

Employee Empowerment and Service Quality Delivery: Moderating Role of Organizational Commitment among Nursing Staff of Nigerian Public Hospitals

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ABSTRACT

The objective of this study is to examine the relationship between Employee Empowerment (EE) and Service Quality Delivery (SQD) with Organizational Commitment (OC) as a moderator in the context of the public hospitals in North-western Nigeria. Data was collected through a questionnaire with a sample of nurse's respondents. PLS-SEM algorithm and bootstrap techniques were used to analyse the measurement model and structural model for the direct and indirect relationships between EE and SQD; including OC variables as a moderator variable. The results indicated that meaningfulness and competence were significantly related to SQD. However, the moderating role of OC on the relationship between meaningfulness, competence and SQD is not significantly established. Hence, public hospitals need to focus on recognising, understanding, and implementing EE, thereby, enhancing employee nurses' ability to achieving higher SQD. Management also needs to encourage and train their nursing employees to display discretion in their commitments.

Keywords: Competence, Meaning, Organizational Commitment, Service Quality Delivery.

1. INTRODUCTION

For most service sectors, particularly the health sector, high-quality services and retaining customer loyalty are the biggest challenge. The role of manpower as the key factor in the provision of high-quality services is more important in health industry than other industries because workers interact with patients to deliver high-quality services, and the quality of such interaction distinguishes superior hospitals from others.

Employee Empowerment (EE) comes from corporate efforts to improve efficiency. EE also benefits both the organization and the general public. The idea is that empowered workers feel competent and confident to have a meaningful influence on their works environment. Public institutions are under pressure to offer quality services to the public and in order to be competitive with the private sector and deliver high-quality service dedicated and committed workforce must be empowered and maintained. This shows that Organizational Commitment (OC) is fundamentally related to a person's attitude and actions towards an organisation's goals (Pahi, Abdhamid & Moin, 2017).

Employees with a high organizational commitment are more emotionally attached to their organization and are more willing to make a positive contribution to it. Committed employees would certainly deliver high-quality work. They are also able to devote extra time to solving difficult issues and delivering their clients better service (Kin & Bryner, 2011; Kuo, Wu & Deng, 2009). Several studies have investigated the association between empowerment aspects and OC

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(Wanjiku, 2016; Tourani, *et al.*, 2016; Alsharari, Al-Rwaily & Alsharari, 2017; Hadian, 2017; Karanja, Gachunga & Kalio, 2014; Sepahvand, Atashzadeh-Shoorideh, Parvizy & Tafreshi, 2017).

Similarly, in African countries, quality healthcare delivery remains a major source of concern. It has been shown that most of the primary health care provider's patients are experiencing an error in their patient safety and nursing mistakes that are considered one of the leading causes of death and injury (Smith, 2014; Zineldin, Zineldin & Vasicheva, 2014). Specifically, Nigeria is confronted with external and internal challenges of deteriorating the quality of service performance in the public healthcare sector (Okanga & Drotskie, 2015). Some of the external problems include inefficiencies in service delivery and patient dissatisfaction which can be improved if employees of public health care put more effort into their work (Douglas, Raban & Westbrook, 2017; Coxen, Vander & Stander, 2016; Okanga & Drotskie, 2015). Provision of health care services is important, but pervasive inefficiency is a characteristic of Nigeria's health care system. Despite significant budget allocations to improve the provision of healthcare services, particularly at the interface between health workers and patients, the sector's goals remain largely unfulfilled (Osakede, 2019; Amole, Oyatoye & Kuye, 2016).

Patients who received poor treatments in the public hospital may have a bad view of the hospital and this might have a negative effect on its SQD which in turn affects its corporate image. The scenario where the quality of service is affected by the frequency of complaints from customers and incapability to solve complaints are an indication of poor service delivery (Jalali, Gholizadeh & Taleghani, 2014). Therefore, it is important to consider push-pull factors such as quality of health facilities, number and workload of health workers, wages and salaries, health workers' decisions to leave or remain, and successful retention strategies (Okanga & Drotskie, 2015). Nigeria's Human Resources for Health (HRH) is in crisis but this is not always recognized publicly (Douglas, Raban & Westbrook, 2017).

