



# Examining the Effect of Structural Empowerment on Job Satisfaction and Intent to Stay

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## Background:

- Structural empowerment is defined as conditions in the workplace that enable optimal job performance.
- Employers desire to retain nurses and improve nurse job satisfaction.
- Structural empowerment allows for improved productivity, strengthened motivation, and job satisfaction as employees identify workplace problems, enhance decision-making skills, and increase organizational learning.
- Estimated costs of orienting new nurses averages \$62,100 to \$67,100.
- Due to lack of experienced applicants, hospital administrators often hire agency or traveler nurses to fill vacancies.
- In challenging work environments, nurses tend to display job satisfaction and remain in their jobs when they have control over the work environment.

## Purpose of research:

- To examine the effects of structural empowerment's influence on job satisfaction and intent to stay for nurses working in acute care facilities.

## Methodology:

- **Design:** A correlational, cross-sectional survey design was used to examine the effect of structural empowerment on job satisfaction and intent to stay.
- **Setting:** Novant Health Greater Winston-Salem Market employs approximately 2300 nurses in six acute care facilities.
- **Sample:** 436 (19%) nurses participated
- **Instruments:**
  - 1) Researcher-designed demographic questionnaire,
  - 2) Conditions of Work Effectiveness Questionnaire-II (CWEQ-II),
  - 3) McCloskey-Mueller Satisfaction Scale,
  - 4) Turnover Intentions Measure (3 items only).

## Results:

*RQ1: What is the empowerment level of acute care nurses?*

Measurement	Mean ± SD
Total Empowerment (N = 397)	20.14 ± 3.74
Opportunity* (N = 428)	3.96 ± 0.76
Information* (N = 423)	3.34 ± 0.90
Support* (N = 427)	3.28 ± 0.96
Resource* (N = 425)	3.09 ± 0.78
Formal Power* (N = 423)	3.05 ± 0.87
Informal Power* (N = 426)	3.35 ± 0.78

\*denotes measurement on Likert scale of 1-5 with 1= none and 5 = a lot

*Nurses rated themselves moderately empowered. Nurses rated that the organization provided the greatest access to opportunities and least access to resources. The four structural components are opportunities, information, support, and resources.*

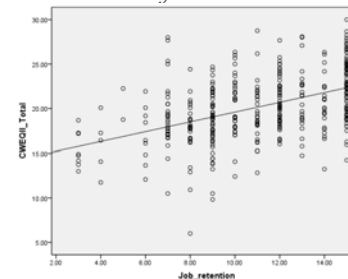
*RQ2: What is the job satisfaction level of acute care nurses?*

Measurement	Mean ± SD
Total Score Job Satisfaction (N = 377)	106.05 ± 17.39
Extrinsic rewards* (N = 424)	3.24 ± 0.83
Schedule* (N = 419)	3.63 ± 0.73
Balance of family and work* (N = 413)	3.20 ± 0.56
Co-workers* (N = 428)	4.01 ± 0.62
Interaction opportunities* (N = 419)	3.53 ± 0.68
Professional opportunities* (N = 416)	3.27 ± 0.69
Praise and recognition* (N = 425)	3.46 ± 0.87
Control and responsibility* (N = 419)	3.17 ± 0.86

\*denotes measurement on Likert scale of 1-5 with 1 = very dissatisfied and 5 = very satisfied

*Nurses rated themselves as being satisfied. Nurses rated that they were the most satisfied with co-workers and least satisfied with control and responsibility.*

*RQ3: For persons at the same level of job satisfaction, to what extent does empowerment affect intent to stay in acute care nurses?*



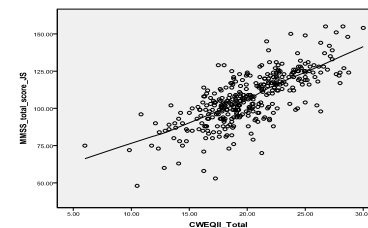
*As nurses rank empowerment higher, they may be more likely to remain in their current position or stay within the organization.*

*Pearson Correlation = 0.542*

*R<sup>2</sup> = 0.294*

*P-value = 0.174*

*RQ4: To what extent does structural empowerment affect job satisfaction in acute care nurses?*



*As nurses rank empowerment higher, job satisfaction significantly increases.*

*Pearson Correlation = 0.742*

*R<sup>2</sup> = 0.551*

*P-value < 0.001*

## Conclusion:

- Empowered nurses within the organization are more likely to be satisfied.
- Empowered nurses may be more likely to stay in the organization or in their current position.



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