Rethinking the Concept of Empowerment for Nursing Administration Using The Hybrid Model of Concept Development

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Abstract: The purpose of this paper is to discover the understanding of the concept of empowerment. This paper is analyzing the concept of empowerment by using the *Hybrid Model*. The hybrid model of concept development (Schwartz-Barcott & Kim, 2000) is an approach that helps in the analysis and development of selected concepts. There are different models for concept analysis. The hybrid model combines theoretical and empirical analysis. Researchers face many difficulties when developing the central concept of a theory, such as lacking adequate definitions and measurements. The hybrid model aids researchers in identifying and overcoming difficulties by: selecting concepts integral to nursing practice for analysis; broadly reviewing literature to capture commonalities and extremes in the conceptualization and application across disciplines; focusing analysis on the definition and measurement of the concept; and interfacing the initial theoretical analysis based on the literature with the insights gained from the empirical data obtained in phase two (Schwartz-Barcott & Kim, 2000, p. 130).

Introduction

Nurses play an integral and crucial role in any health care organization. Unfortunately, nurses are sometimes exposed to poor treatment within a healthcare organization. This is concerning; Saudi Arabia is expanding its health care environment and is investing billions of dollars into the healthcare sector. Part of the expansion includes having a system in place that supports and nurtures its nurses. Many nurses feel as though change will be difficult without internal organizational support.

A supporting structure should provide the nurses with the power to make and execute decisions. Nurses can take initiative and make positive changes when they have authority. Organizational structures are hard to change, but with effective leadership any resistance to the change can be minimized. Hence, leadership has to be consistent and strong, and the nurses needed to be motivated to make changes and embrace shifts safety. The intention is to create a framework through which nurses can interpret actions, behaviors, and decisions. Nurse administrators also need to realize that the effort to change a culture is not a single event, but recurring and constant, as a culture must be reinforced over time through effective leadership. Nurse administrators have to identify the factors that give staff nurses trouble in practice and strategize how to abate them. Any internal and external factors must be acknowledged, and a measurable strategy put in place, with a strong feedback system. Hospital administrators and doctors have to create an environment in which nurses can flourish, for the benefit of both the staff and the patient. They have to support and empower nurses in the organization by providing some important factors. They have to advocate for their staff and be willing to support nurses in the work place.

This paper will use interviews, rather than participant observations. The following content will be covered throughout the paper: the development of concept of empowerment using a hybrid model, through locating the self in selecting the concept of empowerment; the review and analysis of relevant literature; the collection of analysis of the interview data; and a presentation of findings.

The Hybrid Model of Concept Development

The hybrid model consists of three phases: a theoretical phase, a fieldwork phase, and a final analytical phase. The theoretical phase consists of concept selection. The concept is identified, a literature review is initiated, existing definitions and potential ways for measuring the concept are identified, analyzed, and a working definition established. After selecting the concept in phase one, the second phase takes place. The field work phase includes setting the stage, selecting the case, establishing entry, and collecting and analyzing the data. The field work phase helps refine the concept. In the final analytical phase, the initial theoretical analysis and data collected are reconsidered in term of defining and measuring the concept. (Schwartz-Barcott & Kim, 2000).

Phase I: Theoretical Phase

The theoretical phase is the first phase of the hybrid model. During this phase, a concept is selected and a working definition determined. The following section will include 1) a review of how the empowerment concept is selected, 2) an analysis of extracting the definition from literature (originally: reviewing the exciting definition on the literature), 3) and establishment of a working definition.

Selecting the Concept of Empowerment

While the author was in college studying nursing, she came across a few freshman Saudi students who had transferred out of nursing. She remember having a conversation with one of the students as to why she transferred. The student let the author know that she did not have much respect for the field of nursing, as its image is presented as less than what it should be. She felt as if the nurses became servants, and was mistreated by the hierarchy in the healthcare system. She went on to state that there was no one in authority to protect nurses from such circumstances. The author told her that she should be confident that the nursing field would soon be respected and recognized in Saudi Arabia, and that would be the one to help usher in the cultural shift.

