
THE EFFECT OF ORGANISATIONAL POWER ON STRUCTURAL EMPOWERMENT AND AWARENESS OF ABILITY LEVELS AMONG A SAMPLE OF NURSES

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Abstract. The paper assesses the effect of organisational power on the structural empowerment of hospital nurses. The study also explores the degree to which nurses are able to take more responsibility in their work. Data were taken from 100 nurses of the Algerian public hospital. The model was tested by partial least squares path modelling. The results showed that organisational power positively affected structural empowerment. In addition, nurses have the ability to take on more responsibilities at work. Increasing nurses' structural empowerment is an essential outcome. Therefore, it is necessary to move away from extreme centralization and try to share information, support, and experience with nurses, especially at public hospitals. Heads of nursing departments must share experience and information and delegate powers to nurses to enhance the effectiveness of their performance, especially in response to emergencies, and create the appropriate environment to enhance the empowerment of nurses.

Keywords: *Ability, nurses, organisational power (OP), structural empowerment (SE).*

JEL Classification: M12, O15

INTRODUCTION

Nowadays, human resources are highly valued in the business environment as a result of the increasing competition. Businesses aim to reach a match between the objectives of the organisation and the human resource objectives. Organisational empowerment is one of the practices that attracts the attention of researchers in the administrative field as a mechanism for upgrading employees' energy, motivating them to provide the best performance, and directing them towards achieving organisational goals. However, researchers have differing views on empowerment approaches. Some of them consider it an organisational process carried out by the administration by providing a possible work environment, and this approach is called the structural approach, which focuses on the organisational environment and what it provides to employees. It is also seen as an opportunity for development and growth as the organisational structure affects the behaviour of employees. In this regard, providing the business environment with positive characteristics for employees will lead to their satisfaction and thus increase their productivity. While

researchers turn to the second approach to empowerment, the psychological approach considers empowerment to be a psychological component that represents the intrinsic motivation towards the task and the worker's sense of self-efficacy and ability to influence their work. For instance, the structural empowerment mechanism is valuable. It seeks to delegate authority, develop creative behaviour, and develop the personality of the human resources. Hospital nurses need to share power, empower them, and provide a supportive environment to serve nurses better. Usually, nurses complain about the hospital administration monopoly of power and extreme centralization. Also, not enabling them affects their performance. This study is concerned with revealing the structural aspect of the empowerment of nurses in the Algerian environment by demonstrating the extent of the impact of power and its dimensions on the level of structural empowerment of nurses at the public hospital Mahad Abd El Kader in the Algerian city of Djelfa.

1. BACKGROUND AND FORMULATION OF HYPOTHESES

1.1. Organisational Power

Fleming and Spicer (2014) state that power is a real issue in today's organisations; it is a pillar mechanism for organisations. Without familiarity with the power concept, we could not understand an organisation in a business environment. However, it is challenging to master this organisational phenomenon, especially for the 'systemic power'. The existence and influence of the latter power type are achieved through deep analysis and understanding of the general and social framework of the organisation. In the same context, 'power' and 'politics' politics refer to different organisational concepts. According to Weber (1947), power is the situation that enables an individual to exercise their will and implement it despite the resistance of others. In contrast, policies are the tactics and strategies for expressing or resisting power when it conflicts with the aims and interests of the organisation. Frequently, policies in the organisation refer to harmful behaviours such as secret deals and destructive influence on others (Fleming and Spicer, 2014).

Organisational life is closely related to how officials perceive the nature of human relations. Power is defined as the influence and motivation of subordinates to achieve the officials' goals and will (Altinkurt and Yilmaz, 2012, p. 1844). In addition, power is one person's ability to make a difference in another individual's way of life and actions (McFarlin and Sweeney, 2001). In this regard, organisational power through actions within the organisation is a valuable way of influencing, achieving intended outputs, and promoting the future work of others (Alapo, 2018, p. 35). For Maxfield (2021), power is the exercise of will, superiority over others' resistance, and target achievement. This definition is focused on the formal aspect of power at the organisation through the actual exercise of the manager's will. In other words, power refers to the official procedures to obtain the organisational goals and overcome the resistance that hinders their achievement.

Gibson and Donnelly (1994) argue that organisational power is a social concept not exercised in isolation. Instead, organisational power needs relationships and the integration of all its actors. Thus, out of the freedom principle, or the desire to

respond, all parts of the organisation can help or hinder each other (Al-Dalal, 2011, p. 12). Power in an organisational environment is the ability to influence others. It is the positive use of subordinates to achieve the organisation's objectives (Cameron and Whetten, 1981). Kreitner and Kinicki (2007) refer to organisational power as the ability to obtain the human, financial, and informational resources to carry out the businesses. Furthermore, it is the ability to mobilize human and material resources to achieve a specific goal for the organisation (Kanter, 1977). Karaparambil (2021) confirms the link between organisational power and the independence concept. Accordingly, power organisation is more than domination over others. It is more related to independence when doing duties.

