

Employee empowerment as a critical factor in improving work performance in hospitals case of Naila private hospital**Gourida Siham**Djelfa University (Algeria), sarah20082015@gmail.com**Received:** 24/04/2023**Accepted:** 27/12/2023**Published:** 30/12/2023**Abstract:**

This paper has discussed the concept of employee empowerment and work performance in aim to highlight the main dimensions, such as; Impact. trust Meaning choice Competence. This paper mentioned the importance of targeting the employee empowerment and share in decision making in aim to increase the working performance at the end stages.

To achieve the objective of the study, a questionnaire was used to collect data from respondents. Multiple regression analysis was used for the analysis of the data. The statistical findings and test hypothesize from the case study of Nail private hospital in Djelfa showed that different dimensions of employee empowerment have an impact on the work performance

Keywords: Employee empowerment. Work performance. Hospital. Djelfa

JEL Classification: M50, M51, M54

1. Introduction:

Now days many companies have believed the importance of the human resources as a key factor in achieving its targets and competitiveness. This can be happened only by increasing the working performance of their employees, and through implementing a strategy of employee empowerment in terms of creating a suitable environment for good levels of work performance.

This study is starting based on the question of:

What is the impact of employee empowerment work performance?

Based on the findings, we propose for the following hypothesized relationship:

Main hypothesis: there is a relationship between employee' empowerment and the work performance.

To discuss and test the main hypothesis we build a sub hypotheses relationship as following.

- Sub-hypothesis 1: there is a relationship between Impact and the work performance.
- Sub-hypothesis 2: there is a relationship between competence and the work performance.
- Sub-hypothesis 3: there is a relationship between Meaning and the work performance.
- Sub-hypothesis 4: there is a relationship between choice and the work performance.
- Sub-hypothesis 5: there is a relationship between trust and the work performance.

2. Study literatures background

2.1 Employee empowerment

The concept of employee empowerment has been defined by scholars in different ways. Most of them agree that empowerment connotes giving employees discretion over certain task-related activities. (HIEU, 2020) According to Randolph (1995) employee empowerment is the "transfer of power" from the employer to the employees. He believes that empowerment is not only "giving power to the people to decide" but he believes empowerment is intelligent decision-making powers to help the company to perform the effective activity.

Employee empowerment focuses on developing trust, motivation, and participating in decision-making Empowerment gives an employee the authority to make decisions (Saif & Saleh, 2013), thus, they can be motivated, committed, satisfied, and help in dealing with customer needs (Jacquiline, 2014). Huxtable (1994) asserts that employee empowerment is giving authority to employees to deal with daily job activities.

According to Kumar and Kumar (2017) employee empowerment is a motivational strategy that promotes employees' sense of satisfaction towards their job and organization. They add that empowered employees are happy with the training they received, self-development programs, employee meetings, their participation in the various activities and consideration of their ideas and opinion (HIEU, 2020)

2.2 Employee empowerment models & dimensions

Randolph W.A. (Randolph, 2000).and other scholars like Thomas, K.W. & Velthouse, B.A express "psychological empowerment" as a process that increases the job internal motivation that includes four areas such as Impact, competency, choice and meaning (Thomas & Velthouse, 1990) and they enter this issue for the first time in management literature.

- **Impact:** The dimension of “impact «refers to the degree to which employees can influence strategic, management or operational results at work (Spreitzer, 1996) the ability of influence or individual control over the activities results
- **Competency** having the confidence of ability to perform the duties successfully of .it refers to self-efficacy to work effectively and is a belief that one feels able to perform work activities skillfully.
- **Choice** having freedom of action and how to choose the method of work.
- **Meaning** The dimension of “meaning” refers to a sense of meaning regarding the evaluation of specific tasks and getting value for career goals based on standards and personal ideals.
- **Trust** refers to relationships between managers and subordinates (trust manager to employee and vice versa). Empowering people have the sensory are called confidence and they are sure that they will be treated fairly and equally. This feeling usually means that they are confident that operators or owners of the power did not harm or loss to them and that they will be treated with impartial (Ramesh , 2019)

2.3 Employee empowerment ‘challenges

The upside to empowerment is that you get an employee population that is involved intimately in the success of the company. However, there are many challenges associated with employee empowerment as well. (Uzoamaka & Nnamani, 2015)

➤ **Message Disconnect**

While empowering a workforce encourages employees to think on their own, it can create chaos by developing different messages from various employees. What may work for one employee may not be effective for another, and rather than creating a cohesive company message, you wind up with fragments of individual messages. This can become challenging in the area of customer service, for example, when one representative may handle a similar situation differently from her counterpart within the company. When two customers with the same issue get two different resolutions, this can lead to a disconnect between the company and the customer.

