

Effects of Empowerment on Job Burnout: The Mediating Role of Job Satisfaction in Case of Arba Minch General Hospital, Southern Ethiopia

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Abstract: *This study examined the effects of empowerment on job burnout: the mediating role of job satisfaction in case of Arba Minch General Hospital, Southern Ethiopia. This study conducted within the post-positivist philosophy using deductive research approach and survey research strategy. Using probability sampling method a sample size of 140 employees was selected out of 217 nurses employed in hospital. Based on response rate of 94%, the collected data was edited and finally analyzed using statistical packaging for social science (SPSS) version 20 and AMOS version 23. The correlation result revealed that that both the dimensions of structural and psychological empowerment have strong relationship with job satisfaction and job burnout except information, which have moderate relationship with both job satisfaction and job burnout. In addition regression path analysis showed that both dimensions of structural and psychological empowerment have negative effect on job burnout. Their level of significance indicates that all dimension except information and resources have significant impact on job burnout. Regression analysis path also showed that all dimensions of structural empowerment have insignificant positive relationship with job satisfaction. However, from dimensions of psychological empowerment only meaning and self determination has positive and significant effect on job satisfaction. Finally, the study confirmed that job satisfaction doesn't play any mediating role between employee empowerment and job burnout. Based on the findings of the study it is recommended that to make the benefit of having engaged nurse and talented, happy and skilled nurses, the hospital administrators need to empower the nurse in the hospital.*

Keywords: Empowerment, burnout, satisfaction, regression path

1. Introduction

To improve aspects of hospital management, much attention has been given globally to the role that empowerment plays in improving job satisfaction and performance (Kahre et al., 2011). To cope with the continuously changing environment in the Hospital and to attain competitive advantage, an engaged and empowered workforce is always preferred to be a better choice (Gibson et al, 2000). According to Stander & Rothmann (2010) to bring changes in the hospital workplace and also to improve the job satisfaction of the employees, organization should focus on the building up the engagement (low burnout) level of the employees as well as empowerment

Employee empowerment is widely practiced throughout the world in business philosophy (Rehman et. al., 2015). In a globalized world there is a need for personal empowerment where employees are being able to make quick and accurate decisions to job burdens (Alhrassi et.al, 2016). The significance of empowerment is derived from its impact on several factors that are related to both organizational success and deficiency particularly in the human factor. For instance empowerment positively influences employees as it increases job satisfaction (Cai & Zhou, 2009) and reduces employees' burnout (Hochwalder, 2007). In addition the significance empowerment derived from the impact of its deficiency, for instance lack of empowerment was linked to job satisfaction and high job burnout (Laschinger and Finegan, 2005).

Being empowered make individuals become more tough, creative and initiative in their work as well as committed to the organization (Bogler & Somech, 2004; Kuo, Yin & Li, 2008). Additionally empowerment creates a flexible work atmosphere for achievement of work targets, establishing harmonious and consistent relationships with superiors, colleagues and subordinates and this generate low burnout (Greco, Laschinger & Wong, 2006). As result empowerment programs have been introduced into a number of organizations to improve productivity and customer satisfaction (Carless, 2004, Hamed, 2010). Thus, today, more than 70 percent of organizations have adopted some kind of empowerment initiative for at least part of their work force (Tetik, 2016). Other than that, in order to be successful in today's business environment companies need the knowledge, ideas and creativity of every employee from front line workers to top managers (Ambad & Bahron, 2012).

According to Spreitzer (2008) and Tetik (2016) empowerment has been empirically studied from two different perspectives. The first perspective is structural empowerment, which is the perceived occurrence and the application of management (Kanter, 1977) and occurs when employees have access to empowerment structures (Laschinger et al., 2004). The second perspective psychological empowerment which reflects an active orientation to work, and pass on the notion that individuals not only want to, but are able to, shape their work role and context (Boudrias, Gaudreau and Laschinger, 2004). Researchers use different definition and dimensions of psychological empowerment, for instance; according to Psoinos & Smithson (2002) explain and defined that the

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psychological view focuses on perceptions of power, competence, and self-efficacy. However Spreitzer (1997) cited in Sheida and Nooshin (2014) defined psychological empowerment as a motivational concept composed of four dimensions namely competence, self-determination (right of choice meaning and impact).

