Relationship between Organizational Climate and psychological Empowerment of Staff Nurses at Governmental Hospitals in Ismailia

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Abstract

Background: Many challenges face any organization and its staff performance. To manage these challenges there is need to provide an organizational climate that encourages employees to be productive and makes them feel valued and empowered. Employees' empowerment provides significant benefits to the organizations as it makes employees feel that they are vital to the success of the organization. **Aim of study:** Was to assess relationship between organizational climate and psychological empowerment at governmental hospitals in Ismailia. **Subjects and method: Research design:** A correlational descriptive design was used in this study. **Setting:** The study was carried out at 3 governmental hospitals in Ismailia. **Subjects:** Staff nurses with sample size 156 were included in the study. **Tools of data collection:** Data were collected using organizational climate measure and psychological empowerment measure. **Results:** Organizational climate perceived by staff nurses at governmental hospitals in Ismailia as moderate climate, whereas their perception about psychological empowerment was good. Also, there was statistically significant correlation between the studied variables. **Conclusion:** There is moderate positive significant relationship between organizational climate and psychological empowerment among staff nurses at governmental hospitals. So, improving dimensions of psychological empowerments will be positively reflected on organizational climate improvement. **Recommendation**: Organization needs to work on energize their staff nurses' perceptions regarding their organizational climate through encouraging them to be creative and think out of box. Psychological empowerment of staff nurses needs to be improved especially for self-determination by encouraging them to be initiative and achieving sense of autonomy.

Keywords: Organizational Climate-Psychological Empowerment, Staff nurses.

1. Introduction

The 21st century global business environment is confused with many challenges. To face these challenges, organizations need to hire creative and innovative employees **(Ganchahi,2018)**. Wherefore many researchers try to explain the concept of organization and determine the factors affect it. Organizational climate was one of the most factors that affect organization and attract researchers to study it **(Madhukar &Sharma ,2017).** The organizational climate constitutes the way the employees perceive and describe their environment **(Rozman & Strukely, 2020).**

Organizational climate is related to very important outcomes of any organization such as organizational performance **(Khadivi et al,2019**) and empowerment **(Thi Phuong & Ahn,2021)** in addition to many others.

Also, employee empowerment strengthens organizational commitment and decrease e turnover intention leading to a more sustained workforce **(Murray & Holmes ,2021).** Psychological empowerment may enhance employees' motivation and give positive impact to their level of performance **(Shakirah & Shahrollah, 2020)** Organizational climate and psychological empowerment are very important elements in health care and nursing services; they lead to improve quality of care, and decrease conflict and waste effort **(Mahmoud et al., 2022, Myint et al., 2020).**

Accordingly measuring relationship between organizational climate and psychological empowerment in hospital will provide great information about how to make more successful hospital that provide good service, increase quality of health care provided and increase job satisfaction of nursing staff. Regarding organizational climate, earlier, climate was studied as social climate by Lippitt and White (1939) when they studied it between some of teenage boys but no conceptual framework was provided to organizational climate. Followed that many studies that tried to find out a comprehensive concept of organizational climate, McGregor (1960) interpreted organizational climate as assumption and relations between managers and their subordinates. Later on, "organizational climate" was described by Litwin and Stringer (1968) as a set of measurable properties of the work environment and assumed to influence their motivation and behavior **(Myint et al, 2020).** Eventually, Organizational climate refers to the employees' shared perceptions and the meaning they attach to the policies, practices and procedures they experience in their workplace, as well as to the behaviors they observe being rewarded, supported and expected regarding the human resources of the organization **(Ahmad et al., 2018)**

Organizational climate is divided into four quadrants which are human relation, open system, rational goal and internal process. The human relation quadrant is consisted of seven dimensions including employee welfare; autonomy; participation; communication; emphasis on training; integration; supervisory support. Open system contains four dimensions: flexibility;

innovation; outward focus; reflexivity. Rational goal contains six dimensions: clarity of organizational goals; Effort; Efficiency; quality; pressure to produce; performance feedback**.** Finally, internal process has two dimensions which are Formalization and Tradition **(Patterson et al., 2005 & Subramani et al 2021)**.

Empowerment concept was first introduced in 1980s. But in the 1990s a great interest of this concept came into existence among researchers, academics and practitioners of management and organization. Scholars and researchers of management on organization in the 1990s, recognized empowering the human resources related to management strategies and activities such as delegating decision-making powers to lower echelons of the organization, share information within the staff and their access to resources.

Psychological empowerment refers to a set of psychological states that are vital for individuals to feel a sense of control in relation to their work. Instead of concentrating on managerial practices that share power with employees at all levels, the psychological perspective is focused on how employees experience their work. This perspective refers to empowerment as the

personal beliefs that employees have about their role in relation to the organization **(Spreitzer, 2007)**.

