



Empowerment in Nursing By Systematic Literature Review and Bibliometric Analysis Methods

Sistematik İnceleme ve Bibliyometrik Analiz Yöntemleri ile Hemşirelikte Güçlendirme

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EMPOWERMENT IN NURSING BY SYSTEMATIC LITERATURE REVIEW AND BIBLIOMETRIC ANALYSIS METHODS

ABSTRACT

Aim: In this study, it is aimed to present an overall summary of the research published related to the concept of empowerment in nursing by using a systematic literature review and bibliometric indicators.

Method: Systematic review and bibliometric analysis methods were used to determine the empowerment tendencies in nursing and to reveal the clustering of the data. A total of 450 articles on empowerment in nursing, research methods and fields, article number by years and the most cited articles were compiled by using systematic review, and they were analyzed by VOS viewer software in terms of the key word network, journal co-citation network and author co-citation network factors.

Results: It has been determined that empowerment research in nursing has gained momentum over time. When the impact of COVID-19 pandemic which has created on the Earth and the negative results that have been experienced by healthcare staff during this process are taken into consideration, it is also predicted that more research will be conducted on the concept. In addition, it has been determined in our study by network analysis that the concept of empowerment has a strong relation with the concepts of job satisfaction, nursing, psychological and constructional empowerment, burnout, leadership, long-term care and work environment.

Conclusions and Suggestions: In this study, it has been revealed that the concepts of nursing and empowerment have been used together intensively, and the publications issued on empowerment in nursing have been increasing by years. This shows that the concept of empowerment has a strategic importance for nurses. Awareness should be raised about the adoption of empowerment activities, which will make nurses, who have a direct impact on the quality of care in health services management, feel powerful, support their positive participation in organizational processes, and be a source of motivation, by all management levels.

Keywords: Nursing, Empowerment, Health Service, Bibliometric, COVID-19.



SİSTEMATİK İNCELEME VE BİBLİYOMETRİK ANALİZ YÖNTEMLERİ İLE HEMŞİRELİKTE GÜÇLENDİRME

ÖZ

Amaç: Bu çalışmada, sistematik literatür taraması ile birlikte bibliyometrik göstergeler kullanılarak, hemşirelikte güçlendirme kavramına ilişkin yayımlanan araştırmaların genel bir özetinin sunulması amaçlanmaktadır.

Yöntem: Hemşirelikte güçlendirme eğilimlerini belirlemek ve veriler arasındaki kümelenmeyi ortaya çıkarmak için sistematik inceleme ve bibliyometrik analiz yöntemleri kullanılmıştır. Hemşirelikte güçlendirme konusunda toplamda 450 makale; araştırma yöntemi ve alanı, yıllara göre makale sayısı, en çok atıf alan makaleler sistematik inceleme yapılarak derlenmiş; anahtar kelime ağı, dergi ortak atıf ağı ve yazar ortak atıf ağ faktörleri bakımından VOS viewer programında analiz edilmiştir.

Bulgular: Hemşirelikte güçlendirme araştırmalarının zaman içerisinde ivme kazandığı tespit edilmiştir. COVID-19 pandemisinin Dünya üzerinde yaratmış olduğu etki ve sağlık çalışanlarının bu süreçte yaşamış olduğu olumsuz sonuçlar dikkate alındığında kavram üzerine daha fazla araştırmanın yapılacağı öngörülmektedir. Ayrıca araştırma bulgularımızda güçlendirme kavramının iş tatmini, hemşirelik, psikolojik ve yapısal güçlendirme, tükenmişlik, liderlik, uzun dönem bakım ve iş çevresi kavramları ile güçlü ilişki içerisinde olduğu ağ analizi ile belirlenmiştir.

Sonuçlar ve Öneriler: Bu çalışmada, hemşirelik ve güçlendirme kavramlarının birlikte uygun bir şekilde kullanıldığı ve yıllar itibari ile hemşirelikte güçlendirme konusunda yapılan yayınların artış eğiliminde olduğu ortaya konulmuştur. Bu durum hemşireler için güçlendirme kavramının stratejik bir öneme sahip olduğunu göstermektedir. Sağlık hizmetleri yönetiminde bakım kalitesine doğrudan etkisi bulunan hemşirelerin, kendilerini güçlü hissetmelerini sağlayacak, örgütsel süreçlere pozitif katılımını destekleyecek ve motivasyon kaynağı olabilecek güçlendirme faaliyetlerinin tüm yönetim kademesi tarafından benimsenmesi konusunda farkındalık yaratılmalıdır.

