

**Effect of psychological empowerment training on job adaptation and vitality among  
nurses in Hajar Hospital of Shahrekord**

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**Abstract**

This study aimed to investigate the efficacy of the psychological empowering on the job compatibility and nurses' vitality in Hajar Hospital of Shahrekord. The participants of the study were 50 nurses in a hospital of Shahrekord. They were randomly ascribed to experimental and control groups via a simple sampling method. First, a pre-test was given to each group through a job- compatibility and vitality questionnaire. After that, the experimental group was exposed to the independent variable (Psychological Empowering Instruction) for 10 weeks and each week for 90 minutes, the control group had not any instruction. This semi-experimental study was a design with pre-test/post- test with control group, the follow- up test conduct with a month interval after the post test. To analysis the data, multi-variable variance analysis (MANOVA) was done ( $p < .05$ ). Results showed that the psychological empowering improved the job compatibility and the vitality of the experimental group of the nurses compare to control group, i.e. ( $P < .001$ ).

**Introduction:**

According to traditional view of organizations and management, the supreme manager is seen as the administrator of organizations and office workers. As the mechanical view of organizations change to organic view, such an attitude which has formed based on scientific principles of management has replaced with Technology quality management (TQM) and Micro- Management (M-M). According to these two views, all personnel are responsible in administrating organizations. Whenever staffs are allowed, they can make managerial decisions and being creative. If it comes true, they will see themselves responsible. So, based on this view, in addition to harmonizing and facilitating roles, empowering staff is the other role which management has to play.

Empowering begins with the change in attitudes, beliefs and thoughts. It does mean that, the employees need to believe themselves as capable and deserving enough to do their responsibilities successfully and feel independent and free to do tasks. They have to see themselves effective and able to control occupational duties. They need to feel that they are following valuable and magnificent occupational responsibilities. They need to believe that they are treated honestly and fairly.

There are two opposite views on empowering: mechanical or communicative view and organic, motivational or cognitive view. The former considers empowering as giving authority and decision making power to all organizational levels.

The second one counts it a multidimensional concept, defining it based on personnel's beliefs and perceptions of their roles in organization as a process to increase internal motivation of staff in doing delegated duties. This includes five cognitive parts, namely, competency, trust, effectiveness, autonomy, and meaningful job.

Herald and Fields (2004), found that empowering effective on raising managers sense of leadership, advancing personnel and their organizational feedback.

Attia (2008) indicated that capable people are the most important for successful organizations and they are the main source to create competed benefits among personnel. The result showed that there is a delicate relationship between empowering and office workers.

Environmental structure and occupational compatibility are two critical factors in compatibility theory. The best state of occupational compatibility is when the person and the environment have matched occupational needs with occupational skills. The Gharedaghi (2009) showed that increasing empowerment and job promotion among clerks from one side and preventing occupational compatibility problems among employed people on other side lead to better adaptation with environment.

Mohammad khani (2005) showed that, consultation based Dawis occupational method is effective on increasing personnel's efficacy.

Thibault and Brockner (2009) showed that there is a negative relationship between occupational combinability and disappointment and physical pressures.

Hall, Levy and Rosen (2006) found that clerks who receive information feedback were more independent in their job and the concept of their occupational policies is reduced, but in return their performance of occupational compatibilities is increased. Navarro , Sabater , Sanchez and Cegarra (2005) showed that positive feedback led to occupational compatibility. Hubbard (2001) and Zunker (2006) showed that exercising led to individual's retention in organization.

Frederick and Ryan (1997) believe that sense of vitality is a particular type of psychological empowerment experience in which people (individuals) have an internal sense of vitality to live.

Muraven, Gagne and Rosman (2007) showed that, reduction in self- control behaviors is due to cognitive variable of vitality. The autonomy led to vitality and this in turn would probably be helpful in revitalizing personal capabilities and finally resulted in better self- control behaviors.

### **Methodology**

. In this study, semi-experimental method and pretest – post test design along with control group, consistency test and random sampling of homogenous cases have been utilized.

Statistical sample includes 50 nurses employing in Hajer hospital of Shahrekord in 1389 who were selected randomly. After completing the two questionnaires on occupational compatibility and vitality, from those who scored one standard deviation lower than mean

scores 50 cases were selected randomly by simple random sampling and were classified in to two equal groups each containing 25 cases. To assign people in the control and experimental groups, their scores on occupational compatibility and vitality tests of were used.

To analyze the data statistical methods; descriptive statistics (frequency, percentage- mean and standard deviation) and to test hypothesis MANOVA was applied.

60 day period with 10 sessions once a week of each session endured 90 minutes. The control group received no treatment but pretest–post test and consistency test. No treatment was given about increasing occupational compatibility and vitality to control group.

### **Instrumentation**

In the present study, vitality scale and occupational compatibility questionnaire were used to measure vitality and occupational compatibility rates among nurses. The questionnaire of occupational compatibility was made by Pourkabirian in 2007. It is set by principles of Dawis occupational compatibility theory including occupational personality, Occupational setting, agreement between occupational personality and occupational setting satisfaction and satisfactory components. The content validity of the questionnaires was .949. Reliability coefficient of the questionnaire was .94.

