

## Organizational climate and its impact on nurse's job empowerment at Main Mansoura University Hospital and Urology and Nephrology Center

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### Abstract:

**Background:** The organizational climate and work job empowerment is considered as a vital component that is essential for the progress of the Organization The organizational climate is a key to corporate success which determines the actions and behaviors of Workers. It comprises a set of attitudes, values and practices that characterize the members of a particular organization. Job empowerment is theoretically defined as an organization's ability to offer access to information, resources, support and opportunity in the work environment. **Aim:** to detect the impact of organizational climate on nurse's job empowerment as perceived by staff nurses working at the general surgical units in Main Mansoura University Hospital and nurses working in surgical units at Mansoura Urology and Nephrology Center

**Methods:** The study was used descriptive, comparative research design. (95) nurses. Organizational Climate Questionnaire and job empowerment Questionnaire Were used as tools in this investigation.

**Conclusion** The findings reveal that there is a The study Cleared there was significant negative correlation between total empowerment scores and total organizational climate scores among the studied nurses at Main University Hospital and Urology center.

**Recommendation:** The study suggest that: To improve organizational climate and nurses' empowerment, Nurses needed to feel secure in their work place through encouraged and motivated them. Using leadership style that facilitate nurses to express their idea and sharing goals of organization. and encourage staff development program to help nurses to share in making decision and delegation for certain tasks and responsibilities to empowered staff.

**Keywords:** Organizational climate ,Job empowerment and staff nurses

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### I. Introduction

Organizations are considered as major parts of today's society and human being needs for survival and living are planned through. In fact, many people state our society as an organizational society where people are born, educate, work and die (Baugh & Roberts, 1994; Saburi, 2004). Organization is a social phenomenon which is consciously coordinated and has a fairly defined boundary and operates based on invariant essentials in order to achieve its goals (Robbins, S.P., 1996). Research on organizational climate can be traced back to the 1930s. With the human relations movement pioneered by Hawthorne, researchers turned their attention from the "hard" physical environment to the "soft" psychological environment; thus the concept of organizational climate was born.

Every organizational activity is oriented around a set of variables which together constitute a climate of work. Climate is the atmosphere in which individual help, reward, judge, constraint and perceive about each other. It influences the morale & attitude of individual towards his work & his environment. It can also be said that climate designates the quality of co-operation, the extent of member's dedication or commitment to organizational purpose and the efficiency with which the purpose becomes translated into result **Ramandeep Chahal1, et al (2012)..**

Organizational climate is the core circle of human environment in the boundary of which the nurse's works .Climate affects each activity in an organization directly or indirectly and is affected by almost everything that occurs in the organization. The survival and growth of any organization is directly proportional to the favorable climate in it. Nurses in the organization have to be well conversant with rites, rituals, policies etc. This can only bring sense of belongings among employees and further help in the growth of organization .Organization climate is of great significance for utilization of human relations and resources at all levels. Organizational climate has a major influence on motivation, productivity, commitment, empowerment and job satisfaction. It is also a major motivating factor responsible for satisfaction and dissatisfaction of nurses and affects the quantum of their turnover. organization climate has been defined as the "relatively enduring quality of the internal environment of an organization that a) is experienced by its members, b) influences their

behavior, and c) can be described in terms of the values of a particular set of characteristics or attitudes of the organization”(Taguiri et al (1968).

When we talk about organizational climate we mean how people feel about aspects in their work environment which directly impact their productivity. Because "Climate affects organizational performance by influencing employee motivation. In most jobs, especially complex ones such as nurse's career, there is a gap between what nurses need to "do to" and what they "can do" if they perform at their full potential. A positive climate will encourage this discretionary effort and commitment. Several different definitions are used for "work or organizational climate." **Emam S a et al (2005)** .Work climates can be seen as the underlying principles, values, and norms of an organization. Organizational climate includes the perceptions of nurse about the internal work environment, situations, and circumstances. The organizational climate is a broad term which refers to the extent to which the staffs perceive the general environment of the workplace influenced by formal, informal relationships, people's personality and leadership. To put it simply, the organizational climate is a set of specific features within organizations distinguishing them from each other, influencing their behavior (**Hoy, W.K. and Miskel, C.G. 1996**).

