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## THE RELATIONSHIP BETWEEN NURSING PERSONNEL EMPOWERMENT AND ORGANIZATIONAL CULTURE COMPONENTS OF SHAHREKORD MEDICAL SCIENCES HOSPITALS

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### ABSTRACT

**Background and Aim:** Nowadays, the characteristics of successful organizations are a special attention that these organizations have on their human resources from various dimensions, including their empowerment, on the other hand, the human resource performance in the organization is influenced by organizational culture. Therefore, the study of organizational culture enables managers to identify employees' expectations and improve the gap between the current and the desired status. Therefore, the purpose of this study was to explain the relationship between organizational culture components and empowerment of nursing staff in hospitals affiliated to Shahrekord University of Medical Sciences.

**Methods:** This descriptive-correlational study was performed on 300 nursing staff in Shahrekord University of Medical Sciences hospitals. Sampling was carried out in an accessible manner. The data gathering tool was Watton and Cameron questionnaire and Denison's organizational culture questionnaire. Data were analyzed by descriptive and analytical statistics using SPSS software.

**Results:** The results of correlation analysis showed that there is a positive and significant correlation between empowerment of nursing staff and all components of organizational culture. Also, there was the highest correlation between participation component and empowerment variable  $p < 0.05$ .

**Conclusion:** Findings of the research show that strengthening of organizational culture and its components has a direct relationship with empowerment of nursing staff. Therefore, hospital officials, especially nursing staff, can enhance the level of organizational culture and its components, such as strengthening participatory culture and enhancing organizational adaptation and coordination in order to empower nursing staff.

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### Introduction

Efficient manpower is the most valuable and wealth of any country. The main challenge to succeed in today's management is to assist employees in a way that strengthens the spirit of job competitiveness and has a better relationship with organizational issues. Therefore, organizations need not only to create a generic culture but also to pay special attention to enhancing employee performance on issues such as organizational culture, performance improvement and increased staff empowerment. An organizational culture is one of the terminologies recently introduced in management science, which has a prominent role in developing countries (1).

Hospitals are one of the most important institutions providing health services that play a role in protecting and improving the health of community members. Play an important role. In the meantime, nurses constitute the majority of human resources

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working in hospitals. Research has shown that there is a positive correlation between hospital culture and the maintenance of human resources in an organization that this correlation can enhance the ability and suitability of the workforce. Organizational culture is the way of life of an organization, and given that one of the most important sources of each organization is its human source, the function of individuals in the organization is influenced by the culture of that organization (2).

Many scholars consider organizational culture as the foundation for empowerment. Successful organizations will implement empowerment processes that have a supportive and reinforcing organizational culture. Managers Who Relationship Between Empowerment is aware of organizational culture, they try to create an environment that empowers employees (3).

Without proper culture in an organization, efforts to empower employees will fail. Management should be eager to give more employees the power to work and allow them to have more access to the source and domain of choice in their work (4).

In a study by Shaemi Barzaki et al, In 1392 to examine the relationship between organizational culture and staffing empowerment of Isfahan University of Medical Sciences, the results showed a significant relationship between organizational culture and empowerment of employees. Also, the dimension of trust and independence showed the highest correlation With the leadership dimension of the organization( 4).

In the study of Abboudi et al. In 2013 that was carried out among staff members of social security organizations of Khuzestan province, the relationship between organizational culture and empowerment of employees was investigated. Their results showed a positive and significant relationship between the two variables (5).

The first definitions of empowerment were Conger and Cango in 1988. These scholars believed that in order to pay attention to the concept of empowerment in management texts, the roots of the concept of empowerment, namely, power and control, should be analyzed. In their view, given that power and control were used in management texts in two different ways, Empowerment should be investigated in two different ways. Empowerment in the management literature is mainly meant to delegate authority and to focus on decision making. Empowerment as a motivational concept in psychological literature is the power and tendency to address the inner motivational states that exist in individuals (3).

Enabling is to provide greater freedom, autonomy, decision-making responsibility and self-control in doing things for the organization's employees. Empowering empowers people to engage and empower them to ownership of processes. Empowerment can increase job satisfaction and reduce staff stress and create employee autonomy. Many of today's organizations implement empowerment programs for their employees in varying degrees (4).

Transcendental organizations have a strong and positive culture, because a strong and positive culture will increase employee participation and their agreement on strategic points and increase the commitment of individuals to the organization, and ultimately the alignment of the goals of the staff and organizational goals, and this important, An important factor in improving performance and effectiveness in an organization is( 5).

There are various definitions of organizational culture that are referred to here. Robbins (1999) states in his management book that organizational culture determines the manner in which the organization is doing in the organization for employees, and understands the same thing that employees have of the organization, and shows the typical and definitive characteristics that distinguish the organization from other organizations. Slow and identify the social identity of each organization (6).

