

The Impact of Health Professionals Empowerment as a Shared Responsibility to Enhance Job Satisfaction within Health Sector of Pakistan.

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Abstract

In this world of globalization, there is a dire need in organizations for empowerment that makes employees in a position to make accurate and quick decisions and react speedily to any changes in the surroundings. Employee Empowerment has become a part of the business philosophy in recent years. In Pakistan, hospitals are considered important assets and are trying to enhance their competitiveness by increasing job satisfaction level. This research study tested the importance of employee empowerment on job satisfaction in Government / public hospitals of Pakistan. It was hypothesized that employee empowerment has an impact on job satisfaction. A questionnaire used as a tool to collect the data and was distributed to 400 respondents out of which 390 received, resulting in a rate of response of 97.5%. Data analyzed by the researchers using statistical methods group, including descriptive statistics, frequencies, reliability analysis, correlation and regression analysis tests. Among the most important results, it was concluded that employee empowerment has a positive impact on employee job satisfaction. The research results revealed that employee empowerment leads to higher employee job satisfaction in Pakistani Government hospitals.

Keywords: Employee empowerment, Job satisfaction, Employees, Hospitals, Pakistan

1. INTRODUCTION

Health systems is facing basic changes over the entire world, including in Pakistan. Demographic challenges and changes, employee's and patient rights and expectations, reform, high costs, shortage of health workforce and increasing demand for health sector services are some of the burning issues which are affecting the Pakistani health sector. The difficulties encountered by these changes in the working environment which result in a decline in employee job satisfaction [2].

With this picture related to the health sector, the judgement of health sector in Pakistan indicates that poorer health conditions are prevailing in the country related to other developing countries in the zone. In 2003 Pakistan's ranking moved from 138 to 144 out of 175 countries [31]. Several research studies have been conducted on employee empowerment in developing countries. However, few researches have been done on the relationship between employee empowerment and job satisfaction in Pakistan among health care providers. Due to little information available on the health sector in Pakistan, employees at Pakistan's hospitals are in a great fix to recognize, how to increase their employee job satisfaction level from an organization's perspective by modifying policies or interventions.

In this world of globalization, there is a dire need in organizations for employee empowerment that makes employees in a position to make accurate and quick decisions and react speedily to any

changes in the surroundings. Organizations are in a position to retain and motivate their employees who are committed to employee empowerment. This is a very complex management technique which is handled and nurtured with great care. It is a motivational technique which is designed to increase employee's performance and job satisfaction level if managed appropriately through increased levels of self determination and employees' participation in decision making. Employee empowerment is nurtured with motivation, decision making, trust and breaking internal limitations between employees and management [14].

Several strategies are needed to put in place to improve productivity due to increase in organized competition. Employee empowerment is one of them. Other strategies include employee job satisfaction and employee's involvement. This communication level between employees and employers affect several different areas of organization within business zone. This shows that those employees who are empowered have a positive impact on the organization. Empowered employees want to remain in the organization even in adverse situations to accomplish the goals of the organization [3].

Employee empowerment is regarded as an important contributor to the success of an organization with many researchers noticing a direct relationship between employee

empowerment, job satisfaction, the employee's performance and employee commitment level. Employee empowerment is considered critical to organizational effectiveness and organizational innovativeness. Employee empowerment is a suitable tool for today's competitive business environment where skilled employees are prevalent and service organizations are adopting decentralized structures [14].

Job life is one of the most important parts of routine life. Job satisfaction can be defined as the way in which employees feel, think and perceive their jobs. Most researchers and scholars found different methods to get job satisfaction. Employee empowerment and job satisfaction are the attitudes that are influenced by human resource management practices. Empowerment, absenteeism, performance, commitment and productivity influence job satisfaction level. Hence, job satisfaction enhances the employee's retention level and cut the expense of recruiting fresh employees [8].

Job satisfaction describes a combination of factors that makes contentment feelings. Job satisfaction can be simply explained as a collection of how an employee thinks, feel and observe his job and it is exaggerated by many external and internal forces. A collection of positive and negative views that an individual has about his post is regarded as job satisfaction [8].