Job burnout in the workplace is defined as loss of interest for people with whom one works, including physical exhaustion, where the employee has no longer any positive feelings of kindness or respect for his/her clients or patients (Maslach, 1976), as cited in (Amarantidou & Koustelios, 2009) or a syndrome of emotional exhaustion (Olusoga et al., 2010). Job burnout is a common phenomenon especially in the field of nursing and health professions because of their continuous exposure to the suffering and pain of people (Maura et. al., 2016). The level of job burnout in the workplaces is unknown, but according to studies, it affects a wide range of labor force and manpower (Atef, Rouhalamin, Nouri and Moulavi, 2006). One of the consequences of job stress is job burnout (Sh and Asgharzadeh, 2011) having destructive impact on physical and psychological health of the staff (Momeni, Salehi and Seraji, 2011). Reduced quality of life, job dissatisfaction and negative effects on family and personal life are among the other consequences of job burnout (Koustelios and Tsigilis, 2005).

The highly demanding nature of work experienced by nursing professionals makes it one of the most stressful professions. The stressful nature of nursing profession requires them to possess high physical and emotional resilience to tackle work related issues so that they can perform better at work (Schaufeli, 2006). The widespread nursing shortage and nurses' high turnover is a global issue, which is of increasing attention to both the developed and developing countries (Kingma, 2007). Due to mismanagement and lack of empowerment the hospital nurse employees are dissatisfied and look for other work environment and also patients not yet get quality service. Because it affects not only quality of nursing but also patients' satisfaction but, the level of employees' job satisfaction is very important for health care institutions.

The Government of Ethiopia (GOE) is working to strengthen the service organizations like healthcare system service to align it with the Millennium Development Goals. The government has also made significant investments in the public health sector which have led to improvements in the health outcomes. But Ethiopia has poor health outcomes even by sub-Saharan Africa's standards (Richard, 2009). It has a large, predominantly rural, and needy population with poor access to safe water, housing, sanitation, food and health service. Moreover, Ethiopia is one of the countries in the world with low health workforce density of 0.7/1000 patients (WHO, 2006) and the highest estimated shortage of 152,040 health workers needed to reach the target 2.3/1000 ratio (Agezegegn et.al, 2014). Despite various efforts undertaken by government, Ethiopia is still ranked in the lowest quantile even in African standards in terms of density of healthcare personnel, with 0.3 physicians and two nurses per every 10,000 population (WHO, 2015). A comparison of ratio of nurses in Ethiopia with those in other Sub Saharan African countries also finds Ethiopia fairing particularly

badly (World Bank, 2012). There was also a problem of uneven distribution of health work force among and within districts (WHO, 2015). To deal with above problems of health work force including nurse employees, based on study in sub-Saharan Africa G8 endorsement Agenda for global action has provided six recommendations one of which is "retaining effective health work force". (Agezegegn et.al, 2014) and this requires strategies to reduce turnover of employees through working against job burnout. One way through which health work force in general and nurses in particular can be retained is by empowering them so that their job satisfaction can be increased. When nurses are empowered, the harmonious relationship with their colleagues more opportunities to lower work stress and to reduce job burnout. It is with this background that the present study aimed to examine the effect of empowerment on job burnout with mediating role of job satisfaction.

Even if there exist a number of studies on the effect of empowerment on different outcomes, there is no sufficient research conducted from the context of Ethiopia especially with regard to the effect of empowerment on job burnout with mediating role of job satisfaction and due to difference in culture, economy, education, technology it can be difficult to generalize the applicability of previous studies for the current study. Empirical evidences also suggest that perception about job satisfaction, empowerment and burnout are different from one specific area to the other and from employees of one organization to the other. Besides, the specific relationship between empowerment, nurse job satisfaction and burnout remained unexplored issue. In other words even if job satisfaction is believed to be an important factor for hard working of employees, the study of the effect of empowerment on job burnout with mediating role of job satisfaction has never been carried out in any of the previous study. Moreover, a systematic review conducted by (Wagner et.al., 2010) found that for the future research, testing the fit of theory with additional workplace variables such as burnout and organizational commitment will provide clarification of the relationship between employee empowerment, and workplace outcomes. So, burnout and job satisfaction are workplace variables and similarly job dissatisfaction and high nurse job burnout are the impute and outcomes of the organization. Motivated to fulfill the above mentioned gaps the present study aimed to examine effects of employee empowerment on job burnout through the mediating variable of job satisfaction among nurse employees of Arba Minch General hospital.

