Original Research

The Effectiveness of Psychological Empowerment on the Motivation and Enthusiasm of Nurses

Maryam Mahmoudi [1*]

1. Master's Degree in Career Counseling, Payame Noor University, Qazvin. **Orcid:** 0009-0002-0701-9292

*__Corresponding Author:__ Maryam Mahmoudi. Master's Degree in Career Counseling, Payame Noor University, Qazvin. **Email:** Maryam.mahmodii85@gmail.com

Abstract

Background: The present research was conducted with the aim of investigating the effectiveness of psychological empowerment on the motivation and enthusiasm of nurses.

Methods: This research is a semi-experimental type with a pre-test and post-test design with a control group and the statistical population of the research includes nurses with low motivation in Isfahan teaching hospitals who were working in 2022. The tools used to collect data are Bakker's work-related fascination questionnaire and Herzberg's health-motivational questionnaire. To

Results: The results show that the intervention of psychological empowerment has a significant effect on the promotion of motivation and the level of enthusiasm of nurses. In addition, the findings show that promoting motivation in the method of psychological empowerment has created a greater effect than enthusiasm.

Conclusion: Psychological empowerment causes mental and physical preparation in nurses; That is, it activates mental and physical forces to use motivation, enthusiasm and emotions.

Keywords: Psychological Empowerment, Job motivation, Enthusiasm, Nurses.

Submitted: 18 Apr 2024 Revised: 23 June 2024 Accepted: 18 Oct 2024

[Downloaded from intjmi.com on 2026-10-14]

Introduction

Today, one of the topics of interest is meeting the needs of employees in order to create motivation, to increase the quality of their work and to use the human resources as much as possible in the organization. Providing the necessary motivation to do work and paying attention to the motivational forces of employees is one of the most important and at the same time the most complex tasks of the managers of an organization (1). Motivation is one of the most important factors affecting human behavior and performance. The level of individual or team motivation that people show in their work tasks can affect all aspects of organizational performance (2). Motivation is something that almost everyone faces to some extent, and people work better when they are motivated, and this motivation is essential in business (3). In the community of nurses, work motivation is a key for the emergence and increase of their work satisfaction and performance. Based on this, the factors affecting nurses' work motivation are essential tools for changing and shaping nurses' work behaviors and their consequences (4). Motivation is related to the "why" of behavior; In other words, motivation determines the main reason for doing work by people. From the technical aspect, motivation is an energizing force that facilitates the stimulation, direction and continuation of behavior. Motivation is both a force within people and a process through which people can be invited to try harder (5). On the other hand, one of the most difficult challenges faced by managers is that employees and especially community nurses can maintain their passion for their work in any situation. Unlike people who suffer from job burnout, nurses who are passionate about their jobs have a strong feeling and effective connection with their work activities and consider themselves as capable people to respond to job demands (6). Passion at work refers to a stable, contagious, and effective cognitive state that is not focused on a specific subject, event, person, or behavior. Professional energy is characterized by a high level of energy and mental flexibility during work, willingness to try and resist problems (7). Professional dedication is characterized by a sense of importance, passion, desire, pride, and challenge at work. The third dimension of job passion is professional fascination, which is characterized by full concentration and immersion in work, so that time passes quickly during work and it is difficult for a person to be separated from her/his work. This experience in itself is very enjoyable and makes people get involved in it just for the sake of the activity, despite the high cost (8). In an age when people are busy with their daily activities and various techniques are used so that nurses who are tired of work can benefit more, psychological empowerment can be used as an intervention to improve the motivation and enthusiasm of nurses. Psychological empowerment is considered an internal motivation factor that reflects the active role of employees in the organization and they differentiate between management strategies and organizational factors and employees' perceptions about empowerment (9). Capable people are responsible, committed, hard working, creative, innovative, flexible, cooperative and effective. The cause of these behaviors should be sought in the motivations, thoughts and awareness of these people. Motivation is related to the needs of these people. In other words, the dominant need of a person is the main cause of his behavior (10).