The author believes that this was her tipping point; the point when one realizes something and can use that realization to not only identify the root of an issue, but conquer it as well. This can lead to new ways of learning through encounters in different situations. Thus, understanding the importance of each situation as it relates to learning, recognition, reporting, and discussion, as well as what it can provide in the overall experience, is extremely vital to nursing practice. When an adverse situation happens, it is usually accompanied by fear, shame and even guilt; yet all of these feelings can be turned around by having a positive point of view founded in support.

Doctors and nursing administrators treating the nurses poorly seemed like a common theme throughout the entire establishment. The author found that there can be conflicts between the nurses and doctors. For example, if there was something missing from the supply room, such as a syringe, the doctors would yell at everyone in front of the patients. The author could not believe that a doctor would speak to the nurses in the manner that he did and moreover, that he would speak in a way that belittled the nursing profession as a whole. There was no constructive support in this environment.

It was a result of this incident that led the author to suggest to the preceptor than an incident report should be written up. After all, it was so shocking and surprising that the author felt the incident should be written up to document what had happened. The preceptor, however, told her that no such report could

be written because the cruel and condescending words were spoken by a doctor. The author also spoke with the nurse manager, the nurse student advisor, and the nurse supervisor, and all of them told her that there was nothing that could be done and that the doctor could not be blamed for his behavior. It is this incident that revealed to that there needs to be many changes with the current status quo for nurses in Saudi Arabia. The nurses need to be motivated and have power, but cannot when they are not treated well in the organization. Nurses should command the same respect as doctors, considering that often, nurses provide better care than doctors and there have been times in the hospitals in Saudi Arabia where nurses have addressed the mistakes made by doctors.

Saudi nurses need a strong administration background in nursing in order to understand and protect the rights of nurses. Even though many nurses aware of the problems, sometimes they feel as though they cannot solve all of them on their own. Nursing in Saudi Arabia is a profession that needs more focus and attention. Currently, nurses face challenges, including but not limited to weak nursing administration systems and too few women pursuing nursing as a profession. Improving administration in nursing can lead to a higher level of quality care, and encourage women to pursue nursing at the same time. This will minimize the concern of nursing shortages in and around the country.

In 2011, the author was starting her PhD program, the author was thinking about how she could help Saudi nurses and support them. She started reading the American history of nursing and how the nurses changed the way they did work. Also, she started reading Melies' book on 'Theoretical Nursing: Development and Progress,' and Liehr and Smith's book on 'Middle Range Theory for Nursing' that included various other articles that developed her awareness of the concept of empowerment. The assigned readings in my PhD classes helped to identify this key concept. She started thinking how the nursing field had developed through the years in the United States. The author found that the discipline of nursing had gained considerable power over time. She realized that nurses in Saudi Arabia need to be more empowered. The author connected this concept to each situation that she had witnessed in her work in the hospital. Often, she recalled the Saudi nurse staff and the nurse administrator's feedback in regards to any problem. The author asked myself how a Saudi nurse can empower a patient, since they do not feel empowered themselves.

After the author identified the concept of empowerment, she became interested in the different types of research that can empower nurses in Saudi Arabia. Part of the theoretical ideas are based on the

works of Kanter (1993), who developed the theory of structural empowerment, an excellent framework that can be used to explain concepts related to negative workplace behaviors, such as turnover. This gives a perception of access to power and opportunity, but its structures relate to the behaviors and attitudes of employees in organizations. Kanter's theory of structural empowerment inspired me in that it that provides preliminary evidence of important relationships between workplace empowerment and professional practice environment conditions and patient safety climate.

Definitions of Empowerment

In the forthcoming review, the term 'empowerment' is examined in the context of its daily usage in Arabic and English. 'Empowerment's' position in scientific literature is also explored, using terms and indexes to provide a review.

