

The Influence of Organizational Climate on Nurses' Autonomy

Thesis

*Submitted for Partial Fulfillment of Master Degree
(Nursing Administration)*

By

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(B.Sc. Nursing)

**Faculty of Nursing
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2014**

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

قالوا

سبحانك لا علم لنا
إلا ما علمتنا إنك أنت
العليم العظيم

صدق الله العظيم

سورة البقرة الآية: ٢٢

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The candidate

Osama Ahmed El-adly

Dedication

*I would like to dedicate this thesis
to **My parents, Brother and Sisters**
for Their Love, care, support and
encouragement that allowed me to
accomplish this work.*

With deep thanks

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List of Abbreviations

ENT	: Ear, Nose, Throat.
HR:	: Human Resources.
IOM	: Institute of Medicine.
NMA	: Nurse-Managers Actions.
OCQ	: Organizational Climate Questionnaire.
QWL	: Quality of Work Life.
RN	: Registered Nurse.
TQM	: Total Quality Management.
TQ	: Total Quality.

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ABSTRACT

This study was carried out in medical and surgical departments at Ain Shams University Hospital and El-demerdash Hospital which affiliated to Ain Shams University Hospitals with the aim of assessing organizational climate from the point of view of staff nurses, determining the level of nurses' autonomy, and investigating the relationship between organizational climate and nurses' autonomy. The study subjects included (162) nurses (75 nurses from Ain Shams University Hospital and (87) nurses from El-demerdash Hospital). Data collection tools included the organizational climate questionnaire for assessment of the organizational climate, and nurses' autonomy questionnaire for determining the level of nurses' autonomy. The results showed that study subjects had low positive responses of organizational climate that is higher in surgical departments than medical departments and they had the highest positive responses regarding work facilitation, customer service and staff/physician relationship, while, they had the highest negative responses regarding participation, communication and compensation. On the other hand, study subjects reported that they had moderate level of autonomy that was higher in surgical departments than medical departments. And, nurses' autonomy regarding patient care decisions was higher than their autonomy regarding unit operation decisions. As, there was a highly positive coorelation between total organizational climate and total autonomy. Recommendations: Periodic meetings and discussion between all parts (administration, nurse-managers, medical staff and/or staff nurses) to overcome barriers in organizational climate that may hinder nurses autonomy, reviewing organizational rules, polices and procedures to improve nurses' autonomy, Encouraging nurse-physician collaboration based on trust, respect, and joint contributions of knowledge, skills and values.

Keywords: Organizational Climate, Nurses' Autonomy.

Introduction

Organizations of the 21st century strongly emphasize quality and productivity. Executives strive to increase quality, enhance productivity, and reduce costs are reexamining the way companies are managed. Many organizations are changing the way they operate in such areas as organizational climate, organizational culture, structure, technology, and how they relate to customers and employees (***Donald and Harvey, 2014***).

Organizational climate refers to employee's shared perceptions of their work environment. Climate is an enduring state that impacts behavior and how the work gets done. Some aspects of the environment that affect the culture include: trust, leadership, teamwork, rewards, recognition, benefits/compensation and conflict resolution. Basically, climate is the internal atmosphere of the organization (***Rosenberg, 2014***).

Organizational climate increases productivity. Climate gives employees a voice to assist in making desired transitions as smooth as possible. It also serves as a basis for quality improvements. It directly influences both quality of work and the quality of work life of members. It seems to play an

important role in determining how people behave in an organization. If people perceive that certain kinds of behavior will be rewarded, they will be motivated to engage in those behaviors (**George, 2010**).

Organizational climate including high levels of autonomy is an important predictor of organizational success. Numerous studies had found a positive relationships between positive organizational climate and various measures of organizational success (**Hartog, 2010**). More positive climates predict more positive work attitudes. Employees working in organizations with more positive cultures and climates are more likely to be satisfied with their jobs, are more committed to their organizations and have high levels of autonomy (**Clisson et al., 2006**).

Autonomy involves the right of self-determination or choice, independence, and freedom. It comes from the latin **auto**, meaning “self” and **nomy**, which means “control”. Some refer to autonomy as respect for the individual and include the expectations that each individual will be treated as unique and as an equal to every other individual. Writers may refer to it as the principle of individual freedom. Other words often associated with autonomy include dignity, inherent worth, self-reliance, individualism, and power (**Scott, 2011**).