Anahtar Kelimeler: Hemşirelik, Güçlendirme, Sağlık Hizmetleri, Bibliyometrik, COVID-19.



INTRODUCTION

Today, employees and businesses must continue their activities in a constantly changing and developing environment. These dynamic environmental conditions are also fed by competition and sustainability concerns. In addition, while the COVID-19 pandemic, which started in the world, caused heavy and permanent damage to the economies of the countries, it caused recession in economies at a serious rate and increased unemployment, poverty and other economic and social problems. The pandemic has turned the health systems upside down with the mass loss of life around the world and has brought devastating effects in all areas of life such as economy, social security, education and food production all over the world (Kocabaş, 2020). In this process, the increase in the need for more and more urgent health and hospital resources, the fact that many people are infected quickly and especially the intensive care needs have increased the importance of health workers, especially nurses who are responsible for care (Çevirme & Kurt, 2020; Pedrazza et al., 2018). At this point, it is seen that nurses need empowerment activities that enable them to solve problems and to take responsibility for making decisions in order to do their job in the expected quality, efficiently and productively. While power refers to a feature that nurses should develop in order to practice more autonomously, it is possible for members of a profession to raise their status, define their specialty, obtain and maintain autonomy and influence by empowering and/or being empowered (Manojlovich, 2007).

As a management term, empowerment is defined as the process of increasing people's decision-making rights (authorities) and developing people through cooperation, sharing, training and teamwork (Koçel, 2015). According to this perspective, empowerment includes the ability to accurately identify the strengths and abilities of others and to determine their own destiny through their own decisions (Kirst-Ashman & Hull, 2018). While Kanter (1993) defines empowerment as sharing organizational power or giving power to people who do the work, Erstad (1997) defines empowerment as providing opportunities for employees to make decisions about their jobs or providing them with an environment where they can take responsibility for their own activities. Conger and Kanungo (1988) define empowerment as the process of identifying situations that increase powerlessness in organizations and developing feelings of self-efficacy among organizational members by eliminating powerlessness through various methods.

As can be seen from the definitions, the concept of empowerment is shaped within the framework of two basic perspectives. Some definitions focus on the duties and responsibilities of the top management and base the *constructional empowerment* dimension that try to explain empowerment by the factors except for employees, but some are based on the *psychological empowerment* dimension, which includes

how empowerment activities are perceived by employees, and which is based on explaining empowerment by the psychological process employees go through (Küçükşarı, 2020). On the other hand, it is also stated that the issue of whether empowerment is a process that occurs through an external authority or is initiated internally in the individual should be discussed (McCarty & Freeman, 2008).

Constructional empowerment is based on providing resources and opportunities to all employees for maximum organizational efficiency and success since opportunities and power in the organizations are necessary for authorization. Constructional empowerment states that the work behaviors of employees arise from the conditions and situations in the workplace but not from individual characteristics (Kanter, 1993; Manojlovich, 2007). On the other hand, “psychological empowerment,” which was developed by Spreitzer (1995), is defined as an internal motivation arising from the personal experiences of individuals and their beliefs about their roles in work life and stated as a psychological state that must be experienced by employees. Psychological empowerment is formed as a result of the interaction between the personal characteristics of employees and work environment (Spreitzer, 1995). Its aim is to increase the knowledge and skill of employees who perform the job, to enable them to make necessary decisions by seeing opportunities, to change their attitude towards the work and to make employees the owner of the business (Er & Altunbaş, 2014).