Historic Transitions of the Term 'Empowerment'

The term 'empowerment' was first applied to civil rights in academic literature in 1975. The 1975 article "Toward Black Political Empowerment – Can the System Be Transformed," ignited the widespread use of the word. In 1978, the social work community used the word in an article entitled "From Service to Advocacy to Empowerment." Other special interest groups, from politics to health organizations, began citing the word often, in articles like "Grassroots Empowerment and Government Response" in Social Policy and Counseling for Health Empowerment (Lausch, 2011).

The term was particularly applicable in the discussion of marginalized populations. Women, the poor, African Americans, and beyond used the term in regards to community development. In 1983, the Women's Studies International Forum published "Power and Empowerment," adhering to the theme and the emerging pattern of repressed parties taking action" (Lausch, 2011)

Scientific Definition

Below is an analysis of different disciplinary uses of the concept of empowerment, and the definition of empowerment in the context of nursing research.

Usage of 'Empowerment' in Nursing Literature

In the nursing field, the concept of empowerment appeared in the late 1960s and early 1970s as a result of the self-help and political awareness movements. As it relates to nursing, research has shown that empowered nurses, supported by systems that facilitate and aid, are "highly motivated and are able to motivate and empower others by sharing the sources of power" (Laschinger & Havens, 1996, p. 28). Oudshoorn gave an example of empowerment as "producing a positive self-concept, characters satisfaction, self-efficacy, self-esteem, mastery,

control, a sense of connectedness, a feeling of hope, an improved quality of life, well-being, and, health" (2010, p.58). These two literatures did not define 'empowerment'; the authors only gave examples of the result of empowerment in their studies.

The concept of empowerment in phases, as is applied in nursing literature and practice, is found throughout different definitions of the term. Rappaport defined empowerment as the "mechanism by which people, organizations, and communities gain mastery over their affairs" (1987, p. 122). Zimmerman defined empowerment as "empowering processes are those where people create or are given opportunities to control their own destiny and influence the decisions that affect their lives" (1995, p. 583). Gibson defined empowerment as "a social process of recognizing, promoting, and enhancing people's abilities to meet their own needs, solve their own problems, and mobilize the necessary resources in order to feel in control of their own lives" (1991, p. 359). The above studies defined 'empowerment' as processes which included more than two phases.

Cross-Disciplinary Uses of the Concept of Empowerment

Overtime, the concept of empowerment has been used and defined in various ways. According to the medical dictionary, empowerment is defined as "the gaining by individuals or groups of the capability to fully participate in decision-making processes in an equitable and fair fashion" (Medical Dictionary, n.d). In the discipline of pharmacy, empowerment was defined as, "pharmacists have direct control and responsibility for institutional drug-use protocols can assist in reducing costs and improving the quality of patient care" (Puckett, Egle, & Galt, 1994, p. 12). According to the business dictionary, empowerment is based on the idea that "giving employees skills, resources, authority, opportunity, motivation, as well holding them responsible and accountable for outcomes of their actions, will contribute to their competence and satisfaction" (Business Dictionary, n.d).

Dictionary Definition

In the following segment, the dictionary definition of 'empowerment' is explored through the lenses of Arabic, English, and Latin languages.

The term 'empowerment' has a much longer history in the Arabic Language than in the English language. It appeared in eight recitations in the Holy Qur'an, one where it is used to reference the prophet Joseph as being given empowerment by Allah, to "use it at any way he wishes" (Joseph, recitation. 56). Empowerment was first identified in the Arabic language in 609 A.D (Qur'an, n.d). According to the Arabic dictionary, empowerment is defined as "Sought to enable him/her to succeed: Make a master

of success" (Almaany, n.d). Another definition is "The process of strengthening the power of characters and social and political members so they can take action to improve their lives" (Almaany, n.d). Empowerment as a comprehensive concept means: "Signifying, predestination, lifting barriers, find motivation and introductions, mechanisms and causes all what is necessary, which is not valid unless his/her act, and act only gets him/her" (Almaany, n.d). The Arabic dictionary identified 'empowerment' as a process. This process is applied in order to help an individual achieve a goal, or attain a high level of competence or improve in his/her personal life.