In 2011 the United Nations millennium development goals report has set the strategy for promoting women empowerment and gender equality, but the destination is still far away regarding south Asia. Pakistan is one of the countries facing gender inequalities and beyond great efforts still there is a gap between females and males empowerment opportunities, access to health services, paid work and outcomes regarding health. In Pakistan context the roots of gender inequality are very deep [25].

2. LITERATURE REVIEW

2.1 Employee Empowerment

Now a day's empowerment becomes an important component from a business point of view. In Pakistan, hospitals are considered an important asset and trying to enhance their competitive position by getting better job satisfaction of the employees [26]. The philosophy of employee

1.1 Problem Statement

To examine the real importance related to employee empowerment and its outcome on job satisfaction. Some managers/leaders assume that employee's empowerment will lessen their authority. Empowerment of employees in the workplace is often misunderstood perception. Empowerment of employees is a term that organizations and their managers believe they understand, but few of them actually do, and still fewer actually put into exercise. Hence, a research problem can be formulated. Is there any relationship exists between employee empowerment and job satisfaction?

1.2 Objectives of the study

1. To examine the job satisfaction level among health care professionals in Pakistani hospitals.
2. To determine the influence of employee empowerment on employee job satisfaction and hospital outcome.
3. To introduce non financial initiative in health management for better hospital performance.

1.3 Scope of the study

The scope of the research study can be emphasized in the following way;

- This study helps to identify health professionals satisfaction level upon that job.
- This research study is supportive to the health sector for conducting additional research.
- This study is helpful in identifying employee empowerment towards job satisfaction level.
- This study would set a trend for sense of shared responsibility among health professionals.
- It is helpful for making managerial decisions in the health sector of Pakistan.

empowerment has been narrated across management broad group such as politics and health care [24]. In 1976, the term empowerment was observed in

English literature for the first time. Through empowerment act decision making power can be transferred to someone else and it is associated

with the reorganization of duty from managerial level to the subordinates [32]. Empowerment can be defined as the employees of the organization are provided with authority to solve their matters distressing their routine work matters [20], to share, to control their routine tasks and to share power. The main aim of empowerment is to train their employee's handled their own matters [9]. Moreover, the function of empowerment is to strengthen individuals and provides them a sense of possession, the capability to contribute within the borders of an organization and have access over their entire business [27].

The various definitions and explanations of empowerment follow two ways of research [16]: first one is structural empowerment and second one is the psychological empowerment. Structural empowerment can be explained as an exercise or set of exercises that offer access to resources, information and support chances for growth and development [13]. Psychological empowerment emphasis on inherent motivation instead of managerial practices which increases the level of the employee's authority [15]. Psychological empowerment can be referred to a collection of psychological states which are considered important for employee's to realize a sense of control which is a result of being empowered by their manager or supervisor [4].

Employee empowerment can be viewed as a wide, broad range activity and empowerment activities are practiced in such a way that brings up a relationship between the job satisfaction and task performed the individuals will acquire. From literature point of view the importance of the relationship between employee's psychological empowerment and job satisfaction has been strong [7]. Hardy (1998) a number of organizations have established empowerment programs due to increased competence to improve employee satisfaction and increase competitive advantage [5].

From a researcher's point of view empowerment is explained in two different ways, one is situational approach and other one is the psychological approach [10]. The function of situational approach is to pass authority higher management to employees by applying them in the decision making process. This type of approach is known as management or relational practice approach. The psychological concept put less importance on allocation of authority.

According to the Hawthorne studies, it is concluded that workers are more receptive to societal conditions than management controls [33]. These days' empowerments are considered as the centre of consideration in organizations of the 21st century. This theory says that organizational commitment and employee's replacement can be reduced if employee empowerment is managed properly. Employee empowerment with confidence building, involvement in decision making and by eliminating the border line between employees and management can cause an increase in performance, productivity and job satisfaction [14].