➤ **Insufficient Training**

When managers are taken out of the day-to-day decision-making process for empowered employees, it becomes necessary to increase the amount of training for employees to help strengthen everyone’s skill set. A lack of training in an empowered environment can create situations in which employees are working on intuition rather than following company policy. As a result, customers can wind up with incompatible solutions or insufficient information in answer to a question.

➤ Reluctant Managers

According to employment expert the challenges in some empowered environments can come from the managers. Some managers may not feel that their employees are competent enough to handle an empowered environment, and those managers will still maintain an employee-manager business model that can interfere with implementing the employee empowerment model. In this situation, it helps if managers work closely with their employees and gain the confidence in their employees necessary to allow the empowerment model to take hold.

➤ Breakdown of Organizational Structure

As employees gain more confidence in an empowered environment, they begin to feel they can take on more crucial decisions. Managers need to create clear guidelines for empowerment, or they risk the possibility that the hierarchy within the organizational structure will break down, making it difficult for them to maintain control over their employees.

3. Work performance

The Work performance approach has become an indispensable tool in the hands of the corporates as it ensures that the people uphold the corporate values and tread in the path of accomplishment of the ultimate corporate vision and mission. It is a forward-looking process as it involves both the supervisor and also the employee in a process of joint planning and goal setting in the beginning of the year.

Job performance is defined as the total expected value to the organization of the discrete behavioral episodes that an individual carries out over a standard period. Which can create an added value for the organization and contributes on achieving her goals. (فائسي، المهدي ، و (2023) This definition is a slightly revised version of the definition of performance presented in a previous publication in connection with a theory of individual differences in task and contextual performance. (Motowidlo & Harrison , 2012) Performance refers only to behaviors that can make a difference to organizational goal accomplishment. The performance domain embraces behaviors that might have positive effects and behaviors that might have negative effects on organizational goal accomplishment.

A performance management system includes the following actions.

- Developing clear job descriptions and employee performance plans which includes the key result areas and performance indicators.
- Selection of right set of people by implementing an appropriate selection process.
- Negotiating requirements and performance standards for measuring the outcome and overall productivity against the predefined benchmarks.
- Providing continuous coaching and feedback during the period of delivery of performance.
- Identifying the training and development needs by measuring the outcomes achieved against the set standards and implementing effective development programs for improvement.

- Holding quarterly performance development discussions and evaluating employee performance based on performance plans.
- Designing effective compensation and reward systems for recognizing those employees who excel in their jobs by achieving the set standards in accordance with the performance plans or rather exceed the performance benchmarks.
- Providing promotional/career development support and guidance to the employees.
- Performing exit interviews for understanding the cause of employee discontentment and thereafter exit from an organization.

3.1 Work performance ‘components

Any effective performance management system includes the following components:

1. **Performance Planning:** Performance planning is the first crucial component of any performance management process which forms the basis of performance appraisals.

Performance planning is jointly done by the appraisee and also the reviewer in the beginning of a performance session. During this period, the employees decide upon the targets and the key performance areas which can be performed over a year within the performance budget., which is finalized after a mutual agreement between the reporting officer and the employee.

2. **Performance Appraisal and Reviewing:** The appraisals are normally performed twice in a year in an organization in the form of mid reviews and annual reviews which is held in the end of the financial year.

In this process, the appraisee first offers the self-filled up ratings in the self-appraisal form and also describes his/her achievements over a period of time in quantifiable terms. After the self-appraisal, the final ratings are provided by the appraiser for the quantifiable and measurable achievements of the employee being appraised.

The entire process of review seeks an active participation of both the employee and the appraiser for analyzing the causes of loopholes in the performance and how it can be overcome. This has been discussed in the performance feedback section.

