

## THE RELATIONSHIP BETWEEN MORAL DISTRESS AND PSYCHOLOGICAL EMPOWERMENT ON KESHAVARZI BANK STAFF

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**ABSTRACT :** The aim of this research is evaluating the relationship between moral distress and psychological empowerment among Keshavarzi Bank Staff of Sistan and Baluchestan. The statistical community of this research is all staff of Sistan and Baluchestan's Keshavarzi Bank that due to Cochran formula, 206 persons of them were selected as our sample. In this relation, two questionnaires used in which its validity and reliability of moral distress questionnaire were calculated 0.95 and 0.96 and the psychological empowerment one was 0.98 and 0.90 respectively. To analyze the data using SPSS software, we used the Kendall and Spearman tests. The results showed that there is an inverse relationship between moral distress and psychological empowerment. Also there is an inverse relationship among moral distress with factors of eligibility feeling, freedom, and influence, being significant and trusting others. According to the results, it becomes clear moral distress is one of the destructive factors influencing the growth of psychological empowerment of Sistan and Baluchestan Keshavarzi Bank staff. However it is recommended to improve the psychological empowerment of staff in work environment, the negative factors of moral distress must be disappeared.

**Keyword:** Moral, Moral distress, Empowerment, Psychological Empowerment

### INTRODUCTION

Today's complex and competitive environment of organizations has led to changes in organizational structure and management philosophy. According Taborda change moving from a centralized command and control organizations and consists of tasks reasonably and organized on a hierarchical basis to the partnership and multitasking is where the love and empowerment strategies are common (Taborda, 2000). Employee empowerment and effective and efficient use of the talents and potential causes of employee development and excellence in human resources and in turn, the development of the organization provides. That is why the Conger and Kanungo (2002), the main component of organizational effectiveness and managerial know. The mechanism of empowerment as a "management tool" was recognized that management activities are carried out according to certain accepted. In general, employee empowerment as a structured approach to the management measures fewer than two main types: split direct and indirect. Direct forms, including delegating more responsibility to individuals or teams execute and manage the

tasks and participation in decision-making. Indirect forms, including participation in a range of departments and staff management, quality control (Leach and Wall1, 2006).

A sense of empowerment as motivation (Conger and Kanungo, 1988) and cognitive (Thomas and Velthouse, Spreitzer, 1992, 1990) recognized and defined. According to Spreitzer, if empowerment would be willing to run before he submitted it, In terms of understanding the inner self and the sense of empowerment. He replaced the psychological approach to empowerment rather than a structured approach to this matter helps. According to this view, people are able to have common features in the present study have come under the heading of psychological empowerment. These dimensions, specific management measures, but rather reflect the experiences or beliefs of employees about their role in the organization. Thus, empowerment is not something that managers do for employees, but employees are thinking about their role in the organization. While empowerment is a central component of the effectiveness of management but does not always guarantee success, but success depends on the capacity to adapt to the

needs, goals, culture, structure and attitude of the staff (Rahnavard and Hosseini, 2008).

It is therefore essential that organizations with a true understanding of the factors affecting the empowerment and modify the terms of enhancing the effectiveness of its work. On the other hand, man's inner spiritual and moral traits that define the behavior of humans caused by internal such as ethos, update finds apparent and therefore it is believed that his work ethic can be defined. Continuation of a particular type of behavior, because it the inner and inner root deep in the soul of a person is called the root of creation and morality. Individual behaviors are considered in the domain of ethics, but when in the community or individual behaviors and the prevalence increased spread by social institutions, mass becomes a kind of ethics rooted in the culture of the society resolves kind of way to most of the community can understand it (Qaramalky, 2009, cited in Beheshti Far, 2013). In behavior that stress the ethical issues raised by many of the new issues in this regard. Moral Stress situation that a person knows the right way to do it, but institutional barriers, to do the right thing for him is impossible. Moral Stress can be physical, mental, spiritual and social relations influence (Atashzade Shorideh et al, 2011).