Since **Jianwei Zhang(2010)**. Proposed the empirical study of organizational climate, studies in this area have proliferated. He defined organizational climate as "a group of measurable characteristics that members could perceive directly or indirectly in the work environment," and, as a description of environmental factors, it could help researchers ascertain the effects of environment on employee commitment. In addition, organizational climate was the most common variable applied to descriptions of the organizational context. As a description of individuals' perception of organization, organizational climate was more similar to the real behavior than the real environment

So, People were the heart of any organization because their ideas, attitudes, and efforts were key causes of success. Most researches pointed out that for maximize performance, people needed to be satisfied at work. This was best accomplished by understanding their ideas, capabilities, feelings, attitudes, hopes, dreams, goals and nurturing an organizational climate which empower them. (**Lehal, 2004**). Work within a climate of uncertainty along with high organizational demands placing the nurses under considerable stress. **Hart, Eli S (2005)**. This condition threatens both physical and emotional wellbeing of nurses and the profession itself and may results to low nurses' commitment which in turn may contribute to disengagement or withdrawal of nurses from their organizations. Consequently, threatens organizational functioning and the quality care, since low nurses commitment leads to low empowerment. **Gershon RR, et al (2007)**.

For organizational success, many hospitals used the concept of empowerment as a retention strategy to improve nurse's commitment by fostering the desire not to leave the organization. Because Also empowerment play a significant role in the management of job stress and job dissatisfaction as well as in nurse attraction and retention **Ives E, Glenys A et al (2003)**. Hence, creating healthy work conditions that empowered nurses and provide freedom to act according to their expectation as a professional may be a fruitful strategy for nurse managers and administrators to retain nurses who currently Work by promoting their commitment to the organization.

The concept of employee empowerment was introduced to the management literature over thirty years ago by **Kanter (1977)**. Surveys have shown that empowerment has had a major impact on management practice, as more than 70% of organizations have implemented some form of empowerment for at least some part of their workforce (e.g., **Lawler, Mohrman, & Benson, 2001**). The concept of empowerment also continues to generate considerable research interest. Still, a number of important questions remain unanswered (**Spreitzer, 2008**). It is therefore important to develop a fuller understanding of the nature of empowerment, the factors that lead to employee feelings of empowerment, and the consequences associated with an empowered workforce.

Empowerment is the period of improving the decision making ability of nurses through cooperation, sharing, training, education and team work. (**Klagge, 1998**) moreover, identifies empowerment as the activity of assigning appropriate responsibility to nurses and making them gain abilities. It is understood from the definitions that not only the cognitive aspect of nurses that consists the improvement of the capacity of them within the organization, but also behavioral aspects in which nurses satisfaction from his or her job and workplace environment is crucial. Behavioral aspect of nurses can be defined as the period of encouraging and autotomizing nurses to improve their decision making skills and transfer the directive power and to benefit from their ability and experiences (**Cacioppe, 1998**). Behavioral aspect of empowerment means distribution of power from high levels to low levels. The cognitive aspect of empowerment can be defined as the improvement of nurse's opportunity to access organizational sources and information. Failure to make empowerment will have serious consequences for both individual and Management in an organization.

Nurse's empowerment is a strategy and philosophy that enables them to make decisions about their jobs, helps them own their work and take responsibility for their results and serve customers at the level of the organization where the customer interface exists. There are six ways managers can create an environment where initiative is encouraged and appreciated by empowering nurses. Be a role model, rewarding them for their

efforts, tell nurses what they want and why, authorize teams to make decisions, provide positive, encouraging environment, recognize efforts even if they fail and reward success. (Joel Garfinkle, 2012).

The structure of job empowerment stems from four lines or resources of power: information, support, resources, and opportunity. Those with access to power sources feel empowered and contribute productively to the organization since empowerment is part of an organization climate real empowerment means shifting power the hierarchy to every nurse who is willing to grab a handful. (El-shaer, 2002).

Having empowered employees is the dream of every organization so; building strong empowerment among organizational employees plays an important role in reducing delays and displacement. It can also increase employee efficiency, employees' mental freshness and manifesting both organizational admirable targets and personal goals. (Bahman Saeidipour, 2013).

**2. Research hypothesis:** There exists a significant correlation between organizational climate and nurse's job empowerment.