3. **Feedback on the Performance followed by personal counseling and performance facilitation:** Feedback and counseling is given a lot of importance in the performance management process.

This is the stage in which the employee acquires awareness from the appraiser about the areas of improvements and information on whether the employee is contributing the expected levels of performance or not.

The employee receives an open and very transparent feedback and along with this the training and development needs of the employee is also identified.

The appraiser adopts all the possible steps to ensure that the employee meets the expected outcomes for an organization through effective personal counseling and guidance, mentoring and representing the employee in training programs which develop the competencies and improve the overall productivity.

4. **Rewarding good performance:** This is a very vital component as it will determine the work motivation of an employee. During this stage, an employee is publicly recognized for good performance and is rewarded.

This stage is very sensitive for an employee as this may have a direct influence on the self-esteem and achievement orientation. Any contributions duly recognized by an organization

helps an employee in coping up with the failures successfully and satisfies the need for affection.

5. **Performance Improvement Plans:** In this stage, fresh set of goals are established for an employee and new deadline is provided for accomplishing those objectives.

The employee is clearly communicated about the areas in which the employee is expected to improve, and a stipulated deadline is also assigned within which the employee must show this improvement. This plan is jointly developed by the appraisee and the appraiser and is mutually approved.

6. **Potential Appraisal:** Potential appraisal forms a basis for both lateral and vertical movement of employees. By implementing competency mapping and various assessment techniques, potential appraisal is performed. Potential appraisal provides crucial inputs for succession planning and job rotation.

3.2 Work performance evaluation

There are many methods of performance evaluation, such as objective production, personnel, and judgmental evaluation. Effective use of performance-evaluation systems includes the selection of the best evaluation method(s) and effective delivery. The outcomes of performance evaluation can include employee raises or promotions, as well as employee improvement through identifying weaknesses.

- **Objective Production:** Under this method, direct data is used to evaluate the performance of an employee. This often relates to simple and quantifiable data points, such as number of students, number of classes, active training certifications held, etc. However, one drawback of this process is that the variability in performance can be due to factors outside employees' control. Also, the quantity of production does not necessarily indicate the quality of the products. Still, this data reflects performance to some extent.
- **Personnel:** Recording the behavior of employees, such as tardiness, absences and technical expertise. This personnel data usually is not a comprehensive reflection of an employee's performance and is best complemented with other metrics.
- **Judgmental Evaluation:** One of the primary drawbacks of employee performance evaluation is the tendency for positive feedback despite negative behavior. Judgments based on subjective opinions and intuitions, and therefore not necessarily predicated in logic or reason. Too often people provide good evaluations for work that isn't up to standards. Judgmental evaluations need to focus on work benchmark standards to promote constructive criticism (through relative scales) more accurately. A few examples include:
 - **Graphic Rating Scale:** The rater uses a 5 to 10 point scale to rate employees' effectiveness in control of the class, course preparation, meeting teaching objectives, class engagement in the material, etc.
 - **Employee-comparison methods:** Rather than subordinates being judged against pre-established criteria, they are compared with one another. This method eliminates central-tendency and leniency errors but still allows for halo-effect errors to occur.