Empowered people not only feel competent but also confident that they can perform tasks effectively. They feel a sense of personal mastery and believe that they can learn and grow when faced with new challenges. Empowered people also feel "Self-Determination". Self-determination means experiencing the feeling of choice in the implementation and systematization of a person's related activities (11). When people voluntarily engage in their tasks instead of being forced to engage in or stop working, they feel empowered to choose and their activities are the result of personal freedom and authority (12). Powerful people believe that obstacles in the

[Downloaded from intjmi.com on 2026-10-14]

external environment do not control their activities, but they can control those obstacles themselves. When people engage in work that they feel is meaningful, they are more committed and involved and show more perseverance in pursuing desirable goals and compared to when the feeling of meaningfulness of the activity is low, they concentrate more energy for it (13). Considering the favorable feelings that capable nurses can show in improving their job satisfaction, psychological empowerment has been used for this purpose in this research.Khodabandeh Shahraki et al. (2023) in their research investigated the relationship between psychological empowerment and nurses' health and organizational commitment. The average score of psychological empowerment was average, organizational health was high, and nurses' organizational commitment was average. A significant direct relationship between psychological ability and health and organizational commitment was observed. There was a significant relationship between psychological empowerment and health and organizational commitment. It is recommended to carry out interventions in the field of psychological empowerment to promote health and organizational commitment in nurses (14).

Timuri Dermian et al. (2022) in a research investigated the effectiveness of the psychological empowerment program based on the lived experiences of nurses on work-family conflict and occupational stress. The results showed that the considered program is effective in reducing work and family conflicts as well as reducing job stress, which is in line with previous researches. Psychological empowerment provides nurses with certain characteristics and skills that enable them to be more aware of their thoughts, feelings, emotions and behaviors and prevent the formation or intensification of tensions in the work environment that also negatively affect family life. Psychological empowerment by emphasizing proactive behavior instead of reactive behavior makes working people face life events in a more efficient and responsible way (15). Mehrabi et al. (2020) have studied the effect of psychological empowerment on the job stress of nurses working in the emergency department. The two studied groups did not have a statistically significant difference in terms of the average occupational stress score before the intervention. After the implementation of the interventions, the average job stress score in the test group decreased significantly, and the two groups had a statistically significant difference in terms of the average job stress score. Also, the average changes in job stress score in the test group were significantly higher than the control group (16). Sadeghi Gundomani et al. (2020) investigated the effect of the empowerment program on the moral helplessness of nurses in intensive care units. The research results show that due to the high prevalence of moral helplessness among nurses, it seems that by planning and implementing empowerment programs, the intensity and frequency of moral helplessness among nurses can be minimized (17). Allen & Butler (2016) applied psychological empowerment to nurses working in the intensive care unit (adults and children). The findings of this study showed that moral helplessness scores in nurses decreased 3 months after the intervention (18).

Methods

The current research is semi-experimental with a pre-test and post-test design. The statistical population of the research consists of nurses with low motivation in Isfahan teaching hospitals who were working in 2022. 30 nurses were selected in the accessible way and randomly replaced in two groups of 15 people, psychological empowerment and control. The measurement tools used in the research are:

Baker's work-related fascination questionnaire (2008): this questionnaire is a 13-item self-report, each of the test items is graded on a five-point Likert scale, from completely agree to completely disagree. Examining the psychometric properties by Baker showed that the questionnaire has three factors of attraction (4 items), work pleasure (4

[Downloaded from intjmi.com on 2026-10-14]

items) and internal work motivation (5 items) and the factors explain 65% of the variance. The results of Bakr's study showed that this questionnaire has high internal consistency (Cronbach's alpha), so that the attraction factor has an alpha coefficient ranging from 75.0 to 86.0 and the work enjoyment factor has an alpha coefficient of 88.0 to 96.0. And the internal work motivation factor has a coefficient of 63.0 to 82.0 (19).

