

MPH/ Health Management

Deanship of Graduate Studies

Shifa Hospital Staff Perceptions and Attitudes about the Utilized Management Style

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Abstract

Perception and attitude of staff toward management style remains a significant factor in commitment, motivation, morale and job satisfaction as well.

The overall aim of this study was to assess the Shifa Hospital staff perception and attitudes regarding the utilized management style at Shifa Hospital, that could help in improving the current situation for the benefit of the staff and the organization. A cross sectional design with a systematic stratified random sample was used. A standardized structured questionnaire was developed. The selected sample size was 333 subjects from different jobs (physician, nurses, technicians and support services). Each group was represented with respect to its size. The response rate was 90.9%. Psychometric methods and tests were applied and their results approved the reliability and validity of the questionnaire. The study explored six dimensions of perception and attitude including management behavior, professional development and empowerment, morale and commitment, professional attitudes and status, personal management style and interaction. The study finding showed that the Shifa Hospital staff reported relatively positive attitudes toward management style.

The study concluded that marital status, job of the participant, years of education, last academic certificate, place of university education current position, years of experience, department, continuous education programs, period of continuous education programs and working in preferable department showed statistical significant relationships with staff perception and attitude about their organization's management style.

Some variables such as age, gender, residency place and previous work and period of previous work in other organizations showed no statistical significant relationship with staff perception and attitude about management style.

The identified six factors, the organizational and demographic variables that have impacts on the staff perception and attitude need to be tackled by policy makers and decision makers in a way that improve their perception at the view of their followers.

ملخص الدراسة

وجهة نظر العاملين بمستشفى الشفاء عن النمط الإداري المستخدم

تم اختيار هذا الموضوع بسبب قلة ما كتب عنه، وما لهذا الموضوع من تأثير كبير على انتماء ومعنويات العاملين بالمؤسسة وتأثير ذلك على الإنتاج، وكذلك لما له من تأثير بشكل عام على الرضا الوظيفي وعلى توجه العاملين في البقاء وترك المؤسسة.

أهداف الدراسة:-

تهدف هذه الدراسة إلى تقييم وجهة نظر العاملين بمستشفى الشفاء عن النمط الإداري المستخدم بالمستشفى والتعرف على مواصفات ذلك النمط المستخدم، إضافة إلى معرفة تأثير العوامل الديموغرافية والإدارية على وجهة نظر العاملين، كذلك معرفة نقاط القوة والنقاط التي تحتاج إلى تحسين فيما يخص النمط الإداري المستخدم، وتزويد أصحاب القرار بتوصيات من أجل تحسين النمط الإداري الحالي.

الفئة المستهدفة:-

جميع الموظفين الرسميين حالياً بمستشفى الشفاء.

جمع البيانات:-

تم جمع البيانات من خلال إستبانة تحتوي على مجموعة من المعطيات الشخصية والإدارية التي تؤثر على وجهة نظر العاملين عن النمط الإداري، وإعطاء فرصة للمشاركين في هذه الإستبانة لإبداء رأيهم لأي درجة يتفقون مع هذه العوامل.

ومن الجدير ذكره أنه تم توزيع 333 إستبانة على العاملين بالمستشفى وقد استجاب منهم 303، أي أن نسبة الاستجابة 90.9%.

تحليل البيانات:-

تم استخدام البرنامج الإحصائي "SPSS" و تم اختبار النتائج باستخدام اختبارات إحصائية مثل اختبار "T-test" واختبار "ANOVA" واختبار مكافئ العلاقة "Pearson correlation coefficient".

نتائج الدراسة:-

لقد سجلت الدراسة ان توجهات العاملين تميل الى تقبل للنمط الإداري بمقدار 65.3 %، وقد اعتبرت هذه النسبة مرضية نوعاً ما، إلا أن هذا يحتاج الى جهود كبيرة أخرى و خطط استراتيجية لتحسن هذه النسبة وذلك لتحسين الأداء الإداري وتحسين ظروف العمل.

لقد أوضحت الدراسة أن بعض المتغيرات الديموغرافية كالجنس و العمر كذلك مكان الإقامة ليس لها تأثير بدلالة إحصائية على مدى تقبل العاملون للنمط الإداري المستخدم. هناك بعض المتغيرات كالحالة الاجتماعية مثلاً التي أظهرت الدراسة أنها تؤثر على وجهة نظر العاملين عن النمط الإداري المستخدم. أظهرت الدراسة أن فئة العاملين الفنيين هم أكثر فئة من بين العاملين الذين ينظرون للنمط الإداري المستخدم بأكثر ايجابية، يليهم العاملون في الخدمات المساندة ثم الأطباء وآخرهم الممرضون.

أكدت الدراسة أن هناك علاقة عكسية بين عدد سنوات الدراسة ووجهة نظر العاملين عن النمط الإداري، أي أنه كلما زادت عدد سنوات الدراسة كلما قل تقبل العاملون للنمط الإداري، ولقد كانت النتيجة مغايرة عند العاملين في مواقع إدارية حيث تبين أن هناك علاقة طردية بين عدد سنوات الدراسة ووجهة نظر العاملين عن النمط الإداري.