In the English language, the word 'empower' was originally used in the 1650s, and then by William Penn in 1690 (Dictionary, n.d). In the online searchable American Heritage Dictionary, the words empower/empowerments were undefined. However, in the Oxford English Dictionary (1989) empower (v) is defined as "to invest legally or formally with power or authority; to authorize, license" (Oxford English Dictionary, 1989). Empowerment is "the act of empowering; the state of being empowered" (Oxford English Dictionary, 1989). As evidenced, in the Oxford English Dictionary, there are distinct definitions associated with the verb 'empower' and the noun 'empowerment.' The verb has a stronger correlation with structures and formal methods of empowerment, while the noun is more flexible as to the derivation of the empowerment. According to Fowler's Modern English Usage dictionary, "Empower/empowerment" is a 17th century verb, transforming from its original concept of 'giving authority to' to its 1970s interpretation of 'being able to make (someone) do something'. The shift in meaning reflected the New Age movement's influence on linguistic acquisition, implying the freedom of adoption of moral values and principles. Merriam Webster's Third New International Dictionary defined empowerment as "To give official authority to, delegate legal power to, and to give faculties or abilities to…". In the free dictionary, empowerment also references the increase of "the spiritual, political, social, or economic strength of individuals and communities. It often involves the empowered developing confidence in their own capacities"(Free Dictionary, n.d). This definition account for the different derivations of empowerment, and the personal confidence associated with the concept of empowerment.

Nyatanga and Dann (2002) reported that empowerment is a Latin term. The prefix "'em' means 'cause to be or provide with.' The verb 'power,' from potere, means 'to be able'. Empowerment has been used to represent the process and the result of an individual or group's ability to draw from internalized power in order to influence or control external events in their lives (Nyatanga & Dann 2002). This is consistent with how empowerment has been used in Arabic, English, and Latin dictionaries, as described above.

The definition of empowerment varies greatly over time, and throughout different sources. In the first review, empowerment was identified as a process, which has different phases. However, the dictionaries, overall, defined 'empowerment' as a state of being, rather than a process as seen in the literature review. This variation plays a strong role in influencing the selection of a working definition of the term 'empowerment.' The state of being empowered, as well as the process and transitions of empowerment, must be acknowledged.

Therefore, using the format of the hybrid model, the following working definition of the concept of empowerment for use in the fieldwork phase was crafted, according to Fowler's Modern English Usage dictionary. "Empower/empowerment" is 'giving authority to' to its 1970s interpretation of 'being able to make (someone) do something'. The new definition is a hybrid, in that it melds 'giving authority,' with subsequent action. Being able to make (someone) do something' is deeply imbedded in nursing administrative roles within the organization. This definition justifies the position of a nursing administrator as one of authority, as well as support in the goals of nurse achieves his/her goal and potential in the nursing practice.

Phase II: Fieldwork Phase

According to the hybrid model, the fieldwork phase is based on participant observation. However, it was not possible to return to Saudi Arabia to collect empirical data from participant observation. As an alternative, the empirical data in this paper was collected through interviews by keeping observational notes and theoretical notes for each interview. This is a transcript of an interview with a 30 year old Saudi nurse currently working at King Faisal Hospital in the NIC Unit. The participant entered into the nursing field by working as a new nurse in the gynecology unit 8 years ago. The purpose of the interview was to identify any stressful or overwhelming situations in or around her work environment that contributed to her feelings of, or the lack of, empowerment on the job. It was a recorded interview with four specific questions, where the interviewee could elaborate and detail as much as possible. The interviewee had previously agreed to the stipulations and we conducted the interview over the telephone.