Vitality scale was designed by Deci in 1997 and includes 7 phrases. Its content validity was .85 and reliability reported .84.

### **Findings**

Mean and SD of occupational adaptation of experimental and control groups 75.44 , 2.50 respectively. For the other variable, vitality the indexes were 21.20 and 2.14 respectively.

Hypothesis one: training psycho cognitive empowering is effective on occupational compatibility of employed nurses in Hajar hospital of Shahrekord

Hypothesis two: training psycho cognitive empowering is effective on vitality of nurses in Hajar hospital of Shahrekord

Table1 **occupational adaptation ANOVA**

Variable	F	Df	sd	P value
Job adaptation	13.451	64	2.34	p<.001

As the results of above table shows, the amount of (F) of training effect equals 13.451 which shows that there is a meaningful distinction between experimental and control groups in training.

Table1. report of vitality **ANOVA**

Variable	F	Df	sd	P value
Job adaptation	9.230	64	1.36	p<.001

As it is shown in the above table, the F value of instruction effect equals 9.230 indicating that there is a meaningful distinction between experimental and control groups in learning. According to the table, score of the experimental group in vitality hypothesis is higher than that of control group after instruction.

In general, it can be said that administrating 3 phases of tests and training sessions has been effective on vitality among nurses.

### Conclusion

With respect to training of psychological empowerment empowering on occupational compatibility and vitality of a Hajar hospital of Shahrekord nurses, two hypotheses were tested. According to first hypothesis of the present study, training psychological empowering, is effective on occupational compatibility of Hajar hospital of Shahrekord nurses. As results demonstrated there is a meaningful distinction between experimental group and control group in terms of occupational compatibility ( $p < .001$ ,  $F = 28.213$ ). So, the first hypothesis is confirmed in a significant level. As shown in statistical findings, there is no significant difference between mean score of control of experimental groups in pre test stage (74.44 versus 75.44). While after intervention effect a wide difference between two

groups was seen indicating the effectiveness of instruction or intervention. Consistency test proved mean variation between experimental of control groups has been continuing over the length in experimental group. Therefore the research hypothesis concerning effectiveness of empowerment training on occupational compatibility of Hajar hospital of Shahrekord nurses was confirmed.

To clarify the effect of the psychological training intervention on occupational compatibility we can say( since the focus of instructions was on the individuals and internal change among them) these instructions are slightly effective on the group in terms of environment, organizational structures, centralism, devolution and other similar factors. The result of a research showed that more capable nurses experienced a lower psychological pressure than to those with lower capabilities.

Laschinger and his colleagues (2008) indicated that people's perceptions of environmental empowering is directly effective on psychological empowerment, and it also showed that sense of empowering can be helpful in predicting exhaustion level among nurse. Occupational compatibility is formed as a coordination between personal and environmental factors leading to occupational situation. several studies such as Eggert (2008), Taghizadeh(2007), Asebi(2009), Bordin and colleagues (2007)- Varcarolis (2006)- Marquis and Huston (2003)- Liden and colleagues (2008)- Leong (2001)- Carleson and Angleson (1999)- Dawis and Lofquist (1990) were in line with our results.

Findings of Asghari (2008)has also demonstrated that there is a positive relationship between empowering, occupational satisfaction and occupational compatibility. That empowerment training is effective on vitality of Hajar hospital of Shahrekord nurses, the obtained results has shown that there is a significant difference between experimental and control groups in terms of vitality.

As it was shown earlier on, there is not a significant difference between the mean of experiment group and control group in pre test stage (20.96 versus 21.20), while after intervention an obvious difference between the groups in post test stage. This discrepancy indicates the effectiveness of instructional intervention. Therefore, the research hypothesis on effectiveness of empowerment training on vitality of Hajar hospital of Shahrekord nurse was confirmed. To clarify the second hypothesis we can say that achieving success led to a

happy sense among individuals. In fact, vitality is determined by high level energy and sense of autonomy. If humans think of themselves as the major case in their lives then they would be able to make decisions independently and benefit from a sense of vitality.

There are so many studies that have studied the relationship between internal motivation and independent behaviors with vitality. Among them we can refer to Nix , Ryan, Manly and Deci study (1999). The results of these studies showed that there is a relationship between autonomous motivations and vitality. Muraven and colleagues in a research demonstrated that if autonomous behaviors done according to individuals' free will, then, individual's score would be better than doing such behaviors under the pressure of outside factors. The results of mentioned studies have shown that the reduction in autonomous behaviors is due to change in cognitive vitality variable. The autonomous feeling can about enhance vitality and this in turn would probably be helpful in rebuilding of individual abilities and finally resulted in better autonomous behaviors. Soleymani (2005) in a study found that there is a delectated relationship between vitality and optimism. In addition to this Frederick and Ryan (1997) showed a positive relationship between vitality, self steam and self flourishment. Moreover, results of studies showed that after controlling age, job back ground and marital status variables, the variation between occupational compatibility and vitality in both groups remain significant, indicating neutral effect of 3 variables an obtained variance of occupational compatibility at vitality in groups. According to obtained results one can conclude that empowering is a phenomenon necessary for all employed people, office workers as well as governmental organizations .

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