أظهرت الدراسة أنه كلما زاد عدد سنوات العمل في مستشفى الشفاء قل تقبل العاملون للنمط الإداري. لقد بينت الدراسة أن العاملين الذين تلقوا تعليماً في دول غير عربية يتمتعون بمعنويات أكثر من العاملين الذين تلقوا تعليمهم في جامعات وكليات عربية أو فلسطينية، و كانت هذه النتيجة ذات دلالة إحصائية.

بينت الدراسة ان العاملين في المراكز الادارية اكثر اهتماما بالعلاقات الانسانية مقارنة بعلاقات العمل. أظهر العاملون في الإدارة و الخدمات المساندة تقبل للنمط الإداري أكثر من باقي فئات العاملين وتبعهم العاملون في أقسام الجراحة، ثم أقسام الولادة و آخرهم كان العاملون في أقسام الباطنة. أظهرت الدراسة عن أنه لم يكن هناك تغيير في وجهة النظر عن النمط الإداري بين العاملين سابقا في مؤسسة أخرى و من لم يعمل. ولم يكن هناك أي دور أو تأثير لمدة العمل السابق على وجهة نظر العاملين.

بينت الدراسة أن حوالي 48.5 % من العاملين لا يرغبون في الاستمرار في العمل المؤسسة وهذه النسبة عالية جداً وتحتاج الى دراسة وبحث.

التوصيات:-

خرجت الدراسة بإطار مفاهيم العوامل المؤثرة في توجهات الموظفين وأشارت الى العوامل التي يتوجب اخذها بالحسبان من قبل صناع القرار وكذلك ضرورة مشاركة الطاقم في اتخاذ القرارات ووضع اللوائح والقوانين التي تنظم عمل المؤسسة و الطاقم ووضع الوصف الوظيفي للطاقم من أجل تعريف مهامه ومسؤولياته، كذلك أوصت الدراسة بتطوير العملية الإدارية المبنية على المساواة وخلق ثقافة وتقاليد مؤسساتية تتميز بالدعم والتقييم للخبرات وتصميم هيكلية ناجعة بالإضافة لتطبيق نظام الحوافز وزيادة وعي الطاقم والعناية بالإفراد المتزوجون وخاصة الإناث منهم وتشجيع وتسهيل العملية التعليمية والتعاون بين الطاقم في المهن المختلفة و على مختلف المستويات و عمل بحوث لتقييم توجهات الطاقم الصحي سواء في قطاع غزة أو في الضفة الغربية.

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Chapter 1

Introduction

Management is one of the most important factors that plays a vital role in the success and survival of any organization. This will be of greater value if we talk about health organizations as they deal with the perceived most valuable thing at the earth which is human being. Management in some form or another is an integral part of living and is essential wherever human efforts are to be undertaken to achieve desired objectives (Chandan, 1997).

One important thing to consider in managing any organization is to think what style/s of management fits this or that organization. However, there are different leadership styles that exist in different organizations. The literature indicates that different management styles exist and an adopted particular management style at certain organization does not necessarily fit other organizations. In other words, management style depends greatly on many issues, such as the type of the organization, services provided, political situation, culture and state policies and laws (Hamad, 2001). Hersey and Blanchard (1998) advised that leadership style should be adjusted as necessary to remain consistent with actual level of follower readiness. They suggest that effectiveness should improve as a result as they stated "*There is no single best way to lead*".

In the Palestinian situation, many obstacles prohibit adhering to a particular way of managing people that could be suggested be local or national authority. The main obstacles for that could be the political uncertainty, modesty of the Palestinian experience in controlling themselves and the uniqueness of the Palestinian population.

One of the most popular leadership styles stresses on the concern of management about work on one hand and about people on the other hand. Firstly, the manager is concerned with task performance (concern for work), quality and quantity of work produced or services performed. Secondly, the manager is concerned with human resource maintenance (concern for people), with manager's focus on individual job satisfaction, job involvement, commitment, absenteeism and turnover. However, the management style that does not respect the needs of people who do the work would not be able to perform at consistently high level over time (Schermerhorn, 1991). The value of that could be exaggerated in communities and organizations like the Palestinian ones characterized by close relationships with preference of social relation on the account of work needs.

One of the aims of this study to put hands on the weak aspects of Shifa Hospital management style, the negative consequences, areas need modifications, and areas need encouragement. Also the study is concerned with suggesting some recommendations that could be applied with the help of upper level management, decision-makers and stakeholders. It is worth pointing that this study is the first study conducted to investigate the Shifa Hospital staff perceptions and attitudes regarding the utilized management styles.

Justification of the problem

As Palestinians are experiencing newly established autonomy, there is a bad need for highly effective management. The value of that is extremely important because of many issues like, scarcity of resources whether financial or personnel, multi-affiliations, social

and political tragedies that the Israeli occupation caused and improper allocation of resources.