Empowerment is shared by the employees of the safest method of power. With this confidence, increased energy, commitment and self-reliance of individuals to be seeking a sense of participation and organizational affairs increased, improving the organization will follow (Pak-Tinat, 2008).

Empowerment through Education employees motivated and able gives managers the opportunity to the dynamics of the competitive environment of the reaction faster and better. In addition, in the current era of empowerment as a means by which managers are known to be able today's organizations have a variety of features such as channels of influence, growth and reduce reliance on the horizontal networks of cooperation belonging organization to run efficiently (Kobrage 1, 1999). Psychological Empowerment 2 set of psychological conditions necessary for people to have a sense of control and increase motivation is related to their work (Abraham et al, 2012). Johnson (1999) the problems that may occur in relation to empowerment raises: conflict among team members can provide the motivation and creativity of the interruption and may lead to failure to achieve a solution. In today's dynamic

and changing environment, failure to enable employees in the workplace can cause many problems for the organization. Failure to adjust and adapt to the environment, lack of skills and expertise necessary disregarding existing competencies, focusing on traditional structures, emphasizing stability, lack of training and lack of freedom to optimize the working environment, lack of confidence in multilateralism, including the lack of empowerment of employees. Hence, understanding the factors that increase or decrease the psychological empowerment is necessary. A deterrent in this regard is moral stress. Among the phenomena of moral, ethical tension that 4 correct moral principles, practices or actions of distinguishing between right and wrong and knows stress and cause pain, knows suffering, anxiety, depression, trauma and anxiety. Modern man is not moral stress conditions. It has always existed in various forms (Beheshti Far, 2013). Moral Stress can be physical, mental, spiritual and social relationships affect (Atashzade Shourideh et al, 2011).

Jameton 5, was the first scholar to the concept of "moral tension" in the book, they rose. According to him, when the person knows that the act is moral, but because dealing with institutional barriers such as time constraints, lack of supervisor support, organizational policy or legal constraints, are not able to do with moral distress (Shakeri Nia, 2011). Jameton and Wilkinson 1 argue that moral stress in two groups of initial stress and the stress response may be classified. Their primary ethical tension from stress reactions considered ethical. Of moral distress, occur when the first person is in a position to do just that, despite knowledge of the work, due to organizational barriers are not able to work properly. The feelings of anger, tension, depression and anxiety associated. But the moral tension react with feelings of powerlessness, guilt, self-blame, loss of self-confidence, and physiological responses such as crying, insomnia and nightmares are (Atashzade Shourideh et al, 2011).

Stress leads to ethical problems such as frustration of professional life, decreased job satisfaction, burnout and eventually professional leave and staff shortages are intensified (Ebrahimi et al, 2012), and this condition can affect psychological empowerment put under more passion. In this context we examine the Browning (2013) will suffice. He found that an inverse relationship exists between stress and moral

empowerment. Enabling the change in beliefs, thoughts and attitudes of employees begins this means that they must believe that the ability and competence to perform the tasks have been successfully and feel that freedom and independence in carrying out their activities. Believe that the ability to influence and control on the job, they feel that their career goals are meaningful and important to follow and believe that they will be treated honestly and fairly (Abdollahi and Nohu Ebrahim, 2007). The results of this research in organizations are important in several aspects. Studies show improved performance of the organization is focused on empowering and gives rise to new and creative ideas and constructive change and innovation and change in organizations provide and ultimately help management to achieve their organizational goals comes. On the other hand, according to the moral stress as an important factor and effective management has become an important issue and managers, and attracted to researchers. Not wanting to leave the service, increase efficiency, and increase employee satisfaction and organizational commitment are the reasons for its decline. Also, review the research that is necessary in order to realize the stress state of moral and empowerment to be determined and determined whether there was a relationship between these two variables?