Based on previous studies mentioned and considering the importance of EE on SQD, it could be said that this area of research has been given less attention. Therefore, this paper aims to fill the gap by establishing OC as a moderator in the relationship between EE (meaning, competence) and Service Quality Delivery (SQD). The following are two objectives established for the present study:

- i. To ascertain the relationship between EE (meaning, competence) and SQD.
- ii. To examine the effect of OC in moderating the relationship between EE (meaning, competence) and SQD.

This paper is organised into five sections. Section 1 is the introduction. Section 2 reviews the related literature on the subject matter of the study. Section 3 presents the methodological issue of the paper and measurement of the study variables. Section 4 discusses the results of the study. Finally, Section 5 provides the conclusions and recommendations of the paper.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Quality of service is a crucial element for an organization to distinguish their goods and services from other competitors by using quality of service produced as a mechanism that consumers assess (Ali, Hussain & Jeon, 2017; Al-Azzam, 2015; Ölçer, 2015). Service quality is also seen as an external attribution to the customer's experience of the service perceived by the customer through the encounter with the service (Alsharari, *et al.*, 2017; Pahi, Abdhamid & Moin, 2017). Kilan and Diljit (2017) stated that quality of service is essentially intangible and is an integrated process involving clients and service employee.

EE is described as a set of practices consisting of knowledge sharing, employee peer-reliance and responsibility delegation (Celestina, 2017; Bello & Bello, 2017). Abdulrab, Zumrah and Altahitah (2017) perceived empowerment as a process of instilling trust and confidence in employees by management to allow them to use their expertise and experience, thus enabling them to exercise their work more judgment and discretion. Degago (2014) argued that empowered people are meaningful; they feel they care for their work and they value what they do. Abdissa and Fitwi (2016) suggested that the meaning dimension of EE relates to a subjective assessment of the value of the job. Ölçer (2015) described competence as the expectations of an individual's ability to improve decision-making, problem-solving, self-esteem and skill-enhancing capabilities. Competence also reflects a sense of the capacity of an individual to function adequately within new situations. Miller and Lee (2001) argued that OC is characterized by the acceptance of organizational goals by an employee and their willingness to work on behalf of the organization. Wei and Tai (2010) stated that OC is a concept that reflects the employee-organization relationships.

2.1 Theoretical Framework

Social Exchange Theory (SET) was used as bases for this study. The SET was used in this study because the theory examines reciprocity. An employee of an organization strives to work hard in order to be productive toward achieving the overall aims of their organization. The theory is applicable for this study because it addresses the conceptualization that EE leads to commitment and service quality (Abdullatif, Johari & Adam, 2016). Thus, this study is like that of many previous studies that adopted SET to elaborate the relationship between the EE and SQD (Salisu & Abu Bakar, 2018; Majid & Mohammed, 2018; Hadian, 2017; Celestina, 2017; Al-Ababneh, 2016). Therefore, based on the SET theory, the framework in Figure 1 depicts the interrelationships among the study variables.