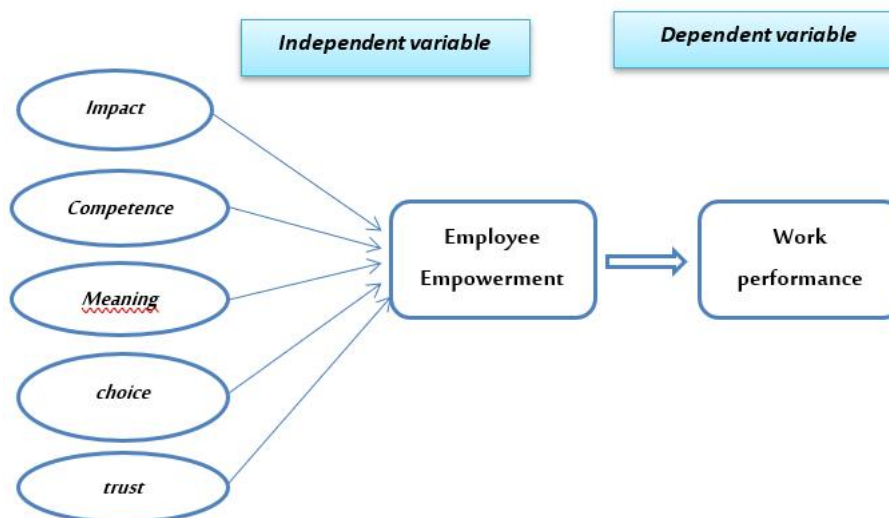
- **Behavioral checklists and scales:** Behaviors are more definite than traits. Supervisors record behaviors that they judge to be job-performance relevant, and they keep a running tally of good and bad behaviors and evaluate the performance of employees based on their judgment. Behavioral checklist is a list of criteria that an employee should work up to be an attentive to the demands of the job. This method is based on an individual's performance without comparisons to other workers.
- **Management by objective:** This is an objective type of evaluation which falls under modern approach of performance appraisal. The manager and the employee agree upon specific and obtainable goals with a set deadline. With this method, the appraiser can more easily define success or failure easily.
- **Psychological appraisals:** This appraisal method evaluates the employee's intellect, emotional stability, analytical skills and other psychological traits. This method facilitates placing the employees in the appropriate teams.

4. Case Study of Nails private hospital in Djelfa

4.1 Research model and framework

Employee Empowerment as we have mentioned in literatures includes number of dimensions that have an impact on the total work performance. The research model was designed to show these dimensions as following (**Impact Competence Meaning choice and trust**).

Figure 1 . Research Model framework.



Source . By author

4.2 Statistical methods

Statistical methods were used to analyze the data and test the hypotheses of the study: Stability test of the study tool. Correlation and regression test.etc

The researcher used structured questionnaire to measure impact of employees Empowerment on work performance in hospitals, taking Naila private hospital in Djelfa City as an example. Where the secondary sources of the research were collected from different sources; Books, reports, journals, research papers and the Internet. The study was conducted between 03/01/2023 to 14/03/2023 and targeted a group of employees in the

hospital. About 40 questionnaires were distributed, 37 were retrieved, and 30 questionnaires were approved for the statistical study.

4.3 Validity

The Cronbach alpha test was used to measure the stability of internal consistency, the value of total statements reached 0.79, while all individual values were higher than the acceptable percentage for analysis (60%) it means that there is an excellent internal consistency, and that the measurement instrument is reliable (Table 1).

Table 1 Cronbach's alpha results.

Dimensions	N of Questions	Cronbach's Alpha
Employment empowerment		
Impact	05	0.891
Competence	04	0.627
Meaning	04	0.751
Self Determination	04	0.689
trust	05	0.819
Work Performance	07	0.885
Total	29	0.798

Source : By Author depends on SPSS data

5. Results analysis:

From the results in table 2 below, it shows that.

we can see that the variable "Competence" has a lower average value (M = 2.28) while the variable "Meaning" has a higher average value (M = 3.81).

We've used Pearson correlation coefficient in aim to test the extent of the relationship between the different dimensions of the employee empowerment and the work performance. the results were as following.

Table 2 Statistical data results.

Variables	Mean	Std deviation	Model 1 β	R	R ²	F	Sig.	H Test Decision
Impact	3.02	0.358	.223*	0.392	0.153	7.413	.001	Accepted
Competence	2.28	0.449	.148*	0.259	0.067	12.186	.000	Accepted
Meaning	3.81	0.631	.547*	0.473	0.223	21.771	.000	Accepted
choice	2.31	0.501	.289**	0.348	0.121	18.425	.001	Accepted
trust	2.37	0.397	.217*	0.433	0.187	31.285	.004	Accepted
Work performance	3.68	0.466	-	.598	0.357	9.887	.000	Accepted

Work Performance = 0.223 Impact + 0.148 Competence + 0.547 Meaning + 0.289 choice + 0.217 trust.

