## Appendix B

**One-way ANOVA**

We used a one-way ANOVA to determine whether the age, educational qualification, years of experience, and managerial level of the study participants (HCWs) impacted their empowerment practices or performance.

1. **HCW age**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | N | Mean | Std. deviation |
|
| Empowerment practices | 20–30 years | 44 | 3.9659 | 0.80260 |
| 31–40 years | 48 | 4.2292 | 0.57388 |
| 41–50 years | 7 | 3.9286 | 0.93223 |
| >50 years | 1 | 4.0000 | - |
| Total | 100 | 4.0900 | 0.71202 |
| Performance | 20–30 years | 44 | 4.1136 | 0.45900 |
| 31–40 years | 48 | 4.1866 | 0.37935 |
| 41–50 years | 7 | 4.0683 | 0.48536 |
| >50 years | 1 | 4.0870 | - |
| Total | 100 | 4.1452 | 0.41932 |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **ANOVA** | | | | | | |
|  | | Sum of squares | df | Mean square | F | Sig. |
| Empowerment practices | Between groups | 1.798 | 3 | 0.599 | 1.189 | 0.318 |
| Within groups | 48.392 | 96 | 0.504 |  |  |
| Total | 50.190 | 99 |  |  |  |
| Performance | Between groups | 0.171 | 3 | 0.057 | 0.317 | 0.813 |
| Within groups | 17.236 | 96 | 0.180 |  |  |
| Total | 17.407 | 99 |  |  |  |

**2. HCW educational qualification**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | N | Mean | Std. deviation |
|
| Empowerment practices | Bachelor’s degree | 73 | 4.1370 | 0.60243 |
| Diploma degree | 19 | 4.0526 | 0.84811 |
| Master’s degree | 8 | 3.7500 | 1.19523 |
| Total | 100 | 4.0900 | 0.71202 |
| Performance | Bachelor’s degree | 73 | 4.1281 | 0.41771 |
| Diploma degree | 19 | 4.2288 | 0.45435 |
| Master’s degree | 8 | 4.1033 | 0.37034 |
| Total | 100 | 4.1452 | 0.41932 |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **ANOVA** | | | | | | |
|  | | Sum of squares | df | Mean square | F | Sig. |
| Empowerment practices | Between groups | 1.112 | 2 | 0.556 | 1.099 | 0.337 |
| Within groups | 49.078 | 97 | 0.506 |  |  |
| Total | 50.190 | 99 |  |  |  |
| Performance | Between groups | .168 | 2 | 0.084 | 0.474 | 0.624 |
| Within groups | 17.239 | 97 | 0.178 |  |  |
| Total | 17.407 | 99 |  |  |  |

**3. HCW years of experience**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | N | Mean | Std. deviation |
|
| Empowerment practices | <5 years | 34 | 4.0000 | 0.84387 |
| 5–10 years | 51 | 4.1863 | 0.57411 |
| 11–20 years | 14 | 3.9643 | 0.84271 |
| >20 years | 1 | 4.0000 | - |
| Total | 100 | 4.0900 | 0.71202 |
| Performance | <5 years | 34 | 4.1176 | 0.51059 |
| 5–10 years | 51 | 4.1407 | 0.35891 |
| 11–20 years | 14 | 4.2329 | 0.41374 |
| >20 years | 1 | 4.0870 | - |
| Total | 100 | 4.1452 | 0.41932 |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **ANOVA** | | | | | | |
|  | | Sum of squares | df | Mean square | F | Sig. |
| Empowerment practices | Between groups | 0.977 | 3 | 0.326 | 0.636 | 0.594 |
| Within groups | 49.213 | 96 | 0.513 |  |  |
| Total | 50.190 | 99 |  |  |  |
| Performance | Between groups | 0.138 | 3 | 0.046 | 0.256 | 0.857 |
| Within groups | 17.269 | 96 | 0.180 |  |  |
| Total | 17.407 | 99 |  |  |  |

**4. HCW managerial level**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | N | Mean | Std. deviation |
|
| Empowerment practices | Junior | 37 | 4.0811 | 0.87808 |
| Middle | 47 | 4.1702 | 0.54450 |
| Senior | 16 | 3.8750 | 0.71880 |
| Total | 100 | 4.0900 | 0.71202 |
| Performance | Junior | 37 | 4.1880 | 0.48427 |
| Middle | 47 | 4.1184 | 0.38959 |
| Senior | 16 | 4.1250 | 0.35353 |
| Total | 100 | 4.1452 | 0.41932 |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **ANOVA** | | | | | | |
|  | | Sum of squares | df | Mean square | F | Sig. |
| Empowerment practices | Between groups | 1.045 | 2 | 0.522 | 1.031 | 0.360 |
| Within groups | 49.145 | 97 | 0.507 |  |  |
| Total | 50.190 | 99 |  |  |  |
| Performance | Between groups | 0.108 | 2 | 0.054 | 0.303 | 0.739 |
| Within groups | 17.299 | 97 | 0.178 |  |  |
| Total | 17.407 | 99 |  |  |  |