Herzberg's health-motivational questionnaire, which includes thirty questions in two dimensions of motivational factors (success three questions, progress two questions, nature of work three questions, identification three questions, growth three questions) in total 14 questions and health factors (policies three questions , communication with colleagues three questions, job security three questions, communication with the supervisor three questions, money two questions, working conditions two questions) in total 16 questions. The validity and reliability of this questionnaire has been confirmed in previous studies, so that the reliability of the mentioned test was reported as 84.0 in Mahmoudi et al.'s study (20).

After the necessary coordination and sample selection and placing them in two experimental and control groups randomly, the selected people were contacted to participate in the intervention sessions. In this way, for the experimental group, the intervention group was held for 10 sessions, 3 sessions for one hour each week. The research questionnaires have been provided to them both in the pre-test stage and after the completion of the sessions as a post-test. The collected data has been analyzed by SPSS-22 software and by multivariate analysis of covariance (MANCOVA).

Results

First, the estimation of the research assumptions was ensured before analyzing the research hypotheses using multi -variable covariance analysis; the Colmogorov-Semirinov test has been conducted to evaluate the normal variables of the research, the Levin test, to evaluate the homogeneity of the dependent variances among the tester and test groups. Due to the realization of the assumptions related to covariance analysis, the single -variable covariance analysis test was used to evaluate the effectiveness of the intervention method. The mean and (standard deviation) of the experimental group nurses were 60.46 (89.7) in the pre -test stage, which increased to 85.67 (23.10) in the post -test stage. The mean and standard deviation of the nurses' Motivation Promotion for the test group was 48.43 (45.6) in the pre -test, which increased to 86.53 (23.11) in the post -test stage. However, there is little change in the control group.

According to the obtained results, it can be concluded that by considering the motivation pre-test scores as a co-variable, the experimental group and the control group have a significant difference in the motivation Promotion variable and the experimental intervention has been able to change create significance in this dependent variable (F=040and P=001). According to the obtained results, it can be concluded that by considering the enthusiasm pre-test scores as a co-variable, the experimental group and the control group have a significant difference in the motivation promotion variable, and the experimental intervention has been able to change create significance in this dependent variable (F=300.27 and P=001.0).

In order to accurately determine the difference between the groups, LSD post hoc test was used, the results of which are presented in Table 4. The results show that there is a significant difference between the psychological empowerment group (experiment) and the control group in terms of motivation. The results show that there is a significant difference between the psychological empowerment group and the control group in terms of enthusiasm. In addition, the findings show that the promotion of motivation in the method of psychological empowerment has created a greater effect than enthusiasm (the difference created in the means is greater).

[Downloaded from intjmi.com on 2026-10-14]

Discussion

The present study was conducted with the aim of investigating the effectiveness of psychological empowerment on the motivation and enthusiasm of nurses. The results of the research regarding the improvement of motivation resulting from the implementation of the psychological empowerment method show that this method is effective in improving the motivation of nurses with low motivation and exhausted from work. Also, regarding the level of enthusiasm, the results show an increase in the level of enthusiasm in the studied nurses with the implementation of this intervention.

In addition, the findings show that the promotion of motivation in the method of psychological empowerment has created a greater effect than enthusiasm (the difference created in the averages is greater).

Conclusion

The psychological perspective refers to a set of psychological conditions that are necessary for a person to feel that his destiny is in his own hands. In fact, the psychological perspective focuses on empowered perception. That is, on the individual's reaction to the structures, policies and strategies that surround him. Empowerment means being inclined to experience self-control, self-importance and a sense of freedom; Empowerment reduces illness, reduces absenteeism, reduces transfer and reduces nervous pressure. Psychological empowerment causes mental and physical preparation in nurses; that is, it activates mental and physical forces to use motivation, enthusiasm and emotions.

One of the limitations of the research is the non-cooperation of some members of the statistical community. In order to conduct future research, it is suggested that a similar research be conducted in different age groups and other occupations and the results be compared.