Empowerment in nursing is highly studied in the literature. It is seen that nurses’ feeling empowered individually affects both the organization they work and the individuals they deliver service in a positive way (Burkhard & Nathaniel, 2013; Özbaş & Tel, 2013; Şen, 2010). Institutionally empowered nurses, in addition, feel that they are valued because they have more authority, which positively affects organizational outcomes. In these studies, empowerment has a positive relation with the factors such as job satisfaction (Yüksel & Adıgüzel 2012; Wong & Laschinger 2012; Yang et al., 2014), organizational commitment (Costa Freire & Azevedo 2015), work performance (Chang & Liu, 2008; Er & Altunbaş 2014; Küçükşarı, 2020; Leggat et al., 2010; Wong & Laschinger 2012), positive patient care behavior (Er & Altunbaş 2014; Küçükşarı, 2020; Leggat et al., 2010), patient safety (Armellinoet et al., 2010; Leggat et al., 2010), motivation (Albrecht & Andreetta 2011; Yüksel & Adıgüzel 2012) and work efficiency (Martin-Crawford, 1999); and a negative relation with burnout (Çavuş & Demir 2011; Laschingeret et al., 2001), intention to quit (Albrecht & Andreetta 2011; Fitzpatrick et al., 2010; Hauck et al., 2011;), work stress (Er & Altunbaş 2014) and employee turnover rate (Aiken et al., 1994). In an empowered work environment, it has been seen that nursing applications can be controlled and patient safety and patient care behaviors have positive results (Er & Altunbaş 2014; Leggat et al., 2010). Thus, within this conceptual framework, it is aimed in this article to present an overall summary of the research conducted on empowerment in nursing in terms of research method and research field, number

of the articles by years, the most cited articles, key word network, journal co-citation network and author co-citation network analysis by using systematic literature review and bibliometric indicators.

METHOD

Study Design

Withing the scope of the study, method trilogy was applied by using systematic literature review and bibliometric analysis in order to determine the articles published in Web of Science database related to empowerment in nursing and in order to analyze them according to various parameters. The details for the selection of the data in systematic literature review were performed according to the Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) (Moher et al., 2015). Articles included in the study within the framework of this protocol were subjected to bibliometric analysis in order to determine the leading tendencies related to the research field, examine bibliometric materials quantitatively (Merigó & Yang, 2017) and since it is a valuable tool for literature analysis (Wang et al., 2014). This method was also preferred since it is frequently used by the executive individuals and scientific researchers (Özel & Kozak, 2012).

Data Collection

Systematic literature review, which was the first stage of the method trilogy was conducted in accordance with PRISMA protocol. In order to reach the publications related to empowerment in nursing, Web of Science database, which is most frequently used in the analysis of scientific publications and scientific citation index (Yang et al., 2013), was scanned. Since all the data about empowerment in nursing was intended to be reached on this database, the publications between the years of 1975-2020 were selected. The key words of “empowerment,” “nurse,” “nurses” and “nursing” were scanned to determine the studies for empowerment in nursing. The title, abstract and key word sections of the articles were included in the scanning by selecting the subject from the database. In addition, the combination of keywords was determined by using the conjunction “or” during the search. As a result of scanning on the Web of Science database, a total of 2061 data sets were obtained.

While the inclusion criteria in the study were being written in English, being published as article, being scanned in SSCI, SCI-EXPANDED and ESCI citation indices and being related to empowerment on the sample of nurse, the exclusion criteria were being written in different languages, being published as different publication types and being scanned in other citation indices. Also, publications related to empowerment but conducted to a different sample group were not used

in the study. The articles to be included in the study according to database scanning and inclusion-exclusion criteria were analyzed by two independent researchers objectively in terms of titles, abstracts and key words in order to eliminate the risk of bias. The data each researcher obtained were collected on Microsoft Excell and systematic data set was prepared. PRISMA flow diagram for the data set obtained by evaluating inclusion and exclusion criteria was shown in Figure 1.