**3. Aim of the study:** To detect the impact of organizational climate on nurse's job empowerment at Main Mansoura University Hospital and Urology and Nephrology Center

**Research question:** -Does organizational climate have a significant effect on nurse's job empowerment at Mansoura University Hospital and Urology and Nephrology Center?

-Which elements of organizational climate have positive effects on nurse's job empowerment at Mansoura university hospital and Urology and Nephrology Center?

## **II. Material and Methods**

**2.1 Design:** A descriptive, comparative research design was used.  
The was used

**2.2 Setting:** The study conducted in 2 selected hospitals all general surgical units at Main Mansoura University Hospital (five units) and surgical units at Urology and Nephrology Center (four units).

**2.3 Subjects:** The study subjects included all staff nurses working at the general surgical units in Main Mansoura University Hospital with number (55) nurses and nurses working in surgical units at Mansoura Urology and Nephrology Center with number (40) nurses. The total number of the staff nurses (95) nurses.

4.4 Tools of data collection:

There were two sections of instruments section **one** organizational climate questionnaire & section **two** nurses' empowerment questionnaire

**Tool 1.** The Organizational Climate Questionnaire:

Organizational climate was measured by a 42-item, 6-dimension Organizational Climate Survey Questionnaire modified from Stringer's questionnaire (2002). Each item was rated using a 4 -point rating scale (1 = definitely disagree to 4 = definitely agree). The raw scores of organizational climate were transformed to percentage score. Each dimension including mean percentage score of total organizational climate was categorized as follows: overall organization climate including structure, responsibility reward and recognition, standard, support and commitment were categorized into three levels using the mean percentage score cutoff points; <35

**Tool 2.** The Condition for Work Effectiveness Questionnaire (CWEQ) developed by Chandler (1986). It consists of two parts:

**First part:** includes 4 statements related to the demographic characteristics of nurses (age, education, years of experiences and department).

Second part: includes 44 statements to measure nurses perception of power and opportunities. The questionnaire contained 4 subscales, i.e., information (10 statements), support (8 statements), resources (7 statements) and opportunity (19 statements). Responses were measured on a five-point rating scale that ranged from (None=1) to (A lot=5). The responses of strongly disagree, disagree, neither agree nor disagree, agree, strongly agree were scored respectively as 1, 2, 3, 4, and 5.

Scoring system was overall scores of each dimension were calculated by taking the mean (total score divided by number of items) of the respondent's score for each dimension and multiplying this by 100 to convert it into percentage score. A score of  $\leq 50\%$  was considered as poor empowerment; score 51%–75% as moderate empowerment and score  $> 75\%$  as good empowerment.

## 2.4 Methods

- Official permission to conduct the study was obtained from the
- The nurses oral consent was taken before the beginning and had the right to withdraw from the research at any time
- The questionnaire was translated into Arabic and some statements were rephrased to match the nurses' level of education.
- The tools used in this study were assessed for the clarity and content validity by 6 experts with experience in both clinical and academic practice after a doctorate degree.
- Pilot study was carried out on 10 nurses to test the reliability, clarity, applicability and comprehensiveness of the tools. It was conducted on 5 nurses from Main Mansoura University Hospital and 5 nurses from Urology and Nephrology Center who were excluded from the main study during the final data collection. and necessary modifications were done based on their responses. The pilot study also aimed to determine the time needed for filling the questionnaire (about 20 minutes).

## III. Results

### Table (1)

Variables	The studied nurses (n=78)						χ <sup>2</sup> P
	University hospital (n=40)		Urology center (n=38)		Total (n=78)		
	n	%	n	%	n	%	
<b>•Age (years):</b>							
19-<25	10	25.0	6	15.8	16	20.5	9.874
25-<31	7	17.5	5	13.2	12	15.4	0.079
31-<37	15	37.5	8	21.1	23	29.5	
37-<43	4	10.0	4	10.5	8	10.3	
43-48	2	5.0	6	15.8	8	10.3	
>48	2	5.0	9	23.7	11	14.1	
<b>•Qualification:</b>							
-Bachelor	6	15.0	7	18.4	13	16.7	4.165
-Diploma of technical institute of health	13	32.5	5	13.2	18	23.1	0.244
-Diploma of Secondary school	19	47.5	24	63.2	43	55.1	
-Post-graduate of nursing	2	5.0	2	5.3	4	5.1	
<b>•Experience years:</b>							
<11	14	35.0	9	23.7	23	29.5	4.501
11-<21	17	42.5	12	31.6	29	37.2	0.212
21-<31	6	15.0	10	26.3	16	20.5	
>31	3	7.5	7	18.4	10	12.8	