However, Kanter (1993) claims that "power" has different meanings and indications. From the positive side, power refers to energy. The negative side of power indicates authority, control, and domination. In the same path, Omar and Garbi (2021) state that organisational power is person A's ability to influence Person B to do specific tasks or refrain from them. Power is the availability of information, different options to act, and freedom to act. It has inputs, resources, and outputs that affect others' behaviour (Miley et al., 2017).



Fig. 1. Organisational power environment (developed by the authors).

As mentioned in Fig. 1, an organisational power environment refers to the balanced mixture between different dimensions. In other words, organisational power has many aspects of its analysis. It is as follows:

- Ability to control and dominate others;
- Influencing the behaviour of others;
- Collaborating with others to achieve goals;
- Controlling different resources to achieve various goals;
- Alignment between own goals and the goals of the organisation;
- The conflict possibility between organisational power in the positive and negative sense.

The organisational power sources differ from one researcher to another. This difference is due to the researcher's academic affiliation and their personal view of organisational power. Moreover, the organisational perspective is essential to organisational power. It is entitled to manage the different structural powers: the official or legitimate power and incentive power. The organisation could do this by amending the regulations, including the organisation's procedure rules and the incentive system.

According to Peiró and Meliá (2003), power involvement with organisation staff may offer additional value for the existing organisational power. Moreover, from the shareholders' point of view, the positive expansion of power disposition will be helpful for organisations. Hence, the economic objective of organisations is a cornerstone of the previous analysis. For Kanter (1977), the labour environment is the only source of organisational power. Therefore, it is the job position in which organisational power is derived, not the personal characteristics. Generally, organisational power comes from official and unofficial sources. The official sources are represented by job position, which gives its owner the decision authority. Unofficial resources refer to the alliances and relationship nature with organisation's co-employees. For individuals, unofficial sources enable them with support and assistance. Kanter emphasises that individuals who feel and have power in the organisation increase their sense of satisfaction and productivity. This satisfaction pushes them to achieve the organisation's goals (Miller et al., 2001).

With regard to taxonomy analysis of organisational power, Patterson et al. (2018) point out that power is of two types. The formal type of power is derived from the following sources: behavioural, structural, legitimacy, reward, coercive, and network relationships. The informal type of power is generally indicated by the informal structure, the experience, and referent powers (Patterson et al., 2018). In addition, relationships between organisation members are an essential factor in analysing the power type, which is closely related to the two types of networks: formal and informal (Ramos et al., 2019).

Organisational power has many sources, which distinguish it as an independent concept. Legitimacy power expresses the right to exercise authority based on job position (Mokaddam and Adnani, 2019, p. 245). Referential power refers to the behaviour simulation of a pattern person in society (Alapo, 2018, p. 32). Experience power is the ability to influence others based on knowledge and specialized experience (Othman, 2017, p. 50). Attachment power refers to the relationship between the leader and the influential groups inside and outside the organisation (Othman, 2017, p. 49). Reward power is the influence of subordinates using an accepted financial and moral incentive system (Ramidi, 2019, p. 489). Finally, sanction power explains the punishment system of leaders at the organisation (Othman, 2017).

In the same context, according to Kenny and Wilson (2017), organisation power has six dimensions which are: (1) the official or legitimate power; (2) attachment power; (3) experience power; (4) information power; (5) incentive power; (6) referential power (Kenny and Wilson, 1984; Rahim, 1989, as cited in Samaa et al., 2021, pp. 226–227). While for Grant (1991) and Porter (2008), there are three sources of organisational power: monopolism power, barrier creation, and

bargaining power. This source classification expresses the marketing trend of organisational power (Lu, 2016, p. 14). Also, organisational power has four faces: coercion, manipulation, domination, and subjectification. Each aspect of power has four dimensions: power in, through, over and against the organisation (Lukes, 2005; Fleming and Spicer, 2007; 2014). Furthermore, organisational power differs from official authority and leadership. Organisational power is the ability to influence; it depends on character power, respect, charisma, competence, and experience, not just authority. Official authority refers to the capacity to influence based on the job position. Leadership requires complete alignment between the goals of the leader and those of subordinates.

To summarise, business organisations strive to achieve survival, growth, and excellence in a highly competitive environment. Business organisations, to reach their goals, adopt different strategies. Organisational power is one of the organisation's strategies to obtain its aims; also, it is considered one of the most critical measures for judging efficiency performance at organisations. Therefore, paying attention to the positive aspect of organisational power, optimal utilization of its resources, and integration between them will benefit the organisation.