Psychological empowerment, in Spritzer's view, has four dimensions: meaning, competence, self-determination, and impact. Each concept is defined from the individual employee's perspective. ″Meaning″ is defined as the value of a work goal or purpose as it relates to an individual employee's own beliefs, values, and behaviors. ″Competence″ is defined as individuals' beliefs in their capability to carry out work activities. ″Self-determination″ is defined as an individual's sense of having options to initiate and carry out their own work behaviors. And ″Impact″ refers to the degree to which individuals can influence their own work in term s of its strategic, administrative, or operating outcomes**.** If any one of the four dimensions is absent or low, it is assumed that empowerment will be limited **(Spreitzer, 2007).**

Significance of the study

Organizational climate and empowerment are very important elements in health care and nursing services; they lead to improve quality of care provided, increase nurses'

motivation, enhance job performance and work engagement, increase job satisfaction, and decrease feeling of occupational stress among nurses **(Mahmoud et al., 2022, Rozman et al., 2020).**

Accordingly measuring relationship between organizational climate and empowerment in hospital will provide great information about how to make more benefit hospital that provide good service, increase quality of health care provided and increase job satisfaction of nursing staff.

Aim of the study:

Assess relationship between organizational climate and psychological empowerment at governmental hospitals in Ismailia.

The Research Objectives were to:

1. Assess employees' perceptions about organizational climate at governmental hospitals in Ismailia.
2. Determine level of psychological empowerment of staff nurses at governmental hospitals in Ismailia.
3. Find out relationship between organizational climate and empowerment of staff nurses at governmental hospitals in Ismailia.

Research hypothesis:

There will be positive statistically relationship between organizational climate and empowerment of staff nurses at governmental hospitals in Ismailia**.**

2. Subjects and methods

Study design

A correlational descriptive design was utilized to carry out the present study.

The sample of the study: sample of 156 nurses were simply random selected to participate in the study. Sample size was calculated using the following equation:

$$n = \left[\frac{Z_{\alpha/2} + Z_{\beta}}{\frac{1}{2}\log\frac{1+r}{1-r}}\right]^2 + 3$$

Where **n**= Sample Size **Z A/2** = 1.96 (The critical value that divides the central 95% of the z distribution from the 5% in the tail) **Z$_\beta$** = 0.84 (The critical value that separates the lower 20% of the z distribution from the upper 80%) **r** = Correlation coefficient between organization climate and empowerment of nurses (expected value = 0.5)

Study setting

The study was conducted at governmental hospitals in Ismailia city

which include three hospitals: The first hospital is Public Hospital that includes 320 nurses, the second is Fever Hospital 95 nurses and the Third one is Chest Hospital with 40 nurses

Tools of data collection:

Tool(1)Self-instruction questionnaire: Consisting of three parts: Socio-demographic data of staff nurses such as age, sex, educational qualification, job position, department, years of experiences, and hospital's name.

Tool (2) Organizational climate measure (O.C.M) that was developed by Patterson et al. (2005):

It used to measure staff nurses' perception about their organizational climate. It was consisted of eighty-two items covering seventeen factors organized into four quadrants: The first quadrant human relations that contains autonomy (5 items), employee welfare (4 items), Participation **(6 items),** Training (4 items), Integration (5 items), Supervisory support (5 items). The second quadrant is open system which contains Innovation and flexibility (6 items), Outward focus (5 items), Reflexivity (5 items). The third quadrant is rational goal which contains Clarity of organizational

goal (5 items), Effort (5 items), Efficiency (4 items), Quality (4 items), Pressure to produce (5 items), Performance feedback (5 items). The last quadrant is Internal process which contains Formalization (5 items), Tradition (4 items). The original tool was validated and measured for reliability. It was translated into Arabic and the Arabic copy checked for validity by giving it to experts who revised the tool for clarity, relevance, applicability and ease for implementation and according to their opinion the needed modification applied.

Tool (3) Psychological empowerment in workplace it was developed by (Spritzer 2007). The Arabic copy which had been translated by Abdelrazek (2010):

It was used to assess degree of empowerment of staff nurses working at Ismailia in governmental hospitals. It consists of twelve items covering four dimensions which are, meaning (3items), competence (3items), self-determination (3items), and Impact (3items). The original tool was validated and measured for reliability, and also and the Arabic one was measured for validity and reliability**.**

Field work:

The data were collected from staff nurses working at governmental hospitals in Ismailia at the while from January to April in 2016 year and along three work shifts of staff nurses. It took about from ten to fifteen minutes from each nurse to fulfill the questionnaire

Pilot study:

A pilot study was carried out on 10% of the study participants to check the suitability of the Arabic copy of tools, duration of fulfilling it, and make needed modification upon this study. The sample of pilot study wasn't included in the study.

