Influence of Organizational Climate on Staff Nurses Empowerment at National Liver Institute

Thesis

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(Nursing Administration)

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List of Abbreviations

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SOQ	Situational outlook questionnaire sheet	**57**
CWEQ	Condition for work effectiveness questionnaire	**58**

Abstract

Organizational climate can therefore be regarded as a key variable in successful organizations and also influence on staff nurses empowerment. ***Aim:*** the study aimed at investigating the influence of organizational climate on nurses' empowerment through, assessing organizational climate from staff nurses' point of view, Identifying sources of work empowerment from staff nurses' point of view and finding out the relationship between organizational climate and staff nurses' empowerment**.** ***Subjects and methods:*** Descriptive, correlational design included 93 staff nurses (53 staff nurses in medical department and 40 staff nurses in surgical department). This study was conducted at National liver institute which affiliated to Menoufia University Hospitals. Data were collected by Situational outlook questionnaire (SOQ) for assessing organizational climate and Condition for work effectiveness questionnaire (CWEQ) for assessing staff nurses' empowerment. ***Results:*** The study revealed that humor/playfulness [36.4±4.4] was the highest organizational climate dimension as perceived by staff nurses and debate [18.5±3.7] was the last dimension. Also, the study revealed that opportunity to learn and grow [35.2±10.2] was the highest empowering source and resources [18.1±5.7] were the lowest empowering source at National Liver Institute. More than half of staff nurses [52.7%] perceived the organizational climate was stagnated and most of staff nurses [45.2%] had low empowerment level. ***Conclusion:*** There was highly statistically significant positive correlation between organizational climate and staff nurses' empowerment. ***Recommendation:*** share staff nurses in conferences and training courses and improve the reward system the nurses' gain from their work.

Key Words**:** Organizational climate, and Staff nurses' empowerment.

Introduction

Over the past three decades, the concept of organizational climate has received considerable attention in several areas within the research community. Most authors agree that it is a complex, multilevel and multidimensional phenomenon, derived from employees' perceptions of their experiences within an organization. The climate construct by proposing a distinction between psychological climate and organizational climate. Indeed, the psychological climate level is studied at the individual level, while the organizational climate is studied at the organizational level ***(Hammami et al., 2013)***.

Organizational climate attempts to identify the environment that affects the behavior of the employees. Due to the importance of organizational climate on employee's attitudes and behaviors, researches increasing attention in organizational behavior literature ***(Holloway, 2012)***. Climate perceptions are thought to arise as employee engage in sense-making behaviors aimed at understanding the implications of these organizational features (i.e., events, policies, practices, and procedures) for the self in terms of the types of attitudes and behaviors that are rewarded and supported by the organization ***(Taşan, 2013).***

Organizational climate is defined as the set of characteristics that describe an organization and that distinguish the organization from other organizations and influence the behavior of people in the organization ***(El-Adly, 2014)***. Also according to ***(Suárez et al., 2013)***, organizational climate is a fundamental construct in work and organizational settings, as it provides an appropriate context for studying organizational behavior and allowing the exploration of individual and group behaviors.

As today's businesses continue to struggle to survive, it is important for organizations to better understand the factors that influence employees ***(Kanten&Ulker, 2013)***. According to ***(Nieuwoudt, 2011),*** to establish a positive climate, they need to recognize the following factors: Involving employees in defining their own goals and setting their own targets, allowing employees to express new ideas and participate in decision making and problem solving, treating all members with respect and valuing the unique contributions that each individual has to offer and maintaining high level of work satisfaction and low levels of doubt and suspicion.

Positive climate will result in motivated and empowered employee who enjoys their work. It therefore comes as no surprise that work climate is an excellent predictor of organizational and

employee performance. High performance climates are obvious because individuals routinely do what it needed to meet goals, satisfy customers and maintain a clean environment; even it is above or beyond normal expectations ***(El-Adly, 2014)***.

Empowerment is the sharing of power, involves the sharing of vision, mission, knowledge, expertise, decision making, and resources necessary for nurses to reach organizational goals ***(Mosela, 2012).*** Also, Empowerment has been defined as a process of enhancing feeling of self-efficacy among organizational members through the identification of conditions that foster powerlessness. Empowerment, in organizational terminology, is the transfer or delegation of responsibility and authority from nurse managers to nurses ***(Ivancevich& Mattesson, 2008).***

Empowerment gives the nurse managers new responsibilities, nurse managers must hire and develop nurses capable of handling empowerment, encourage risk taking, recognize achievements, and giving nurses information about organization finances. Empowerment can be viewed as a vertical teamwork between management and labor. It builds confidence in nurses by showing them that the organization has confidence in their abilities to make decisions on their own. It generates

commitment and pride. It also gives nurses better experience and an opportunity to advance their careers ***(Mosela, 2012)***.

(Hadi et al.,2013) stated general guidelines for empowering nurses as following: staff participation in decisions which are related to them, make goals clear and explain it to employees, assigning responsibility and authority of important works, paying attention to ability and motivation of individual, providing access to information and necessary resources, eliminating unnecessary bureaucracy structures and controls, reinforce confidence and trust in people, giving advice to people in time of need, ensuring that awards will corresponds with new responsibility and ensuring that staff will have freedom in their performance.