational commitment and motivation, but who has an ongoing loyalty that results in remaining in the organization because he just only needs that.

Psychological empowerment is considered as granting power or force that enables individuals to exercise power. Organizational loyalty is perceived as individual's abilities to identifies with and involve in the organization. A study was conducted on industry field revealed that psychological empowerment is highly correlated to organizational loyalty. Organizational empowerment maintains an active work follow in which an individual is 'able' to configure his or her work role and context. So, psychological empowerment facilitates loyalty of workers in the organization. Organization has vital role in maintain and increasing employee's loyalty which directly affects the process of work production and employees; intention to stay in the organization. So harmonies relationship between employees and the organization can be maintained.

Significance of the study

Psychological empowerment is an important factor in identifying effect channels in the workplace and increasing employees' commitment to the organizations. Moreover psychological empowerment contains vital elements for workplace learning as knowledge of acquiring resources, sociopolitical awareness, skills development, and organizational tasks participation.

The professional nurses play an important role in organizational achievement. Therefore, the nurse manager has to appreciate and recognize the nurses' work and provide opportunities for them to grow and increasing their comfort during work process. Professional nurses' empowerment is associated with issues of daily nursing practice and contributing in meeting the patients' needs and also is linked to nursing outcomes, job satisfaction and organizational loyalty . So the aim of this study was to assess psychological empowerment and its relation with organizational loyalty among first line managers.

II- Subject and methods

Research question

Is there a relation between psychological empowerment and organizational loyalty?

Aim of the study

The aim of this study was to assess psychological empowerment and its relation with organizational loyalty among first line managers

Research design: Descriptive correlational research design was used in this study to assess psychological empowerment and its relation with organizational loyalty among first line managers.

Setting of the study: This study was conducted in Minia university hospital and pediatric & obstetric hospital at Minia city

Subjects & sample: A convenient sample consisted of 50 head nurses participated to conduct the study research.

Tools of data collection:

1- Personal and clinical data questionnaires:

An interview questionnaire sheet was developed by the researcher and it contains the following items: age, gender, years of experience, marital status, residence and educational level.

2- Psychological empowerment scale. The psychological empowerment scale was adopted from **Spreitzer (1995)** , to assess psychological empowerment of individuals in a work context. The scale addresses the four dimensions of psychological empowerment: meaning, competence, self-determination, and impact. The scale contains 12 items scored on a five-point scale: 1=very strongly disagree, 2= disagree, 3=neutral, 4=strongly agree, and 5=very strongly agree. Sample items were "the work I do is very important to me" (meaning), The higher scores indicate the perception of being more psychologically empowered. Coefficient alphas for the four subscales ranged from .81 to .88 (Spreitzer, 1995). The scoring range is 12-60. From 5-22 is considering low level of psychological empowerment, 23-41 moderate level and 42-60 is high level of psychological empowerment experienced at work.

3-Organizational loyalty scale: Organizational loyalty scale was developed by **Porter et al., (1974)** to assess organizational loyalty of individuals in the work. The scale consists of 15 items which reflect a mix of behavioral trends and intention. Scoring system on a five-point scale: which ranged from 1= strongly disagree, 2 = disagree, 3 = neutral 4 = agree, and 5 = strongly agree for positive items, the negative items will be reversed. The negative items are 3, 9, 11, 12, and 15. Scoring system include: 5-27 is considering low loyalty level, 28-51 moderate and 52-75 is a high level of loyalty.

Procedure

A review of related literature discover various aspects of the study problem was done using available journals and available books to be guide in the research problem and to select the appropriate study tools. An official permission was granted from the director of Minia university hospital and pediatric & obstetric hospital at Minia city to conduct the study. The aim of the study was explained by the researcher through direct personal communication with the head nurses for getting their approval prior starting their participation in the study to gain their cooperation, as well as voluntary participation and confidentiality were assured.

Ethical Consideration

The purpose of this study was explained for every participated head nurses. They have the ethical right to agree or refuse participation in the study, they informed that the information obtained will be confidential and used only for the purpose of the study and there was no any risk for their participation. Also, each head nurse has the right to withdraw from the study at any time without any rational.