2. Empirical Review

Previous studies have found positive effect of empowerment on job satisfaction (Liu et al., 2006). Nurses who are highly satisfied with their jobs and committed to their organizations reportedly perform better, particularly if the nurses feel empowered (DeCicco et al., 2006). Studies in different contexts demonstrated that psychological empowerment is related to job satisfaction, higher psychological empowerment associated with higher job satisfaction (Carless, 2004; Cai & Zhou, 2009).

Tetik (2016) examined the effects of psychological empowerment on job satisfaction and job performance of the

tourist guides in Turkey. Using the questionnaire distributed to 381 tourist guides the results revealed that psychological empowerment, job satisfaction and job performance were positively correlated and, empowerment affected both satisfaction and performance level of guides. It was determined that the meaning dimension of psychological empowerment was the most effective factor which increases job satisfaction whereas the impact dimension affected job performance of the guides positively.

Sheida and Nooshin (2014) examined the impact of psychological empowerment on job burnout in hospital staff in republic of Iran taking a sample of 270 staffs from different job categories. Their results showed that there existed a high level of job burnout. In addition negative and significant correlation was observed between psychological empowerment and job burnout. But the correlation of psychological empowerment with intensity and frequency of job burnout was very low.

Cavus and Demir (2010) assessed the relationship between the level of perceived structural and psychological empowerment and job burnout among staff nurses in Turkish state hospital. Relevant data was collected from the sample of nurses working in the hospital. The collected data was analyzed using multiple regression analyses and the results showed that nurses who perceive higher level of psychological empowerment and lower level structural empowerment perceive lower level of burnout. In addition the result of the effect of empowerment on job burnout revealed that five dimensions of structural and psychological empowerment were negatively related to job burnout and positively related to personal accomplishment of burnout. Laschinger et al. (2003) also studied burnout among the nurses and their findings indicated that structural empowerment resulted in increased psychological empowerment and the feelings of psychological empowerment had a negative influence on burnout. Piko (2006) studied the relationships between burnout, role conflict, job satisfaction and psychosocial health among Hungarian health care staff, and the result indicated that burnout, particularly emotional exhaustion was found to be strongly related to job dissatisfaction, while job satisfaction was a negative predictor of each type of burnout subscale. Besides, Valdez et.al (2019) studied the relationship between empowerment, job satisfaction and job burnout in sultanate of Oman to test Kanter's theory. Using a sample of 142 employees working in Oman collage of health sciences the results of the analysis showed that moderate level of job burnout, empowerment and job satisfaction observed among faculty members of Oman collage of health sciences. In addition results showed that there was significant positive correlation between structural employment and job satisfaction. Moreover, positive and significant correlation between job burnout and job satisfaction was observed from the findings of the study.

3. Research Methodology

3.1 Research Design

Research Paradigm

The research was conducted within the post-positivist philosophy. It is a deterministic philosophy in which causes

determine the effects or outcomes. So, this study determined the effect of employee empowerment on job burnout through the mediating variable of job satisfaction. Moreover, the study begins with ideas and theories that support the study variables and all variables are stated in research questions are tested and verified by survey. Validity and reliability was the criteria to evaluate the quality of this research. As a result, the study employed post-positivist philosophy.

Research Approach

In this study the researcher employed deductive research approach. Because deductive/ theory testing method is used in the positivist paradigm (Perry, 1998). Consequently, the researcher first identified and verified theory, develop research questions from the theory, and then define and operationalize variables derived from the theory. Finally, variables were measured using instruments to undertake the study.

Research Strategy

The present study used survey research strategy because this strategy is more associated with post positivist philosophical assumptions and usually more associated with deductive approach. Besides it helps generalize about the population from the sample results. (Creswell, 2009) In addition survey research strategy was employed for data collection.

Research Method

This study used quantitative research method to test objective theories by examining the relationship between and among variables and to obtain answer for research questions.

Time Horizon and research type

In this study the researcher used cross-sectional research design since all relevant data was collected at a single point in time. Additionally taking the objectives of this study and research question in to account explanatory research type was employed to explain, understand, predict and control the relationship between the independent (information, resources, support, opportunity, Meaning, Competence, Self-Determination and Impact), dependent (job burnout) and mediator (job satisfaction) variables.