From Denison's point of view, organizational culture is referred to fundamental values, beliefs and principles that are like a foundation firmly serve the management system. He categorizes organizational culture into four main components: the mission or mission of an organization, including goals and objectives, the degree of adaptability of the organization to the inner environment, the degree to which it is adapted to external changes, and the component of participation or organizational involvement that shows the level of employee participation in organizational decision-making. , Introduced( 3).

According to Thorne and colleagues, the culture of different organizations is different, and the hospital culture also makes a difference It looks at other organizations and is distinguished from other institutions by a variety of specialized and non-specialized staff. In this case, Edward and colleagues write that in health care organizations with a strong culture, the quality of care is more desirable. Strong and positive culture can increase employee satisfaction and provide conditions for better interaction between nurses and colleagues, and provide satisfaction in performing tasks and ultimately providing better organizational goals(7).

The variables of organizational culture and empowerment in an organization are not independent of each other and if attention is paid to the empowerment of employees and the components of organizational culture are in line with it, people in the organization are more inclined and more satisfied. Therefore, given the increasing importance of these issues and the view taken by the few studies done in the field of nursing in this regard the present study, The aim of this study was to determine the relationship between organizational culture components and empowerment of nursing staff working in hospitals affiliated to Shahrekord University of Medical Sciences.

### **Analysis Method**

In this descriptive-analytic study, the relationship between organizational culture components and empowerment of nursing staff in Shahrekord's medical sciences hospitals in 20169 was investigated. The sample size was determined using the

Morgan table of 300 people. The samples were selected from among the carers and nurses. The sampling was done by gender and position by sampling method, so that 80% of the sample size was selected from female nursing staff and 20% male personnel. Also, based on the number of 10% of sample size, among nurses, 90% of nursing staff was selected.

To collect the data, Denison's Organizational Culture Questionnaire and to measure empowerment the Whetten and Cameron questionnaire was used. The Organizational Culture Questionnaire of Denison's Questionnaire consisted of 60 questions that aimed at assessing the organizational culture governing the organization through four main components of participation in work, consistency, mission, and adaptability. One to fifteen components of participation, six to thirty components of adaptability, questions from thirty one to forty five components of consistency, and questions from forty six to sixty components of the mission, which is according to the five-degree Likert scale (the level of one is representative The respondent is entirely opposed to the status quo questioned, and the fifth level indicates that the respondent is fully in agreement with the situation that was answered). Validity and reliability of this questionnaire have been confirmed in numerous internal studies. Validity of the questionnaire was studied in a study by Rahimnia and colleagues by studying articles and related books in the field of organization culture, interviewing and consulting with management experts. The reliability of the questionnaire was assessed using Cronbach's alpha, the coefficient obtained was 90 %, Which indicates the high coefficient of reliability of the measurement tool (8,9). In this study, the Cronbach's alpha coefficient of organizational culture questionnaire was calculated to be 84%.

Spritzer Empowerment Inventory is a 12-question questionnaire designed in 1995. And four effective dimensions (Questions 1 through 3), (meaningful) (Questions 4 to 6), Feeling worthwhile (Questions 7-9), and the right to choose and independence (Questions 10 to 12), based on the five-point Likert spectrum, as a totally opposite to fully agreeable range. To determine the validity of the questionnaire by face validity method, the opinion of the professors and colleagues in the field of management was used. In order to determine the reliability, the test method was used and the correlation coefficient of the questionnaire was equivalent to 84%, indicating the desired correlation of the questions (10,16).

The questionnaires that were not completed completely were removed, and in order to reach the sample size of the study, alternative subjects were selected The completed questionnaires were selected. The results were analyzed using descriptive spss software, Pearson correlation coefficient and regression test. [12-15]

**Finding**

**Table 1:** The evaluation of organizational culture and its components from the perspective of nursing staff.

Component	Max	min	mean	Std.deviation
Cooperative culture	25	106	50/9	8/2
Adaptive culture	31	85	50/89	6/61
Compatibility culture	26	71	50/61	6/87
Mission culture	26	75	52/7	8/1
Organizational culture	121	280	205/1	8/2

Based on the results presented in (Table 1), the average scores for components of participatory culture, culture of adaptability, culture of reconciliation and mission culture are respectively 9.50, 89.5, 61.5, and 52.5 respectively. The mean scores for the organizational culture questionnaire are also 205/1.

A binomial test was used to assess the empowerment of nursing staff. The comparative criterion was considered to be 2 (opposite) and 4 (agree) so that the score of 2 and below was low empowerment, the score was between 2 to 4 moderate empowerment and more than 4 high empowerment.

**Table 2:** Binomial Test of Empowerment Components

Indicator	<2	2 to 4	>4	The significance level	Result
To be effective	46	174	80	P<0/05	The feeling of being effective at work is modest
Feeling worthy	24	182	94	P<0/05	The sense of competence in the work is moderate
Significance	89	153	58	P<0/05	The sense of meaning in the work is moderate
Independence	122	105	73	P<0/05	The feeling of independence in the work is

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The results in (Table 2) showed that nursing staff had a moderate empowerment. Non-parametric binomial test was used to determine the existence of each indices. The error value was also calculated at the level of  $P < 0/05$ .