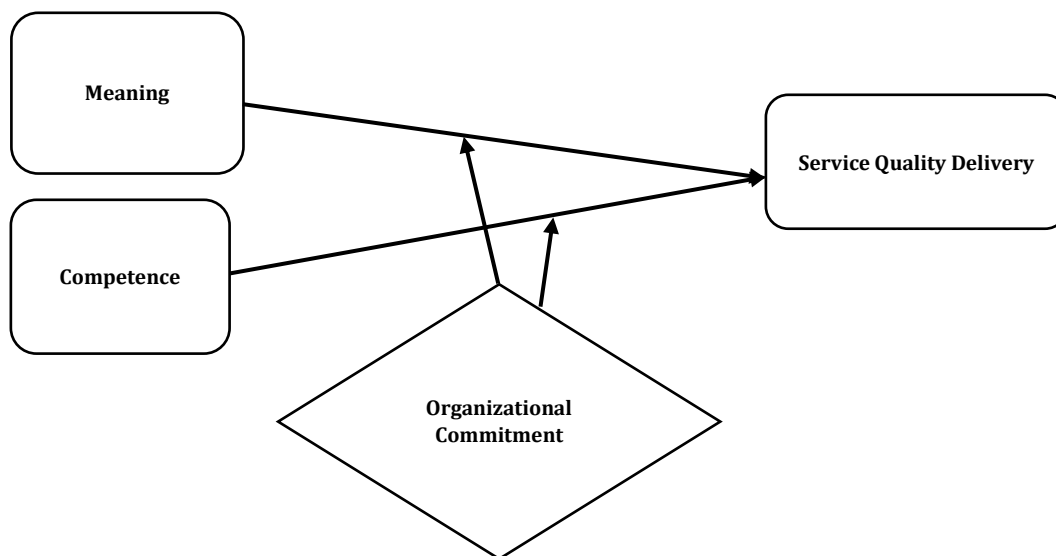


Figure 1. Research Framework (Source: Authors).

2.2 Hypotheses Development

Many other empirical studies show that the EE dimensions have a major impact on SQD. The result of the relationship between the two individual (EE dimensions and SQD) is significantly and positively related (Ukil, 2017; Bello & Bello, 2017; Ali, et al., 2017; Celestina, 2017; Jaiswal & Dhar, 2017; Adebisi & Lawal, 2017; Gazzoli, Hancer & Park, 2016; Uzunbacak, 2015; De Zilva, 2014; Greasley & Bocârnea 2014; Dickson & Lorenz, 2009; Odeh, 2008; Carless, 2004; Liden,

Wayne & Sparrowe, 2000; Spreitzer, 1996). The studies found 'meaningful' to be the strongest predictor of EE.

Previous studies have shown that EE is the primary predictor of SQD, resulting in an increase in SQD being one of the anticipated outcomes behind the perceived EE feeling among employees in the workplace, while low EE level in the work environment is strongly correlated with fall in SQD and job satisfaction (Madani & Ahmadi, 2015; Rae, 2013; Fernandez & Moldogaziev, 2013; Indradevi, 2012; Dehkordi *et al.* 2011; Choong & Lau, 2011; Carless, 2004; Spreitzer *et al.*, 1997). Other empirical studies on the evidence showing EE and SQD found that EE components were significantly and positively related to SQD. The results of the relationship between the two EE and SQD components differ from other dimensions in the previous studies (Bello & Bello, 2017; Wanjiku, 2016; Kebriaei, Rakhshaninejad, & Afshari, 2013; Carless, 2004).

Many previous studies established that there is a significant positive association between EE and customer's satisfaction (Ojo, Busayo, & Ifeoma, 2017; Bello, Bello & Ifegbu, 2017; Timothy & Abubakar, 2013; Isimoy & Bakareya, 2013). The studies established that the EE typically did not translate into customer satisfaction without the provision of quality services. This implies that EE which translates into a quality service may result in customer satisfaction. Thus, it can be said that EE has a profound contribution to make employees delivered satisfied quality service and based on the above evidence, the following hypotheses are proposed:

Hypothesis 1: Meaningful EE dimension positively and significantly related to SQD

Hypothesis 2: Competence EE dimension positively and significantly related to SQD

The present study incorporates OC as a moderating variable because of the following reasons. First, OC influences SQD (Tourani, *et al.*, 2016; Alsharari, *et al.*, 2017; Adekunle, *et al.*, 2014). Secondly, OC as an important variable in understanding the form and manner in which an individual's degree of identification with and commitment to the organization is present. Therefore, a central determinant of the commitment and the purpose of the employees to be handed over (Jalali, Gholizadeh & Taleghani, 2014; Ku Daud, Holian, & Zhang, 2014; Ibrahim & Perez, 2014; Clark, Hartline & Jones, 2009).

