

A GLOBAL RESOURCE FOR NURSES: WORK TEAM/GROUP EMPOWERMENT

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PURPOSE AND OBJECTIVES

- To define group empowerment and its global applications to nursing practice, education and research.
- To describe the role of work team empowerment as a leader in efforts to further improve global practice environments.
- To explain The Sieloff-King theory of work team empowerment within organizations, and the related instrument Sieloff-King Assessment of Group Empowerment within Organizations.
- To apply the theory of work team empowerment to develop strategies to transform work team's empowerment regardless of the practice setting or global location.
- To review the current status of empowerment research in health care with a focus for identifying nursing work team strategies that can assist those work teams to further improve their workplace empowerment.

GROUP EMPOWERMENT AND GLOBAL APPLICATIONS

- Nursing has been described as an oppressed, vulnerable group worldwide for years (Duchscher & Myrick, 2008; Roberts, DeMarco, & Griffin, 2009; Urban, 2014).
- Nursing oppression involves powerlessness, or the inability to make autonomous decisions, and results in oppressed group behaviors (OGB) which have been associated with deleterious effects on patient care, and as reasons for nurses leaving the profession (Hader, 2008; Vessey, DeMarco, Gaffney, & Budin, (2009).
- Factors associated with nursing's OGB include lack of empowerment.
- Empowerment is defined as implementation of the capacity of a group to achieve its goals (Sieloff & Dunn, 2008), and is viewed as both a process and an outcome.

INTRODUCTION WITH SIGNIFICANCE OF EMPOWERMENT TO NURSING

- The purpose of this presentation is to review the current status of empowerment research in health care with a focus for identifying nursing work team strategies that can assist those work teams to further improve their workplace empowerment.
- The literature has identified benefits from nursing empowerment including improved patient outcomes, increased nursing satisfaction, and intent to stay.
- The predominant level of analyses in nursing empowerment research has been at the individual level; however, the concept of group empowerment is more suitable as nurses work as teams.
- Nurses who experience group empowerment may be better suited to not only change systems that oppress others, but also to empower the profession.

GROUP EMPOWERMENT AND SIGNIFICANCE TO NURSING PRACTICE AND EDUCATION

- The nursing literature describes individual, community and organizational empowerment.
- Empowerment research has been challenged due to a lack of a consistent definition of the construct (Yukl & Becker, 2006).
- Group empowerment, conceptualized as an active process, is defined as implementation of the capacity of a group to achieve its goals (Sieloff & Dunn, 2008).
- Nursing educators, who have a responsibility to produce graduates capable of leading health care reform, must first be empowered as a group to achieve program outcomes.
- Empowered nursing teams who challenge the status quo are prerequisite to end the oppression of vulnerable and oppressed populations worldwide.
- Nursing empowerment has largely been studied by examining environmental factors (Kanter's Theory of Structural Empowerment) (Kanter, 1977: 1993) and/or emotional states (Spreitzer's Theory of Psychological Empowerment) (Spreitzer, 1995).
- Kanter (1977;1993) defined power as the capacity to mobilize resources to accomplish work.
- Kanter's theory, demonstrated to be a valuable foundation for nursing research, does not account for all variables associated with empowerment. This perspective emphasizes changing organizational policies and practices that support top-down control systems, where power is held by few.
- Psychological empowerment (Conger & Kanungo) stated empowering processes involve more than delegating or sharing power with subordinates (1988).
- The focus on individual empowerment limits the use of these theories to professional nursing which is accomplished by teams.
- By definition, a profession has unique perspectives and subsequently, requires specific theoretical foundations in order to adequately examine their phenomena of interest (Fawcett, 1999).

STATEMENT OF THE THEORY

Each work team or group is able to further empower itself by addressing eight factors:

1. Controlling the effects of environmental forces,
2. Communication competency,
3. Empowerment perspective,
4. Goal/ outcome competency,
5. Group leader's empowerment competency,
6. Position,
7. Resources, and
8. Role.

