

FACTORS AFFECTING DECISION MAKING AMONG HEAD NURSES AT NASSER INSTITUTE HOSPITAL

Thesis

**Submitted for partial fulfillment of Master Degree
in Nursing Science (Nursing Administration)**

By

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Ain Shams University
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وَأَنْزَلَ اللَّهُ عَلَيْكَ
الْكِتَابَ وَالْحِكْمَةَ
وَعَلَّمَكَ مَا لَمْ تَكُنْ
تَعْلَمُ وَكَانَ فَضْلُ
اللَّهِ عَلَيْكَ عَظِيمًا

صدق الله العظيم □

سورة النساء الآية (١١٢) □



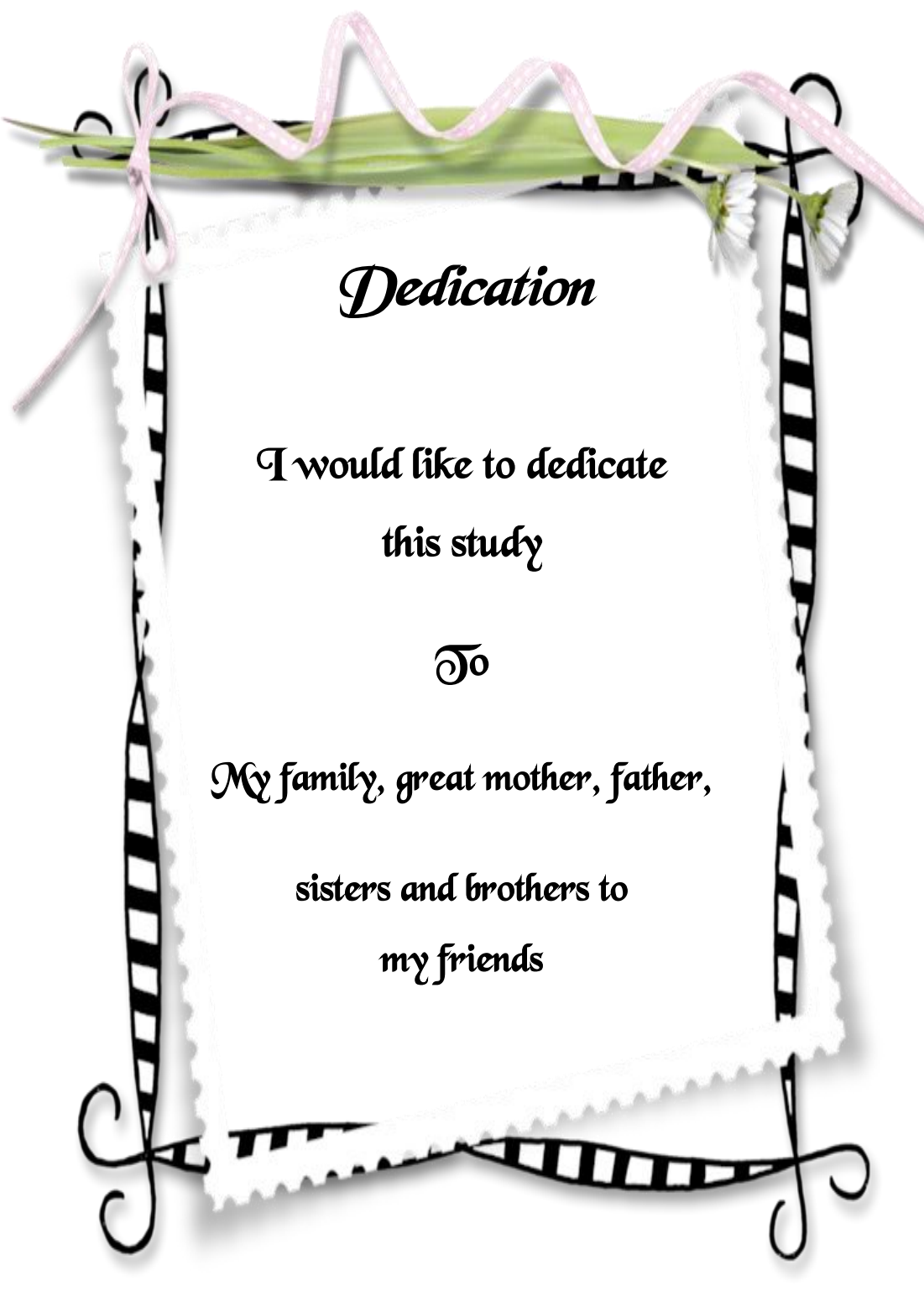
First and for most I thank "**ALLAH**" to whom I relate any success in achieving any work in my life.

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I could never for get to offer my special thanks to Nasser Institute Hospital Director, supervisors, head nurses for their cooperation was great value to complete this study.

