The Association between Open Book Management and Anomie as Perceived by Nursing Staff

Sanaa A. Mohamed[1], Hala R. Yousef [2] ,Karima H. Abdel Hafez [3*]

[1] Nursing Specialist, Assuit university.
[2] Professor of Nursing Administration, Faculty of Nursing, Assiut University
[3] Assist. professor of Nursing Administration, Faculty of Nursing, Assiut University

*Corresponding author: Dr. Karima H. Abdel Hafez
*Assist. professor of Nursing Administration, Faculty of Nursing, Assiut University

Abstract:
Background: Open-book management as an approach of information-sharing can lead to a reduction in organizational anomie.
Aim: assess the relationship between open book management and anomie as perceived by nursing staff.
Research design: Cross sectional descriptive correlational design.
Setting: Main Assuit University Hospital, Al-Eman General Hospital, and Health Insurance Hospital.
Sample: A convenience sample **(854)** nursing staff were involved in the study.
Study tools: personal characteristics of nursing staff, Open book management questionnaire, and Anomie scale were used for data collection.
Results: There is a highly statistical negative correlation between the studied nursing staff OBM, and Anomie level at p-value at <0.01.
Conclusion: Open- book management as an approach for information sharing tends to reduce anomie. Moreover, there was a moderate perception level of OBM and anomie among nursing staff at the three hospitals.
Recommendations: Encourage open book style of management in order to promote efficient teamwork; Managers should use different strategies to avoid organizational anomie to prevent organizational cynicism among nursing staff.

Key words: Anomie, Nursing Staff, Open Book Management.

Introduction

In the dynamic landscape of healthcare, where the stakes are high and the demands are ever-evolving, effective management strategies are paramount for success **(Faozen et al., 2023)**. One such approach gaining prominence is Open Book Management (OBM), a philosophy rooted in transparency, collaboration, and accountability, simultaneously; the field of nursing confronts a complex interplay of professional norms, organizational structures, and societal expectations, often leading to a phenomenon known as anomie – a sense of normlessness and disconnection. **(Khalil, 2020).**

It's essential to understand the foundational principles of Open Book Management and anomie in the context of nursing. Open Book Management advocates for sharing operational information with employees, empowering them to understand the intricacies of organizational performance and contribute meaningfully to its improvement. This approach hinges on transparency, trust, and a shared commitment to organizational success, fostering a sense of ownership and accountability among staff members**. (Soliman et al., 2021).**

Open-book management is a relatively new method of administration with simple requirements and significant effects. It consists of a group of practices such as sharing information, training, empowering, and rewarding employees **(Al-Taii et al., 2020)**. Shared information is giving the employee information and making them a portion of the process of decision- making **(Nnaji et al., 2023)**. While the second practice refers to making the employees aware to use the techniques by training them to be able to understands and reports, then assess their performance at the end of the process of training. Whereas empower employees is described as a way to encourage and support employees' knowledge to handle with trust and incentive to display their skills and ability through authorizing and answerable for their results of empowerment **(Ismael, 2020).** Finally, Rewarding employees occurs when the organization uses motivations based on their performance to increase the productivity of employees **(Haraisa, 2022).**

Open Book Management and addressing anomie in nursing becomes apparent. By fostering a culture of transparency and inclusivity, OBM can bridge the gap between organizational goals and individual values, restoring a sense of purpose and alignment among nursing professionals. Through open dialogue, shared goal-setting, and a focus on

continuous improvement, OBM not only equips nurses with the information and resources needed to excel but also reaffirms their significance within the organizational framework. **(Abugabel, 2023).**

Anomie is what is happening where the employee assesses his work as powerless, so that the employee perceives the organisation doesn't give an proper context to develop work activities. To explain the high rates of deviations, the institutional anomie theory (IAT) focused on how four institutions-the economy, family, education, and government work together. **(Khalil, 2020).**

