MEDIATING ROLE OF EMPLOYEE PSYCHOLOGICAL EMPOWERMENT FOR THE RELATION OF STRUCTURAL EMPOWERMENT WITH LIFE SATISFACTION

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Abstract: *Current study is planned to find the relation of structural empowerment, psychological empowerment and life satisfaction. Nurses of public hospitals are considered as target population. 255 nurses were randomly selected for conducting this research. Results describes that structural empowerment has positive significant influence on life satisfaction and psychological empowerment. Furthermore, psychological empowerment partially mediates the relation of structural empowerment with life satisfaction. In future this kind of researches will also conductedon the nurses of private hospital and compares the results. In future, nurses of some other cities of Pakistan like Bahawalpur, Islamabad, Multan, Faisalabad, and Karachi may also include. It is also valuable to include more variables along with these variables.*

Keywords: *Structural Empowerment, Psychological Empowerment, Life Satisfaction, Nursing Sector*

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Introduction

This research is carried to find the mediation of psychological empowerment for the relation of structural empowerment and life satisfaction. Life satisfaction is dependent variable. Psychological empowerment is considered as independent variable and life satisfaction is dependent variable. Satisfaction with life is an important sphere on one's life (Jin, et al., 2018). In last decades, there are number of researches for identifying the phenomenon of life satisfaction with the help of many variables (Dolan et al. 2008; Lavy and Littman-Ovadia 2011; Lin, 2019).

Life satisfaction is considered as universal assessment and intellectual one's satisfaction with one's life and it is also considered as distinctive attribute for personal satisfaction and an important component of one's well-being (Diener et al., 1985; Pavot and Diener 2008; Anglim, et al., 2020). Life satisfaction result in unique consequence particularly it is very vital for one's physical and mental health (Hirdes and Forbes 1993; Damaskinos, et al., 2019) which reduced the death rate and increases one's life in Taiwanese people (Mete 2005) Dutch (Headey, & Yong, 2019), British (Okabayashi et al., 2019). Life satisfaction also result in less danger of humankind, and always benefited them with immense healthy activities (Wardecker et al., 2008). Results of life satisfaction are almost the same in young age and in old age (Song et al., 2010). For identifying the better ways for satisfying the lives of students at university level, results of research described that females are more satisfied as compare to men (Soares et al., 2019).

A study came with the result of about 21% population is completely dissatisfied from the life and about 21.6% population is fully satisfied from the life and in the last about 54.4% population may have moderating level of satisfaction about the life (Kim et al, 2019). In Europe, there is high ratio where people are dissatisfied from their level of lives. According Campara, et al., (2017) described that people with low level of income are more dissatisfied from their lives. It is also reported in China, where people with old age seem more dissatisfied (Hu, et al., 2016). As per the research of Ozsoy et al., (2014) about half of the employees in Turkey particularly in public and private departments were found dissatisfied with their lives. Whole discussion can be concluded with that the satisfaction from life very important for an individual as well as for an organization.

Current research is conducted on nursing sector of Lahore Pakistan. For this purpose, this study, selected Services hospital and Sheikh Zaid Hospital of Lahore. Nurses are very unhappy with their lives as they are performing their jobs in shift duties and serving their families. Also, they face many hardships as they are handing both patients i.e. male and female. Due to sick environment nurses also fell depression and result in low level of life satisfaction.

Literature Review

Psychological Empowerment

The concept of psychological empowerment is being defined as the mind state in which the individual would feel the sense of complete control over everything with respect to his work. Instead of sharing power with the workers as per the managers practice, psychological approach does focus on how well

organizational employees feel about their positions and work. It is basically the inner thought and trust of the employees about their value, role and importance within the organization (Spreitzer, 2007; Alvi, et al., 2016; Kleine, et al., 2019). Organizations can make a strong statement for their employees through the empowerment, as they are highly valued and trusted within the organizations. Different other researchers Conger and Kanungo (1988); Spreitzer (1995); Thomas, Velthouse (1990) and Turnipseed, & VandeWaa (2020) have described the empowerment as the process of motivation. By considering the impact of empowerment as it is experienced by the first level management and employees, there should be the focus to build and enhance the trust of employees as their self-esteem. According to the Spreitzer (1995) empowerment is the procedure or even a state of mind, which can be divided into following four dimensions: 1. Meaning (understanding of everyone's work has its own importance), 2. Competence (it is to trust the abilities of worker), 3. Self-determination (it is the self-efficiency of the worker to initiate and perform work), for impact (degree of some value addition towards the product or organization). As per the elaboration of Huertas-Valdivia, Braojos & LIorens-Montes (2019) employee's psychological empowerment is advisable for the different type of service industries, where the workers are needed to behave as per each time service demanded. According to Karatepe (2013), Kong et al. (2016) and Menguc et al. (2013) it has been witnessed that the employees with empowerment are being more involved towards the organizational and working issues, try to provide the effective solution in a diligent and professional way, keep control with the