This table shows the age group of staff nurses in main university hospital from thirty one until to thirty seven was higher than that of urology center (37.5%) and (21.1%) respectively. Near to half of staff nurses in main university hospital (47.5%) compared to 63.2% in urology center were qualified as diploma in nursing. Near to half (42.5%) of them had experience years in nursing less between 11-<21 than twenty one years in main university hospital compared to (31.6%) among head nurses in Urology Center with no significant difference.

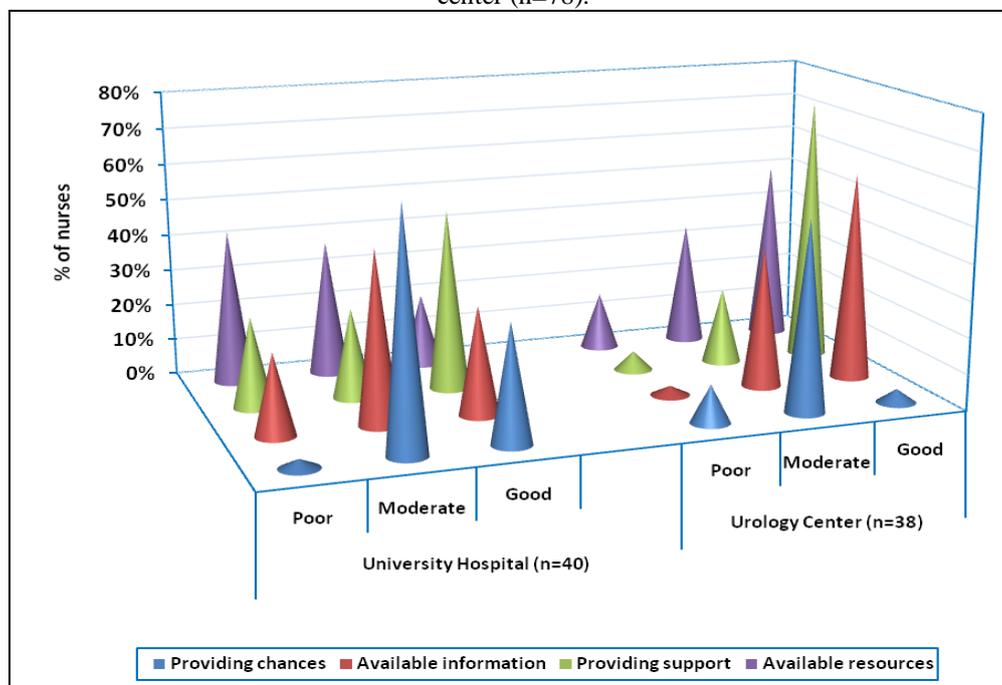
**Table (2): Mean scores of agreement about the main items of empowerment as perceived by the studied nurses at Main University Hospital and Urology center(n=78).**

Empowerment main items	The studied nurses (n=78)			
	University hospital (n=40)	Urology center (n=38)	t-test	P
	Range Mean±SD	Range Mean±SD		
<b>I- Providing chances</b>	52-91 73.62±8.86	45-95 74.55±11.69	0.396	0.693
<b>II- Available information</b>	14-48 32.97±7.79	24-50 38.42±6.37	3.369	0.001*
<b>III- Providing support</b>	13-40 28.80±7.59	21-39 32.24±5.56	2.272	0.026*
<b>IV- Available resources</b>	8-34 22.42±6.52	14-32 25.53±5.20	2.315	0.023*
<b>Total empowerment</b>	<b>115-208</b> <b>157.82±24.09</b>	<b>121-214</b> <b>170.74±23.43</b>	<b>2.398</b>	<b>0.019*</b>

\*Significant (P<0.05)

This table shows total mean scores of agreement about the main items of empowerment as perceived by the staff nurses at urology center were higher than those in main university hospital with statistically significant differences (170.74±23.43) and (157.82±24.09) respectively, P=0.019. All empowerment items were significantly higher in urology center compared to main university hospital except for providing chances which was not significantly higher in urology center.