**Table 3:** Pearson correlation coefficient between organizational culture and empowerment components

	Total empowerment	To be effective	Significance	Feeling worthy	Independence
Total organizational culture	0/463	0/498	0/369	0/476	0/384
Participant in work	0/665	0/424	0/501	0/486	0/387
Compatability	0/432	0/398	0/412	0/325	0/412
Adaptability	0/412	0/379	0/401	0/376	0/390
Mission	0/473	0/522	0/481	0/546	0/440
The significance level	<0/001	<0/001	<0/001	<0/001	<0/001

According to (Table 3), the results of analytical statistics based on Spearman's correlation coefficient show that there is a positive and significant correlation between empowerment and organizational culture and its four main components: participatory culture, adaptive culture, adaptive culture and mission culture  $p < 0/05$ .

**Table 4:** Regression and multiple correlation coefficients between organizational culture and empowerment components

Criterion variable	Multiple correlation	(RS)	F p	Predictive variables			
				Cooperative culture	Compatability culture	Adaptability culture	Mission culture
Empowerment	0/546	0/374	15/742 0/0028	$\beta=0/342$	$\beta=0/201$	$\beta=0/198$	$\beta=0/258$

The findings of (Table 4) show that the multiplicity correlation coefficient for linear combination of organizational culture components The empowerment is equal to  $MR = 0/546 = 0$  and  $RS = 0/374$ , which is significant at  $p = 0.0028 =$ . Therefore, we can say that 37% of empowerment variance can be explained by predecessor variables. Also, according to the results of  $\beta$  from the components of organizational culture, the component of participatory culture and mission culture at the level of error of 5% have a predictive role for empowerment, and the rest have no meaningful role.

### Conclusion

In each organization, it is important to pay attention to the general culture of the organization in order to determine the performance of the staff. Hospitals as the most specialized centers for providing health services are considered as the main arms of the Ministry of Health, with the role of nurses as the largest provider of health services in hospitals.

Therefore, the capability and efficiency of hospitals depends largely on competent and competent nursing forces. Therefore, in this study, the relationship between these two variables was investigated and the results of this study showed a significant relationship between the level of nursing staff empowerment and the organizational culture of Shahrekord medical sciences hospitals.

According to Table 1, the level of organizational culture is moderate in terms of nursing staff in Shahrekord medical sciences hospitals. Therefore, officials should improve the level of organizational culture in hospitals by strengthening its components such as strengthening participatory culture and empowering the responsibility and authority, enhancing the level of adaptability and adaptability of the organization, and increasing the awareness of the staff towards the goals and mission of the organization to strengthen the organizational culture. Take action.

The results of this study indicate that the level of empowerment of nursing personnel is moderate. According to Table 2, all dimensions of empowerment of nursing staff other than the level of independence are moderate. The low score of the nursing staff's independence can be due to the low participation of the staff in the organization's decision making and

patient-related decision-making. Therefore, the authorities and doctors can help to increase the atmosphere of trust and professional independence of nurses by assigning more powers and responsibilities.

The results of the research show that there is a significant relationship between nursing staff empowerment and organizational culture and its components. The above result is also consistent with the research by Shaemi Barzaki et al. (4) and the research by Abdoudi et al (3) and the result of the research by Sigler and Pearson (11). Therefore, strengthening the dimensions of organizational culture, such as enhancing employee participation in decision making and participatory management, goal-based management, improvement of adaptability, and adaptability to the organization's internal and external environment, can enhance the level of employee empowerment. Therefore, if strengthening the dimensions of organizational culture in order to empower nursing personnel, the organization can be more effective and better at achieving its goals.

Also, according to Table 4, the results of the regression coefficient among the four components of organizational culture show that the two components of participatory culture and mission culture have a better predictor role than other components regarding the empowerment of nursing staff.

### **Conclusion**

The results of this study showed that organizational culture and empowerment in nursing staff are directly related to each other. Therefore, one of the important ways of empowerment of nursing personnel is to pay attention to strengthening and improving the level of organizational culture in hospitals. Employee empowerment is not something that can be done alone, so creating an appropriate cultural context in an organization can help to advance it.

In fact, this is a suitable cultural context that can provide psychologically-minded employees with the ability to accept responsibility and create an appropriate environment for this. Employee empowerment has a positive effect on employees' morale and attitudes towards work, therefore, it is very important in the health and health care environments that have a great responsibility. Therefore, managers should strive to create a strong culture and strengthen empowerment of personnel, and eliminate factors that weaken the ability of employees. Also, due to the role of the two components of the prediction, participatory culture and mission culture, nursing and senior managers, it is necessary to empower nursing staff through employee participation, assignment of responsibilities and responsibilities to nursing personnel and management based on the goal and proper planning. Take action.

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