

Organizational Climate at UNRWA as Perceived by Clinical Staff Working in the
West Bank Field

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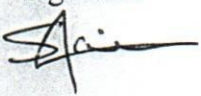
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Declaration

I certify that this thesis submitted for the degree of Master is the result of my own research, and this thesis has not been submitted for higher degree to any other University or institute of learning.

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Abstract

This study is an attempt to explore the organizational climate as perceived by health staff working at UNRWA health clinics. Full time employees falling under the three professional categories of physicians, nurses and laboratory technicians were asked to respond to a closed-ended, self-administered questionnaire in data collection. A total of 176 questionnaires were delivered. Only 172 were returned, indicating a response rate of 97%.

The likert scale instrument was used in the three sets of questionnaires, one for physicians, one for nurses and the third for laboratory technicians. Descriptive and correlational analysis were used to study the data.

Organizational climate was measured utilizing Moos's work environment scale. Three climate dimensions were assessed; relationship, personal growth, and system maintenance and system change dimensions. Utilizing the scoring system espoused in this study, the scale total score was equal to 54.6% suggesting an "acceptable" work climate at UNRWA as perceived by clinical staff in West Bank. Notably the attribute of autonomy, supervisory support, physical comfort and innovation scored least on the used scale.

Different problems came out when testing the three dimensions and the established relationships. For the dimension of personal growth the attribute of autonomy yielded the poorest score, which suggests organizational audit so that environment is more conducive for identifying problems and solving them. Job enrichment can function self-sufficiently in a decentralized practice environment. This can help enhance employees autonomy, and subsequent personal growth.

In conclusion, more emphasis should be placed on the human aspect of management, namely employees feelings and needs. This, in turn, requires a strategic plan for introducing the needed change that should be geared towards employees autonomy and supervisory support, taking into consideration the surrounding environment of workers.

الملخص التنفيذي

هذه الدراسة هي محاولة استكشاف المناخ المؤسسي كما يراه الطاقم الصحي العامل في عيادات وكالة الغوث. حيث تم الطلب من ثلاث فئات من الموظفين العاملين بوظيفة كاملة في جهاز الوكالة وهم الأطباء، الممرضات وفني المختبر الإجابة عن أسئلة مغلقة من خلال إستمارة وزعت عليهم من قبل الباحث، وقد تم توزيع مئة وستة وسبعين إستمارة على الفئة المستهدفة، تمت الإجابة على مئة واثنين وسبعين منها، أي ما يعادل سبعة وتسعين بالمئة منها.

تم استخدام مقياس ليكرت على كل فئة (الأطباء، الممرضات، فني المختبرات) وتم إجراء تحليل وصفي وربطي لكل مجموعة على حدة. بالنسبة للمناخ المؤسسي فقد استخدم في قياسه مقياس موس لبيئة العمل المتضمنة لثلاثة أبعاد لقياس المناخ وهي العلاقة بين الموظفين، النمو الشخصي والحفاظة على النظام وتغييره.

أظهرت الدراسة أن 54.6% من المستجيبين يرون أن مناخ العمل مقبول في عيادات وكالة الغوث في الضفة الغربية، في حين تظهر النتائج أن هناك عدم رضى عن مدى الاستقلالية ودعم المسؤولين والراحة الجسدية وتشجيع الابتكار، كما بدا ذلك في النتائج التحليلية. فقد لوحظت مشاكل عديدة لدى الفئة المستهدفة عند تحليل النتائج في الأبعاد الثلاث والصيلات بينها. فبالنسبة لبند النمو الشخصي أظهرت الصفة المميزة للإستقلالية أضعف النتائج، مما يشير للحاجة الى زيادة عمليات التدقيق في المؤسسة ليسهل معرفة المشاكل المتعلقة بالمناخ المؤسسي وإيجاد الحلول المناسبة لها. ومن الجدير بالذكر أن المناخ الوظيفي اللامركزي يساعد على زيادة العطاء الوظيفي والعمل بكفاءة ذاتية عالية.

في النهاية يجب التركيز على البعد الإنساني في الإدارة بأشكالها وبالذات مشاعر الموظفين واحتياجاتهم. وهذا يتطلب خطة استراتيجية لتغيير حقيقي يركز أكثر على استقلالية الموظفين ودعم المسؤولين آخذة بعين الاعتبار المناخ المحيط بالعاملين.

Abbreviations

NGO	:	Non Governmental Organization.
MOH	:	Ministry of Health
PHC	:	Primary Health Care
SPSS	:	Statistical Package for Social Sciences
UNICEF	:	United Nation Educational Scientific & Cultural Organizational
UNRWA	:	United Nations Relief and Work Agency
WES	:	Work Environment Scale
WHO	:	World Health Organization

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Chapter One

1.1 Introduction

Management is the process by which an organization seeks to identify what should be done, who will do it and how to use people and other available resources at the organizations disposal to achieve the desired results (Haung et al., 1993).

The process of management is relevant to all people who seek to influence other behaviors. There are four managerial functions that we should look at when we assess the managerial status of any organization, which are; planning, organizing, directing and controlling.

Hersey and Blachard defined Planning as a blend of actions of all participants so that all members can function together toward identified goal. Organizing is a part of management that involves bringing all the systems resources into action toward goal accomplishment, such as people, capital, and equipment. As for motivating it is the large factor in determining the performance level of employees and the accomplishment of the organizational goals; and controlling this component of management involves setting up mechanisms for ongoing evaluation (Hersey et al., 1988).

A good organizational management will create a good judgment that will result in increased efficiency and effectiveness. Accountability for decisions comes from both within the organization and from outside, and is concerned with short-term impacts or with strategic, longer-term concerns which ultimately impact on the financial durability and integrity of the firm. Moreover, the character of organizations works environment influences job satisfaction, commitment, and employee turnover.