Acknowledgment:

None

Funding:

None

Authors Contributions:

MM conceptualized the study objectives and design.

Ethical Consideration:

None

References

[1] Ali, BJ, & Anwar, G.(2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. International Journal of Engineering, Business and Management. 2021 Apr 8;5(2):21-30.

[2] Andreas D. EMPLOYEE PERFORMANCE: The Effect Of Motivation And Job Satisfaction. PRODUKTIF: Jurnal Kepegawaian dan Organisasi. 2022 Jun 1;1(1):28-35.

[3] Sharifian, Pegah, Shoghi, Mahnaz, Mirzazadeh, Taybeh, Anisi, Elham. (2022). Explaining the concept, characteristics, occurrences and consequences of career motivation in the field of nursing with the Rogers approach: a review study, Quarterly Journal of Nursing, Midwifery and Paramedicine, 8 (3), 13-30.

[4] Chai X, Cheng C, Mei J, Fan X. Student nurses' career motivation toward gerontological nursing: A longitudinal study. Nurse Education Today. 2019 May 1;76:165-71.

[5] Shahraki M, Sharifzadeh G, Hosseini S M R, Gholamishiri S, Jorabian A. The Effect Of Training Professional Pre-Hospital Emergency Approaches On Job Motivation Of Emergency Medical Technicians In South Khorasan Province. Int J Med Invest 2023; 12 (1) :37-45

[6] Kang X, Yang L, Xu L, Yue Y, Ding M. Latent Classes of Circadian Type and Presenteeism and Work-Related Flow Differences Among Clinical Nurses: A Cross-Sectional Study. Psychiatry Investigation. 2022 Apr;19(4):311.

[7] Siadatian SH. Comparing and contrasting the central self-evaluations and the captivation related to jobs in Teachers special education and general education. Rooyesh-e-Ravanshenasi Journal (RRJ). 2018 Sep 10;7(6):51-62.

[8] Basyouni SS, El Keshky ME. Job insecurity, work-related flow, and financial anxiety in the

[Downloaded from intjmi.com on 2026-10-14]

midst of COVID-19 pandemic and economic downturn. Frontiers in Psychology. 2021 Jul 15;12:632265.

[9] Zare, Fatemeh, Manshai, Gholamreza, Keshti Arai, Narges. (2023). The effectiveness of psychological empowerment training on self-worth and psychological capital of women heads of households, Quarterly of Applied Psychological Research, 14(1), 195-210.

[10] Rahmanian Z, Besharati M, Taghizadeh H, Eftekharian F, Damshenas M H, Sahraei R, et al . Examining the Views of Faculty Members of Jahrom University of Medical Sciences Regarding Appropriate Strategies for Empowering Professors. Int J Med Invest 2023; 12 (2) :165-177

[11] Lyu D, Ji L, Zheng Q, Yu B, Fan Y. Abusive supervision and turnover intention: Mediating effects of psychological empowerment of nurses. International Journal of Nursing Sciences. 2019 Apr 10;6(2):198-203.

[12] Khoshmehr Z, Barkhordari-Sharifabad M, Nasiriani K, Fallahzadeh H. Moral courage and psychological empowerment among nurses. BMC nursing. 2020 Dec;19(1):1-7.

[13] Al-Bsheish M, bin Mustafa M, Ismail M, Meri A, Dauwed M. Perceived management commitment and psychological empowerment: A study of intensive care unit nurses' safety. Safety Science. 2019 Oct 1;118:632-40.

[14] Khodabande Shahraki, Sediqah, Farrokhzadian, Jamila, Sadeghi, Zahra. (2023). The relationship between psychological empowerment and nurses' health and organizational commitment. Modern Medical Information, 9 (2), 156-167.

[15] Timuri Dermian, Soheila, Salimi Bejestani, Hossein, Zare Bahramabadi, Mehdi. (2022). The effectiveness of the psychological empowerment program based on the lived experiences of nurses on work-family conflict and occupational stress, Mashhad University of Medical Sciences Faculty of Medicine Journal, 65(4).