The First Observation Note (ON)

Ahlam: Can you tell me more about the situation in question that brought on the feelings of being overwhelmed and/or stressed?

Interviewee: Yes, I still remember when I was a new nurse in the gynecology unit 8 years ago. I had three patients right away and I started my daily routine of taking vital signs. At that time, I heard a doctor screaming and asking about the primary nurse of the patient in room (000). I returned to the nurse station and let him know that I was the primary nurse. He immediately let me know that I was doing a horrible job at my duties. His words were, "Why haven't you taken the saturation for the patient? You and all of the rest of the nurses on the floor do not provide the best care for my patients." I felt so upset and defeated; like I could cry at any moment. I was so hurt by the doctor's words that I couldn't look at him in the eye. On top of the embarrassment I felt now, I was also concerned about how this would affect my supervisor's view of me as a nurse on her floor based off of the doctor's words and reaction. I was surprised when my nurse supervisor came out of her office and defended me immediately. She heard what the doctor had to say about me and my work on the floor that day and she politely let him know that I was a new nurse, with only a few days on the job and wasn't aware of some of the routines that the doctor was expecting of me. The fact was, the doctor was from the surgical unit while my unit was as stated before, the gynecology unit. She let him know that he did not leave any notes in the patient's file and that action left it up to the nurse to carry out the routines on the floor. The doctor must respect her team and all members of it. At that time, I smiled and felt much better. Also, she asked me to meet her in the office, which made me feel anxious. However, she told me "there is nothing for you to worry about and this situation should not affect you." I really appreciated her support.

Note: A feeling of compassion comes over me due to the way she had been treated. Also, I was thinking about how the situation could have been had she not had a good nurse manager.

Ahlam: What are the factors that contributed to the situation?

Interviewee: I believe my character is the first factor. I was not strong enough to explain my opinion and speak up. I could not tell him that my service was in fact the routine care in the unit because of my initial reaction to his harsh words. The workplace environment is the second factor. I say this because the orientation period never factored in any situations that would prepare new staff members with the necessary tools to handle conflict in the workplace. The remaining factor would have to deal directly with my confidence as it relates to my experience and ability. Had I been a seasoned or tenured nurse, I would've known how to deal with the situation much better.

Note: Character and experience both contribute to the confidence one has in their ability to perform.

Ahlam: What made the situation different?

Interviewee: The nurse manager was very supportive and motivated to help not only myself, but anyone that required an extra push. She helped me to improve my working characteristic and because of it, I became stronger in all aspects of my job. She handled it in very professional way by addressing the doctor about our specific routine and how it relates to the overall well-being of the patient.

Note: The Nurse Manager's actions helped to change the situation in a positive way.

Ahlam: What did you gain out of going through this situation?

Interviewee: This type of situation makes me more powerful and confident. It has affected my career in a positive way. Also, when the nurse manager mentioned to the doctor that he failed to leave any notes in the patient's file, this let me know that there is a routine to follow if anything is to be changed or added to the way the medical system works. This fact let me know that there is a way to protect my rights as a nurse and employee of the hospital. As a result, I feel as though I am an entirely totally different.

Ahlam: Can you elaborate more? What do you mean by totally different?

Interviewee: Now, I am more confident and my character is stronger. I know how to handle any conflict in my work. Also, I improved my competence and my nursing skills. The unit council provides me with more power and helped me to strengthen my character.

Note: Her character became stronger through conflict and resolution.

Theoretical Notes

In this circumstance, a variety of factors in the interviewee's work environment contributed to her feeling less than empowered. Her emotional response to the situation shows that she was overwhelmed and caught off guard in a circumstance where she was simply following protocol. These feelings are directly related to the interaction with the doctor, and her treatment by him. Her inability to explain her circumstance or reasoning behind her actions sprung from a lack of confidence and self-esteem stemming from inexperience in the field and in that particular environment. The social hierarchy of the hospital is also in play. The respect for the doctor, regardless of circumstance, is very evident in this situation . The staff must adhere to these implicit roles throughout all of their duties, even when it is emotionally compromising.