Several studies have investigated the relationship between empowerment aspects and OC and the relationship between organizational justice and OC (Zorlu, Avan, & Baytok, 2019; Sepahvand, Atashzadeh-Shoorideh, & Tafreshi, 2017; Hadian, 2017; Alsharari, *et al.*, 2017; Wanjiku, 2016; Tourani, *et al.*, 2016; Salman, 2015; Adekunle, Samuel & Kehinde, 2014; Karanja, Gachunga & Kalio, 2014; Ali, 2013; Kebriaei, Rakhshaninejad & Afshari, 2013; Rae, 2013). The study of the moderating role of OC in the relationship between EE and SQD has largely been ignored. It can be proposed that when an organization empowers its employees, they will exhibit a commitment to their responsibility. Therefore, low empowerment can lead to low commitment and poor-quality service delivery vice versa. In the past, however, no established studies have found OC as a moderator in the relationship between EE (meaning and competence) and SQD. Therefore, the following hypotheses are proposed:

Hypothesis 3: OC moderates the relationship between EE (meaning) and SQD.

Hypothesis 4: OC moderates the relationship between EE (competence) and SQD.

3. METHODS

This study carried out a pilot study with 70 randomly selected respondents from two general hospitals in two states to ensure the questionnaires are accurate and effective. The total number of nurses of public hospitals in seven North-western States of Nigeria is 8,263. Based on Krejcie and Morgan (1970), sample determination table, 370 sample respondents and additional 10%

participated in the study. Questionnaires were administered to the sampled respondents to obtain data. The total number of questionnaires administered is 407. The returned questionnaires are 370 keeping the response rate at 91%. However, 365 questionnaires were deemed usable following the data editing process. Therefore, the final sample size adopted in this analysis is 365 respondents. Additionally, the present study utilized SPSS version 24 to analyze the respondent's profile and preliminary analysis while PLS-SEM through Smart-PLS 3.0 to test the developed hypotheses of the study.

3.1 Measurement of the Study Variables

The questionnaire comprised of two sections. The first section of the questionnaires consists of the respondent's demographic profile while the second section consists of the measurement variables of the study. The second section consists of 4 variables with 35 items that make up the study variables. Hence, SQD was measured with 8 items adapted from Ekinici (2001). EE was measured with 10 items adapted from Spreitzer (1995) which comprises 2 dimensions meaning and competence each with 5 items. Meaningful is the value of a work goal, assessed in relation to an employee's values and behaviours (Q1-Q5). Competence or Self-efficacy is a belief in one's capability to perform work activities with skills (Q6-Q10). OC was measured with 18 items adapted from Meyer and Allen's (1991). All items were measured on a Likert scale of five points, ranging from 1 (strongly disagree) to 5 (strongly agreed). The reliabilities for the items reported have the coefficient above 0.70.

4. RESULT AND DISCUSSION

The findings of this study are summarized in this section. SmartPLS was used to test the research model as shown in Figure 2 and Figure 3. The present study used bootstrapping of 5000 samples and 365 cases to test the significance of the relationship and generate the standard error of the estimate and t-values. Henseler, Ringle and Sarstedt (2015) argued that PLS provides more accurate estimates of moderator effects by calculating for the error that mitigates relationships and increases the theory validity.

4.1 Measurement Model

First, the convergent validity test, which is the degree to which there is an agreement between different items to measure the same concept. Next, the analysis proceeded to assess the discriminating validity in which the measure does not represent other variables and is indicated by the low correlations between the measurement of interest and the measurements of other constructs. Discriminant validity was examined by comparing the squared correlations between constructs and variance extracted (Dijkstra & Henseler, 2015; Hair, Sarstedt, Ringle & Mena, 2012). Finally, Cronbach's alpha coefficient was used to assess the inter-item consistency of the measurement items in Figure 2 and Table 1.