**Figure (1):** Level of empowerment as perceived by the studied nurses at Main University Hospital and Urology center (n=78).



This figure shows that level of empowerment as in main university hospital was higher in relation to providing chance while in urology center was higher in relation to providing support .

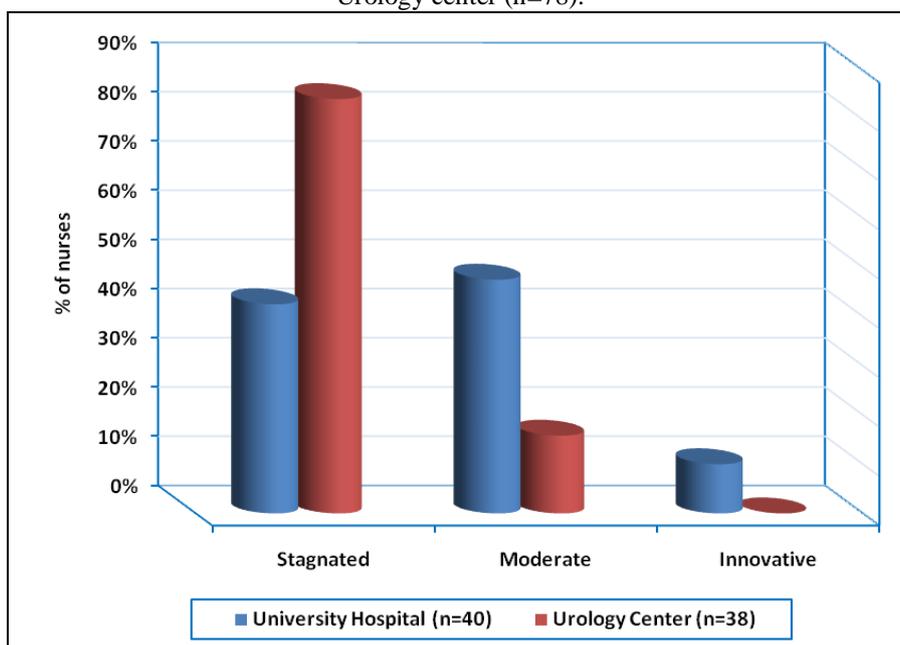
**Table (3):** Mean scores of organizational climate as perceived by the studied nurses at Main University Hospital and Urology center(n=78).

Organizational climate main items	The studied nurses (n=78)		t-test	P
	University hospital (n=40)	Urology center (n=38)		
	Range Mean±SD	Range Mean±SD		
<b>I- Organizational structure</b>	5-20 12.50±3.43	5-15 9.31±2.22	4.836	0.0001*
<b>II-Responsibility</b>	2-8 4.30±1.47	2-7 3.31±1.09	3.340	0.001*
<b>III-Rewarding &amp; Recognition</b>	2-8 4.57±1.65	2-5 3.47±1.08	3.469	0.001*
<b>IV-Standards</b>	2-8 4.97±2.11	2-7 3.97±1.40	2.457	0.016*
<b>V-Support</b>	2-8 4.77±2.09	2-8 3.76±1.34	2.525	0.014*
<b>VI-Obligation</b>	2-8 4.12±2.14	2-8 3.39±1.15	1.839	0.070
<b>Total organizational climate</b>	<b>20-49</b> <b>35.25±7.82</b>	<b>15-36</b> <b>27.24±4.93</b>	<b>5.379</b>	<b>0.0001*</b>

\*Significant (P<0.05)