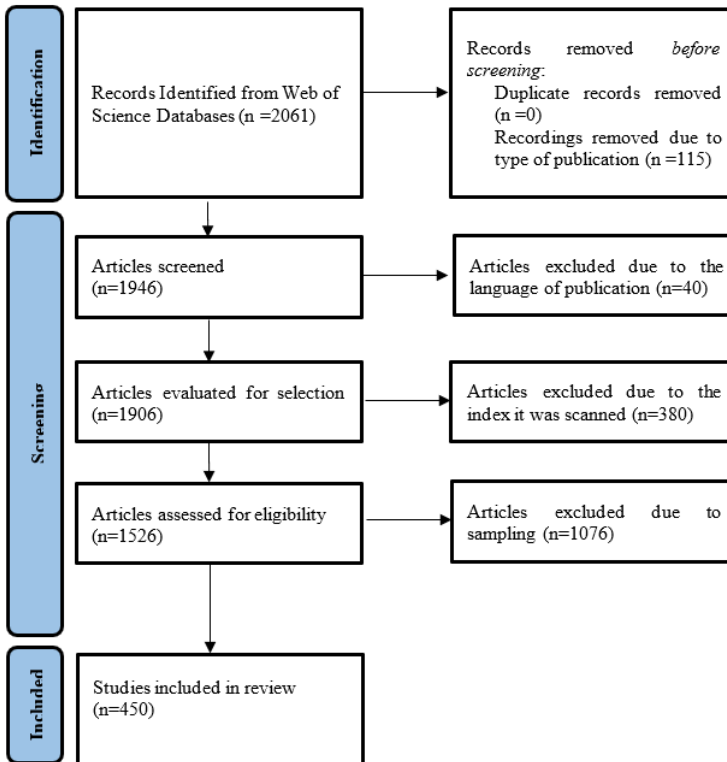


Figure 1. PRISMA Flow Diagram

There is no duplicate record in the study since different databases were not used. The data such as books, book chapters, papers or editorial materials except for articles were not included in the study as the first exclusion criterion. Therefore, 115 data were omitted from the study in the first stage. In the publication language, which was determined as the second exclusion criterion of the study, 40 articles were not included in the study because they were written in a language other than English. Since only articles scanned in the SSCI, SCI-Expanded and ESCI citation indices were included in the study in the third stage, 380 articles out of these citation indices were excluded, and 1526 articles were included in the study.

The title, keywords and abstracts of the 1526 articles obtained were examined individually by the authors and the criterion of that the sample group would be nurses was investigated. As a result of the review, it was determined that 1076 articles applied the concept of empowerment on different sample groups and therefore should not be included in the study, while 450 articles that applied the concept of empowerment on nurses were finally included in the scope of the study.

Data Analysis

As the second stage of the method trilogy carried out within the scope of the study, the data set obtained within the scope of the PRISMA protocol was subjected to bibliometric analysis. Within the bibliometric analysis, research fields and methods, distribution of the articles by years, the most cited articles, key word network and journal and author co-citation network analyses were performed via the data obtained. While key word network analysis means the determination of the most common key words used in the documents (Mulet-Forteza et al., 2018), and co-authorship analysis was used to reveal the systematic structure developed for the cooperation in a certain field (Baynal Doğan & Doğan, 2021). The research questions that would be handled within these analyses were as following:

- What was the distribution of the articles in terms of research methods (quantitative, qualitative, mixed)?
- What was the distribution of the articles by years?
- What were the most cited articles and their number of citations?
- What is the commonly used word in the keyword network?
- What journal(s) were the most cited and had the power of linking in journal co-citation network analysis?
- Who is the most cited author(s) in the author co-citation network analysis?

The VOS viewer 1.6.16 software, which was especially designed for network map creation and visualization of the literature (Cobo et al., 2011) and which was a suitable software for analyzing large-scale data and creating complex networks (Zou et al., 2018), was used within the scope of the study. Clustering technique was used within the scope of the software, and the colors used reflected the clusters to which the items belonged (Van Eck et al., 2010). The more important the item, the greater its impact and circle, and the color assignment to the items is determined in relation to the set to which they belong (Van Eck & Waltman, 2010).