Source: By Author depends on SPSS data

- As the calculated F value for employee empowerment reached 9.887 It is a statistically accepted at a significance level of ($\alpha \leq 0.05$) And since the level of significance Sig 0.000 is less than 0.05, therefore we accept the principal hypothesis: There is an impact

of employee empowerment on the work performance. At the level of significance. ($\alpha \leq 0.05$)

- For the other dimensions (Impact. Competence. Meaning. Choice and trust) F value for work performance reached (7.413/ 12.186/ 21.771/ 18.425/31.285).
- It is a statistically accepted at a significance level of ($\alpha \leq 0.05$) and since the level of significance Sig (.001/ 0.000 and.004) for all dimensions is less than 0.05, therefore we accept Sub-hypotheses: There is an impact of employee empowerment' dimensions on the work performance. At the level of significance. ($\alpha \leq 0.05$)

Main hypothesis: there is a relationship between employee' empowerment and the work performance.

Based on results shown in same Table 2 we can say that there is a correlation between the employee empowerment and the work performance. The intensity of this relation is 0.598 and the coefficient of determination 0.357, which means about 35.7 % of work performance is a result of employee' empowerment.

Sub-hypothesis 1: there is a relationship between Impact and the work performance.

Based on results shown in same Table 2 we can say that there is a correlation between the Impact and the work performance. The intensity of this relation is 0.392 and the coefficient of determination 0.153, which means about 15.3 % of work performance, is a result of Impact.

Sub-hypothesis 2: there is a relationship between competence and the work performance.

Based on results shown in same Table 2 we can say that there is a weak correlation between the Competence and the work performance. The intensity of this relation is 0.259 and the coefficient of determination 0.067, which means about 6.7 % of work performance, is a result of competence.

Sub-hypothesis 3: there is a relationship between Meaning and the work performance.

Based on results shown in same Table 2 we can say that there is a correlation between the Meaning and the work performance. The intensity of this relation is 0.473 and the coefficient of determination 0.223, which means about 22.3 % of work performance, is a result of Meaning.

Sub-hypothesis 4: there is a relationship between choice and the work performance.

Based on results shown in same Table 2 we can say that there is a correlation between the choice and the work performance. The intensity of this relation is 0.348 and the coefficient of determination 0.121, which means about 12.1 % of work performance, is a result of choice.

Sub-hypothesis 5: there is a relationship between trust and the work performance.

Based on results shown in same Table 2 we can say that there is a correlation between the trust and the work performance. The intensity of this relation 0.433 and the coefficient of determination 0.187, which means about 18.7 % of work performance, is a result of trust.

6. Conclusion:

This study worked on same trends with the findings of some previous studies in term of the existence of employee empowerment huge impact on the work performance.

Case study' findings and suggestions.

- ✓ The level of interest of the hospital under study in employee empowerment is medium. While the two dimensions of meaning and trust came at top levels compared to other dimensions.
- ✓ The hospital is working with great efforts in aim to achieve high levels of empowering their employees with a target of increasing their working performance.
- ✓ The organization under study –Naila hospital- understands the importance of supporting the working performance especially with the special nature of services that they provide to their customers. – Healthcare -

From research findings above we can come out with some suggestions.

- Give more attention to employee empowerment studies and research in our Islamic world and make the relation with our religion.
- Implement the different strategies of employee empowerment in the institution under study such as teamwork support, self-determination, decision making share.etc
- In terms of targeting the employee empowerment the leaders should relate the motivation system to the actual work performance in the control stages.
- Establishing a rewards and incentives system to encourage workers to produce with high quality.
- The need to pay attention to the development of human resources forces, especially in technical skills improvement.
- The imperative to provide training for all workers at all levels, and developing training programs based on clear scientific foundations that can help on increasing the work performance.

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7. Appendices:



وزارة التعليم العالي والبحث العلمي
جامعة زيان عاشور الجلفة
كلية العلوم الاقتصادية والتجارية وعلوم التسيير



السادة والسيدات موظفو مستشفى نايلة الخاص:

تهدف الاستبانة التي بين أيديكم إلى محاولة التعرف على أثر التمكين على الأداء البشري ، وذلك لأجل ادراجها ضمن مقال علمي موجه للنشر بأحد المجلات العلمية المحكمة. تحت عنوان:

Employee empowerment as a critical factor in improving work performance in hospitals: case of Naila private hospital

الرجاء القيام بقراءة فقرات الاستبيان بعناية ودقة، واختيار الإجابة التي تعكس رأيكم الحقيقي، علما أن المعلومات والمعطيات المقدمة من قبلكم سوف تحظى بالسرية التامة و يتم استخدامها لأغراض البحث العلمي فقط.