[29] explained that employee empowerment can increase the responsibility and motivation of employee's in their daily tasks, develop satisfaction level, employee's loyalty, service quality and productivity by giving them honour that value a lot which in turn increases the quality of services, increases productivity and lessens employee turnover.

2.2 Barriers to empowerment

Management face many difficulties when trying to empower their employees and these hurdles may stop the organization from becoming an empowered organization. First, resistance to the change can be from both leaders/managers or from the employee's themselves. It is frequently supposed that people will buy into empowerment as its reimbursements are "obvious". [22] has a different view point regarding this, who says empowerment may be resisted by previous disempowered employees, as they feared by the increased level of accountability and responsibility. Additionally, employees may judge empowerment another management effort to use them or just an empty rhetoric. [1] confirmed that empowerment is simultaneous to downsizing as regularly these two deeds occurred at once. As a result of this, it is hardly astonishing that employee's may be hesitant and doubtful of management plans.

Leaders/managers may also be unwilling to empowerment as they perceived it as giving up power. They may believe that empowerment will reduce their authority as a risk [11], mainly as they fear of job loss or status loss as the firm's composition becomes flatter during the process of downsizing. They may feel hesitant to introduce

employee empowerment in spite of knowing that it is the part of organizational policy.

2.3 Criticisms of the empowerment literature

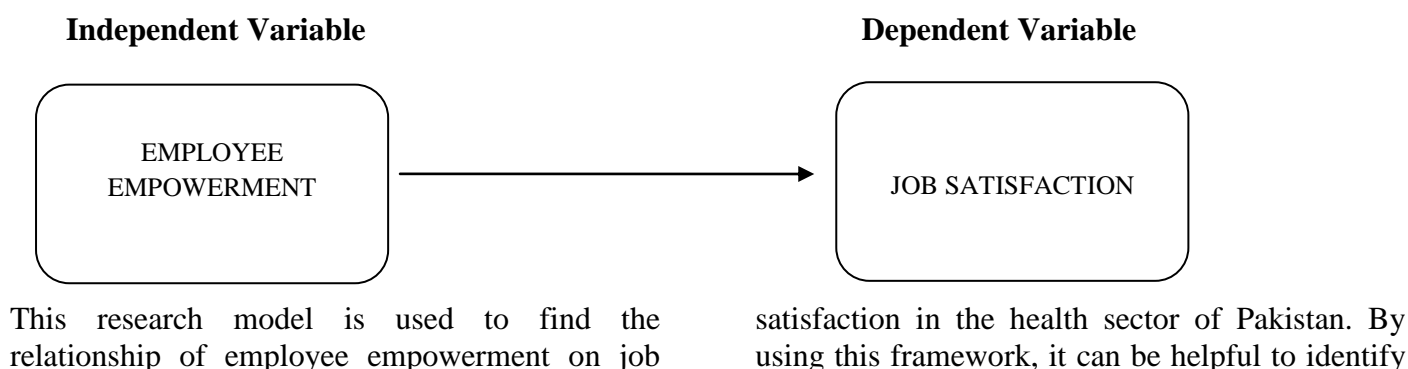
The most prominent features related to empowerment literature are that its lack of interest with respect to employees. Some earlier research studies have added an examination from the employee's point of view [23]; most of the empirical research work on empowerment is generally concentrated on management point of view [21]. To some extent it is surprising specified that employee empowerment is really a perceptual issue and thus to measure empowerment is necessary by asking individuals if they consider empowered, relatively than depending on management view, a problem documented by [28].

2.4 Job Satisfaction

Job satisfaction stems from the assessment of the job descriptions. Job satisfaction can be explained as how individuals consider about the jobs and diverse aspects of the jobs [17]. Job satisfaction explains the degree to which individuals like and dislike their tasks and the extent to which employee's sense positive or negative about various dimensions of their tasks. As stated by [30], the logic behind this definition shows that people have the ability to balance their satisfaction and dissatisfaction level, hence found general degree of job satisfaction. [30] assumed that situational characteristics and specific individuals influence job satisfaction level. Individuals possessing qualities include job characteristics, promotional opportunities and organizational characteristics.