However, empowerment was not entirely absent

from the situation. In fact, many qualities of empowerment were already present, and allowed the interviewee to traverse a difficult situation. The nurse manager supported her staff by explaining the nature of the routine work to the doctor. The nurse's ability to approach and confide in her nursing manager shows that infrastructural systems are giving nurses a place to go for guidance and support. In this situation, empowerment is both a behavioral and emotional concept. The nurse's emotional status is considered when her nurse manager calls her to the office, and diffuses the circumstance by explaining that the situation should not cause her to worry or retain long-term stress. In the behavioral sense, the head nurse's confrontation with the doctor, and the leveling of the situation through communication, was a facet of empowerment existing in the hospital.

Analysis of Data

In the previous interview, the findings did not isolate 'empowerment' as a process. The interview introduced factors, like communication and management, that increased the individual's feeling of empowerment in the immediate instance. However, based on the previous review, the definition of empowerment in scientific literature is mostly associated with a process that involves several progressive phases.

However, the observational note implied that empowerment in the interviewee's situation occurred in the form of an action, not as a process. In the first definition, according to Rappaport (1987), which defined 'empowerment' as "A mechanism by which people, organizations, and communities gain mastery over their affairs" (p.122), the term 'mechanism' is not distinctly specified? In the interviewee's position, the achievement of mastery was never reached. Instead, she gained support from her manager, and an emotional peace of mind from the resulting diffusion of the situation with the doctor. Zimmerman defined empowerment as "empowering processes are those where people create or are given opportunities to control their own destiny and influence the decisions that affect their lives" (1995, p. 583). Zimmerman's definition identifies empowerment as a two phase process. In this definition, the first phase consists of the 'opportunities to control their own destiny,' and the second phase these opportunities "influence the decisions that affect their lives." Compared to the ON, the interviewee did not go through these phases. Instead, the emotional support that she received influenced her character, and thus her behavior in future settings.

Gibson defined empowerment as "a social process of recognizing, promoting, and enhancing people's abilities to meet their own needs, solve their own problems, and mobilize the necessary resources

in order to feel in control of their own lives" (1991, p. 359). This definition can be related to the ON, who had enhanced the nurses's ability to meet her own needs through her support. By solving the problem, she helped the nurse improve her character, and provided the nurse with empowerment in the form of giving her the ability to speak in a troubling situation, and have a resource to whom she could go. Once the nurse discussed the issue with the head nurse, she was able to handle the stress and ineptitude she had felt in a more positive way, and to find stability in her position.

In the medical dictionary, 'empowerment' is defined as "the gaining by individuals or groups of the capability to fully participate in decision-making processes in an equitable and fair fashion"(Medical Dictionary, n.d). The interviewee, in this instance, did not participate in the decision-making process, as her direct actions did not lead to the execution of a specific idea or method. Instead, she was able to witness the empowered nurse supervisor take control of the situation, and monitor her behavior and handling of such an instance. By observing the strategic decision making of the head nurse, the interviewee was able to feel empowered through a feeling of safety: the competence of the supervisor provided her with a support system. Another definition of 'empowerment,' this time in the business dictionary, identifies the term as "giving employees skills, resources, authority, opportunity, motivation, as well holding them responsible and accountable for outcomes of their actions, will contribute to their competence and satisfaction" (Business Dictionary, n.d). This definition identifies specific important factors which increase the employee's empowerment in the workplace. The interviewee was able to acquire skills and motivation from her observation and interaction with the nurse supervisor. By seeing how an empowered nurse behaves, and what steps were taken, the interviewee would later be able to apply these skills in her own work.

In the Arabic dictionary, empowerment is defined as "Sought to enable him/her to succeed: Make a master of success" (Almaany, n.d). This definition does not have a direct application in the ON situation. The nurse was not able to develop or apply mastery in the conflict. Instead, the conflict was able to be mitigated by a nurse who had already been a master of this type of empowerment, and through example, the interviewee became empowered on her own.