### **THEORETICAL FRAMEWORK**

The stress and psychological empowerment as a moral criterion variable was assessed as income. One can be a source of moral tension between the individual and the environment. The Rushton and Westpha1 (2003, mentioned in the heavenly curls, 2013) and stress the moral may include lack of knowledge, lack of skills, lack of confidence, fear, lack of operating time, lack of management support, lack of balance of power, organizational policies and legal constraints. According to what was mentioned by Rushton and Westpha mixture models (2003: 1), Harmyk (2006) and Milton, et al (2010), we can say that moral distress has the following components:

- 1 perceptions of disability,
- 2 lack of confidence,
- 3 Fear of the head,
- 4 mismatch between personal values with organizational priorities,
- 5 lack of time to do the work,
- 6 Lack of support from your supervisor,

7 Lack of division of power and authority between employees,

8 The lack of ethical awareness.

The analysis focuses on the psychological empowerment of employees in their jobs. Conger and Kanungo (2002), empowerment as a process of self-discovery to promote understanding among organizational members through the identification of conditions that lead to ineffective employees and remove them or formal organizational practices and informal techniques of providing efficacy information they know. The empowerment process includes the steps of: detecting and determining a condition that causes incapacity to provide the use of strategies and management techniques in information employee self-discovery, empowerment of employees, and ultimately experience the symptoms of know. According to the model of Thomas and Velthouse (1990), Spreitzer (1995) and Cameron (1995), we conclude that the psychological empowerment has the following components:

- 1 sense of competence,
- 2 a sense of autonomy (freedom of action),
- 3 feel effective,
- 4 Feeling and Meaning,
- 5 a sense of trust in others

Laschinger and Spence (2001), have suggested that low levels of employee empowerment can be used with inappropriate reactions to stress and exhaustion, as is the moral relationship. They also express the relationship between empowerment and psychological pressure to change the organizational structure as the most important factor in empowering the employee has suggests that improved the work environment can reduce stress and improve organizational results. Noel and Long (2006), in their study have suggested the ethical and professional stress in nurses could play an important role in enabling them to be in all areas. Browning (2013), in their review found that there is a relationship between psychological empowerment and moral stress and what capabilities they have more experience, they are less moral stress. Also Nafchy et al (2013), in his review of the relationship between environmental stress and moral capabilities to the conclusion that there was a significant negative correlation between the variables and enable a more staff in clinical settings can be lowered stress ethic and the unpleasant consequences of its occurrence can be prevented.

### **MATERIALS AND METHODS**

In this study, the descriptive - correlational and cross-sectional method was used. The population included all branches of the Keshavarzi Bank of Sistan and Baluchestan, the Number employees is 442. To determine the sample size using Cochran formula, 206 were elected. The Questionnaire used in this study:

1 Questionnaire Stress ethics derived from models Rushton and Vestfa 1, Harmyk 2 and Milton 3, and colleagues, which includes 29 questions, each question has five options strongly agree, agree, somewhat agree, disagree, and completely disagree.

2 Questionnaire psychological empowerment is taken from the model of Thomas and Velthouse 4, Spreitzer 5 and Cameron 6, which consists of 20 questions, each question has 5 choices of strongly agree, agree, somewhat agree, disagree, and completely disagree. In addition, the validity of the moral stress 0.95, and validity of psychological empowerment 0.98 rates was calculated. In order to assess the internal consistency of Cronbach's alpha test was used. Cronbach's alpha values for Stress Questionnaire 0.96 moral and psychological empowerment are equal to 0.90. For data analysis, we used SPSS software using descriptive statistics (using indicators of central tendency and dispersion) were studied. The data analysis was performed to evaluate the hypotheses and research questions. In this section, Kendall and

Spearman correlations were used to examine the hypotheses.