Many researchers in the late 1950s have theorized about the type of job and developed different models in attempts to show the distinctions in job satisfaction as perceived in empirical researches.

2.6 Theoretical Framework



[18] developed one of the better known theories. The motivational hygiene theory explained by Herzberg's challenges that employees are contended by the factors of job itself rather than by the surroundings in which employees' work [19]. Herzberg assumed that the occurrence of job satisfaction or dissatisfaction is basically divided into two variables, one is known as motivators and another one is called hygiene factors. James (1986) explained that employee's satisfaction is significantly related to job outcomes. [7] showed that job satisfaction is positively influencing the turnover, absenteeism and job performance level [5].

Through numerous research studies [6], it is concluded that a number of factors which are affecting level of job satisfaction associated with institution as employment status (temporary or permanent), employment duration, institution's location, work content (work itself and its nature), position of employment, opportunities to enhance skills, work routine, promotion opportunities, wages, self development opportunities, relationship with colleagues, job security, benefits, shifts, physical conditions, organizational support, involvement in the process of decision making, organizational climate, organizational culture, employee empowerment, job orientation as well as demographic factors such as age, marital status, gender and educational level [12].

2.5 Hypothesis Statement

The main objective of this research study is to determine the relationship between employee(health professionals doctors, Nurses, paramedics) empowerment and job satisfaction in health sector of Pakistan. Hence, the following hypotheses are developed.

H1: Employee empowerment has an impact on job satisfaction in health sector of Pakistan.

and develop the relationship of employee empowerment to enhance job satisfaction level of

4. METHODOLOGY

In this research study the sample size was 400 respondents of different Government hospitals of Punjab Pakistan, working in public health sector. Most of the respondents which were selected for the study was both male and female respondents (Doctor, Nurses, Paramedics) were from the Pakistani public service sector. This research study was conducted by floating questionnaires among 400 respondents out of which 390 received back, so the sample size of the study is 390 respondents of the health sector. Due to shortage of time and budget, questionnaire distribution was very difficult for a large number of respondents; therefore convenience sampling method was used for the study.

There were two sections in the questionnaire, one section comprising general information regarding respondent's i.e. gender, age, marital status, education and work experience. In this research study for questionnaire, nominal scale and Likert scale was used. The nominal scale shows the

employee's in the health sector of Pakistan.

respondent's demographic profile while Likert scale was used to measure the impact of employee empowerment to enhance job satisfaction in health sector of Pakistan. 5 point Likert scale was used to measure these items, where 5 was considered as strongly agree and 1 was considered as strongly disagree. The SPSS software was used to measure descriptive statistics, Regression and Correlation analysis to measure the impact of employee empowerment to enhance job satisfaction in health sector of Pakistan.

3.1 Data collection method

Data collected for this research study was through primary and secondary data sources. Primary data were collected through questionnaires and secondary data was through different journal articles and the internet. This data was reviewed to extract relevant information on this research study, form a platform for the design and to formulate the research framework.

3.2 Research Findings

Table 1: Reliability statistics

Variables	No. Of Items	Cronbach's Alpha
Employee Empowerment + Job Satisfaction	20	0.762

By running a reliability test to the data, the value of Cronbach's Alpha was found to be 0.762 which means that instrument was 76% reliable as shown in table 1

Table 2: Demographic Statistics

Demographics	Description	Percentage	Cumulative Percentage
Gender	Male	69.5	69.5
	Female	30.5	100.0
Marital Status	Single	39.7	39.7
	Married	60.3	100.0
Age	Below 25 years	13.6	13.6
	26-30 years	41.8	55.4
	31-35 years	25.1	80.5
	Above 35 years	19.5	100.0
Education	Bachelor	22.6	22.6
	Master	53.8	76.4
	Mphil	18.2	94.6
	Others	5.4	100.0
Experience	0-3 years	38.7	38.7
	4-6 years	24.9	63.6
	7-9 years	19.0	82.6
	10-12 years	9.7	92.3
	Above 12 years	7.7	100.0