1.2. Structural Empowerment

Structural empowerment is a managerial investment in personnel designed to promote exchanges (Mills and Ungson, 2003). The management practice entails delegating decision-making responsibilities to employees down the hierarchy (Boudrias et al., 2004). Employees who perceive they have access to structural empowerment have managers present and available. Empowerment is linked to leadership style (Lundin et al., 2022). Structural empowerment is an organisation's ability to provide its employees with access to information and resources, also includes the various support mechanisms and opportunities available (Erkul et al., 2018). The management practices also entail delegating decision-making responsibilities down the hierarchy (Boudrias et al., 2004). Structural empowerment is how employees feel they have access to these empowerment structures at their workplace (McKivior, 2016). Moreover, employees with a sense of empowerment have an increased potential to contribute to effective and innovative behaviour (Spreitzer, 1995). Kanter (1993) claims that an empowering structural work environment provides human resources with access to information, resources, support, and learning and development opportunities. Structural empowerment is policies and structures that provide human resources with more autonomy in making decisions and performing tasks (Nurhidayati and Najmah, 2022). Structural empowerment aims to free the employee from strict control through the presence of instructions, policies, and orders and also gives them freedom to assume responsibility, present their ideas to management, and contribute to the actions taken within the framework of work (Melhem, 2006). Structural empowerment depends primarily on resources to achieve organisational goals. This process involves the following mediating factors: information, support, resources, and opportunities. The information allows the organisation to understand the business environment (Maung, 2022). Also, for employees, if the information is not available smoothly, the efficiency and effectiveness in performing the work will

decrease (Arshad, 2022). Empowerment in its structural concept refers to the sharing of power at organisations. In contrast, the psychological concept of empowerment is concerned with studying employees' feelings resulting from structural action (Puskulluoglu and Altinkurt, 2017).

According to Kanter's theory of structural empowerment, when a work environment is organised in which employees feel empowered, they respond and meet work challenges. Hence, to achieve structural empowerment, employees must be given: access to information, support, access to the different resources needed to do the job, and the opportunity to learn and grow. Access to these enabling structures is facilitated through the work environment. Therefore, structural empowerment describes the conditions of the work environment at the organisation (Laschinger et al., 2001). Employees have access to formal authority when their jobs are flexible, visible to others within the organisation, and centralized to achieving organisational goals (Cho et al., 2006).

Kanter (1977) suggests that work environments that provide access to power, information, resources, support, and opportunity can lead to improved performance and thus achieve structural empowerment. Kanter identifies four organisational structures in the work environment that are sources of structural empowerment: the opportunity structure, the power structure, the information structure, and the proportion structure (Miller et al., 2001). These structures are the ones from which the employee derives their workforce. Thus, empowered work environments provide employees access to these structures (Laschinger et al., 1997).

Opportunity structure refers to the employee's future expectations and prospects. The opportunity structure is defined by promotion rates and ladder steps associated with the position, the scope and length of career paths, the opportunity for training to increase skills, and the opportunity to receive rewards. The power structure is defined as a person's ability to act effectively within the constraints of the organisational system, the characteristics of the formal job, and informal alliances. It includes the discretion of the job and the position of the job. That authority stems from the job and is obtained from access to information, support, and resources at the organisation (Kanter, 1977). The information structure is defined as the employee's access to the information necessary to carry out activities. Resources are the employee's ability to obtain the resources, supplies, funds, and rewards required to fulfil the work requirements. In addition, it consists in having sufficient time to complete duties. Support is the employee's obtaining motivation and positive feedback from senior officials at the organisation and co-employees, as well as supporting the exercise of authority in the job (Laschinger et al., 2010). Proportional structure refers to the social composition of people at the same level (e.g., gender and race) (Miller et al., 2001).

Structural empowerment is measured using the Work Effectiveness Conditions Questionnaire developed by Laschinger et al. (2012). The source of this scale is based on Kanter's theory in its first version, which includes four dimensions, such as opportunity, support, resources, and information. The second version includes the dimensions mentioned previously, with the dimensions of formal and informal authority, with the element of global empowerment while reducing the number of items from 31 to 19. To measure structural empowerment, the CWEQ-2 Conditions

Work Effectiveness Questionnaire uses a 19 item, which includes dimensions: opportunity, information, support, resources, as well as the Job Activities Scale (JAS) to measure formal authority, and the Organisational Relationship Scale (ORS) to measure informal authority. In addition, Laschinger (2012) developed a tool for measuring structural empowerment known as the Conditions of Work Effectiveness Questionnaire (CWEQ) I and II. Structural empowerment is examined in different organisational contexts and includes dimensions of (1) opportunity; (2) resources; (3) information; (4) support; (5) measure of job activities (formal power); (6) measure of organisational relationships (informal power). For instance, CWEQ-II assesses empowerment on four elements: adequate access to resources, opportunities, information, and support (Alhalal et al., 2020). CWEQ-II is a modified and upgraded version of the 31-item CWEQ-I with the addition of the JAS Functional Activity Scale for formal power and Organisational Relationship Scale (ORS) for informal power. The subscales that measure opportunity, information, support, resources, and formal authority each have three items. The one that measures informal power contains four items. In terms of scoring, each item is rated based on a 5-point scale (ranging from 1 representing “none” to 5 indicating “a lot”) (So, 2020). To conclude, the Conditions of Work Effectiveness Questionnaire-2 (CWEQ-II) was developed to assess the level of empowerment in work environments (Gamal et al., 2020).