Pilot Study

A pilot study was done to evaluate the questionnaires validity and reliability as well as the time needed to fulfill each sheet. It was carried out on a sample of head nurses represents (10%). Hence, as no changes in the study sheet or obstacles in understanding the questions, the pilot study was added to the main study sample because there were no changes on the study tools.

III -Statistical Analysis

Participants' responses' to each category were analyzed, categorized and coded by investigator then tabulated separately by using statistical package for social science (SPSS) version 21. Descriptive statistics were calculated as frequency, percentage, mean, stander deviation. T-test and ANOVA test and Pearson correlation were also used among studied values. Probability (p-value) less than 0.05 is considered significant and less than 0.001 is considered highly significant.

V- Results

Table (1) illustrates that the majority (86%)of the participants their age was ranging between 31-41 years, also the majority of the studied subjects were female (86%), and (82.4%) of them their year of experiences were less than 1year to 10 years. In addition the same table indicated that more than half of the participants work in obstetric & pediatric hospital (52%), and (56%) of them came from urban area, and the majority of the studied subjects were married (82%).

Table (2), illustrates that (46%) of the studied subjects had a high level of psychological empowerment, 26% had moderate level and 28% of them had low level psychological empowerment.

Table (3) revealed that the highest mean score of psychological empowerment was for age between 31-41 years, female and whose experience ranged between 11-20. (35.9 ± 15.6), (36.30 ± 16.6) and (38.7 ± 15.8) respectively. In addition the same table indicated that the highest mean score of psychological empowerment was for head nurses whose work in university hospital than obstetric & pediatric hospital, came from rural area, and single than married (36.4 ± 14.9), (36.8 ± 15.1), (38.1 ± 16.9) respectively. Also the same table clarified that there were no statistical significant differences of the study subjects about demographic characteristics regarding to psychological empowerment.

Table (4), indicated that (44%) of the studied subjects had a high level of organizational loyalty, (32%) had low level and (24%) of them had moderate level of organizational loyalty.

Table (5) indicated that the highest mean score of organizational loyalty was for age between 20-30years, female and whose experience ranged between 11-20. (42.20 ± 11.81), (41.70 ± 13.73), (44.25 ± 14.44) respectively. In addition the same table observed that the highest mean score of organizational loyalty was for head nurses whose work in university hospital and also for whose came from rural area, and single than married. (41.75 ± 13.71), (42.32 ± 12.97), (40.89 ± 14.14) respectively. Also the same table clarified that there were no statistical significant differences between demographic characteristics and organizational loyalty.

Table (6) revealed that, there were strong positive statistically significant correlations between total psychological empowerment and its dimensions which include "meaning, competence, determination, and Impact" and organizational loyalty among first line management.

IV- Discussion

The personal data indicated that the majority of the first line manager age were ranging between 31-41 years and they were females, also high percent of them had less than 1yr-10 years of experience. Also it was found that more than half of the first line managers were working in obstetric & pediatric hospital (52%), (56%) were from urban area and the majority of them were married.

In this respect, a study in KAS, the participant sample were 100 employees from varied departments in King Saudi University. The participants were distributed according to their working experience; twenty of the participants their work experience ranged between 11 and 15 years, one third of them had a working experience between 6-10 years, and nearly half of participants' years of experience were less than five years. A survey questionnaire was used to measure the level of psychological empowerment and the corresponding organization loyalty. The results of the study indicated that there was average of psychological empowerment level and the five dimensions relating to it with organization loyalty were on the higher side.

The research result is inconsistent with **Hasnain et al., (2015)** who found that male respondents were greater in number. Similarly, mean value of age shows that the respondents' age was ranking between of 25-29 years. Mean value of educational qualification is 3.80 shows that more respondents were holding the Master degree. Also mean value of experience is 1.38 which indicated that majority of the respondents were having the experience of maximum 5 years or below. It also show that years of work experience more than half of respondents were having job experience below 5 years, 20% of participants were having work experience ranging between 6-10 years, 13% of participants' were having 10-15 years and the remaining of them 10% were ranging 16-20 years of job experience.