3.2 Sampling Technique and sample size

Since the purpose of this study is to investigate the effect of employee empowerment on job burnout through the mediating variable of job satisfaction by surveying nurse employees of Arba Minch General Hospital, the target population of this research is all nurse employees of Arba Minch General Hospital and total number of nurses are 217. The present study has use simple random probability sampling method to select a representative sample out of 217 nurse employees. The appropriate number of sample size was selected using sample size determination method developed by Krejcie and Morgan (1970). This particular method come up with a table for determining sample size for a given finite populations of with a 95% level of confidence and $\pm 5\%$ sample error. The table showing how many sample size should be selected for any given finite population based on 95% level of confidence and $\pm 5\%$ sample error is given below. As explained before the total population of the study

is 217 which are permanent nurse employees of Arba Minch General Hospital. Therefore based on the table given below the approximate sample size of the present study based on 95% level of confidence and $\pm 5\%$ sample error is 140 which is 65% of the total population. Accordingly, questionnaire was distributed to 140 randomly selected employees. But out of 140 questionnaires distributed, 132 were properly completed and returned; 8 questionnaires were not returned.

Table 3.1: Sample Size Determination for a given finite population

Total	Sample	Total	Sample	Total	Sample	
10	⇒	10	⇒	1200	⇒	291
15	⇒	14	⇒	1300	⇒	297
20	⇒	19	⇒	1400	⇒	302
25	⇒	24	⇒	1500	⇒	306
30	⇒	28	⇒	1600	⇒	310
35	⇒	32	⇒	1700	⇒	313
40	⇒	36	⇒	1800	⇒	317
45	⇒	40	⇒	1900	⇒	320
50	⇒	44	⇒	2000	⇒	322
55	⇒	48	⇒	2200	⇒	327
60	⇒	52	⇒	2400	⇒	331
65	⇒	56	⇒	2600	⇒	335
70	⇒	59	⇒	2800	⇒	338
75	⇒	63	⇒	3000	⇒	341
80	⇒	66	⇒	3500	⇒	346
85	⇒	70	⇒	4000	⇒	351
90	⇒	73	⇒	4500	⇒	354
95	⇒	76	⇒	5000	⇒	357
100	⇒	80	⇒	6000	⇒	361
110	⇒	86	⇒	7000	⇒	364
120	⇒	92	⇒	8000	⇒	367
130	⇒	97	⇒	9000	⇒	368
140	⇒	103	⇒	10000	⇒	370
150	⇒	108	⇒	15000	⇒	375
160	⇒	113	⇒	20000	⇒	377
170	⇒	118	⇒	30000	⇒	379
180	⇒	123	⇒	40000	⇒	380
190	⇒	127	⇒	50000	⇒	381
200	⇒	132	⇒	75000	⇒	382
210	⇒	136	⇒	100000	⇒	384

Source: Krejcie, R.V and Morgan, D.W., (1970).

3.3 Variables of the study and their measurement

The present study examines the effect of employee empowerment on job burnout through the mediating variable of job satisfaction. Hence, elements of structural empowerment (such as information, resources, support, opportunity) and elements of psychological empowerment (such as meaning, competence, self-determination, impact) are independent variables, while job satisfaction is used as mediating variable and nurses job burnout/emotional execution considered as a dependent variable.

All data gathering instruments of this study is adopted from the existing literature that are developed by other scholars except the demographic characteristics. Measurements of the variables described as follows.

Demographic Characteristics: For gathering data about the respondents of demographic information the study developed demographic characteristics variables (like, gender, age, marital status, education qualification and work experience)

Structural Empowerment (SE): since it contains 4 sub elements namely information, resources, support, opportunity, empowerment scale consisting 12 items (questions) i.e 3 items for each four subscales was derived from the original Conditions of Work Effectiveness Questionnaire-II (CWEQ-II) scale developed by Laschinger, Finegan, Shamian and Wilk (2000). Each item was measured by a 5 –point likert scale from strongly disagree (the lowest level whose value is 1) to strongly agree (the highest level whose value is 5). A higher score indicates greater perceived organizational empowerment. To this end A total of 12 questions on organizational empowerment was used to measure the degree of organizational empowerment among employees.

Psychological Empowerment (PE): The Psychological Empowerment Scale developed by Spreitzer (1995), and has 3-items scale for each four subscales: meaning, competence, self-determination, and impact. Each component was measured by three items on a 5-point Likert scale in which 5 indicated “strongly agree” and 1 indicated “strongly disagree”

Job Satisfaction (JS): To measure nurses overall job satisfaction, the researcher will use a modification of Hackman and Oldham’s (1975). Job satisfaction scale consisting of three items rated on a five-point likert scale type scale where (1- strongly disagree; 5- strongly agree. (e.g. I am satisfied with my job currently). Higher scores indicate higher levels of satisfaction. Items on the three subscales will be sum for total Scores.

