

Introduction

Nursing is an increasingly important core component of health care system. Nurses hold the majority of positions in most health care settings. Therefore, nurses' workplace well-being is a critical issue. The level of nurses' well being experienced in the work setting, specifically work motivation and empowerment, can have important personal consequences; it can affect other attitudes and even physical health. Thus work empowerment and nurses' motivation should be of great concern to any organization (*Hassan, 2007*).

A nurse manager requires creating and maintaining an environment in which nurses work together in groups towards the accomplishment of common objectives. A nurse manager cannot do a job without knowing what motivates nurses. The building of motivating factor into organizational roles, the staffing of these roles and the entire process of leading nurse must be built on knowledge of motivation. The art of motivation starts by learning how to influence the behavior of the nurse; this understanding helps to achieve both, the nurse as well as the organizational objectives (*Latham& Pinder, 2005*).

Motivation has been defined as the psychological process that gives behavior, purpose and direction; a predisposition to behave in a purposive manner to achieve specific, unmet needs, an internal drive to satisfy an unsatisfied need, and the will to achieve (*Lindner, 2009*). Moreover, the concept of motivation refers to internal factors that impel action and to external factors that can act as inducements to action. The three aspects of action that motivation can affect are direction (choice), intensity (effort), and duration (persistence). Motivation can affect not only the acquisition

of nurse's skills and abilities but also how and what extent, they utilize their skills and abilities (*Locke & Latham, 2006*).

Nurses are empowered when they perceive that their work environment provide opportunity for growth and access to power needed to carry out job demands. When these conditions are lacking, nurses feel powerlessness this will threaten organizational productivity and powerless nurses are more susceptible to burnout and reduced job dissatisfaction (*Sarmiento& Laschinger, 2005*).

Empowerment is considered as a motivational process of enhancing feeling of self-efficacy among organizational members through the identification of conditions that foster powerlessness (*Snipes, et al., 2005*). In Webster's Dictionary, the verb empowers means "to give the means, ability, or authority". Empowerment in the work setting involves giving nurses the means, ability, and/or authority to something hey have not done before and giving them the freedom, resources, information, and skills to make decisions and perform effectively (*Maton & Kenneth, 2008& Draft, 2006*).

Nurses 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 of these empowering structures (*Rashad, 2009*). Also, nurse manager empower staff when they delegate assignment to provide learning opportunities and allow nurses to share in satisfaction derived from achievement. The action of empowered staff is freely chosen, owned, and committed to the organization without any requests or requirements to do, so nurses can empower each others by

sharing knowledge, maintaining cohesiveness, and supporting each other (*Marquis & Huston, 2006*).

Significance of the study

Understanding nurses' motivating work factors and empowerment factors are extremely important to nurse administrator. They can make changes to facilitate nurses' motivation and empowerment to improve patient care. So, the purpose of this study is to give more insight to nurse manager to assess their traditional roles to change them from power over the staff nurses to motivate them to increase their empowerment. Besides, the practice of motivation and empowerment is often a principle component of management and hospital effectiveness. According to the studies done in this field as, *Hassan (2007)*, *El-Sayed (2008)* & *Mohamed (2010)*, who recommended that motivation and empowerment are considered of great value in administration of all aspects of nurses activities because nurses who are more empowered and motivated usually intensify their effort and energized to become more committed to the organizational goal and also enabling nurses to see themselves as competent and capable of high performance. So; it is important to measure motivation and empowerment among hospital nurses.