The dimensions of structural empowerment are as follows: access to opportunity, access to information, access to resources, support, and formal and informal power. Opportunity access refers to the opportunity for growth and movement within the organisation and increasing knowledge and skills. Access to resources is related to the individual’s ability to obtain the financial means, materials, time, and supplies needed to perform the assigned duties. Access to information is the combination of formal and informal knowledge necessary for organisational effectiveness. Access to support includes the individual receiving various opinions and corrections from members and the board of directors of the organisation. Formal power is based on its concept of the various functional characteristics at the organisation and includes flexibility, adaptation, creativity, activities, and collaboration. Finally, informal power derives its meaning from social connections and the development of channels of communication and information with the various actors in the organisation (Arini and Juanamasta, 2020; Pedro et al., 2020).

The organisation can embody structural empowerment in its work environment through several practices represented in the following: opportunity, resources, information, and support (Thomas, 2021). Accordingly, the opportunity contributes to identifying and addressing the gap in the career ladder, clarity of the future career, providing the possibility of career advancement, and continuous encouragement for development, learning, and advancement. The information lets employees know the organisation’s goals and participate in them. Also, it facilitates access to technical information and, the exchange of knowledge and experiences, the ability to view the organisation’s general policies. Resources are essential in providing the supplies needed to perform the job. Support is achieved by encouraging advice and obtaining

it from superiors, providing an environment conducive to asking questions transparently and frankly.

This study seeks to reveal the effect of organisational power on the structural empowerment of nurses at the public hospital Mahad Abd El Kader in the Algerian city of Djelfa and explore the degree of nurses' ability to assume more responsibilities in their work. The following two main hypotheses will be tested:

H1: Organisational power significantly impacts structural empowerment.

Sub-hypotheses of H1:

- H11: Organisational power has a significant impact on resources;
- H12: Organisational power has a significant impact on opportunity;
- H13: Organisational power has a significant impact on the information;
- H12: Organisational power has a significant impact on support.

H2: The studied hospital nurses have high levels of ability in the work environment.

2. RESEARCH METHOD

2.1. Population and Sample

The independent variable represented in organisational power includes four dimensions: position power, power of knowledge, power of information, and power of rewards. This variable consists of 20 items. The dependent variable, which is structural empowerment, has four dimensions. Each dimension consists of 3 items. Most of the dimensions related to the current topic are used in previous studies. As for the ability, a scale of 11 items is elaborated for it. A three-way Likert scale is used: (1) not agree, (2) neutral, and (3) agree. The data used in this study were collected through an electronic questionnaire directed to a random sample of nurses at the Algerian public hospital. A random sample of 100 nurses of the population consists of 400 nurses.

Table 1. Demographic Characteristics of Employee

Variables	N	%
Gender		
Female	56	56 %
Male	44	44 %
Age		
Less than 25 years	36	36 %
Between 26 and 35 years	56	56 %
Over 36 years	8	8 %
Education Level		
Baccalaureate certificate	10	10 %
Training	29	29 %
Bachelor	45	45 %

Master	16	16 %
Job title		
Public health assistant nurse	23	23 %
Public health nurse	67	67 %
Public health specializing nurse	10	10 %
Experience		
Less than 5 years old	55	55 %
10–6 years old	34	34 %
More than 11 years	11	11 %

Note: Prepared by researchers based on Statistical Package for Social Sciences SPSS.26

2.2. Research Model

The data were analysed using Structured Equation Modeling (SEM) Smart PLS software. The research model of the present research is the Reflective-Reflective Measurement Model.