Job Burnout (JB): Burnout/emotional exhaustion were measured using the Maslach Burnout Inventory – Human Services Survey (MBI-HSS) (Maslach C, Jackson SE, & Leiter MP., 1997) and has 9 items. All items were measured on a five-point Likert-type scale where (1) strongly disagree to (5) strongly agree.

3.4 Instrument Validation and Reliability

In order to ensuring the instrument validity pilot test was conducted. The survey was conducted on 45 respondents prior to distributing the questionnaires to the selected sample size. Based on the feedback from the pilot survey some ambiguous words were changed before the questionnaire was distributed to the selected sample size. In addition, the study assessed convergent and discriminate validity). In order to demonstrate the convergent validity, inter-item correlations conducted and revealed that all retained items in respective measures are positively correlated with moderate coefficients. Finally, measurement models for all constructs and over all measurement model were tested and achieved a satisfactory level of fit to the models (in CFA) i.e. all item in the construct are above the cut of point with the significance value. Therefore, the above procedures ensured that the instrument used in this study had sufficient content validity and construct validity. In this study to know the reliability of the variable, cronbach alpha as measure of internal consistency reliability was conducted. As a result, all value of the Cronbach alpha in this study was above the minimum acceptance value of 0.7, showing that all variables used in this study are reliable.

3.5 Method of Data Analysis

The collected data was analyzed using descriptive analysis (like percentage, frequency, mean and standard deviation to describe the perception of the respondents) and inferential statistics (like correlation analysis and structural equation modeling to measure and know the direct relationship between empowerment, job satisfaction and job burnout and, the indirect relationship between employee empowerment and job burnout through the mediating variable of job satisfaction. The descriptive statistics were computed through Statistical Packaging for Social Science (SPSS) version 20 and the structural equation model was examined through Analysis Movement of Structures (AMOS) version 23.

4. Discussion of Results and Analysis

This section deals with the analysis and discussion of data collected from the field survey by means of questionnaire. Out of 140 questionnaires distributed, 132 were properly completed and returned; 8 questionnaires were not returned.

4.1 Descriptive statistics

The descriptive statistics of the variables are presented in table 4.1 below revealed the mean, standard deviation, maximum, minimum, kurtosis, and skewness score of the variables.

Table 4.1: Descriptive statistics

Variables	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. D Statistic	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
Information	1.00	5.00	2.7096	.75430	-.154	.211	.106	.419
Support	1.00	5.00	2.5783	.80695	.293	.211	.158	.419
Resource	1.33	5.00	2.9621	.74210	-.032	.211	-.477	.419
Opportunity	1.00	4.00	2.6263	.68428	-.103	.211	-.416	.419
Meaning	1.00	3.67	2.6667	.63540	-.383	.211	-.334	.419
Competence	1.00	4.33	2.5758	.74147	.135	.211	-.669	.419
Self – determination	1.33	3.67	2.5429	.55013	.136	.211	-.663	.419
Impact	1.00	3.00	2.1263	.50196	-.206	.211	-.566	.419
Job- Satisfaction	1.00	3.33	2.0000	.61505	.289	.211	-.520	.419
Job- Burnout	3.00	4.56	3.8283	.35546	-.044	.211	-.637	.419

Source: own computation, 2019

The average score from the 5-point likert scale with 5 as strongly agree and 1 as strongly disagree for all the variables were computed to show the level of agreement or disagreement. As indicated in table 4.1 from the four dimensions of psychological empowerment, meaning had the highest mean (M.= 2.66 (SD. = 0.63) and this result could indicate that employees in hospitals feel unhappy with their work and believed that their work environment not enabled them to perform their jobs in meaningful ways. The competence dimension ranked second and the mean score was (M.= 2.57, SD. = 0.74) indicating that the hospital nurses believed that they had less skills to accomplish their daily tasks. The mean score of self - determination was (M. = 2.54, SD. = 0.55), which ranked as third and this finding leads us to believe that the state or condition of having independence and being able to function alone without management intervention in the work environment is close to average. Impact ranked fourth (M. = 2.12, SD = 3.00) which is less than the average of 5-point likert scale (2.5) and this mean score implies that the majority of the nurses