Another Arabic dictionary definition is "The process of strengthening the power of characters and social and political members so they can take action to improve their lives" (Almaany, n.d) Again, this definition sees empowerment as a process. However,

under the circumstances in the ON, the empowerment provided was an action, not a series of phases.

When identified as a comprehensive concept, empowerment means "Signifying, predestination, lifting barriers, find motivation and introductions, mechanisms and causes all what is necessary, which is not valid unless his/her act, and act only gets him/her" (Almaany, n.d). However, as aforementioned, the nurse was not able to act on her empowerment. She had only played an observational role to the action of another empowered nurse, and was vicariously emotionally empowered, which may later manifest as a behavioral initiative of her own.

In the Oxford English Dictionary (1989), the verb 'empower' is defined as "to invest legally or formally with power or authority; to authorize, license" (Oxford English Dictionary, 1989). Empowerment is "the act of empowering; the state of being empowered" (Oxford English Dictionary, 1989). In this definition, the actions which lead a person to having power and authority, and thus being empowered, are isolated as the defining factors. In the case of the ON, this definition can be applied to the nurse supervisor, who behaved in an empowered way using power and authority. Merriam Webster's Third New International Dictionary defined empowerment as "To give official authority to, delegate legal power to, and to give faculties or abilities to…".When comparing this definition with the ON, the nurse was not provided with any official authority, nor able to delegate legal power in the hospital. Thus, this method of empowerment is not relevant in the ON.

Moreover, empowerment in the free dictionary refers to "increasing the spiritual, political, social, or economic strength of individuals and communities. It often involves the empowered developing confidence in their own capacities"(Free Dictionary, n.d). In the ON, the nurse supervisor was able to increase the social strength of the nurse, developing the nurse's confidence throughout the private discussion in the office. It may be argued, however, that the nurse's confidence, at that particular meeting, was no in her abilities to perform her duties, but in her ability to have access to resources of support like the nurse supervisor in times of turbulence.

Nyatanga and Dann (2002) reported that empowerment is a Latin term. The prefix "'em' means 'cause to be or provide with.' The verb 'power,' from potere, means 'to be able'. Empowerment has been used to represent the process and the result of an individual or group's ability to draw from internalized power in order to influence or control external events in their lives (Nyatanga & Dann 2002). In this instance, there is no real connection to the situation the interviewee experienced, other than the nurse supervisor's existing, and thus internalized,

empowerment, through which she was able to handle the problem

The findings must also be compared to the working definition of 'empowerment.' According to Fowler's Modern English Usage dictionary, "Empower/empowerment" is interpretation of 'being able to make (someone) do something'. In the ON, the nurse supervisor did not influence any action from the nurse herself. However, although no action was taken in the immediate, there was an influence over the nurse's sense of empowerment, and thus any future actions she may take in the work environment and beyond. The support and explanation provided by the supervisor allowed the nurse to feel confident in her behavior, as well as the action of seeking help from someone in a managerial position in a stressful predicament.

The second interview took place to describe how the participant considered herself as an empowered nurse.

The Second Observational Note

Ahlam: Do you consider yourself empowered?

Interviewee: Definitely, I feel that I am extremely empowered.

Note: She sounded very confident and strong in her answers here and throughout the entire interview.

Ahlam: What make you feel that you are empowered?

Interviewee: For two reasons - the first being the advancement of the organization as it is now searching for a Magnet. This will allow us to have a unified council that will allow all of us to bring workplace issue to the board and discuss it with those that can make changes and adjustments. The Magnet will also provide me the opportunity to increase my nursing skills and knowledge through the additional classes provided. The second reason is made possible because of the increased support and collaboration with the nurse manager. She has proved to be a person that I can receive good advice and positive direction from.

Note: She does not mention her character or personality at this time. She focuses more on the environmental factors and the administration.