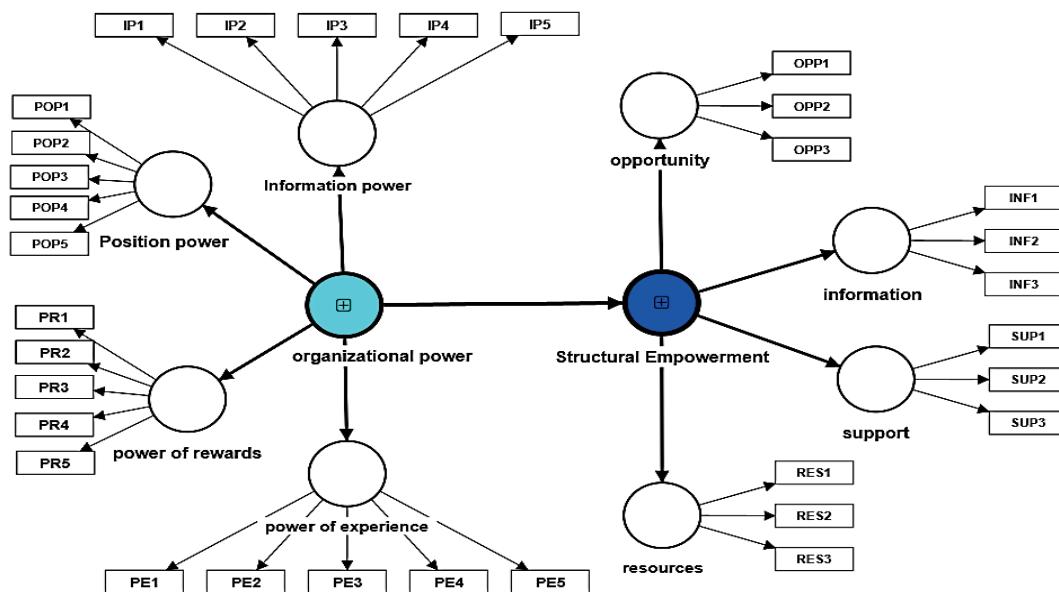


Fig. 2. PLS-Model Specification (developed by the authors).

3. EMPIRICAL RESULTS AND ANALYSIS

3.1. Measurement Model Evaluation

The Outer Model is the starting point of PLS-SEM. The aim is to examine the quality of items (Hair et al., 2011).

Table 2. Results Related to the Research Variable Internal Consistency Reliability and Discriminant Validity Analysis

First-order Constructs	Second-order Constructs	Items	Factor Loadings	Cronbach's Alfa Coefficient	CR Coefficient (> 0.7)	AVE Values AVE (> 0.5)
	Organisational power	Power-information position power power rewards experience	0.763 0.720 0.798 0.815	0.836	0.874	0.501
Information power		IP1 IP 2 IP 3 IP 4 IP 5	Deleted Deleted Deleted 1.000 Deleted	1	1	1
Position power		POP1 POP2 POP3 POP4 POP5	0.861 Deleted 0.824 Deleted Deleted	0.593 0.923	0.830	0.710
Power of rewards		PR1 PR2 PR3 PR4 PR5	Deleted Deleted Deleted 0.919 0.909	0.802	0.910	0.835
Power experience		PE4 PE5	0.917 0.923			
	Structural Empowerment	Opportunity Support Resources Information	0.567 0.887 0.767 0.749	0.809	0.858	0.506
Opportunity		OPP1 OPP2 OPP3	Deleted 1.000 / Deleted	1	1	1
Support		SUP1 SUP2 SUP3	Deleted Deleted 1.000	1	1	1
Resources		RES1 RES2 RES3	Deleted 0.917 0.932	0.831	0.922	0.855

Information		INF1	Deleted	0.783	0.902	0.822
		INF2	0.905			
		INF3	0.908			

Note: Empirical data analysis by Smart PLS4.

The reflective outer model was evaluated by looking at the reliability of individual items (indicator reliability), the reliability of each latent variable, internal consistency (Cronbach's alpha and composite reliability), construct validity (loading and cross-loading), convergent validity (average variance extracted, (AVE)), and discriminant validity (Fornell-Larcker criterion, cross-loading, HTMT criterion) (Ab Hamid et al., 2017). In the internal consistency reliability analysis, we note CR values greater than 0.70, factor loadings equal to or greater than 0.50 and 0.70, AVE values greater than 0.50, and all items exceeding 0.5 value are recorded except for items that were omitted due to lower loads and its effect on AVE and composite reliability (Hair et al., 2011; Zhang and Li, 2022).

Table 3. Discriminant Validity Results Calculated with Fornell and Larckell

Variable	PR	RES	SE	OPP	INF	OP	POP	PE
PR	0.914							
RES	0.368	0.925						
SE	0.570	0.767	0.711					
OPP	0.231	0.411	0.567	1.000				
INF	0.327	0.373	0.749	0.232	0.907			
OP	0.798	0.417	0.602	0.246	0.412	0.708		
POP	0.420	0.275	0.360	0.063	0.239	0.720	0.843	
PE	0.453	0.334	0.416	0.128	0.287	0.815	0.594	0.920

Note: Empirical data analysis by Smart PLS4.