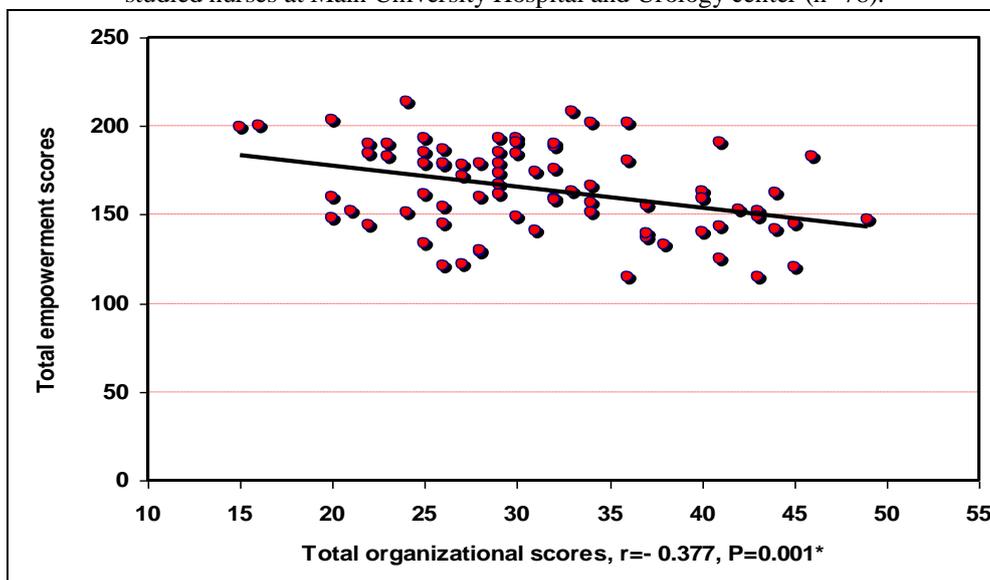
This table shows total mean scores of organizational climate as perceived by the staff nurses at main university hospital were higher than those in urology center (35.25±7.82) and(27.24±4.93) respectively with statistically significant differences .All organizational climate items were positive significant differences except obligation .

**Figure (2):** Level of organizational climate as perceived by the studied nurses at Main University Hospital and Urology center (n=78).



This figure shows level of organizational climate as perceived by staff nurses at urology center was stagnated than at main university hospital.

**Figure (11):** Correlation between total empowerment scores and total organizational climate scores among the studied nurses at Main University Hospital and Urology center (n=78).



This figure shows there was significant negative correlation between total empowerment scores and total organizational climate scores among the studied nurses at Main University Hospital and urology center.

#### IV. Discussion

Nurses are the largest group of employees in the health care system and play an important hands-on role in the delivery of high quality patient care. The present study conducted in all general surgical units at main university hospital and urology center. It aims to examine the effect of organizational climate on staff empowering. The present study concluded that there was no statistically significant difference in perceptions of organizational climate among diploma school in both setting, this result agree with **Hassanein et al,( 2008)** whose demonstrated that there was no statistically Significant difference in perceptions of organizational climate

among diploma school staff nurses in specialty units at Sheba El-Kom teaching hospital and University of Menoufiya hospitals. This result contradicts with **Mok and Au-Yeung (2002)** who found statistically significant differences among 3 groups of staff nurses in their perception of organizational climate.

The present study reveals that total mean score of empowering staff nurses ( $170.74 \pm 23.43$ ) higher in urology center than in main university hospital ( $157.82 \pm 24.09$ ) there are many reasons which contribute to that results such as The excellent reputation of the institution about quality of care, harmonious work environments, rewarding according to the personnel's performance and also the staff nurses at urology center have higher salaries and incentives than those at main university hospital.

This study shows that there was agreement about different main items of empowerment. It was higher in relation to providing chance in main university hospital and it was higher in relation to available resources in urology center. The higher in providing chance in main university hospital may be due to that the staff nurses more freedom and have positive social structures in the workplace.

This result in the same line with, Kanter argues who stated that social structures in the workplace influence employee attitudes and behaviors to a greater extent than inherent personality predispositions. Although personal characteristics play a role in employees' workplace behaviors, Kanter maintains that situational conditions can constrain optimal job performance, regardless of positive personal tendencies or predispositions and, therefore, lower organizational productivity. Also, Power is "on" when employees have access to lines of information, support, resources, and opportunities to learn and grow. When these "lines" or sources of power are unavailable, power is off and effective work is impossible. These lines of power are sources of structural empowerment within the organization.

The present study show level of empowerment at urology center was higher as regard the good level than at main university hospital with significant difference ( $P=0.013$ ).this result agree with nurses at Shebin El-Kom compared with 14.0% at University of Menoufiya reported good empowerment (**Elsalam et,al 2008**). this result is inconsistent The results showed that nurses perceived a moderate level of organizational climate and job satisfaction (**Tasane Nasae ,2010**).

Organizational climate as perceived by the staff nurses at main university hospital were higher than those in urology center ( $35.25 \pm 7.82$ ) and ( $27.24 \pm 4.93$ ) respectively with statistically significant differences. All organizational climate items were positive significant differences except obligation. The rationale that nurses in urology center more obligation because restricted leadership, firm rules and policy and accountability.