consideration of uncertainty and risk and also come up with a creative idea to maintain and keep the smooth working process. Other researchers like Spreitzer (1995), Thomas & Velthouse (1990), and Choong, et al., (2019) psychological empowerment is the core reason to enhance the level of self-competence and the self-determination among the organizational employees. Spreitzer (2007) has stated that the psychological empowerment is the most important factor to lead and to manage the employees work within organization, although it is very much useful tool to get understanding of the employees about their concerns, issues and experience at the work position. It is the concept of building trust and value among the employees through which they can understand and feel that they have complete authority, hold and control over their work and position. That will ultimately motivate the employees from their inside and they also will feel and identify the importance and significance at their working place within the organization (Spreitzer, 2007; Safdar, et al., 2020; Zeb et al., 2019).

Structural Empowerment

Structural empowerment is concept to provide a space to build the employee's behavior and attitude at the working place within all type of organizations such as social and others. According to Kanter, (1977) within the business settings, where the employees are being empowered to get fair chance to accomplish their jobs and tasks with the clear access to required power and to achieve deserving growth. The term of structural empowerment is being found from such social exchange type theory. As per the concept, structural empowerment is basically to provide authority and hold to the employees within

organizations. As, Prasad (2001) said that organizational structure is normally linked with the structural empowerment. Prasad (2001) also described that its theory and literature related to power, strategies, authority, responsibilities and such control directly linked with the system and structure of organization. According to Prasad (2001) employees can find the authority and power within their organizations and the self-governing approach is very much important as per the theory and literature of empowerment. Furthermore, the structural kind of empowerment can be elaborated as "the management policies and practices that aimed to transfer the power from management to employees" (Kassim et al., 2012; Butt, et al., 2016; Kanten, & Kanten, 2019). Author like Melhem (2004) briefly defined the structural empowerment as "to freeing someone from rigorous control by policies, instructions, orders and also to give that person free hand to take responsibility for such ideas that he or she provide for decisions, management practice and actions that he or she made in the working place context". Daft (2001) has also described the empowerment that it can be analyzed through the actions, activities and such practices which enables the employees to work with authority and to enjoy the power and full control over their work and working place. Whereas, Chebat and Kollias (2000) have elaborated the concept of empowerment in further detail that it is to give the chance to the employees to avail all required resources and act even to replace the existing working process and procedure with the implementation of new production techniques to make the whole production process easier as it is relevant to the completion of work and particular decisions. Zeglat et al. (2014) said that the structural empowerment is

the continuity of managerial policies and practices through the delegation of authority to make decisions and work-related power to subordinates within the organization. Within the organizations, it can play a very critical role for tiredness and for the motivation as well. According to different researchers, like Kanter (1997), Conger & Kanungo (1988), Mills & Ungson (2003), Yin et al., (2019) and London, et al., (2019) structural empowerment through the communication, resources, information and support is helpful to control the relevant resources, to take part in the decision making and also to establish appropriate working environment to achieve desired targets.

Life Satisfaction

Life satisfaction is very important variable and has directly effect on a society (Zeinalhajlou et al., 2019). Employees with better level of life satisfaction are very enthusiastic and resilient which result in good health. Dissatisfaction with life has adverse effect on employee health and main source of negative consequences i.e. anxiety, depression, personality disorders (Alvi, et al., 2015; Zeinalhajlou et al., 2019). The overall happiness of people about their lives is called life satisfaction (Telman and Ünsal 2004; Kafeel, & Alvi, 2015). "Life satisfaction is generally referred to as the summation of evaluation regarding a person's life as a whole" (Bardo, 2017; Alvi, et al., 2019).

In addition, employees with better level of life satisfaction have a great advantage to attain benefit for achieving the professional success (Siahpush, et al., 2008; Xu & Roberts, 2010; Alvi, et al., 2016 Zullig, et al., 2020). Life satisfaction is now widely used for sustainability (Barbosa-Póvoa, et al., 2018) and for society development (Johnson, et al., 2018).