The evaluation of discriminant validity refers to the situation in which a construct differs from other constructs. Three common measures are used to evaluate the discriminant validity: the Fornell-Larcker criterion, the cross-loadings, and the Heterotrait-Monotrait ratio of correlations (HTMT) (Henseler et al., 2015; Zhang and Li, 2022). The latent variable resources have an AVE value of 0.855, and its square root has a value of 0.925. This value is greater than the correlation values in the column of resources (0.767, 0.411, 0.373, 0.417, 0.275, 0.334). Also, it is greater than the value in the row of resources (0.368). The same results are shown for latent variables reward power, opportunity, information, experience, position, and support. The discriminant validity of these constructs is significant.

Table 4. Discriminant Validity: Divergent Validity Heterotrait-Monotrait Ratios (HTMT)

Variable	PR	RES	SE	OPP	INF	OP	POP	PE	PI	SUP
PR										
RES	0.451									
SE	0.625	0.986								
OPP	0.259	0.450	0.647							
INF	0.411	0.461	0.980	0.262						
OP	0.954	0.494	0.659	0.262	0.480					
POP	0.610	0.390	0.496	0.176	0.348	1.100				
PE	0.558	0.401	0.481	0.140	0.358	1.019	0.853			
PI	0.574	0.331	0.527	0.307	0.460	0.750	0.391	0.576		
SUP	0.734	0.591	0.889	0.317	0.698	0.680	0.526	0.467	0.430	

Note: Empirical data analysis by Smart PLS4.

The HTMT analysis refers to situations where a construct differs experimentally from other constructs (Sarstedt et al., 2020). The table above shows a lack of discriminant validity between organisational power and position power, organisational power, and experience power. Some authors have stated that PLS-SEM does not deal well with the problem of multilinearity. Also, the small sample size may affect the discriminative validity (Mia et al., 2022). Cross-loading criterion refers to the correlation values between constructs. The value of cross-loading among the same construct should be greater than any other cross-loading correlation on the other constructs. The table below shows that discriminant value is established based on this criterion.

3.2. The Evaluation of the Structural Model

The structural model aims to evaluate empirical data outputs using statistical analysis of PLS-Bootstrapping of Smart PLS (Mia et al., 2022). The structural model assessment begins with the R-square value for each latent construct.

R^2 value measures the explanatory power of each model. The values of 0.75, 0.50, and 0.25 can be considered substantial, moderate, and weak, respectively (Henseler et al., 2009; Hair et al., 2011; Shmueli and Koppius, 2011). Accordingly, the R^2 value is 0.362; this indicates that the predictor variable of organisational power influences 36.2 % of the endogenous variable of structural empowerment. Concerning the remaining percentage, 63.8 % is influenced by other predictor variables.

Table 5. Cross-Loading Results

Item	PR	OPP	RE	IF	POP	PE	PI	SUP
PR 4	0.919	0.168	0.304	0.329	0.413	0.414	0.496	0.666
PR 5	0.909	0.256	0.371	0.267	0.353	0.415	0.444	0.535
p-rew4	0.919	0.168	0.304	0.329	0.413	0.414	0.496	0.666
p-rew5	0.909	0.256	0.371	0.267	0.353	0.415	0.444	0.535
OPP2	0.231	1.000	0.411	0.232	0.063	0.128	0.307	0.317
Opp-2	0.231	1.000	0.411	0.232	0.063	0.128	0.307	0.317
RES2	0.311	0.359	0.917	0.316	0.232	0.257	0.263	0.466
RES3	0.368	0.401	0.932	0.372	0.276	0.356	0.296	0.531
Res-2	0.311	0.359	0.917	0.316	0.232	0.257	0.263	0.466
Res-3	0.368	0.401	0.932	0.372	0.276	0.356	0.296	0.531
IF2	0.302	0.182	0.321	0.905	0.183	0.280	0.361	0.580
IF3	0.291	0.238	0.356	0.908	0.251	0.242	0.377	0.540
Inf-2	0.302	0.182	0.321	0.905	0.183	0.280	0.361	0.580
Inf-3	0.291	0.238	0.356	0.908	0.251	0.242	0.377	0.540
POP1	0.339	0.161	0.242	0.236	0.861	0.495	0.343	0.354
POP3	0.371	0.067	0.222	0.163	0.824	0.507	0.164	0.329
p-pow1	0.339	0.161	0.242	0.236	0.861	0.495	0.343	0.354
p-pow3	0.371	0.067	0.222	0.163	0.824	0.507	0.164	0.329
PE 4	0.382	0.094	0.286	0.225	0.548	0.917	0.500	0.346
PE 5	0.451	0.140	0.327	0.302	0.545	0.923	0.459	0.431
p-exp4	0.382	0.094	0.286	0.225	0.548	0.917	0.500	0.346
p-exp5	0.451	0.140	0.327	0.302	0.545	0.923	0.459	0.431
PI4	0.515	0.307	0.303	0.407	0.307	0.521	1.000	0.430
P-inf4	0.515	0.307	0.303	0.407	0.307	0.521	1.000	0.430
SUP3	0.659	0.317	0.540	0.617	0.405	0.423	0.430	1.000
support3	0.659	0.317	0.540	0.617	0.405	0.423	0.430	1.000

Note: Empirical data analysis by Smart PLS4.