perceive less impact. In other words, the hospital nurses believed that they do not have an impact on the activities surrounding them. Generally, the mean of overall employee empowerment was below 3.00 showing that nurses reported to have only moderate levels of empowerment. This result indicates that the employees perceived themselves as less empowered, confirming that high restrictions in the work environment exist to prevent workers from resolving matters affecting their daily work. Disturbingly, nurses in this sample reported to have severe levels of emotional exhaustion according to the norms (>3.00) of Maslach (1996) because mean of job burnout is 3.8283 (which is greater than 3). Similarly, the hospital nurses reported low level of job satisfaction in this study as the mean of job satisfaction is below the average.

4.2 Inferential statistics

4.2.1 Correlation among variables

Table 18.2: Correlation among the study variables

Variables	1	2	3	4	5	6	7	8	9
1. Information									
2. Support	.34**								
3. Opportunity	.38**	.68***							
4. Resource	.43***	.78***	.77***						
5. Self- Determination	.27*	.35**	.69***	.36**					
6. Impact	.21	.57***	.82***	.62***	.72***				
7. Competence	.31**	.49***	.55***	.51	.45	.57***			
8. Meaning	.18	.51***	.58***	.51***	.51***	.66***	.37**		
9. Job-Satisfaction	.39***	.56***	.63***	.61***	.53***	.55***	.39**	.62***	
10. Job- Burnout	-.47***	-.73***	-.90***	-.72***	-.85***	-.89***	-.71***	-.74***	-.71***

Source: own survey, 2019 * , ** and *** are significance level at 10%, 5% and 1% respectively.

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According to Cohen (1988) effect size standards, correlation coefficients with $< \pm 0.28$ are small effects; medium effects range from $\pm 0.28 - \pm 0.49$; and, large effects are greater than ± 0.49 . Accordingly, in this research the correlation coefficient of all the variables fell within the medium and large range. As a result, it is generalized that both the dimensions of structural and psychological empowerment have strong relationship with job satisfaction and job burnout except information, which have moderate relationship with both job satisfaction and job burnout. Both dimensions of structural and psychological empowerment have negative relationship with job burnout while they have positive relationship with job satisfaction.

4.2.2 Structural equation modeling

Structural equation modeling used to measure and know the direct relationship between empowerment, job satisfaction and job burnout and, the indirect relationship between employee empowerment and job burnout through the mediating variable of job satisfaction. The results was obtained using Analysis Movement of Structures (AMOS) version 23.

Table 4.3: Model 1 Regression Path Analyses (showing effect of empowerment on job burnout)

Model	Coefficients		S.E	C.R	P. value
	Unstandardized	Standardized			
JBR –SIF	-0.04	-0.26	0.022	-1.941	0.052
JBR –SRS	-0.01	-0.03	0.015	-0.332	0.740
JBR –SSP	-0.05	-0.38	0.024	-2.212	0.027**
JBR –PIM	-0.12	-0.37	0.057	-2.080	0.038**
JBR –PSM	-0.14	-0.61	0.062	-2.305	0.021**
JBR ---PMN	-0.07	-0.39	0.034	-2.177	0.030**
JBR ---SOP	-0.06	-0.35	0.030	-1.066	0.039**
JBR ---PCM	-0.06	-0.36	0.026	-2.134	0.033**

Source: own computation, 2019 Where SIF = information, SRS = resource, SOP = opportunity, SSP = support, PIM = impact, PSM= Self determination, PMN = meaning, PCM = competence

Each hypothesis proposed empirically was tested in structural equation model (SEM) using AMOS (Analysis of Moment Structures). The regression coefficient result for model 1 table 4.3 above showed that all dimensions of both psychological and structural empowerment have negatively affect job burnout. Their level of significance indicate that all dimension except information and resources have significant impact on job burnout. From all dimensions of empowerment self determination (PSM) was the highest predictor of job burnout with beta coefficient ($\beta = -.61, p < 0.05$). This implies that, When PSM goes up by 1 standard deviation, JBR goes down by 0.61 standard deviations. In other words when managers provide opportunity and freedom for nurses to make certain decision about their work, instead of just commanding them to follow rules and regulations within the organization they will be satisfied with their work and hence they will be free from emotional exhaustion.