Thus, life satisfaction is the imperative domain of personal life, occupational setting and even for society life. Piper (2019) discovers that life satisfaction is closely linked with future thoughts of employees. Due to these stated reasons current research considers this variable as the dependent variable.

Employees with better level of job and life satisfaction may result in better productivity and high morale and feeling of fulfillment and reduce employee turnover intentions, employee turnover and reduce job search (Spector 1997; Aziri 2011; Carr, et al., 2020). However, low level life satisfaction increases absenteeism and turnover rate (Larrabee et al. 2003; Au et al., 2020). It is important to discover methods for enhancing the level of life satisfaction at workplace (Khan, et al., 2016; Au et al., 2020). Current literature widely explores the phenomenon of life satisfaction in the context of job satisfaction (Zhai et al., 2017).

Hypotheses Development

Structural empowerment has noteworthy positive on psychological empowerment (Siegall & Gardner, 2000; Dee, Henkin & Duemer, 2003; Robbins, et al., 2002; Spreitzer, 1996; Silén, et al., 2019). Laschinger et al. (2001) also investigated this relationship fond that this is significant.

H1: "Structural Empowerment" has positive relationship with "Psychological Empowerment".

According to the researchers like Fernandez-Ballesteros et al., (2001) it has been found that, there is a positive link among empowerment and the level of life satisfaction and it also a normal thinking found in the social setting as well. Researchers like Hossain, Asadullah & Kambhampati (2019) disclosed that empowerment is a strong predictor of life satisfaction. In his regard, current research proposes the following direct and mediation hypotheses.

H2: Structural Empowerment is positively related with Life Satisfaction

H3: Psychological Empowerment is positively related with Life Satisfaction

H4: Psychological Empowerment act as intervening variable between Structural Empowerment and Life Satisfaction.

Scale and Measurement

For measuring the structure empowerment, we used 19 statements scale of Kanter (1977).

For measuring the psychological empowerment, we used 11 statements scale of Spreitzer's (1995). Life satisfaction was measured with Diener et al., (1985) 5-items scale. All the responses were taken on five-point Likert scale from "(1) strongly disagree to (5) strongly agree".

Target Population and Sample

Nursing sector of Lahore is considered as target population of the study. The target population include both male and female employees and the total number was 255 respondents randomly.

Results and Discussion
Reliability Analysis

Table No 1 Reliability Statistics

Variable's Name	Alpha of Reliability
"Structural Empowerment"	.82
"Psychological Empowerment"	.82
Life Satisfaction	.84

Reliable date is analyzed with the value of Cronbach's Alpha. This value must be > 0.60. Above table shows that entire values Cronbach's Alpha are more than 0.60. Hence, reliability of data is existed.

Correlation Analysis

Table No 2 Correlations

	"Structural Empowerment"	"Psychological Empowerment"	Life Satisfaction
"Structural Empowerment"	-		
"Psychological Empowerment"	.55**	-	
Life Satisfaction	.42**	.46**	-

"**. Correlation is significant at the 0.01 level (2-tailed)".

Table no 2 indicates the coefficient of correlation among all the variables. All the variables have positive correlation with each other's. Psychological empowerment has positive relation with structural empowerment. Its value of "r" is 0.55**. Life satisfaction has positive relation with structural empowerment and its value of "r" is 0.42** and also has positive relation with psychological empowerment and its value of "r" is 0.46**

Regression Analysis
Table 3 Regression Analysis

		"β"	"S.E	"F"	"R^2"	"Decision"
"Path c (Step 1)"						
"Outcome": Life Satisfaction						
"Predictor": empowerment	Structural	0.41	.076	82.42	0.36	0.000<0.01
"Step 2 (Path a)"						
"Outcome": Psychological Empowerment						
"Predictor": Structural Empowerment		0.53	0.077	140.43	0.41	0.000<0.01
"Step 3 A (Path b)"						
"Outcome": Life Satisfaction						
"Predictor": Psychological Empowerment		0.44	0.089	140.32	0.34	0.000<0.01
"Step 3B (Path c')"						
"Outcome": Life Satisfaction						
"Mediator": Structural Empowerment		0.32	0.083			0.012<0.10
"Predictor" : Psychological Empowerment		0.34	0.077			0.000<0.01

"P<0.01"
"P<0.05"
"P<0.10"