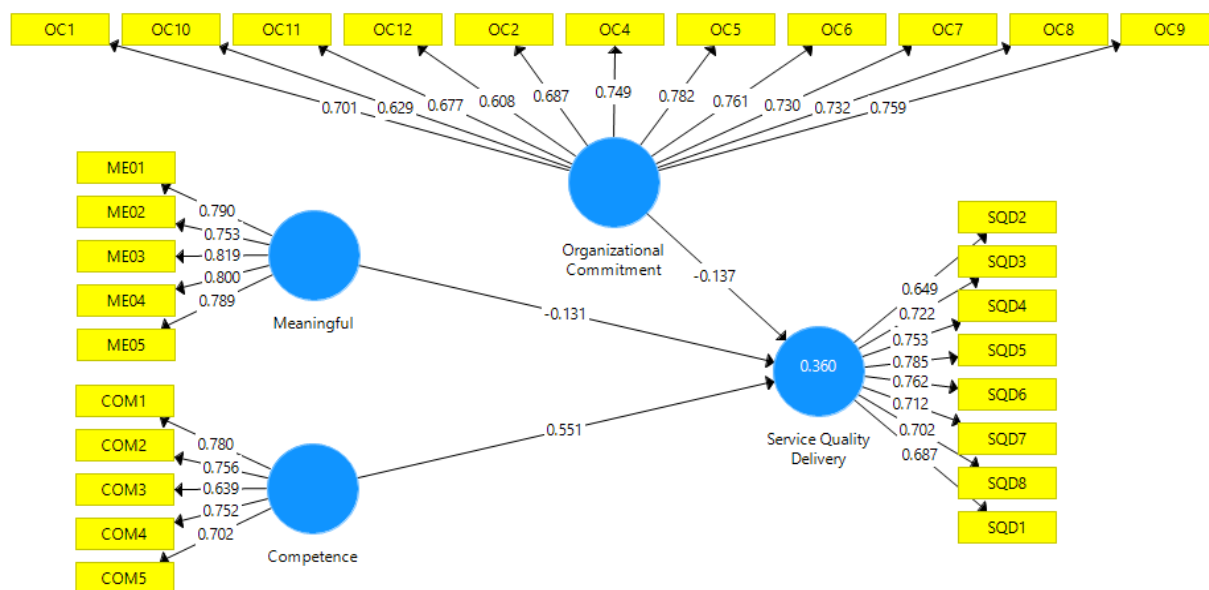


Figure 2: Measurement Model.

Table 1 indicates that all the items were above 0.4 and all the indicator of the construct loaded high on their main or parent constructs, thus, achieving discriminant validity. The discriminant validity of the present study using AVE was compared with the correlation of the correlation matrix of each variable as shown in Table 2. Taking Fornell and Larcker (1981) criteria, all the values (bold) are greater in their parent construct than its relationship with another construct. Recently, Henseler et al. (2015) criticized the Fornell and Larcker (1981) and cross-loading method as liberal in confirming validity, and thus suggested the use of HTMT based on the multitrait-multimethod matrix to assess discriminant validity. Table 3 present the HTMT of the study. Finally, discriminant validity has been achieved. The study indicated that 36% of the variance in SQD is explained by the two constructs (meaningful and competence).

Table 1 Items loadings, CA, Composite Reliability and Average Variance Extracted

Constructs	Items	Loading	Cronbach's Alpha	(CR)	AVE
Meaningful	ME01	0.790	0.852	0.893	0.624
	ME02	0.753			
	ME03	0.819			
	ME04	0.800			
	ME05	0.780			
Competence	COM1	0.780	0.776	0.848	0.529
	COM2	0.756			
	COM3	0.639			
	COM4	0.752			
	COM5	0.702			
Organizational Commitment	OC01	0.701	0.908	0.919	0.508
	OC02	0.687			
	OC04	0.749			
	OC05	0.782			
	OC06	0.761			
	OC07	0.730			
	OC08	0.732			
	OC09	0.752			
	OC10	0.629			
	OC11	0.677			
	OC12	0.608			

Service Quality Delivery	SQD1	0.687	0.870	0.897	0.522
	SQD2	0.649			
	SQD3	0.722			
	SQD4	0.753			
	SQD5	0.785			
	SQD6	0.762			
	SQD7	0.712			
	SQD8	0.702			

Table 2 and 3 indicates that the measurement model demonstrated adequate convergent validity and discriminant validity.