**RESULTS**

Of 206 patients, 129 patients (62.6%) males and 77 (37.4%) were female. In addition, all subjects had indicated their gender. Of 206 patients, 62 patients (30.1%) 30 years and under 30 years, 88 patients (42.7 per cent) 31 to 40 years and 56 patients (27.2%) were aged 41 years or more. In addition, all subjects did not reveal his age. Of 206 patients, 69 patients (33.5%) less than 10 years, 87 patients (42.2%) 10 to 20 years and 50 patients (24.3%) had a history of more than 20 years. In addition, all subjects had a clear history of his career. Out of 206 patients, 28 patients (13.6 percent) is Diploma, 57 (27.7 percent) Diploma, 89 (43.2 percent), bachelor, 89 (43.2 percent) with the degree of MA, respectively. In addition, all subjects did not reveal the level of their education. In addition to Evaluation of and measuring psychological empowerment component of the five variables (sense of competence, sense of self, a sense of being, a sense of autonomy and a sense of meaningful occupation) is used. This variable has a total of 20 items in a Likert type ordinal measurement level and the 5 option is designed after getting out of the line items of ratings, the results were given in Table 1.

Table 1: Descriptive characteristics of variable amounts of psychological empowerment (n = 206)

| Variable                  | Average | SD   | median | Mode | Skewness | Strain | Minimum | Maximum | No Reply |
|---------------------------|---------|------|--------|------|----------|--------|---------|---------|----------|
| Psychological empowerment | 3/98    | 0/58 | 4/05   | 5    | -0/40    | -0/38  | 2/35    | 5       | 0        |

A total of seven parameters for assessing the moral stress variables (perceived inability to perform the work, lack of confidence, fear of the supervisor, Failure to comply personal values with organizational priorities, lack of time to do things, lack of supervisor support, lack of division of

authority between staff and lack of moral awareness) is used. This variable has a total of 29 items in a Likert type ordinal measurement level and the 5 option is designed after getting out of the line items of ratings, the results were given in Table 2.

Table 2: Descriptive characteristics of the variable stress moral values (n = 206)

| Variable     | Average | SD   | median | Mode | Skewness | Strain | Minimum | Maximum | No Reply |
|--------------|---------|------|--------|------|----------|--------|---------|---------|----------|
| Moral Stress | 2/56    | 0/95 | 2/48   | 1    | 0/26     | -0/88  | 1       | 4/86    | 0        |

Before examining this hypothesis should be tested by the Kolmogorov-Smirnov normality of the variables examined a sample. The results of this test, the assumption of normality are not

approved. Because the assumption of normality of the variables consider nonparametric Spearman and Kendall correlation test hypotheses is used. Based on the results of the correlation coefficient

equal to -0.384 Kendall- Spearman correlation coefficients from -0.555 to indicate that there is a significant relationship between moral Stress and

psychological empowerment among the employee's branches of the Keshavarzi Bank of Sistan and Baluchestan,.

Table 4: Kendall and Spearman correlation coefficients between stress moral and psychological empowerment

| Pearson correlation | Spearman correlation coefficient | Significant value) | (p- Number | Relationship | Type of Relationship |
|---------------------|----------------------------------|--------------------|------------|--------------|----------------------|
| Kendall             | -0/384                           | **<0/001           | 206        | Yes          | Reverse              |
| Spearman            | -0/555                           | **<0/001           | 206        | Yes          | Reverse              |

\* At 0.05 significant level \*\* at the 0.01 significant level

Findings from the sub-matrix theory have been found solidarity in Table 5. Based on the results of the correlation coefficient and significance level of less than 0.05 in all components of psychological empowerment (feeling of competence, a sense of

confidence, a sense of being, a sense of autonomy and a sense of meaningful work) stress and ethical Keshavarzi Bank employees province there is a significant relationship.