Dr. Azza Elsayed Mohammed



Dedication

I would like to dedicate
this study

To

My family, great mother, father,
sisters and brothers to
my friends

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List of Abbreviations

<i>Abb.</i>	<i>Full term</i>
AHA	American Hospital Association
D.M	Decision Making
DSS	Decision Support Systems
MBO	Decision trees, Management by Objectives
NGT	Nominal Group Technique
PERT	Program or Project Evaluation and Review Technique
SES	Socio Economic Status
SWOT	Strense, weakness, opertunity and threatese
WHO	World Health Organization

FACTORS AFFECTING DECISION MAKING AMONG HEAD NURSES AT NASSER INSTITUTE HOSPITAL

ABSTRACT

Background: Everyone in health care has been affected by the continual changes in the health care environment. Often, these changes demand immediate decisions or programmed responses-ones that cannot be analyzed or researched for period of time. **Aim of the study:** The study aimed to investigate factors affecting decision making among head nurses at Nasser Institute Hospital. **Research design:** Descriptive study. **Subject & methodes:** the study was conducted at Nasser Institute Hospital and Study Subjects were 60 head nurses, 6 of them were participating at pilot study. The actual study sample (54) head nurses. **Tools:** Data of this study were be collected by using: Self-administrative questionnaire sheet. **The results:** The study findings that the attendance of training courses in decision-making was the only statistically significant independent predictor of the score of agreement upon the total factors. **Conclusion:** The study results conduce to the conclusion that the head nurses view the personal factors as the most influential on their decision-making, Only the attendance of training courses in decision-making has a significant independent influence on head nurses' score of agreement upon the total factors. **Recommendations:** The study recommends that head nureses need for more frequent and in-depth training courses in decision-making. Ensuring proper delegation to build "second-line" leaders effectively.

Keywords: Factors affecting, Decision Making, Head Nurses.

INTRODUCTION

Decision-making is an integral part of modern management. Essentially, rational or sound decision-making is taken as primary function of management. Every manager takes hundreds and hundreds of decisions subconsciously or consciously making it as the key component in the role of a manager. Decisions play important roles as they determine both organizational and managerial activities (**Robert H., 2009**).

A decision can be defined as a course of action purposely chosen from a set of alternatives to achieve organizational or managerial objectives or goals. based on the preferences and values of the individuals (**Exfors, 2011**). A decision is defined as a choice made from among available alternatives. In making a decision, the individual consciously becomes aware of a want that needs to be satisfied, seeks relevant behavioral alternatives, and evaluates them as a basis of choice (**Mosley et al., 2001**).

Decision-making is defined as the process of developing a commitment, to a particular course of action. Decision making is a complex cognitive process often defined as choosing a particular course of action. It is also defined as a process that begins with the identification of a problem and ends with the evaluation of the choices and taking a course of action (**Marquis and Huston, 2009**). From another perspective, decision-making

is choosing options that are directing toward the resolution of organizational problems and the achievement of organizational goals (**Huber D., 2000**).

Decision involvement is defined as the pattern of the distribution of authority for the decision and the activities that govern the nursing practice policy and the practice environment. Decision is the process of sufficiently reducing uncertainty and doubt about alternatives to allow a reasonable choice to be made from among them (**Robert H., 2009**).

There are three categories of decisions. Programmed Decision is a fairly structural decision or recurs with some frequency or both. Non Programmed Decision is relatively unstructured and occurs much less often than a programmed decision. Intuitive decision is a subconscious process of making decisions based on experiences and accumulated judgment making decisions. Although intuitive decision-making will not replace the rational decision-making process, it plays an important role in managerial decision-making (**Toyler J., 2011**).

Not all decisions are hierarchy or global in their impact. Decisions are made at all levels of the hierarchy in organizations. They can be routine decision, which can be used to respond to frequently occurring, common and reasonably well-defined issues. Policies, procedures and established rules can be used to

guide the decision-making process. The level of personnel that makes routine decisions can range from the staff nurse to top administrators. Adaptive decisions are necessary when both problems and alternative- solutions are somewhat unusual and only partially understood. Innovative decisions are made when the situation or problem is unusual; rules and guidelines do not clearly define or dictate a course of action. Nurses, from the bedside to top administration, need to make these kinds of decisions frequently(*Decker and Sullivan, 2009*).

The process of decision-making is similar to the problem solving process. The steps of decision-making are defining the problem, identify the limiting or critical factors (gather data), develop potential alternatives, analyze the alternatives, select the best alternatives, implement the solution, and establish a control and evaluation system (*Marquis and Hnston, 2006; Tomey, 2009; Lunenburg, 2010*).

Numerous factors affect individuals and groups decision - making process. The perception of the situation can be influenced by internal and external factors. Internal factors include variables such as the decision maker's physical, emotional state, personal philosophy, biases, values, interests, experience, knowledge and attitude. External factors include environmental conditions; e.g., time and resources that can