Administrative design:

Permissions were obtained from the managers of three hospitals through pertinent authorities by explaining the nature and procedures of the study.

Ethical considerations:

Acceptance and informed consent had obtained from each participant. Participation in this study was voluntary. Each participant had the right to withdrawal from the study at any time without any consequence. Confidentiality of the collected data had been maintained. The results used as a component of the necessary research for master thesis, as well as for future publication and education. The topic of this study would not touch religious, ethical, moral and culture issues among participants.

Statistical design:

The data collected were analyzed descriptively and inferentially using SPSS software (Statistical Package for Social Science version 2).

A descriptive analysis was used in the form of frequencies, percentage, means, and standard deviation.

For inferential analysis, independent sample t-test, ANOVA test, and Pearson correlation test were used. P value < 0.5 was set as level of significant of results.

3. Results:

Table (1) shows distribution of socio demographic Characteristics of staff nurses of governmental hospitals. It was found that majority of the staff nurses were females (92 %). In addition, staff nurses aged from twenty-five to twenty-nine represented highest percentages (34%) compared to other age groups of participated nurses. Concerning departments, the major department Staff nurses worked at ~~was~~ internal department (42. 31%). Furthermore, the less than half of staff nurses (43.6%) had experiences less than ten years. For qualification, nursing diploma had the

highest percentage (60.26%) compared to other qualification categories. At last, it was found that highest frequency of staff nurses (70.51%) worked at public hospital.

Table (2) illustrates distribution of organizational climate mean percentage among staff nurses at governmental hospitals. It was found that internal process quadrant scored the highest mean percentage (69.93 ± 6.8) whereas the open system scored the least mean percentage (56.02 ± 8.8) Totally the organizational climate scored (63.97 ± 4.7).

Table (3) demonstrates distribution of psychological empowerment mean percentage among staff nurses at governmental hospitals**.** It was found that competence scored the highest mean percentage (89.41 ± 13.71) whereas the impact scored the least mean percentage (62.39 ± 25.96)**.** Totally the psychological empowerment mean percentage scored (74.74 ± 15.07)**.**

Table (4) show Correlation between organizational climate and empowerment among participated nurses at governmental hospitals., it was found that there is positive significant correlation between total organizational climate and total psychological empowerment, on the other hand there were positive significant correlation between total psychological empowerment and all quadrant of organizational climate except internal process (0.322[**],0.224[**],0.476[**]) respectively.

4. Discussion:-

The socio demographic data of staff nurses of governmental hospitals showed that the majority of staff nurses more than four fifth worked at governmental hospitals were female. This result agrees with **Hamed et al (2017)**. The staff nurses aged from twenty-five to twenty-nine represented highest percentage compared to lowest percentage for staff nurses aged from nineteen to twenty-five, this result is incongruent with **Mohamed& Abou Shaheen (2021)** who reported staff nurses aged from thirty to forty represented highest percentage.

Concerning the major department Staff nurses worked at was internal department this might be due to increasing number of internal departments within governmental hospitals this result had agreement with **Mohamed & Abou Shaheen (2021)** that the major staff who were more than one third having experiences less than ten years this result had agreement

with **Mohamed & Abou Shaheen (2021).** Furthermore, more than fifty percent of staff nurses had diploma qualification represented the highest percentage compared to lowest percentage for staff nurses had nursing institution qualification. Major of staff nurses worked at public hospital. Concerning hospital type major of staff nurses little less than three quadrants worked at public hospital this might be due to being the largest hospital that introduce diverse patient care.

The distribution of organizational climate mean percentage among staff nurses at governmental hospitals was clarified that internal process quadrant scored the highest mean percentage, whereas the open system scored the least mean percentage this result is incongruent with **Subramani et al (2021)** who reported that human relations climate scored the highest mean percentage, whereas the rational goal scored the least mean percentage. A scoring high in the internal process quadrant would perceive the climate to have very controlled communication throughout the organizational hierarchy **Subramani et al (2021)** While scoring low in the open system quadrant might indicates that the governmental hospitals didn't values innovation **Subramani et al (2021).** Totally the organizational climate scored about two-

third of mean percentage that refer to moderate level of organizational climate at the governmental hospitals in Ismailia that might characterized by moderate concerning with effectiveness of organizations and the wellbeing of employees **(Floyd, 2016).**

