

Factors Affect Decision-Making among Nurse Managers in Different Hospitals in Zagazig

Thesis

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SUMMARY

The art of decision-making is the most important skill a nurse manager brings to the role. Nurse managers face many decisions typically not seen outside healthcare. Ethical dilemmas that put quality initiatives against the cost of implementing them, increasing litigation, regulatory standards, and staffing shortages are typical issues that they confront.

Clearly, nurse managers must use a well-defined and effective decision-making process to remain successful. This process can be summarized in general terms as defining the problem, listing objectives, identifying alternatives and their consequences, and selecting the best alternative(s). However, unfortunately, many nurse managers continue to use a haphazard and undisciplined approach to problem solving.

The aim of this study was to investigate the factors that affect decision-making among nurse managers. The study was conducted on 90 nurse managers working in all Zagazig University Hospitals, some Ministry of Health hospitals (Zagazig General, Chest, Fevers, and Ophthalmology) and the Health Insurance Organization hospitals (El-Mabara and El-Ahrar). Data were collected using a self-administered

questionnaire for demographic and for the factors that could affect decision-making process, a Leadership Profile scale, and a Job Satisfaction scale.

The main study findings were as follows:

- Most participants were less than 35 years (62.2%), living with their family (90.0%), in urban areas (62.2%), and married (72.2%).
- Almost all nurse managers (97.8%) had a bachelor of nursing, and their experience years ranged between 6 and 25 years; 48.6% attended training courses in administration.
- The highest reported structural promoting factors influencing decision-making were those of clear organizational levels and structure, with variation among hospital types.
- As for process factors influencing decision-making, the percentages of promoting factors were highest in the university hospitals.
- In total, the study revealed statistically significant differences in structural factors ($p < 0.001$) outcome ($p = 0.008$), individual factors ($p = 0.04$), and total factors,

with the percentages highest in university hospitals (56.7%), and lowest in MOH (26.7%), $p=0.04$.

- University hospitals had the highest satisfaction with relations with peers, advancement and promotion at work, and work procedures. The HIO hospitals had the highest percentages of satisfaction with salaries and incentives, recognition from others, achievement at work. All these differences were statistically significant.
- The highest percentage of autocratic leadership style was in university hospitals, and lowest in the HIO hospitals, 46.7% and 6.7%, respectively ($p=0.002$).
- A statistically significant negative correlation was found between factors influencing decision-making and leadership scores ($r=-0.032$).
- A statistically significant positive correlation was found between satisfaction score and experience years ($r=0.24$), and between nursing qualification and the factors influencing decision-making ($r=0.24$).
- In multivariate analysis, the leadership score was the only statistically significant independent negative predictor of the decision-making influencing factors;

meanwhile, experience years and attendance of training courses were significant independent positive predictors of job satisfaction score, whereas the score of decision-making influencing factors was a statistically significant independent negative predictor. Nursing qualification was the only statistically significant independent positive predictor of the leadership score.

In conclusion, the factors influencing nurse managers' decision making, their satisfaction with their job, and their leadership style are interrelated, and are influenced by their nursing qualification and experience. Therefore, it is recommended to revise for the undergraduate nursing curricula to emphasize practical training and application of decision-making in nursing management. Additionally, orientation programs for the newly appointed nurse managers, in-service education, and continuing education in the form of workshops and seminars dealing with decision-making are suggested. Intervention studies are needed to investigate the effect of modifying the decision-making influencing factors on nurse-managers' decision-making process.