Regarding psychological empowerment, the present study revealed that there were no statistical significant differences between demographic characteristics and psychological empowerment. while it was noticed that the highest mean score of psychological empowerment among age between 31-41 years, (35.9+15.6), this can be interpreted to the way of thinking and years of experiences may effect on nurses psychological empowerment, also it was noticed that the highest mean score of psychological empowerment among female (36.30+16.6) nurses whose experience ranged between 11-20 years (38.7+15.8) respectively, this may be due to the longer an employee works in an organization the more valuable it will be and they will be loyal and psychologically empower.

It was observed that (46%) of the first line manager had the highest percentage of psychological empowerment, 26% had moderate level and 28% of them had low level psychological empowerment. This may explained by the experience of empowerment is manifested in all four dimensions – if any one dimension is missing, then the experience of empowerment will be limited. Alternatively, if people believe they can make an impact but don't feel like they have the skills and abilities to do their job well (i.e., they lack a sense of competence), they will not feel empowered as well.

In contrast, **Spreitzer (2008)** asserted that more than 70% of institutions employees had psychological empowerment and **Taştan, (2011)** found that 79% of the studied sample had a moderate psychological empowerment. The same author added that the empowered employee should perform better than those who are relatively less empowered. The empowered employees are likely to be seen as effective because they proactively execute their responsibility. This is because they see themselves as competent and able to influence their jobs and work environments in meaningful ways.

In relation to organizational loyalty, the present study indicated that there were no statistical significant differences between demographic characteristics and organizational loyalty and the highest mean score of organizational loyalty was for age between 20-30 years, female and whose experience ranged between 11-20. The research result is consistent with the result of **Heskett, et al., (2002)** who reported that employees with three- to five-years tenure with employers were the most susceptible to turnover. Loyalty levels among women were high 76 percent, compared with 68 percent for men. It is noticed that if there is no attractive service in the organization, the employees are less loyal and that they would not hesitate to leave the organization.

The research result is consistent with the result of **Cartwright & Holmes (2006)**. Who found that there is no significant difference between the effects of organizational loyalty and age of participants.

Regarding organizational loyalty, it was found that nearly half of the participants had a high level of organizational loyalty, this may be due to the existence of a direct relationship between psychological empowerment and loyalty. It may be because personnel that are psychologically empowered depict an emotional attachment to the organization, only (46%) of the first line managers psychologically empowered, while (26%) had moderate level and (28%) of them had low level of psychological empowerment. **Reichheld, (2001)** added that employee has high loyalty if there are opportunities for growth, sufficient training and organizational development.

The results of this study indicate that empowerment has a direct positive relation with employee loyalty. This means when the organizational psychological empowerment is maintained to the employee, the employee loyalty will be increase. The results of this study is consistent with the research of **Lee (2010) and Boussalem (2014)** who illustrated that employees who have a high acceptance of empowerment have a higher sense of organization loyalty and are willing to accept any additional task. **Hassan, et al. (2013)** found that there was a relationship between the employee compensation, empowerment, employee satisfaction and loyalty and appraisal system therefore correlation analysis study was performed to investigate the relationship among previous variables.

In the same context, **Chan (2003)** also asserts that employees with high psychological empowerment also has a high organizational loyalty. His hypothesis is supported by other studies which indicate that there is a positive and direct relationship between organizational loyalty and psychological empowerment. In this respect, **Madani & Zahedi (2006) and Yoon & Thye, (2002)** analyzed the relationship between psychological empowerment and organizational loyalty and showed a significant relationship between psychological empowerment and organizational loyalty. However, **Meyer and Allen (1991)** found that there is no relationship between empowerment and organizational loyalty.

Finally, the present study revealed that, there were a strong positive statistically significant correlations between total psychological empowerment and its dimensions which include "meaning, competence, determination, and impact" with organizational loyalty among first line managers.