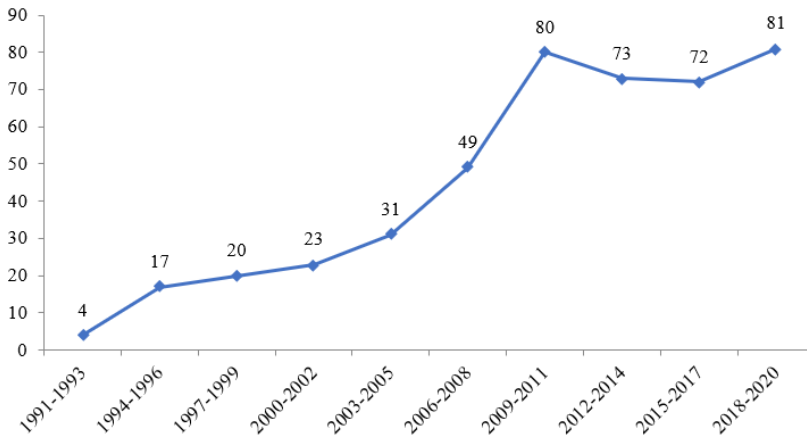
RESULTS

Table 1 gives information about the research fields and the distribution of the methods used. Quantitative methods (63.78%) that measure the cases and enable them to be expressed numerically were preferred more in the articles. It is seen that the research are concentrated in the fields of nursing (59.11%) and management (16.22%).

Table 1. Descriptive analyzes

Research Method	Frequency	%	Research Area	Frequency	%
Quantitative Study	287	63.78	Nursing Studies	266	59.11
Qualitative Study	144	32.00	Management	73	16.22
Mixed Study	19	4.22	Educational Research	17	3.78
Other	-	-	Other	19	4.22

In the Graph 1, the number of articles published on empowerment in nursing is presented. The first articles in this field were published in 1991. The studies on this field increased continuously from 1991 until 2009-2011. Especially when a comparison is made between the grouped years, it is seen that there was a great increase between 2009-2011 when compared to the previous year group. In addition, studies published related to the field after 2009 increased rapidly, and 68% of all the articles were published after that year.



Graph 1. Number of articles published in the field of empowerment in nursing

The 5 articles that have been most cited in the field of empowerment in nursing are presented in Table 2. In addition, the information of authors, journals and release years of these articles are also included. The highest number of citations (383) related to the research field were made to the study reviewed by Laschinger et al., (2001). This article was followed by studies reviewed by Spence et al., (2009) with 286 citations, by Laschinger et al., (2001), with 229 citations, by Laschinger and Finegan (2005) with 193 citations, and by Jourdain and Chenevert (2010) with 189 citations.

In the study conducted by Laschinger et al., (2001) on nurses, it is stated that structural empowerment in the workplace results with a higher level of psychological empowerment, and the increased psychological empowerment affects work stress and job satisfaction strongly. Spence et al., (2009) examine the effect of the empowerment in nurses and impoliteness on burnout. As a result, it is determined that empowerment in nurses, director impoliteness and cynicism perceptions have a strong effect on nurses' job satisfaction, organizational commitment and the intend of quitting. In the study by Laschinger et al., (2001), it is stated that nurses experience a higher level of emotional commitment and job satisfaction by empowerment, and as a result of the organizational trust, their work attitudes are affected in a positive way. It is expressed that encouraging the environments improving empowerment perceptions will produce a positive effect on nurses and increase the organizational efficiency. Laschinger and Finegan (2005) evaluates the effect of the perception of organizational justice, respect and trust to the management on the empowerment in nurses. It is stated that, according to the obtained results, structural empowerment is effective on interactional justice, respect and organizational trust, and also empowerment is related to job satisfaction and organizational commitment. Jourdain and Chenevert (2010) examines the role of burnout in the relation between nurses' stress factors about work and social environment and their intention to quit. According to the result of the study, there is an important effect between burnout and psychological empowerment.

Table 2. Most cited research in the field of empowerment in nursing

Year	Author Name	Title	Journal	Atf
2001	Laschinger, H.K.S.; Finegan, J.; Shamian, J.; Wilk, P.	Impact of structural and psychological empowerment on job strain in nursing work settings-Expanding Kanter's model	Journal of Nursing Administration	383
2009	Spence, H.K.; Leiter, M.; Day, A.; Gilin, D.	Work place empowerment, incivility, and burnout: impact on staff nurse recruitment and retention outcomes	Journal of Nursing Management	286
2001	Laschinger, H.K.S.; Finegan, J.; Shamian, J.	The impact of work place empowerment, organizational trust on staff nurses' work satisfaction and organizational commitment	HealthCare Management Review	229

