Empowering Nursing Managers

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ABSTRACT: In this busy world, organizational change is inevitable. In this way, organizations need to discover potential and capable labor in order to survive and to enhance. Effective and capable forces are of great interest to organizations and institutions. In the midst of this situation, evaluation of these individuals is tied to capable managers that make attempts to boost and to train human resources through using best management practices in this era of knowledge.

Keywords: empowerment, nursing, nursing managers

INTRODUCTION

Organizations' active participation in the field of competition and technology makes empowerment of the organizations' labor an inevitable challenge. In fact, empowerment is a new approach to conservation of leading organizations by using abilities of employees (Aghayar, 2007). Actually, empowerment refers to a set of motivation techniques that seek to increase the level of participation in order to improve their performance. The main features of empowering workforce are to align individual and organizational goals (Vecchio, 2000).

According to Spreitzer empowerment is been defined as a set of necessary psychological conditions for a person in which he/she feels like having control over his/her relations with work. More precisely, he calls it psychological empowerment (Vacharakiat, 2008).

Nurses' participation in decision-makings which are related to their work and elimination of unnecessary regulations could bring effectiveness in their work and in their empowerment. Furthermore, effective leadership plays an important role in the spirit, nurses' workplace environment, empowerment, productivity, motivation, and job satisfaction and has a negative impact on job stress (Rafii, 2000).

Laschinger et al who have been working on managers' leadership styles and empowering personnel's in the last ten years have shown that nurses' lack of access to empowerment structures happens due to inappropriate leadership styles of managers that could lead to mental and emotional fatigue, absenteeism and turnover (Laschinger, 2007, Almost, 2002).

According to Spreitzer empowerment components are: feeling of competence, a sense of independence, a feeling of being effective in business, a sense of job's significance and feel a sense of trust in others (table1).

<table>
<thead>
<tr>
<th>Specifications</th>
<th>Dimension</th>
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<tr>
<td>Sense of personal competency</td>
<td>Self-effectiveness</td>
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<tr>
<td>Feel of personal choice</td>
<td>Self-organizing</td>
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<tr>
<td>Feel of being able to influence</td>
<td>Personal acceptance of their results</td>
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<tr>
<td>Work esteem</td>
<td>Be significant</td>
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<tr>
<td>Feel of security</td>
<td>Trust</td>
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Therefore, in this era the only way for nursing managers to reach their goals as fast as possible is having useful and capable labor.

Empowering nursing managers

Nowadays, one of the main challenges of organizations is inefficient use of intellectual resources, mental ability and potentials of human labor. In most organizations, staff's ability is not being used in its optimize level and managers are unable to apply potentials of staff. To put it in other words, although individuals have more opportunities to bring creativity and innovation and to do more activities, in organizational environments these potentials are not being employed in its desirable way due to some reasons. Experts of
transformation management and organizational development as defined human resource empowerment as an effective strategy on the performance and improvement of the labor. In fact, they believed that empowering labor is a new approach of modern era, which is used by organizations. In fact, it is the response to the crucial need of contemporary management (Kenilaw&Dennis,2011).

Studies in nursing and managing have shown that effective behaviors of managers staff in the workplace (Ozaralli 2003, Kingdon 1994). Psychological empowerment (psychological support, social and collaborative atmosphere) is related to innovative and effective managerial behaviors. In fact, it could increase job satisfaction and work effectiveness (Morrison, 1997).

Studies have shown that nurses’ lack of access to organizational and psychological empowering structures is the result of non-effective leadership styles of managers which can lead to mental and emotional exhaustion, absenteeism and turnover. Conversely, applying effective behaviors by managers has a positive impact on employees’ performance. In addition, with increasing capability, efficiency and effectiveness on staff performance leads to faster access to organization’s goals. This could encourage managers to modify their behavior in the workplace. There is no doubt that nurses who understand their working environment capably might provide a higher quality of care. In fact, this would be followed by satisfaction of nurses and of patients (Zaeemipoure Kermanshahi et al,2007).

**Principal characteristics of empowering manager in the organization**

Empowering would not have any result unless it starts from the highest level. A capable manager must be able to plan in a way that employees participate making and implementing decisions at various stages. Enabling role of manager is to coordinate efforts, to obtain resources, strategic planning of working with customers, popularizing staff and things like that. In other words, everything that a manager does should be in a way to help staff to be more effective (Ahmadi,2010).

Capable managers act better than other managers, this may be the result of this fact that empowering increases the innovation and behavior sustainability and correct responsibilities of managers. Higher levels of psychological empowerment would lead to more efforts more sustainability and flexibility which are the behaviors that reinforce managerial performance. In fact, each dimension of the psychological empowerment is associated with behaviors that improve managerial performance and guide it towards progress. People, who pay more attention to their work, do more effort and are more responsible to their tasks. In addition, they significantly show more resistance to constraints and barriers. Moreover, those who believe they may do well their job, act better than people who think they will lose. In general, capabilities, competencies and abilities are factors that lead to more effort and more resistant against the obstacles with more ingenious. Furthermore, independence and freedom results in flexibility to work more enthusiastic toward job and more flexibility for adjusting and adopting to changing situations and for creating better techniques of tasks. Actually, work performance is enhanced when managers believe in having sufficient autonomy on how operating their work. Moreover, people who believe that they can influence the results will have better performance than their counterparts (Hall& Matthew, 2008) will.

Yukl& Becker(2006) stated general guidelines for empowering managers as following:

Staff participation in decisions which are related to them, make goals clear and explain it to employees, assigning responsibility and authority of important works, paying attention to ability and motivation of individual, providing access to information and necessary resources, adjusting management system to empowerment policy, eliminating unnecessary bureaucracy structures and controls, reinforce confidence and trust in people, giving advice to people in time of need, encourage creativity and innovation in staff, realizing milestones of staff, ensuring that awards will corresponds with new responsibility and ensuring that staff will have freedom in their performance.

**DISCUSSION AND CONCLUSION**

In studies and researches, which have been conducted in Iran, empowerment and its related dimensions can be assessed. For instance, in study of Noroozi2006, it was shown that bank branches with higher average of empowering factors had higher performance and vice versa. Zaeemipour study findings showed that nursing managers’ education program aims to promote the applicable knowledge of management through the learning groups’ method that resulted changes in their behavior. These changes were perceived by nurses and caused increase in their capability. Results of Beiginia et al 2010 showed that there is a strong correlation between empowerment and factors of labor productivity. Among empowering dimensions, sense of confidence in predicting job satisfaction indicator has the highest average while the lower average belongs to sense of being useful in predicting indicator of job creativity. Shirvari et al research in 2010 showed that most of sample community believe that non of labor selection system, performance management system and professional development in governmental organizations was being based on capabilities. Moreover, no specific relation was found between managers perspectives and their staff’s opinions.
Therefore, it can be noted in the third millennium that organizations demand greater flexibility to respond to internal and external threats. In fact, they as managers for enhancing their performance against these threats, have no other choice but to empower their human resources. In this regard, managers have to revise their management styles and methods and practices. In healthcare systems which is one of the largest social organizations they need to enhance employees' motivation and providing appropriate environment to do challenging tasks to develop competencies of their staff.

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