Table No 3 provides the values of regression analysis. For the relationship of structural empowerment and life satisfaction, Value of F is 82.42 and R^2=0.36 and Value of β =0.42. value of p<0.01, So hypothesis no 1 about this relation is significant. This result is similar with the result of previous research (for e.g. Nel, et al., 2015).
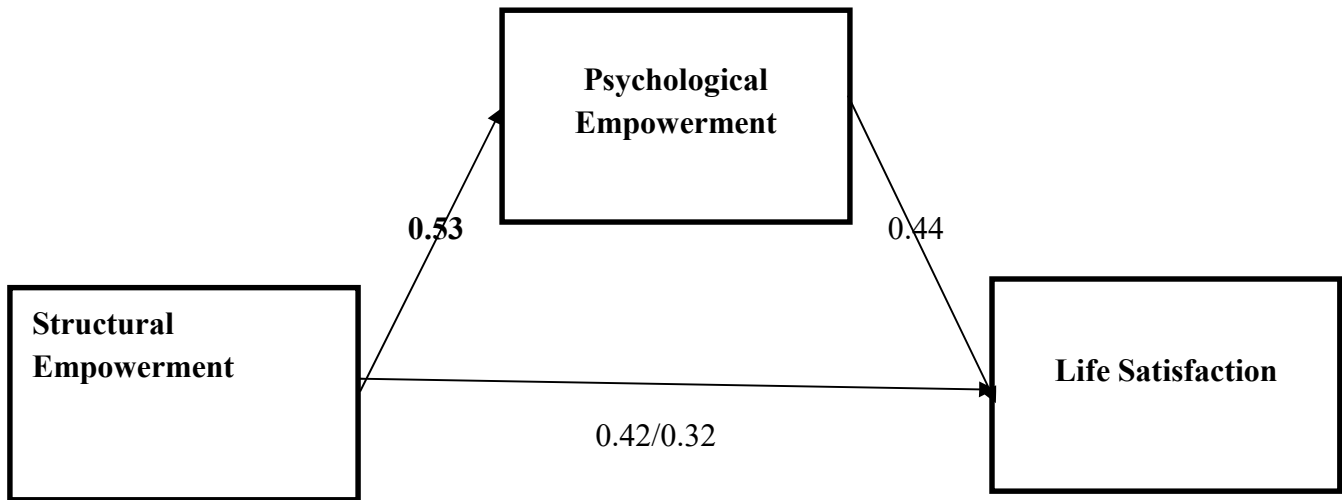
For the relationship of structural empowerment and with psychological empowerment, Value of F is 140.43 and R^2=0.43 and Value of β =0.53. value of p<0.01, So hypothesis no 2

about this relationship is accepted. This result is similar with the results of previous researches (for e.g. Stewart, et al. 2010).

For the relationship of psychological empowerment with life satisfaction, Value of F is 140.32 and R^2=0.32 and Value of β =0.44.

value of $p<0.01$, So hypothesis no. 3 about this relationship is accepted. This result is similar with the results of previous researches (for e.g. Diener, & Biswas-Diener, 2005; Wagner, et al., 2010; O'Brien, 2011; Singh, et al., 2019).

Figure No 2

For checking the mediation of structural empowerment for the relation of psychological empowerment with life satisfaction. First, current study checks the direct relationships i.e. structural empowerment with life satisfaction, structural empowerment with psychological empowerment and psychological empowerment with life satisfaction respectively. These all three results are significant. For checking the mediation effect, current research regresses the structural empowerment with "psychological empowerment on life satisfaction". It is seen that Value of β is reduces from 0.42 to 0.32. This value describes that partial mediation is existed.

Conclusion

Life satisfaction is established variable and researches are doing their researches on this variable before long period of time. Existing study also incorporate the two closely related variables "structural empowerment and psychological empowerment". Target population of this study is nurses of public sector of Lahore. Results indicates that structural empowerment has good positive impact on life satisfaction and psychological empowerment has also significant influence on life satisfaction. Additionally, psychological empowerment partially mediates the relation of structural empowerment with life satisfaction.

Some of limitations of current study are as follow. Data is gathering at one time. Other limitation of this this research is that data is collected from nurses of Government hospitals of Lahore. Data is collected from one city of Pakistan. Some of the other important predictors like life satisfaction, emotional labor, perceived supervisor support, employee stress, perceived organizational support and job burnout are not included in this study. In future this kind of researches will also conducted on the nurses of private hospital and compare the results. In future, nurses of some other cities of Pakistan like Bahawalpur, Islamabad, Multan, Faisalabad, and Karachi may also include. It is also valuable to include more variables along with these variables.

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