2005	Laschinger, H.K.S.; Finegan, J.	Using empowerment to build trust and respect in the work place: A strategy for addressing the nursing shortage	Nursing Economics	193
2010	Jourdain, G.; Chenevert, D.	Job demands-resources, burnout and intention to leave the nursing profession: A questionnaire survey	International Journal of Nursing Studies	189

In Figure 2, the distribution of the key words most frequently used in the articles is shown. In the key word network analysis, which is based on collocation technique, examines the distribution of the key words used in the articles related to the research field. It is stated as one of the most important parts in bibliometric studies with this feature (Imani et al., 2019). In the VOS viewer software, the number of the key words' use is selected as minimum 10, and 14 key words exceed the threshold value among 898 key words. The key words that meet the threshold value are divided into 4 clusters, and the key word "empowerment" leads with both its linking strength (101) and frequency of use (127). Key word network analysis reveals the importance of the concept of empowerment in nurses delivering service in hospitals, care centers, elderly care services and other health care institutions. The fact that empowerment and nurse key words have the highest linking strength (26) supports this result. Another important indicator is that the third word which is most frequently used (51) in the key word analysis is job satisfaction. This reflects the effect to be created on job satisfaction as a result of the opportunities for supporting and improving empowerment in nurses.

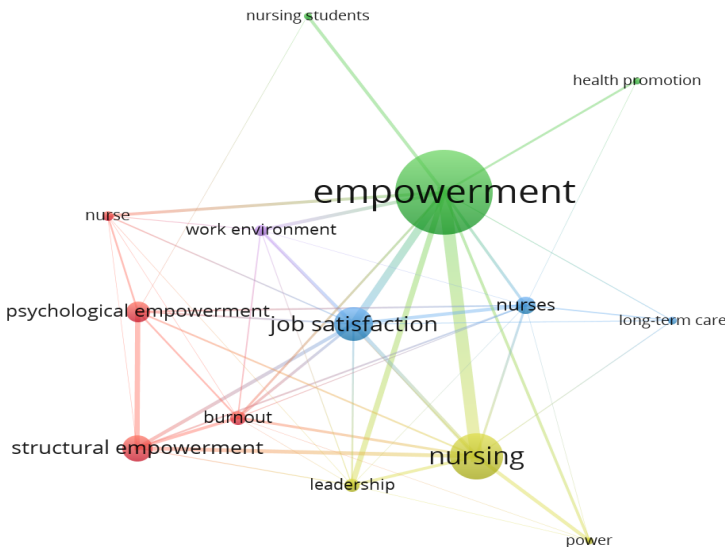


Figure 2. Keyword network analysis of publications

In Figure 3, the journals publishing the articles related to the subject are examined, and the mapping formed as a result of the co-citation network analysis is presented. The size of the nodes belonged to the journals enables to make an inference about the number of the published articles and their activities, and the short-range between journals reflects the citation frequency. The citation level is chosen as 118, and 20 journals out of 5050 meet the threshold value. The journals meeting the threshold value constitute 4 different clusters. “Journal of Advanced Nursing” journal ranks first in terms of total linking strength (16648) and citation number (1236). This journal is followed by “The Journal of Nursing Administration (total linking strength is 11227 and citation number 948) and “Journal of Nursing Management” (total linking strength is 9608 and citation number 603).