The present study reveals that level of organizational climate a moderate level(47.5) at main university hospital this agree with(Abdul LatifI,et al 2010) In this study perceived an overall organizational climate at a moderate level ( $M = 56.39\%$ ,  $SD = 5.88$ ). For each dimension of organizational climate there may be several reasons which contribute to moderate level of organizational climate in the present study: such as; subjects level of education, past work climate experience, high workloads, lack of nursing leadership, less reward and performance abilities of the nurses. In the previous studies, effective leadership; high organizational support and standards; harmonious work environments and rewarding according to the personnel's performance were reported to be the influential factors for nurses perceived level of organizational climate(**Mok & Au-Yeung, 2002; Ying's et al., 2007; Virasombat et al, 2007**). For example, in current study, items analysis revealed that, nearly 85% of nurses reported that they did not rewarded in proportion to their excellence. Similarly, 80% nurses stated that it was sometimes unclear who has assigned to make decision, reflecting the lack of leadership.

The study concluded that, nurses perceived their Organizational climate positively, this is consistent With (**Giacomo,2011; Castro, 2008 Mryyan, 2009**) and **Abd El-Megeed and Ahmed(1996)** who found in their study of the organizational climate at critical and intensive care units at El-Manial University hospitals that staff nurses perceived the climate as an open one, pointing to the presence of good spirits, good relationships and human treatment among staff.

Opposing that **Abed El-salam, et al ( 2008)** and **Lephoko, (2004)** the study conclude that nurses staff in selected hospitals are dissatisfied with the organizational climate .A systematic review found leadership styles that were conceptually consistent with the notion of resonant leadership were positively correlated with several components of nursing professional practice environments, including effective nursing leadership, use of nursing models of care, and nurse-physician collaboration. These styles of leadership were also associated with improved conflict management, job security, staff nurse health and job satisfaction, as well as lower levels of anxiety, emotional exhaustion, and stress (**Cowden et al., 2011**) this lead to freedom climate which lead to decrease obligation among nurses contradicted in urology center maximum control over the work ,restricted policy and Autocratic leadership style lead to staff become more stressful which lead to decrease obligation among nurses organizational climate stagnated in urology center while innovation in main university hospital because There may be several reasons which contribute to high workloads, f Autocratic leadership need to accomplish work only rather than work efficiency, less reward and performance abilities of the nurses. Moderate level of organizational climate in the present study: such as; subject's level of education, past work

climate experience, high workloads, lack of nursing leadership, less reward and performance abilities of the nurses. In the previous studies, effective leadership; high organizational support and standards; harmonious work environments and rewarding according to the personnel's performance were reported to be the influential factors for nurses perceived level of organizational climate (Mok & Au-Yeung, 2002; Ying's et al., 2007; Virasombat et al, 2007).

For example, in current study, items analysis revealed that, nearly 85% of nurses reported that they did not rewarded in proportion to their excellence. Similarly, 80% nurses stated that it was sometimes unclear who has assigned to make decision, reflecting the lack of leadership Organizational climate in main university hospital innovative while in urology center are stagnated because several reason This may be related to that the main university hospital having variety of specialty of medicine and nursing service and there were always new blood of recruitment nurses also democratic leadership of manger while in urology center stagnated due to Closeness of organization and restricted policy and autocratic leadership style Our study find there is no relationship between empowerment staff and organization climate

The finding shows there was significant negative correlation between total empowerment scores and total organizational climate scores among the studied nurses at Main University Hospital and urology center. This disagree with (Mok and Au-Yeung,2002).Also (Nakalembe ,2011) There was a positive correlation between organizational climate and psychological empowerment .

## V. Conclusion

The study cleared there was significant negative correlation between total empowerment scores and total organizational climate scores among the studied nurses at Main University Hospital and Urology center.

## VI. Recommendation

In the light of our findings and to improve organizational climate and nurses' empowerment, the following recommendations can be made:

- -Nurses needed to feel by job security through encouraged and motivated them.
- -Using leadership style that facilitate nurses to express their idea and sharing goals of organization.
- - Encourage staff development program to help nurses to share in making decision and delegation for certain tasks and responsibilities to empowered staff

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