Table 2 Fornell-Larcker

	COMP	MEN	OCM	SQD
COMP	0.728			
MEN	0.161	0.790		
OCM	0.097	0.096	0.712	
SQD	0.083	0.238	0.093	0.723

MEN- Meaningfulness, COM- Competence, OCM- Organization Commitment, and SQD- Service Quality Delivery.
Note: Values on the diagonal (bolded) are the square root of the AVE while the off-diagonals are correlations.

Table 3 Heterotrait-Monotrait Ratio (HTMT)

	1	2	3	4
COM				
MEN	0.180			
OCM	0.070	0.089		
SQD	0.671	0.278	0.075	

4.1.1 Effect Size for Direct Relationship (f^2)

The effect size of SQD was observed with the exogenous variables from the model (meaningful, competence). Table 4 presents the effect size of SQD and MEN, COM, and OC are the smallest. Consequently, these results suggest that the effect size of the two constructs are small. By following the guidelines set out in the Cohen's (2013) measures, the effect size (0.02 = small, 0.15 = medium, 0.35 = high) contends. The effect size was derived from using the formula as follows:

$$\text{Effect Size } (f^2) = \frac{R^2 \text{ Included} - xR^2 \text{ Excluded}}{1 - R^2 \text{ Included}}$$

Where,

f^2 = effect sizes

R^2 included = R^2 with a particular construct included in the model

R^2 excluded = R^2 with a particular construct excluded from the model

1 = is constant

Sawilowsky (2009) argued that the effect size is considered appropriate if its values range from 0.35, 0.15 to 0.02, which is graded respectively as high, moderate, and low. However, a construct's faintest or smallest value should not be ignored, as it can influence or cause variation in the endogenous variable(s). Conclusively, this value or classification helps to determine the utility or otherwise of a particular construct being used in the model. As shown in Table 4, the effect size for meaningful, competence, are 0.005 and 0.003, respectively. Thus, the effect size of the two

exogenous latent variables on SQD can be taken as very small and small. Interestingly, PLS3 gives the calculated size of the effect as shown in Table 4.

Table 4 The Effect Size of Latent Constructs

Construct	R ² incl	R ² excl	R ² incl- R ² excl	1-R ² incl	Effect Size
MEN	0.086	0.081	0.005	0.914	0.005
COMP	0.695	0.694	0.001	0.305	0.003

4.1.2 Effect Size of the Moderating Effects

To examine the strength of the moderating effect of OC on the relationship between meaningful, competence and SQD, Cohen's effect size was computed. The strength of the moderating effects can be evaluated by comparing the R-squared value of the major effect model with the R-squared value of the full model that integrates both exogenous latent variables and moderating variable. Therefore, the strength of moderating effects can be described using the method suggested by Henseler and Fassott (2010), and Cohen (1988).

$$\text{Effect Size of Moderator } (f^2) = \frac{R^2 \text{ Mode with moderator} - R^2 \text{ Mode without the Moderator}}{1 - R^2 \text{ Mode with the Moderator}}$$

The results are consistent with Henseler and Fassott's (2010) rule of thumb for examining the strength of the moderating effect, which indicates that the effect size of moderating effect is 0.03, portraying that moderating effect is small.

4.2 Structural Model

Figure 3 and Table 5 present the results of the hypotheses testing. This study used a product indicator approach in estimating the strength of the moderating effect of OC on the relationship between meaningful, competence and SQD. The result found meaning and competence to be positively related to SQD. However, the results depict that the relationship between meaning, competence and SQD is not moderated by OC.