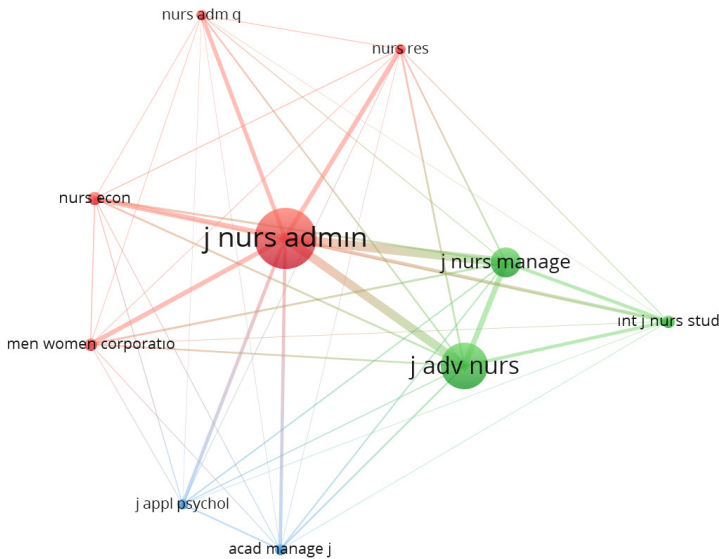


Figure 3. Journal co-citation network analysis of publications

Figure 4 shows the authors' co-citation analysis. There are a total of 9124 authors in the analysis, and the citation number of the authors are chosen as minimum 60. As a result of the limitation, 8 authors pass the threshold value and are reflected in the author co-citation network analysis. Network analysis is divided into 3 different clusters. H.K.S. Laschinger (total linking strength 4160 and citation number 920) leads the red cluster. L. H. Aiken (total linking strength 1320 and citation number 164) leads the green cluster, and C. Mashach (total linking strength 671 and citation number 82) leads the blue cluster. In addition, it is determined that the researcher H.K.S. Laschinger, who is the first rank in terms of linking strength and citation number, has the highest linking strength with the authors R.M. Kanter and L.H. Aiken.

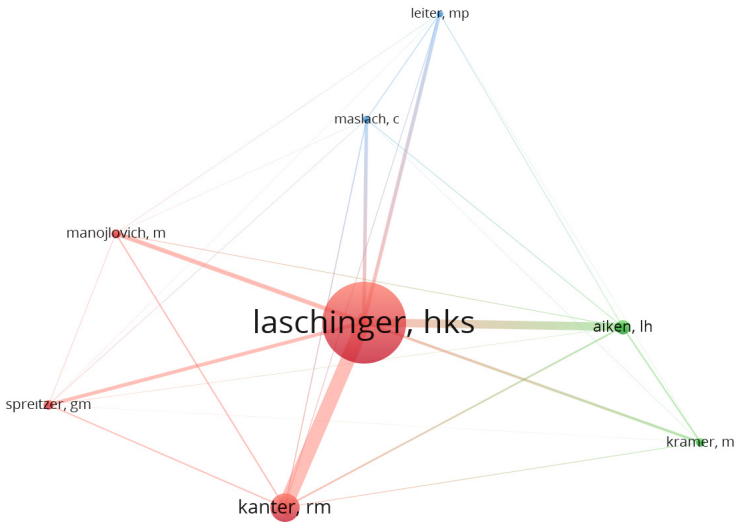


Figure 4. Author co-citation network analysis of publications

DISCUSSION

It is seen that the research brought in the literature for the concept of empowerment is more about nursing application. As the concept of empowerment in nursing has become an important issue in health services, it has been observed that the number of studies describing its managerial connection has increased. Being stated the importance of nurses in ensuring patient satisfaction, especially by health and nursing managers, has led to concentration of studies on nursing practices. According to the other findings related to the research field in Table 1, it is determined that the concepts such as education (3.78%), physical and psychological well-being (2%), health policies (1.78) and ethics (1.33%) are not included in the studies adequately. However, while the concepts of professional ethics and structural empowerment are effective on the participation in the profession (Balay-odao et al., 2022), it is recommended to the institutions and/or managers to arrange empowerment trainings for nurses in order to decrease the ethical problems of the nurses and increase the quality of the care (Abbasi et al., 2019). An increase is observed in the studies determining the state of the nurses' perceiving themselves to be powerful and those related to the other concepts that can help them become powerful. In the acceleration of the studies on this subject, it can be effective that nurses turn to practices for working in harmony and cooperation with decision-making physicians by providing accurate, effective and fast service under intense working conditions. With the COVID-19 global pandemic, the prolonged working hours of nurses, who are among the leading healthcare professionals, and

their presence in risky environments continuously have led nurses to seek concepts such as empowerment/being empowered that will motivate them and help them do their jobs well and safely. Therefore, it is predicted that studies handling empowerment in nursing and examining the devastating effects of the pandemic will increase after 2020. Deliktaş Demirci et al., (2021) state that COVID-19 causes negative consequences on nurses' lives, such as being psychologically affected and being labeled as high risks. Mulyadi et al., (2022) state that nurses working at the emergency service face with some working problems such as the feeling of responsibility under the threat of infection, physical and psychological burnout, forming a strategy under difficult conditions.