Concerning distribution of psychological empowerment mean percentage among staff nurses at governmental hospitals, the current study result showed that competence scored the highest mean percentage, whereas the impact scored the least mean percentage. This result is fifty percent congruent with **Ebrahimi., et al (2017)** who stated that competence scored highest mean but self - determination scored the least, but it is similar to result of **Hashimi (2018)** that conducted in banking field**.** On the other hand, the current result finding is opposite to **Rania et al (2021)** who ranked psychological dimensions as following from highest (meaning, competence, self-determination and impact). Totally the psychological empowerment scored about three quarters of mean percentage scored. This finding indicates that the psychological empowerment of staff nurses in governmental hospitals is relatively perceived as good empowerment **Tanrıverdi (2017).**

Concerning correlation between organizational climate and empowerment among participated nurses at governmental hospitals it was found that there it was found that there is positive significant correlation between total organizational climate and total psychological empowerment, this result is congruent with **(Ganchahi,2018)** .On the other hand, there were positive significant correlation between total psychological empowerment and all quadrant of organizational climate except internal process. This result might reveal that the internal process quadrant is opposite to the other quadrants of organizational climate in its correlation with psychological empowerment. This result is congruent with **Subramani et al (2021)** who reported that internal process quadrant has opposite correlation comparing with other quadrants of organizational climate.

5. Conclusion:

Based on the finding of this study, Organizational climate consists of four quadrants namely human relations, internal process, open systems, and rational goal. The internal process is the most applicable in the hospitals. Organizational climate perceived by staff nurses at governmental hospitals in Ismailia as moderate climate whereas their perception about psychological empowerment was good. There is positive statistically significant correlation between organizational climate and psychological empowerment of staff nurses in governmental hospitals in Ismailia.

6. Recommendations:

Enhancing organization to work on increase staff nurses' perceptions about their organizational by encourage them to be creative by

- Giving staff nurses freedom for initiatively accomplishing their work.
- Enhancing hospitals to value and care for their staff nurses.
- Encouraging staff nurses to make their work decisions and supporting sense of autonomy.
- Encouraging co-operation between departments.
- Encouraging change, innovation and being flexible of hospitals.
- Clarifying organizational goals to each one work in.
- Providing continuous feedback about effectiveness of work
- Un-keeping of traditional ways in accomplishing work

- Increasing well-being of staff nurses by increasing the psychological empowerment dimensions (meaning, impact, self-determination and competence)

Table (1) Socio demographic Characteristics of staff nurses of governmental hospitals (n=156).

Items		NO	%
Sex	Female	145	92.95
	Male	11	7.05
Age (years)	19- 25	21	13.5
	25 – 29	53	34.0
	30 – 34	32	20.5
	>=35	50	32.1
Department	Internal departments	66	42.31
	ICU	42	26.92
	Burn	11	7.05
	Dialysis	9	5.77
	Emergency	18	11.54
	Economic	5	3.21
	OR (operating room)	5	3.21
Years of experience	< 10	68	43.6
	10 – 19	61	39.1
	>=20	27	17.3
Qualification	Nursing diploma	94	60.26
	Nursing diploma +Specialties	31	19.87
	Nursing institution	13	8.33
	Bacaloric nursing degree	18	11.54
Hospital	Public hospital	110	70.51
	Fever hospital	31	19.87
	Chest hospital	15	9.62

Table (2): Distribution of organizational climate mean percentage among staff nurses at governmental hospitals (n=156)

Quadrant	Mean (%) ± SD
Human Relations	63.04±6.7
Internal Process	69.93±6.8
Open Systems	56.02±8.8
Rational Goal	67.57±5.3
Total Organization Climate Scale	63.97±4.7

Table (3) Distribution of psychological empowerment mean percentage among staff nurses at governmental hospitals (n=156)

Empowerment dimensions	Mean (%) ±SD
Meaning	83.33±18.80
Competence	89.41±13.71
Determination	63.83±20.92
Impact	62.39±25.96
Total Empowerment Scale	74.74±15.07

Table (4): Correlation between organizational climate and psychological empowerment among participated nurses (n=156)

Organizational Climate domains	Psychological Empowerment				
	Meaning	Competence	Self-deter	Impact	Total
Human relation	**.332**[**]	**.285**[**]	.194[*]	.200[*]	.322[**]
Internal process	-.082	.072	.065	.002	.014
Open system	.252[**]	.121	.145	.157[*]	.224[**]
Rational Goal	.309[**]	.281[**]	.315[**]	.479[**]	.476[**]
Total Organizational Climate	.362[**]	.304[**]	.280[**]	.340[**]	**.425**[**]

*. Correlation coefficient is statistically significant at p<0.05

**. Correlation coefficient is statistically significant at p<0.001

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