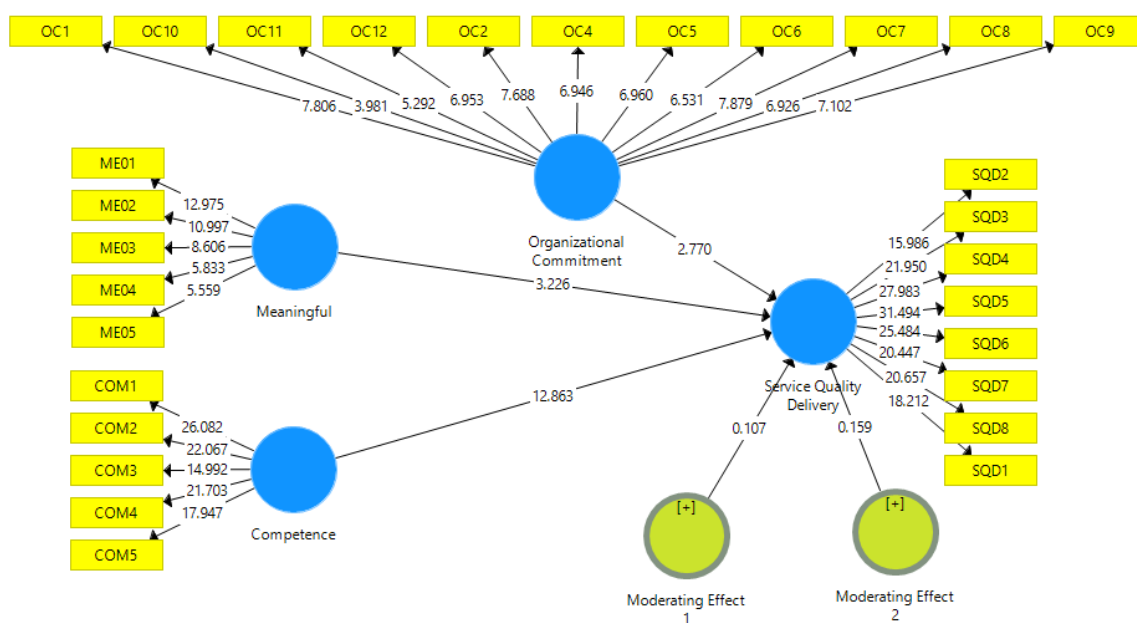


Figure 3 Structural Model (With Moderator)

Table 5 Results of Direct and Moderation Test

Path	Beta	Std. Error	T-value	P-value	Decision
Meaningful -> SQD	0.132	0.046	3.164	0.002**	Supported
Competence -> SQD	0.551	0.018	14.10	0.000***	Supported
Meaningful *OCM-> SQD	-0.005	0.019	0.114	0.910	Not Supported
Competence *OCM-> SQD	-0.008	0.016	0.163	0.870	Not Supported

Note: *p < .01; **p < .001; *** p < 0.000

Hypothesis 1 predicted that meaningful is positively related to SQD. The findings in Figure 3 and Table 5 indicate a positive significant relationship between meaningful and SQD ($\beta = 0.132$, $t = 3.164$, $p < 0.002$). Thus, Hypothesis 1 is supported. Hypothesis 2 predicted that competence is positively related to SQD. Results from Figure 3 and Table 5 show that competence is positively and significantly related to SQD ($\beta = 0.551$, $t = 14.10$, $p < 0.000$), thus supporting the postulation of this study contained in Hypothesis 2. This result is significant providing a substantial beta value and t-value.

Hypotheses 3 and 4 in this study predicted that OC moderates the relationship between meaningful, competence and SQD. This relationship is specifically stronger for an organization with high OC than those with lower OC. Surprisingly, the two-interaction postulated in the study are found to have been insignificant as shown in Figure 3 and Table 5. The findings in Table 5 show that the interaction terms for meaningful \times OC ($\beta = -0.005$, $t = 0.114$, $p < 0.910$) is statistically insignificant. The findings in Table 5 also do not support the assertion that OC moderates the relationship between competence and SQD. Specifically, the relationship is not significant ($\beta = -0.008$, $t = 0.163$, $p > 0.870$).

The findings indicate that meaning had a direct positive effect on SQD. The result is consistent with previous findings (Ölçer, 2015; Bagherzadeh, Sarvghad & Bagherzadeh, 2014; Iqbal, Ahmad & Javaid, 2013; Indradevi, 2012; AbduPatah, Adzmy & Derani, 2009). However, when workers found a compromise between their ideals and the organization's objectives and generated meaningful work, they were more likely to be loyal, service-oriented, concerned about others and high performers. The result is also consistent with previous studies' findings (Degago, 2014; Liden, Wayne & Sparrowe, 2000; Fulford & Enz, 1995). The studies show that a significant positive relationship exists between meaningful EE dimension and SQ. This study also supports the findings by Fulford and Enz (1995) who reported that the meaning dimension was a critical empowerment element that explains service efficiency. The result is contrary to the findings of Durra, Okhdour, Al-Abadi and Saif (2014) who reported that meaning does not significantly related to the effectiveness of job performance.