Table 5: Kendall and Spearman correlation matrix between the components of empowerment and moral stress

| o | N | Moral Stress            |                       | Pearson correlation | Significant (p- value) | Number | Relationship | Type of Relationship |
|---|---|-------------------------|-----------------------|---------------------|------------------------|--------|--------------|----------------------|
|   |   | Moral Stress            | Empowerment component |                     |                        |        |              |                      |
| 1 |   | Competency              | Kendall               | -0/228              | **<0/001               | 206    | Yes          | Reverse              |
|   |   |                         | Spearman              | -0/308              | **<0/001               | 206    | Yes          | Reverse              |
| 2 |   | Feel confident          | Kendall               | -0/224              | **<0/001               | 206    | Yes          | Reverse              |
|   |   |                         | Spearman              | -0/389              | **<0/001               | 206    | Yes          | Reverse              |
| 3 |   | Feel effectiveness      | Kendall               | -0/363              | **<0/001               | 206    | Yes          | Reverse              |
|   |   |                         | Spearman              | -0/490              | **<0/001               | 206    | Yes          | Reverse              |
| 4 |   | Sense of autonomy       | Kendall               | -0/257              | **<0/001               | 206    | Yes          | Reverse              |
|   |   |                         | Spearman              | -0/353              | **<0/001               | 206    | Yes          | Reverse              |
| 5 |   | Meaningful sense of job | Kendall               | -0/407              | **<0/001               | 206    | Yes          | Reverse              |
|   |   |                         | Spearman              | -0/536              | **<0/001               | 206    | Yes          | Reverse              |

\*at0.05 significant level \*\* at the 0.01 significant level

**DISCUSSION**

The results of our research findings, there is an inverse relationship between stress and psychological empowerment confirms the moral, ethical means to reduce stress, increases psychological empowerment. Stress can be a moral need of mental imbalance and practical experience that a man who knows the true open or forced to do something that he knows is false (Jolae, et al, 2012). These passwords are

destructive factors of psychological empowerment is growing. Findings Laschingr and Spence (2001), Null and Long (2006), Browning (2013), Nafchy et al (2013), Thomas and Tymon (1994), Panahi (2008), Schwerin et al (2010), Dehdari and et al (2013) is consistent with the findings of the study. Laschingr and Spence (2001), have suggested that low levels of employee empowerment can be used with inappropriate reactions to stress and exhaustion, as is the moral relationship. They also express the relationship

between empowerment and psychological pressure to change the organizational structure as the most important factor in empowering the employee has suggests that improved the work environment can reduce stress and improve organizational results.

Null and Long (2006), in their study have suggested the ethical and professional stress in nurses could play an important role in enabling them to be in all areas. Browning (2013), in their review found that there is a relationship between psychological empowerment and moral stress and what capabilities they have more experience, they are less moral stress. Also Nafchy et al (2013), in his review of the relationship between environmental stress and moral capabilities to the conclusion that there was a significant negative correlation between the variables and enable a more staff in clinical settings can be lowered stress ethic and the occurrence of unpleasant consequences that can be avoided). Thomas and Tymon (1994), in her study found that feelings of competence and belief in self-sufficiency, reduce stress will follow. Schwerin et al (2010), the same study concluded that there is a significant relationship between stress and performance. Panahi (2008), in their study concluded that low levels of trust leads to increased stress and decreased productivity, lack of innovation and harm to the decision-making process. On the other hand, high levels of trust increase employee morale, reduce absenteeism, boost innovation and help manage change becomes effective. Schwerin et al (2010), the same study concluded that there is a significant relationship between stress and performance. Dehdari and colleagues (2013), in her study found that people who have less stress in their lives, more meaning to the experience. So the moral of employees expected to reduce stress, enhance feelings of psychological empowerment with emphasis on competence, sense of self, a sense of being, and a sense of trust in others and feel a significant increase. Finally, according to the results of this study will be offered with proper planning, enhance teaching skills and perform all actions that reduce employee stress is the moral, psychological and making them increase their productivity. Moral stress reduction to increased feelings of competence, a sense of autonomy, trust, a sense of efficacy and significant individuals feel that the increased psychological empowerment of people.

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