

Introduction

Huber (2000) asserted that successful leadership in the current health care market requires the ability to create and empower teams that embrace and implement change. Highly motivated and functional nurse manager are essential elements of the organizations. Leadership principle that is essential for creating an empowered team through guidance, motivation, recognition, mentoring and ability to influence change. Linking the quality of the nursing practice environments, specific strategies to increase nurse's access to empowerment structures and increase the culture of patient safety (**Kevin, et al., 2006**).

In simple term,empowerment is the process of enabling or authorizing an individual to think, behave, take action and control work and decision making in autonomous ways. It is the state of feeling self empowered to take control of one's own destiny. Empowerment rules as a development strategy. Employee involvement and participative management are often used to mean empowerment (**Susan, 2008**).

Empowerment is the interactive process of building, developing and increasing person's ability to set and attain goals for nurses and social ends in most setting (**Snipes, 2005**). According to (**Maurer,2002**) empowerment is defined as giving individuals the authority, responsibility, and freedom to act on what they know and instilling in them believe and confidence in their own ability to achieve and succeed.

(**Weegmann et al., 2002**) mentioned that empowerment refers to an individual perception or attitudes as a result of delegation of authority and responsibility by upper level management . While **Tomy (2000)** reported that empowerment is the process gaining control over decision making process, Also the organization has the responsibility to create a work environment which helps foster the ability and desire of employees to act in empowered ways, The work organization has the responsibility to remove barriers that limit the ability of staff to act in empowered ways.

Therefore empowerment has become an increasingly important factor in determining nurse burnout, work satisfaction and performance in current restructured professional nursing (*Sarmiento, et al .,2005*). Alternatively, disempowerment lead to the inability to act, creates feelings of frustration and failure in staff nurses, even though they may still be accountable (*Laschinger, Finegan, & Shamian, 2001*).

Empowerment linked to important nursing outcomes such as job satisfaction, commitment, burnout and nurses' perceptions of respect and fairness (**Hatcher and Laschinger 1996; Laschinger et al. 2000; Laschinger and Finegan 2005b; Robertson 2003**).

Empowerment enables employees to make independent autonomous decisions in almost any situation. This empowerment would necessitate guidelines for the conduct role of staff members occupy through responsibility and participation. Found that by empowering employees, managers create a nurturing environment in which staff can learn, grow, improve and function effectively. Staff empowerment gives employees a sense of trust, importance and capability, thus creating a positive work environment. (*Dunlap et al., 1992*)

Erikson, et a., (2003) stated that empowerment occurs when organizational leaders engage staff in ways that promote personal and professional growth. Leaders help employees to extend their capabilities and thus to make progress toward realizing the staff's full potential. We found that involving each staff member in clinical processes and operations creates a more committed staff. Thus during the evolution of our health care team, we invited all the staff to participate in bringing order and contentment to frustration existing in the clinic. This mission would necessitate a more functional system, empowered employees and an increased sense of customer service.

Employees are empowered when they have access to information, support, resources and opportunities to learn and grow in their work setting. Jobs that provide discretion and that are central to the organizational purpose increase access to these

empowering structures. Similarly, strong networks with peers, superiors, and other organizational members increase access to these structures.

Additionally, organizational commitment is a topic that has been the focus of considerable research over the years, presumably because of its relations with important organizational outcomes such as employee turnover, employee performance and customer reaction (*Mathieu & Zajec, 2002&Laschinger, et al., 2000*).).

Organization commitment is defined as a relative strength of employee, orientation toward the organization in terms of loyalty, identification with involvement in the employing organization (*Herscovitch, 2002*). (*Finegan,2000*) added that organization commitment is associated with important outcomes for organizations wishing to maintain better interpersonal relationships, greater participation , lower absentism , maintain a stable workforces, lower role stress and conflict are associated with higher organization commitment.

Managers who have commitment to excellence for themselves ,their staff, and their organizations. They are capable of doing great work and they want to excel and expect others to do likewise. Most importantly, effective managers love their work and demonstrate their own capability to excel at what they do. Managers must know what they and their followers want and then go after it (*Diab, 2003*).

Significance of the study

Empowered nurses are more likely to be committed to the organization, highly motivated, more productive, more autonomous and more involved in decision making, able to motivate and empower others by sharing the sources of power, less burnout and less job strain (*Laschinger &et al., 2003*).