Table 2 shows that male respondents in this survey were 70%, which was the highest percentage of respondents, whereas remaining 30% were female respondents of which 40% respondents were single and remaining 60% were married. Respondent's age in this survey

below 25 years was 14%, between 26-30 years was 42%, and between 31-35 years

was 25% and remaining 20% respondents were having age above 35 years. Regarding their qualifications, 23% respondents were bachelor degree holders, 54% were master's, 18% were Mphil and remaining 6% respondents were having

Table 3: Descriptive statistics

N= 185	Mean	Standard Deviation
Employee Empowerment	3.66	.928
Job Satisfaction	3.93	.838

some other degrees. Moreover, 39% of the respondents were having work experience 0-3 years, 25% respondents were having 4-6 years experience, 19% respondents have work experience 7-9 years, 10% respondents have experience of 10-12 years and rest of 8% respondents were having work experience above 12 years.

Table 3 shows mean and standard deviation of the dependent variable (criterion variable) and independent variable (predictor variable). The mean and standard deviation score of employee

empowerment was ($\mu = 3.66$, $Sd = 0.928$), whereas mean and standard deviation score of job satisfaction was ($\mu = 3.93$, $Sd = 0.838$).

Table 4: Correlation matrix

	Employee Empowerment	Job Satisfaction
Employee Empowerment	1	.440** .000
Job Satisfaction	.440** .000	1

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation coefficient $r = 0.440$ shows that the two variables are moderately related to each other. Moreover the relationship between the two variables is positive, which means if we increase

employee empowerment, the job satisfaction level will also increase. The p -value $= .000$ tells that the relationship is statistically significant.

Table 5: Regression analysis showing relation between Employee Empowerment and Job Satisfaction
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.440 ^a	.193	.191	3.68166

a. Predictors: (Constant), Employee Empowerment

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1259.384	1	1259.384	92.912	.000 ^b
Residual	5259.191	388	13.555		
Total	6518.574	389			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Employee Empowerment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.583	1.440		17.764	.000
	Employee Empowerment	.379	.039	.440	9.639	.000

a. Dependent Variable: Job Satisfaction

The independent variable employee empowerment has ($\beta = 0.379$, $p = .000$) which means that a single unit change in

employee empowerment brought 0.379 unit change in job satisfaction while keeping the remaining variables constant.

5. CONCLUSION AND FURTHER RECOMMENDATIONS

The present research study produced some significant results having a suggestion for

theoretical and practical implications. The results of regression analysis indicated that employee empowerment has a positive impact on employee job satisfaction. The research results also present new evidence of the significance of employee empowerment because employee empowerment has an important impact on formulating organizational environment and employee job satisfaction. The previous studies also indicated that employee empowerment could lead to satisfaction, work effectiveness and reduced job related stress. The Pakistani hospitals management should reinforce and maintain the present levels of employee empowerment implementation; furthermore, they should persistently move toward a high level of implementation. Pakistani hospitals should do more to increase employee empowerment, as this could enhance service quality without the spending of financial resources. Hospital management should be conscious that satisfaction has both valuable and vital impact on the performance and environment of the hospital. Employee empowerment is vital and significant job satisfaction. The management of public hospitals must further authorize their employees. Still, there remains an obligation and an opportunity to develop further present empowerment practices. On competence, special emphasis should be positioned and on each employee empowerment subscales. Hence, hospital management must fully comprehend the importance of employee empowerment and they should be trained in the best means of applying empowerment practices in Pakistani hospitals.

Various research limitations ought to be measured in this study. The research study did not measure employee empowerment role in an employee's job satisfaction in the other sectors of health in Pakistan, like in the private sector. Furthermore, this research study did not measure the impact of moderating variables, as employee and hospital characteristics in employee empowerment's effect on employee job satisfaction. Moreover, no other research has been conducted within this study domain, the Pakistani health sector. Finally, only a questionnaire technique was used in this study for data collection. These research limitations may be highlighted as opportunities for further research study.

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