Ahlam: Can you define empowerment from your point of view?

Interviewee: Sure. Empowerment to me is the power an individual gains through the systems and concepts provided by the workplace, organization, or direct manager/supervisor. Empowerment can lead to an individual gaining more trust in their ability to perform a good patient care.

Note: Trust and ability implied character factors.

Ahlam: Do you think empowerment is a process, outcome or both?

Interviewee: Hmmmmm, let me think. I believe is both. Empowerment is a development process. I

have gone through it in regards to my characters life recently. I was divorced and became responsible for my children on my own. It was hard but the experience left me with a feeling of empowerment and an ability to face many other challenges. Because of that process my character changed and I became more empowered. Also, I am seeing the outcome in my work as it has completely affected my self-efficacy and my self-concept; I am more positive about myself and more confident in my output at work.

Note: I feel her story and positivity it in her tone.

Ahlam: Do you have more comments?

Interviewee: Yes. Ahlam what are you doing is great. We all need it in Saudi hospitals. Empowerment is the key to provide patients the best available care.

Theoretical Notes

Throughout the duration of the interview, the nurse's voice and delivery of her speech was palpably more powerful and comfortable. She was confident and strong in her responses. Since the nurse was able to identify and define empowerment as processes and outcomes, it is evident that she understands the meaning of empowerment, and the importance of its presence in her role as a nurse in Saudi Arabia. Her explanation concerning the organization's role in her own empowerment proved that she was familiar and aware of the importance of the organization's position. She has likely been exposed to these concepts through experience, as well as through nursing literature's mention of 'Structural Empowerment.'

Data Analysis

The following data analysis will compare the second ON to the definitions identified in the literature review, using some of the definitions analyzed in the first ON. In this ON, the nurse was able to define empowerment as a process. She understood that a single situation which augmented her individual personality and increased her confidence will go on to affect the outcome of her future experiences. She is also able to identify the results of each phase of empowerment she had experienced.

In the second ON, the nurse focused on the specific factors that allowed her to transition into feeling empowered in the workplace. Her observations correlate to the business dictionary definition, which states that empowerment is "giving employees skills, resources, authority, opportunity, motivation, as well holding them responsible and accountable for outcomes of their actions, will contribute to their competence and satisfaction" (Business Dictionary, n.d). The factors the nurse pinpointed as the sources of her empowerment were skills, resources, opportunities, and motivation.

Overall, the two interviews showed that in Saudi Arabia and perhaps all nursing environments, nurses need support and empowerment in two forms:

characteristic, and structural. These forms should be provided through both nurse managers and the organization itself. When present, they allow nurses to improve their practice and confidence in their own abilities, often trickling down into better care for the patient and a better overall work environment.

Phase III: Final Analysis

The empirical interviews and in-depth literature review were used to extract the most relevant definition of empowerment as it pertains to the nursing profession in Saudi Arabia and beyond. By comparative review, the definition that most closely aligns with this application is the first part of the definition given in the business Dictionary, since the latter half of the definition is actually an explanation of the impact of one becoming empowered.

In the first half of the definition, empowerment refers to the "giving employees skills, resources, authority, opportunity, motivation, as well holding them responsible and accountable for outcomes of their actions." (Business Dictionary, n.d).

For the purpose of the nursing administration it may be best to define empowerment as an actually intervention in which an administrator knowingly gives an employee, if not all but most of the followings: skills, resources, authority, opportunity, motivation, and holds him/her responsible and accountable for outcomes of his/her actions.

Conclusion

Empowered nurses in the work place will improve the organization's desired healthcare outcomes and increase the patient's quality of care. The issue of empowerment in Saudi nurse culture appears to be associated with the occurrence of empowerment within organizational structures. Empowering nurses is a unique area of interest in Saudi Arabia because the increase in nursing empowerment may lie in the understanding of workplace environments. In Saudi hospitals, nurses need to be empowered, but cannot when they are not treated well in the organization.

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