[16] Mehrabi, Maryam, Etamadi Far, Shahram, Faruzandeh, Nasreen, Sedehi, Morteza. (2020). The effect of psychological empowerment on the occupational stress of nurses working in the emergency department. Clinical Journal of Nursing and Midwifery, 9(4), 812-800.

[17] Sadeghi Gandomani, Hamidreza, Rezaei, Arezoo, Azadchehar, Mohammad Javad, Afshar, Mohammad. (2020). Investigating the effect of the empowerment program on the moral helplessness of nurses in special care units. Journal of Rehabilitation Research in Nursing, 6 (3), 109-115.

[18] Allen R, Butler E. Addressing moral distress in critical care nurses: a pilot study. Int J Crit Care Emerg Med. 2016;2(2).

[19] Bakker AB. The work-related flow inventory: Construction and initial validation of the WOLF. Journal of vocational behavior. 2008;72(3):400-14.

[20] Mahmoudi H, Ebrahimian A, Solymani M, Ebadi A, Hafezi S, Fayzi F, Sadeghi M. The study of job motivation factors in critical care nurses. J Behav Sci. 2007;1386(1):2.

[Downloaded from intjmi.com on 2026-10-14]

Tables:

Table 1: Descriptive Indicators of Affiliated variables in experimental and certificate groups

	Control group				Psychological Empowerment Group			
Components	Pre-Test		Post-Test		Pre-Test		Post-Test	
	M	SD	M	SD	M	SD	M	SD
enthusiasm	۴۴.۴۰	۴.۰۰	۴۵.۵۵	۴.43	۴۶.۶۰	۷.۸۹	۶۷.۸۵	۱۰ .23
Motivation	۵۱.۶۰	۵.89	۵۳.۱۱	۵.۸۶	۴۳.۴۸	۶.45	۵۳.۸۶	۱۱.۲۳

Table 2: Effects between Testing Subjects for Motivation Promotion Component

Source of changes	Sum of square	Degrees of freedom	Mean square	F	P	eta
Pre -test effect	۵۸۳.۵۱۶	۱	۵۸۳.۵۱۶	۶۰.۶۲۶	۰.۰۰۱	۰.۷۰۰
Group effect	۲۰۲.۵۱۶	۲	۴۰۷.۹۳۳	۲۰.۰۴۰	۰.۰۰۱	۰.۶۱۷
Error	۲۳۴.۳۸۴	۲۶	۸.۴۳۸			
Total	۹۶۴۷	۳۰				

Table 3: Intersubject effects of the tests for the enthusiasm component

Source of changes	Sum of square	Degrees of freedom	Mean square	F	P	eta
Pre -test effect	۳۳.۶۳۳	۱	۳۳.633	۷.۰۷۱	۰.۰۰۱	۰.۵۹۷
Group effect	۲۰۰.۲۲۲	۲	۱۳۰.۳۲۳	۲۷.۳۰۰	۰.۰۰۱	۰.۶۰۰
Error	۱۰۷.۴۷۶	۲۶	۶.۵۵۸			
Total	۷۴۵۰	۳۰				

Table 4: Post hoc test results to compare the average motivation scores between the two experimental (psychological empowerment) and control groups.

Groups		Difference of means	standard error	P
Creativity oriented	**Control**	۱۰.۰۰۶	۱.۳۰۶	۰.۰۰۱
Control	**Creativity oriented**	۱۰.006	۱.۳۰۶	۰.۰۰۱

[Downloaded from intjmi.com on 2026-10-14]

Table 5: Post hoc test results to compare the mean scores of enthusiasm between the two experimental (psychological empowerment) and control groups

Groups		Difference of means	standard error	P
Creativity oriented	**Control**	٥.٧١	١.٣٠٧	٠.٠٠١
Control	**Creativity oriented**	٥.٧١	١.٣٠٧	٠.٠٠١

[Downloaded from intjmi.com on 2026-10-14]