Next to self-determination, highest predictor of job burnout is meaning, support, impact, competence with path coefficient ($\beta = -.39, \beta = -.38, \beta = -.37, \beta = -.36$ respectively with $p < 0.05$). This indicates that when impact goes up by 1 standard deviation, Job burnout goes down by 0.39 standard

deviations meaning that when the employees believe that they can influence the strategic, administrative or operating outcomes at work they will not feel emotional exhaustion. Also, when support goes by 1 standard deviation, Job burnout will decreased by 0.38 standard deviations and this indicates that when the nurses received feedback, leadership and guidance from superiors, peer and subordinates they will be motivated, committed in their work, increase their work performance.

Meaning also the highest and significant predictor of job burnout next to support, this showed that when PMN increased by 1 standard deviation, job burnout will decreased by 0.37 standard deviations which means, when employees have a belief in their judgment, values, work role and, behaviors with connection to the work or the employees have the opportunity to be guided by their own ideas and standards to evaluate the achievement of the organizational goal or purpose the employees will not feel emotional exhaustion. Besides, like meaning, competence significantly predicts job burnout by 0.36 beta coefficient. But resource is insignificant predictor job burnout showing that providing resources such as time, material, money and the like cannot motivate nurses working in the hospital.

Table 4.4: Model 2 Regression Path Analyses (showing effect of empowerment on job satisfaction)

Model 2	Estimate		S.E.	C.R.	P. value
	Unstandardized	Standardized			
JBS <---SIF	.14	.21	.072	1.879	.060
JBS<---SSP	.150	.20	.080	1.859	.063
JBS<---SRS	.146	.21	.079	1.861	.063
JBS<---SOP	.095	.14	.078	1.224	.221
JBS<---PMN	.276	.40	.091	3.039	.002***
JBS<---PCM	.00	.00	.065	.002	.999
JBS<---PSM	.208	.25	.102	2.043	.041**
JBS<---PIM	.00	.00	.139	-.029	.977

Source: own survey, 2019 ** and *** are significance level at 5% and 1% respectively where JBS = job satisfaction

Table 4.4 shows the effects of all dimensions of empowerment on job satisfaction and the result revealed that all dimensions of structural empowerment have insignificant positive relationship with job satisfaction with approximate similar beta coefficient implying that structural empowerment is not a predictor of job satisfaction. On the other hand from dimension of psychological empowerment, meaning (PMN) is the highest positive and significant predictor of job satisfaction with beta coefficient ($\beta = .40, p < 0.05$). This implies that, When PMN goes up by 1 standard deviation, JBS increased by 0.40 standard deviations. Self-determination (PSM) is the second highest positive and significant predictor of job satisfaction with beta coefficient of ($\beta = .25, p < 0.05$). the remaining dimensions of psychological empowerment (impact and competence) doesn't have any relationship with job satisfaction with beta coefficients of ($\beta = .00, p > 0.05$). The result is consistent with previous investigators. For instance, Holdsworth and Cartwright (2003) found that, only self-determination and meaning predicts job satisfaction. But this result is inconsistent with the findings of Thomas & Tymon (1994) and Spreitzer et al. (1997).

Table 4.4: Model 3 Standardized Regression Analyses
(effect of job satisfaction on Job burn out)

Model 3	Estimate		S.E.	C.R.	P
	Unstandardized	Standardized			
JBR<---SIF	-.041	-.248	.022	-1.865	.062
JBR<---SRS	-.001	-.007	.015	-.084	.933
JBR<---SSP	-.052	-.383	.024	-2.166	.030**
JBR<---PIM	-.120	-.386	.058	-2.059	.039**
JBR<---PSM	-.138	-.601	.061	-2.256	.024**
JBR<---PMN	-.068	-.366	.032	-2.095	.036**
JBR<---SOP	-.057	-.333	.029	-1.995	.046**
JBR<---PCM	-.056	-.374	.027	-2.112	.035**
JBR<---JBS	-.036	-.160	.026	-1.404	.160

Source: own survey, 2019 ** and *** are significance level at 5% and 1% respectively

The regression coefficient result for model 3 in table 4.4 above showed that there was an insignificant negative relationship between job satisfaction and job burnout with path coefficient ($\beta = -0.16$, $p > 0.05$), which means change of 1 standard deviation in JBS will have a variation of 0.16 on nurse's job burnout. This indicates that If employees feel fulfilled about their ideas within the job which gives them positive feeling and in return results high job satisfaction, and makes a positive emotion coming from the evaluation of nurse's job or from nurse's job experiences. This result is in agreement with the findings of Tetik (2016), Ambad and Bahron (2012) and Fong and Snape (2015).