Studies in management field in Palestine are very few (Hamad, 2001). This urges the researcher to study this subject. In particular there is a lack of data about people perceptions and attitudes toward the management style in their organizations in Palestinian territories. The overall aim of this study is to investigate the Shifa Hospital staff perception and attitudes toward the current management styles and to provide recommendations to policy makers to improve the efficiency and effectiveness of the managerial system at the Shifa Hospital.

All over the world there are guidelines, well known directions, laws, regulations, capabilities, beliefs and values that all reflect and help in designing the way that people dealing professionally and socially with each others. Many of these guidelines and management instruments are lacking in Palestine. Therefore, the use of rational and applicable management style could help organizations to specify tasks and assign roles that could contribute to the success and continuity of this organization. The researcher claims that in Shifa Hospital which is the largest health organization in Palestinian National Authority Territories (Gaza Strip and West Bank), there is a heavy work load on staff. This load is due to the political instability and the increasing the number of injured people, lack of resources and human resource shortage. Given that, other studies indicated that the worst things of working life is the work load, inadequacy of personal resources and administrative issues (Harri, 1996), the researcher believes that these findings are valid in the Palestinian situation where physical load exerted on Shifa Hospital staff is greater. At Shifa Hospital, there is no job descriptions, lack of

Chapter 6

Conclusion and recommendations

Conclusion

In order to assess staff perceptions toward management style of their organization, a cross sectional study was conducted at the Shifa Hospital to assess the Shifa Hospital staff of different jobs perception and attitudes toward the utilized management style. It is worth to mention that this study is the first that has been conducted in the Gaza Strip for this purpose. The study findings might help in improving the weak areas in the current management style. The number of staff who received the questionnaires was 330 participants. The response rate was 90.9% that considered high rate. Male subjects were relatively three times as female subjects, half of those respondents aged from 31 years to 40 years old. Married respondents constituted 85.1% of the respondents. Most of the participants were lived in Gaza 59.3%. Nurses represented the highest percent of the respondents, which was 42.9%, physicians 31.4%, technicians 8.3%, and support services 17.5%. Regarding years of education, 88.8% of the respondents had 13 years of education and more. Half of the respondents get their basic education from Palestinian collages. Respondents who had six years of experience and more constituted 64% of the total respondents and those who did not attend continuous education programs in the last three years constituted 77.9% of the respondents. Those who did not like to leave the Shifa Hospital to another organization constituted 51.5% of the total respondents.

The overall Shifa Hospital staff perception toward management style was reported as 65.3%. Factor analysis was conducted by the help and the advice of the academic

supervisor, and as a result six dimensions of perception and attitudes were extracted to include management behavior, professional development and empowerment, morale and commitment, professional attitude and status, personal management style and interaction.

The staff reported the highest level of perception with morale and commitment domain (79%). The study predicts that about three-quarter of the Shifa staff like to continue in their work till retirement. A number of respondents believed that the managers play a distinctive role in the staff intention to leave. The majority of the respondents reported their feeling of belonging toward their organization.

The staff reported relatively high level of perception with the professional and attitudes domain (74.3%). The study showed that high percent of staff feel power when they invited to participate in decision related to work. The majority of the subjects reported that they had good relations with their colleagues. Relatively half of the study respondents felt that it is so hard to satisfy all people. In open-ended questions, high percent of the staff perceived inter-professional relationships as one of the most strong points in their management style. Palestinians as other professionals look for professional status and autonomy; therefore they should be involved in decisions related to work.

The Shifa Hospital staff reported relatively moderate level of perception in the personal management domain (72%). The study reveals that high percent of staff avoid participation in hard decisions. The study finding showed also that about one fourth of the participants try to satisfy their managers on the account of their convictions. The study reveals that high percent of the participants put peer relation on the account of

work needs. In qualitative data large number of staff mentioned that good inter-professional relationships as one of the most important things in their current management style. Slightly more than half of the staff reported that they were working according to the rules and regulations rather than according to situation needed. Staff better to be informed about their organization's rules and duties, in addition, provided with job description and organization laws.

In this domain (management behavior) staff reported relatively moderate level of perception (66.8%). The study reveals that relatively slightly more than half of the Shifa Hospital reported inequality and discrimination from their superiors and that affected staff satisfaction about the management style. The study showed that slightly more than half of the respondents felt that their superiors ignored them and they thought only of themselves.

Two-third of the staff reported that their managers supported them when they have problems at work. The study reveals also that relatively high percent of staff reported that they did not get appreciation from their managers. About knowledge of the manager related to work, about two-third of the staff reported that their managers have good knowledge about their work. Only half of the staff reported that the management style of the manager is satisfying for them. Managers need to know that recognition cost no money and use adequate amount of it.

The respondents in this study reported moderate level of perception about the interaction domain (63.5%). This study reveals that slightly more than half of the Shifa Hospital staff reported that there was respect among all workers in the organization. The study reveals also that relatively half of the respondents reported cooperation among workers