In the same context, **Abbasi et al. (2012)** reported that the relationship between staffs' empowerment and organizational loyalty is significantly correlated and there was positive relationship between staffs' empowerment and organizational loyalty. In addition, a study by **(Qathami, 2009)** demonstrated that there was relationship between psychological empowerment and organizational loyalty.

In contrast, **Dewettinck (2003)** found that, not all psychological empowerment dimensions have positive relationship to particular variables. For example, it was found that only self-determination and impact dimensions have positive relationship with organizational loyalty.

VI-Conclusion

The findings of the current study revealed that (46%) of the studied subjects had a high level of psychological empowerment and (44%) of them had a high level of organizational loyalty, also there were a strong positive statistically significant correlations between total psychological empowerment and organizational loyalty.

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Table (1): Frequency distribution of the first line managers according to demographic characteristics (n=50).

Characteristics	(N=50)	%	Mean±SD
Age	5	10	34.6 ± 3.42
20-30 year			
31-41 year	43	86	
> 42 year	2	4	
Sex			
Male	7	14	1.86 ± 0.35
Female	43	86	
Years of experience			
Less than 1- 10 year	42	82.4	8.68± 2.6
11-20 year	8	15.7	
Place of work			
University hospital	24	48	1.52± 0.50
obstetric & pediatric hospital	26	52	
Residence			
Rural	22	44	1.56±0.50
Urban	28	56	
Marital statuses			
Married	41	82	1.18+0.38
Single	9	18	

Table (2) Frequency distribution of the first line managers regarding to psychological empowerment (n=50)

psychological empowerment	Low		Moderate		high	
	N	%	N	%	N	%
	14	28	13	26	23	46

Table (3): The differences between psychological empowerment regarding to demographic characteristics of the first line managers

Variable		psychological empowerment			
		Mean	±SD	F/T	P
Age	-20-30	35.00	± 19.3	.027	.974
	-31-41	35.9	±15.6		
	->42	33.5	±21.9		
Sex	-Male	32.14	± 14.5	.639	.526
	-Female	36.30	± 16.6		
Experience	Less than 1- 10year	35.1	±15.9	.585	.561
	-11-20	38.7	±15.8		
Place of work	-University hospital	36.4	± 14.9	.296	.769
	-Obstetric & pediatric hospital	35.1	±16.9		
Residence	-Rural	36.8	± 15.1	.448	.656
	-Urban	34.8	±16.6		
Marital status	-Married	34.7	± 15.7	.571	.570
	-Single	38.1	±16.9		

Table (4): Frequency distribution by Percentage of first line managers regarding to organizational loyalty (n=50)

organizational Loyalty	Low		Moderate		high	
	N	%	N	%	N	%
	16	32	12	24	22	44

Table (5): The differences between organizational loyalty regarding to demographic characteristics of the first line managers

Variable		Organizational Loyalty			
		Mean	±SD	F/T	P
Age	-20-30	42.20	±11.81	.041	.960
	-31-41	40.51	±13.75		
	-<42	42.00	±26.87		
Sex	-Male	34.86	±13.13	1.22	.225
	-Female	41.70	±13.73		
Experience	- Less than 1- 10 year	40.07	±13.67	.786	.436
	-11-20	44.25	±14.44		
Place of work	-University hospital	41.75	±13.71	.496	.622
	-Obstetric & pediatric hospital	39.81	±13.96		
Residence	-Rural	42.32	±12.97	.717	.477
	-Urban	39.50	±14.41		
Marital status	-Married	40.43	±13.87	.090	.928
	-Single	40.89	±14.14		

Table (6) :Correlation between psychological empowerment and organizational loyalty among first line managers.

Variable	Meaning	competence	determination	impact	Total psychological empowerment	Loyalty
Meaning	1	.935 .000**	.914 .000**	.927 .000**	.978 .000**	.899 .000**
Competence	-	1	.880 .000**	.901 .000**	.964** .000	.890** .000
determination	-	-	1	.918 .000**	.957 .000**	.834 .000**
Impact	-	-	-	1	.968 .000**	.868 .000**
Total psychological empowerment	-	-	-	-	1	.905 .000**
Loyalty	-	-	-	-	-	1