Table 6. The Result of the *R*-square Estimation Using Smart PLS

Variable	<i>R</i> -Square
Structural Empowerment	0.362

Note: Empirical data analysis by Smart PLS4.

Table 7. *f*-square

<i>f</i>	Structural Empowerment
Organisational power	0.567

Note: Empirical data analysis by Smart PLS4.

Cohen (1988) stated that f^2 values of: 0.02, 0.15, and 0.35 could be referred to as weak, moderate, and substantial effects, respectively. The f^2 of this model is 0.567, stating a substantial effect of organisational power on structural empowerment.

Table 8. Total Effects

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Decision
Organisational power -> Structural Empowerment	0.602	0.622	0.072	8.306	0.000	Supported
Organisational power -> Resources	0.461	0.477	0.070	6.636	0.000	Supported
Organisational power -> opportunity	0.341	0.350	0.065	5.212	0.000	Supported
Organisational power -> information	0.451	0.463	0.077	5.844	0.000	Supported
Organisational power -> support	0.534	0.553	0.070	7.608	0.000	Supported

Note: Empirical data analysis by Smart PLS4.

The table above shows that the null hypothesis H_0 is rejected, and the alternative hypothesis is accepted. H_1 at the t-statistics is 8.306, and the p -value is 0.000, less than 0.05. Hence, organisational power has a significant and positive impact on structural empowerment. Concerning the second-order constructs, which refers to the impact of organisational power on the different dimensions of structural empowerment, organisational power significantly impacts resources, opportunities, information, and support.

3.3. Ability Level Measurement

Table 9. The Ability Dimension Results

Item	Mean	S. D	Trend
AB3	2.87	0.442	Agree
AB11	2.84	0.443	Agree
AB5	2.80	0.512	Agree
AB2	2.79	0.518	Agree
AB4	2.77	0.529	Agree
AB9	2.77	0.529	Agree
AB1	2.64	0.674	Agree
AB10	2.58	0.622	Agree
AB8	2.41	0.805	Agree

AB7	2.39	0.827	Agree
AB6	2.22	0.836	Neutral
AB dimension	2.64	0.56	Agree

Note: Prepared by the researchers based on spssv26.

The general trend of the ability dimension has a mean value of 2.64, and standard deviation value of 0.56. The third item “I am a serious person at work” came in first place with a mean value of 2.87 and a standard deviation of 0.442, and item No. (6) ranked last with a mean of 2.22 and a standard deviation of 0.836, which states, “I like powers more, even if they are accompanied by more responsibility”. Generally, answers were more homogeneous and less disperse. The average level of ability among nurses is explained by the fact that hospitals do not provide factors that enhance nurses’ abilities. Support, resources, information do not provide the level that achieves the nurses’ feeling of high levels of ability in their work environment. The arithmetic mean of the nurses’ answers about ability was 2.64. This value is between 2.34 and 3. According to the triple Likert scale, we reject hypothesis H2.

Furthermore, Thomas Stirr (2003) presented the equation of empowerment (3A - Refers to the three first letters A),

where: **Authority + Accountability = Achievement.**

The empowerment process fails due to the burden of responsibility on the individual due to bearing responsibilities greater than their ability. Therefore, the individual must have the minimum ability to decide and participate. The individual’s ability within the empowerment equation can be presented as follows (4A Equation):

Authority + Accountability + Ability = Achievement.

CONCLUSION

This research was conducted on a sample of nurses in a public hospital in the Algerian city of Djelfa from June 2022 to August 2022 by distributing paper questionnaires. As a result of the nurses’ reluctance to answer, electronic questionnaires were distributed to the nurses’ accounts through electronic links and social networking sites and on the official pages of the studied hospital. Taking into account that nurses need more empowerment in their work environments because of the nature of their work and emergency conditions, they need more information and the experience of their supervisors, as well as the resources necessary to perform their tasks, especially the authority to act in emergency conditions through managers sharing the organisational power with them. In the field of quantitative analysis, items whose saturation affected the reliability of internal consistency and convergent validity were excluded. For the evaluation of the structural model, the results showed that organisational power explained 36.2% of the internal variable of structural empowerment, while the remaining 63.8% was attributed to other variables. In addition, as indicated by the f^2 value of 0.567, organisational power significantly affects structural empowerment. In the same context, the research paper aimed to measure the level of nurses’ awareness of their ability to take

responsibility and make decisions and the extent of their seriousness in their work. The statistical results of the arithmetic mean and standard deviations of the ability items revealed that the general trend of nurses' ability was at an average level, with a mean value of 2.64 and a standard deviation of 0.56.