"نشكر لكم حسن تعاونكم،"

المحور الأول: بيانات عامة

الرجاء وضع علامة (X) أمام الإجابة التي تنطبق عليك

- الجنس ذكر أنثى
- السن: أقل من 25 سنة 25 إلى 35 سنة من 36 إلى 45 سنة 46 سنة و أكثر
- المؤهل العلمي: ثانوي ليسانس دراسات عليا
- سنوات الخبرة: أقل من 5 سنوات 5 إلى 10 سنوات من 11 إلى 20 سنة أكثر من 20 سنة
- طبيعة العمل: الرتبة:

المحور الثاني: التمكين

يرجى التكرم بقراءة كل عبارة، ثم وضع علامة (X) في أحد الخانات الخمس المتاحة أمام كل عبارة دائما، غالبا أحيانا، نادرا، أبدا. (مع التأكيد على أن كل إجابة لا تقبل منك إلا خيار واحد فقط).

الكفاءة والمقدرة					
العبارات	دائما	غالبا	أحيانا	نادرا	أبدا
01 لدي القدرة الكافية للتكيف مع كافة التغيرات الطارئة					
02 املك المهارات والخبرات الكافية لزيادة الاداء في العمل					
03 يمكنني انجاز عملي تحت أي ظروف /صعوبات طارئة					
04 يمكنني انجاز عملي بكفاءة عالية					
التأثير في العمل					
05 استطيع التأثير في القرارات حول ما يخص وظيفتي					
06 انجز عملي حسب ما اراه مناسباً					
07 يتم توفير كل ما اطلبه من وسائل ومتطلبات العمل					
08 إن نتائج عملي تساهم بشكل كبير في تسهيل اعمال الآخرين					
09 اشارك في اقتراح الحلول اللازمة بجدية					

المشاركة					
العبارات	دائما	غالبا	أحيانا	نادرا	أبدا
10 يتم تبادل المعلومات مع المسؤولين حول كل ما يتعلق بعلمي					
11 تتاح لي امكانية الحصول علي المعلومات التي احتاجها للقيام بالعمل					
12 اشارك في اتخاذ القرارات المتعلقة بعلمي					
13 أتلقى التشجيع علي تطوير أفكارى وابتكار طرق جديدة للعمل					
14 يتقبل المسؤولون كافة المقترحات بشأن تطوير عملي					
التفويض					

أبدا	نادرا	أحيانا	غالبا	دائما	العبارات
					تمنحي المنظمة سلطات كافية لإنجاز مهام وظيفي.
					أحتاج إلى مرونة كافية و مناسبة للتصرف في أداء مهامي.
					أقوم بالتنسيق المستمر مع رئيسي أثناء التفويض.
					أحوز على درجة عالية من الثقة من قبل رئيسي أثناء التفويض
الشعور بالمعنى / الأهمية					
أبدا	نادرا	أحيانا	غالبا	دائما	العبارات
					امارس خلال انجازي لعملي لنشاطات ذات اهمية
					اقوم خلال عملي بتقديم خدمات انسانية للمجتمع
					لا يمكن الاستغناء عن خدماتي اثناء التدخلات الميدانية/ حالات الطوارئ
					ممارستي لعملي تمنحي الشعور بأهميتي في المجتمع

المحور الثالث: الأداء

الأداء					
أبدا	نادرا	أحيانا	غالبا	دائما	العبارات
					جودة اداء المستشفى لها علاقة بأداء العاملين
					يمكنني انجاز عملي بالشكل وفي الوقت المطلوب
					اعتبر ان عدم المشاركة في اتخاذ القرار وعدم الاستفادة من التدريب اهم المعوقات للتمكين في المستشفى
					الحرية في اتخاذ القرار تزيد من جودة عملي
					القوانين المطبقة في المستشفى تعيق ادائي لمهامي بشكل جيد
					تتوفر الوظيفة التي اعملها على كافة الظروف المناسبة لتحسين الاداء في عملي
					تقييم ادائي بموضوعية يساهم في انضباطي في أداء مهامي

إذا كانت لديك أية إضافات فيما يخص التمكين بمكان عملك أو أدائك يرجى التكرم بذكرها:

شكرا لكم