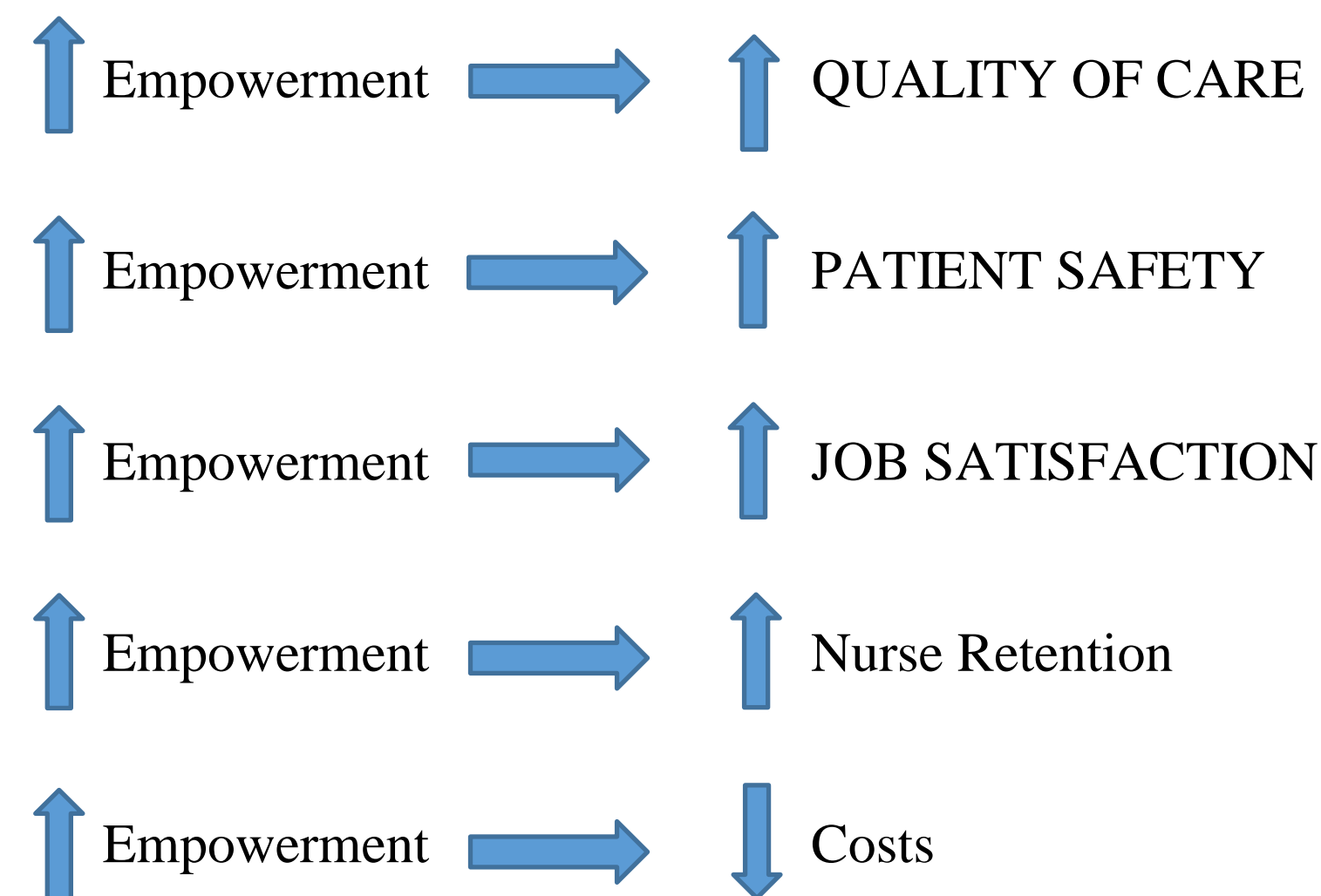
ASSUMPTIONS

Each work team or group has:

- A nurse leader (critical subsystem)
- An empowerment capacity and the ability to use that capacity (capability)
- The ability to independently increase its own empowerment

CONTROLLING THE EFFECTS OF ENVIRONMENTAL POSITION RESOURCES ROLE

GROUP LEADER'S EMPOWERMENT COMPETENCY EMPOWERMENT PERSPECTIVE → COMMUNICATION COMPETENCY ← GOAL/OUTCOME COMPETENCY ←



SUMMARY OF RESEARCH FINDINGS

Reliability Of Overall Instrument: Cronbach's Alpha – 0.91-0.92

Validity (Criterion-related) Of Overall Instrument

- Content validity: 87.4-91.7%
- Criterion-related validity
 - 0.49 – 0.625 (p< 0.01)
- Confirmatory factor analyses for a final alternate model with ten items eliminated
 - $\chi^2 = 504.7$
 - Df = 291, p < .00
 - Goodness of fit index = .9
 - Normed fit index = .86
 - Incremental fit index = .94
 - Comparative fit index = .94
 - Root mean square error of approximation = .05

GLOBAL APPLICABILITY

Inquiries (2007-current)

- Total 52
 - United states 38 (28 states)
 - International 10 (7 countries)

Instrument (SKAGEO®) Used In Research

- Total 17
 - United States 14 (12 states)
 - International 3 (3 countries – Finland, Israel, Korea)
- Different systems
 - Education
 - Health care
- Different work teams/ groups
 - Nurse administrators
 - Faculty
 - Interdisciplinary health care teams
 - RN shared governance

Relationship Of Empowerment To Other Concepts

- Autonomy (Bularzik, Tullai-Mcguinness, & Sieloff, 2012)
- Job satisfaction (Gianfermi & Buchholz, 2011)
- Nurse leader's role-related power (Viinikainen, Asikainen, Sieloff, Helminen & Suominen, 2015)
- Nurse leader's transformational leadership style (Kadosh, in progress)
- Structural empowerment (Kadosh, in progress)

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