This study posits through hypothesis (H_2) that competence is significantly related to SQD. The result shows that the effect between CO and SQD is statistically significant ($p < 0.001$). This signifies that competence is positively and significantly influencing the SQD of nurses in public hospitals in Nigeria. In this study, the highest beta coefficient of the EE dimensions is that for competence, indicating that most nurse's employees in public hospital are empowered by being highly competent in discharging their duties. It was also revealed that higher educated workers considered themselves to be more competent, self-assured of the ability to do the work and confident in one's ability to do the job. Feeling skilled at work also added to SQD. This consistent with the findings of previous studies (Abdissa & Fitwi, 2016; Durra, *et al.*, 2014; Fernandez & Moldogaziev, 2013; Iqbal *et al.*, 2013). Consequently, as workers become more empowered, their standards of self-efficacy will increase, thus the amount of time and resources they devote to carrying out a mission (Bagherzadeh, *et al.*, 2014).

The third objective of this study ascertains if OC moderates the relationship between meaningful, competence and SQD of nurses in the public hospitals. Higher or lower EE statistical scores will

improve or diminish the relationship between the antecedents and service quality. The moderator variable may change the intensity and direction of the original relationship between the variables and strengthen, minimize or adjust the predictor's influence (Alsharari, 2017; De Zilva, 2014). The two interactions postulated in the study are found to have been insignificant as shown in Figure 3. Specifically, Table 5 shows that interaction term of meaningful, competence*OC and SQD is not significant, thus, necessitating to reject hypotheses 3 and 4 of the study that OC exists to moderate the relationship between EE (competence and meaning) and SQD. The findings of this study contradict other studies that identified OC as a consequence of EE (Kebriaei, Rakhshaninejad & Afshari, 2013; Isimoya & Bakarey, 2013; Zeglat, Aljaber & Alrawabdeh, 2014; Chobdar, Naseri, Bazmi & Masuminejad, 2016). On the other hand, Ching and Jang (2008) found that none of the EE dimensions is related to OC.

5. CONCLUSIONS AND RECOMMENDATIONS

The current study focused on nurses of public hospitals in the North-western State of Nigeria. The study examined relevant models with respect to EE and then formulated the problem. The study also reviewed the available previous literature with respect to EE and its influence on SQD to conceptualize the framework of the study. The findings of the study confirmed the role of EE in enhancing the level of SQD and the non-moderating role of OC in the relation to EE dimensions and SQD. The study concluded that EE has a significant influence on SQD of nursing of public hospitals in Nigeria. This study shows that the two EE dimensions have the greatest predictive power on SQD, and these are meaningful and competence. An increase in EE increases the levels of SQD. The study also concluded that OC does not have a significant moderating effect on the relationship between the four EE dimensions (meaning and competence) and SQD of nursing in public hospitals in Nigeria. This confirmed that an increase in the value of OC does not strengthen the relationship between EE dimensions (meaning and competence) and SQD of nursing in public hospitals in Nigeria. The study test four null research hypotheses, of which two were accepted. This indicating that two EE dimensions (meaning, competence) had a significant influence on SQD. The findings further established that the dimension of EE with the highest influence on SQD was competence. This suggests that in order to deliver healthcare effectively and efficiently, public hospitals in Nigeria need to capitalize on employees by empowering them to unleash their greatest potential specifically, meaningfully and competently. Therefore, hospitals management in Nigeria must recognize the need to adopt empowering practices within their hospitals that contribute to higher levels of employee autonomy and competence. It can be accomplished by establishing a working atmosphere in which management shows faith and confidence in staff, by delegating authority for decision-making and control over tasks. Therefore, the implementation of various training and development programs to enhance the awareness and skills of the employees to carry out their tasks is important.

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