4.2.3 Mediation Testing with Regression Analysis

In order to undertake mediation test Baron & Kenny's (1986) model for testing mediation was used as a guiding framework. Accordingly, mediation was tested through three regression models (Field, 2013; Hayes, 2013). According to Field (2013) the three-regression model are a/ A regression model that predicts the dependent variable from the independent variable, b/ A regression model that predicts the mediator variable from the independent variable, and c/ A regression model that predicts dependent variable from both independent and mediator variables. Furthermore, in Baron & Kenny's (1986) mediation testing model four conditions must be met for a variable to be considered as mediator. These are a/ the independent variable must be significantly related to the dependent variable in model 1 ; b/ the independent variable must be significantly related to the mediator in model 2 ; c/ the mediator must be significantly related to the dependent variable in model 3 ; finally d/ the independent variable must predict the dependent variable less strongly in model 3 than in model 1 (Baron & Kenny, 1986; Field, 2013; Hayes, 2013).

The regression results of model 1 (see table 4.3) showed that the four dimension of structural empowerment (information, resource, support, and opportunity) and psychological empowerment (impact, self-determination, meaning, and competence) are negatively related with nurse's job burnout and all are significant effect except information and resource. *Therefore, the first condition of mediation is not fulfilled.*

The regression analysis result model 2 indicated in table 4.4 above shows that the positive relationship between the independent (information, resource, support, opportunity, impact, self-determination, meaning, and competence) and

mediator variable (job satisfaction) but, except self-determination and meaning all are insignificant effect on job satisfaction. *Also, the second condition is not satisfied.*

The regression analysis results of model 3 in table 4.4 showed that even though the regression coefficient for the mediator variable (nurses job satisfaction) is negatively related with the dependent variable (nurses job burnout), it is statistically insignificant. *This implies that the third mediation condition is also not fulfilled.* The fourth mediation condition states that the independent variable must predict the dependent variable less strongly in model 3 than in model 1. Consequently, the regression coefficient shows change this means, the independent variables predicts dependent variable less strongly in model 3 than model 1. *This implies that the fourth mediation condition is fulfilled.* Since the first, second and the third condition are not fulfilled we can conclude that that job satisfaction cannot mediate the relationship between employee empowerment and job burnout.

5. Conclusion

The objective of this study was to examine the effect of empowerment on job burnout: the mediating role of job satisfaction in the context of Arba Minch General Hospital. The correlation result revealed that that both the dimensions of structural and psychological empowerment have strong relationship with job satisfaction and job burnout except information, which have moderate relationship with both job satisfaction and job burnout. In addition regression path analysis showed that both dimensions of structural and psychological empowerment have negative effect on job burnout. Their level of significance indicate that all dimension except information and resources have significant impact on job burnout with self determination (PSM) becoming the highest predictor of job burnout. Regression analysis path also showed that all dimensions of structural empowerment have insignificant positive relationship with job satisfaction with approximate similar beta coefficient implying that structural empowerment is not a predictor of job satisfaction. However, from dimensions of psychological empowerment only meaning and self determination has positively and significantly affect job satisfaction with meaning the highest positive predictor followed by self – determination. With regard to the effect of mediating variable (job satisfaction) the study found negative and insignificant effect job satisfaction on job burnout. Finally, the study confirmed that job satisfaction doesn't play any mediating role between employee empowerment and job burnout.

6. Recommendation

The study contains important messages to Arba Minch General Hospital nurse manager as the results showed that most of the nurses were moderately empowered but are highly unsatisfied with their jobs and felt more emotional exhaustion from their job. As result it is recommended hospital could empower the nurses. In other words the level of empowerment of employees of Nurse Professionals in Arba Minch general hospital is moderate implying that employees are far from being satisfied with their work and

hence there is a danger of adverse consequences on hospital customers and patients. Therefore, the study should be taken into account by the hospital that clamors for a more distinct style of management focus on empowering its employees to reduce job burnout. The hospital can also use strategies guided by Kanter (1997,1993) theory to create the structural empowerment conditions that contribute to the increment of nurses job satisfaction and decrease nurses job burnout. Providing opportunity of learning for nurse employees can promote their skill, development and growth. Finally, the hospital manager must encourage nurses to use evidence-based practice to support decision making and be open to creative ideas that could improve nursing practice.

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