Although the first studies on empowerment in nursing have a long history, the studies on the subject in the literature are limited. This limitation has gained a different dimension with the beginning of the studying the concept of empowerment in nursing in the management literature in recent years. This change has shifted to a management style that motivates and supports nurses and focuses on their improvement. Hajbaghery and Salsali (2005) define empowerment as a dynamic process originating from the mutual interaction of the personal and collective characteristics of the nurses and the culture adopted by the management. Bradbury-Jones et al., (2011) state that the value of nurses as a team member or individual, and the leader's effective mentoring and supportive environment will affect the perception of empowerment of these individuals in clinical practice. In this context, it has concluded in this study that the concept of empowerment is related to the interaction of the leadership theory adopted in organizations and working environment.

In the network map, while it is determined that the concept of empowerment has a strong and close relationship with job satisfaction, its interaction with structural empowerment and psychological empowerment is also observed. Laschinger et al., (2001) determine that structural empowerment concludes with a higher psychological empowerment in nurses and increasing psychological empowerment affects job satisfaction in a positive way.

Limitations of the Study

This study has some limitations since the database is desired to be reached by scanning the keywords of "empowerment," "nurse" and "nursing" as topics. Firstly, the level of the dataset reached is not low, but it creates limitation since it has been obtained from Web of Science database.

Secondly it is at an important point in monitoring the scientific improvements of the articles and making overall inferences related to the field (Bayram, 1998). Therefore, other research such as conference papers, book titles and book chapters are not included.

Since Web of Science database includes more than 20000 refereed scientific journals in more than 250 discipline (Nebioğlu, 2019), a limitation has been made. Including SSCI, SCI-EXPANDED and ESCI citation indices, which have the most citation indices related to empowerment in nursing, in the study is our third limitation.

The fourth limitation is that the articles are written only in English language. Since the authors participating in the study speak English, the studies written in other languages are ignored.

Finally, the relevant key words are scanned on the database as subject. This shows that the words are searched in titles, abstracts and key words. It is determined that although the key words stated as a result of this scanning are used in the articles, those studies are not the ones reflecting the subject of empowerment in nursing. Therefore, after the limitation applications mentioned above, 1525 articles are examined and a total of 450 articles constituted the final dataset for the research.

CONCLUSION AND SUGGESTIONS

Health care institutions are service delivery areas affecting human health and requiring intense labor and affection. Among health professionals, especially nurses play an important role in the smooth running of the service. Therefore, the concept of empowerment is at great importance for nurses, who are among the most important healthcare practitioners in health care institutions. When the existing literature is examined, it is seen that the studies on the empowerment in nursing has increased rapidly. With the global epidemics affecting the world and affecting many people, it is predicted that the interest in the concept of empowerment, which motivates nurses and increases their job satisfaction, will increase due to negative factors such as long working hours, fatigue and work stress. In addition, this study reveals that positive perception of the empowerment in nursing will also affect job satisfaction.

In the study results, firstly, it has been determined that nursing and empowerment concepts are used very frequently and there is a strong relation between these two concepts. According to these results, it is believed that the awareness of the administrative level in health care institutions should be raised about empowering nurses. Another conclusion reached in Figure 2 is that the leadership approach to be adopted by nurse managers affects the professional activities of nurses and contributes positively to processes such as feeling empowered and individual decision-making. In other words, the transformational, ethical, paternal and/or servant leadership characteristics that the nurse manager will adopt can be decisive in the empowerment of the nurses they work with. In addition, the relation of the

concept of empowerment with the positive outputs such as job satisfaction, organizational commitment and motivation and the negative outputs such as burnout, stress and intention of quitting should be taken into consideration.

Conflict of Interest

There is no conflict of interest between the authors.

Author Contribution:

Design of Study: SD (50%), EA (50%)

Data Acquisition: SD (80%), EA (20%)

Data Analysis: SD (60%), EA (40%)

Writing Up: SD (40%), EA (60%)

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