The study indicates that organisational power is a fundamental motivator that affects the structural empowerment of nurses and increases their levels of empowerment. Organisational power is a tool for controlling the structural empowerment of nurses through sharing experience, information, authority, support, and opportunity. Empowerment is interactive and self-process; interactive empowerment happens when managers share organisational power with employees. In contrast, self-empowerment is what the average levels of nurses' ability indicate; it is their ability to take on more responsibility. Hence, organisations need to find a functional balance between power-sharing to enhance employees' authority and ability to take more responsibility. This study recommends that public hospitals empower their nurses and provide superior care. The hospital administration should contribute to an empowered work environment by providing support with the necessary resources and the opportunity for growth and development in order to provide the best, as well as exchanging information with the nurses in order to act in emergencies and to increase the nurses' ability to exert more effort to provide patients with high-quality care.

Limitations and Future Research Areas

This study has some potential limitations. First, the study was conducted on 100 nurses in public hospitals, assuming that nurses in these hospitals had homogeneous behaviour. However, the possibility of generalizing the results to nurses in other hospitals, especially private hospitals, remains limited. Hence, in future researchers can explore this topic by collecting data from private and public hospitals and comparing them in terms of the impact of organisational power on structural empowerment for nurses, as well as comparing nurses' abilities at public and private hospitals. Secondly, for the quantitative approach, the study encountered a problem in the discriminant validity HTMT between the latent variables and their dimensions; the sample size was likely to be a reason for it.

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Appendices

Appendix A1: Questionnaire Items

Organisational power measurement tool

Code	Item	Not agree	Neutral	Agree
1.1 Position Power				
POP1	The manager applies the laws and regulations thoroughly.			
POP 2	The manager uses his authority to monitor the work of the employees.			
POP 3	The manager uses his authority to resolve conflicts between employees.			
POP 4	The manager delegates his powers to employees to perform part of his work.			
POP 5	The manager uses his authority to allocate tasks.			
1.2 Experience Power				
PE 1	I benefit from the experience of my manager in my work performance.			
PE 2	The experience and information of my manager contribute to building solid relationships between employees.			
PE 3	The manager uses his expertise to solve the problems employees face at work.			
PE4	The manager uses his experience to encourage us to work as a team.			
PE 5	The manager uses his experience to encourage employees to develop new ideas.			
1.3 Information Power				
IP 1	I have enough information to do my job.			
IP 2	The flow of essential data and information affect my job.			
IP 3	I easily get information about my job.			
IP 4	The manager provides us with enough information to participate in the decision-making process.			
IP 5	The manager uses the strict confidentiality of information policy as his loyalty strategy.			
1.4 Power of Reward				
PR 1	Rewards are given on a team basis, not on individual performance.			
PR 2	I am satisfied with the salary and rewards I get.			
PR 3	The manager always honours the departing employee.			

PR 4	The manager offers appropriate rewards to competent employees.			
PR 5	The rewards I get are in harmony with my effort.			

Structural empowerment measurement tool

Code	Item	Not agree	Neutral	Agree
2.1 Opportunity				
OPP 1	My organisation provides training and training courses to develop my skills.			
OPP 2	My organisation provides an opportunity for a job promotion.			
OPP 3	My organisation provides an opportunity to do tasks unrelated to my job.			
2.2 Information				
INF 1	I have sufficient information about the current status of my organisation.			
INF 2	I have the opportunity to see an annual plan for my organisation.			
INF 3	I have information on the goals and objectives of my organisation.			
2.3 Support				
SUP 1	I receive support for work I have done or improved.			
SUP 2	I received advice and directions from the manager about a problem I encountered in my job.			
SUP 3	We have an efficient reward and incentive structure.			
2.4 Resources				
RES 1	I have enough time to complete my assignments.			
RES 2	The administration is keen to maintain the equipment and work equipment.			
RES 3	The organisation provides us with the necessary equipment and supplies to work.			

Ability measurement tool

Code	Item	Not agree	Neutral	Agree
AB 1	I do not avoid difficult tasks at work.			
AB 2	I can be relied upon by the manager at work.			
AB 3	I am a serious person at work.			
AB 4	I know what to do in case of emergency problems at work.			
AB 5	I am able to work with my colleagues in a team			
AB 6	I like powers more, even if they are accompanied by more responsibility.			

AB 1	More powers motivate me to work more.			
AB 8	More responsibility increases my skills in my work.			
AB 9	I make the right decision at the right time.			
AB 10	I have the experience to make a successful decision.			
AB 11	I appreciate the responsibility to make a decision at work and bear its consequences.			

AUTHORS' SHORT BIOGRAPHY

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