Anomie can be reduced, by creating an environment that is characterized by building a positive relationship with employees and providing them with information that explains the organization's goals and how to achieve them. **(Ravina-Ripoll et al., 2023).**
Open Book Management can counteract anomie in nursing, examining real-world examples, best practices, and the potential challenges inherent in implementing such strategies .**(Abugabel, 2023)**

By illuminating the intersection of these two concepts, organizations are keen to offer insights that can inform managerial practices, cultivate a culture of resilience and empowerment within nursing teams, and ultimately enhance the delivery of quality care to patients**. (Tian & Guo, 2023).**

Significant of the study:
Although the core of open-management as an approach of information sharing, it is clear through reviewing the literature and previous relevant studies, that there is no empirical study that links open management as an approach for information sharing and organisational anomie, which constitutes a knowledge gap related to determining the nature of the relationship between these variables **(Israilidis et al., 2021) and (Parboteeah et al., 2024).**

There are two international studies about open-book management and anomie in health care settings, namely: challenges of open book management in university teaching hospitals **(Amuche et al., 2019)**, the relationship between open-book management as an approach for information sharing and anomie (**Ismael., 2020).** There are no studies conducted to explore the relationship between open-book management organizational anomie in nursing (**Youssef, 2022),** so, it is necessary to conduct the present study.

Aim of the study:
The study aimed to
1. Assess the relationship between open book management and anomie as perceived by nursing staff.
2. Explore the relationship between open book management, anomie and personal characteristics of nursing staff (Age years of experience Job title and educational qualification) through a model.

Research Questions:
- What is the level of open book management among nursing staff in health care sectors?
- What is the level of anomie among nursing staff in health care sectors?
- What is the relationship between open book management and anomie as perceived by nursing staff in health care sectors?
- What is the relationship between open book management, anomie and personal characteristics of nursing staff (Age, Years of experience; Job title and educational qualification)?
- Is there is a significant difference between the type of hospital as regard to OBM and anomie as perceived by nursing staff?

Subjects & Methods:
Technical design
This design was involved the research design, Setting, subjects and data collection tools.

Research design:
Cross sectional descriptive correlational design was used in the present study**.**

Setting:
The present study was conducted at *Main Assuit University Hospital* consisted of a large building which include Emergency, orthopedic, burns, surgical, medical, nephrology, endoscopy and operations departments , *Al-Eman General Hospital* at Assiut governorate. Hospital consisted of three buildings, first one is outpatient clinics, second building is family planning, transactional rays and magnetic resonance imaging, the last one is the main building which contains all specialists (Emergency ,pediatrics, obstetrics and gynecology, orthopedic, burns, surgical, medical,

nephrology, endoscopy and operations department) and ***Health Insurance Hospital*** consisted of a large building which include outpatient clinics, pediatrics, obstetrics and gynecology, orthopedic, burns, surgical, medical, nephrology, endoscopy and operations department.

Subjects:

Table (1) the distribution of total sample size included in the different health care sectors:

Nursing staff	Main Assiut University Hospital,		Al-EmanGeneral Hospital		Health Insurance Hospital		Sample Selected
	Total	Sample	Total	Sample	Total	Sample	
Head Nurses	110	(38)	112	(38)	73	(25)	101
Associate nurse	848	(288)	314	(107)	146	(50)	445
Staff Nurse	617	(210)	108	(37)	178	(61)	308
Total	**1575**	**(536)**	**534**	**(182)**	**397**	**(136)**	**854**

Data Collection Tools: A self-administered questionnaire was developed by the researcher after reviewing of literatures (Adopted from **Alkhamis (2018) and Teymoori et al. (2016)** to assess the association between Open Book Management and Anomie as perceived by nursing staff it consists of three sections:

Section one) personal characteristics data form: It was developed by the researcher to collect data about nursing staff include: gender, age, job title,educational qualification and years of experience.

Section 2) Open book management questionnaire: used to measure the nursing staff perception as regard to open book management four principles (information sharing, employee training, employee empowerment and reward employees) it includes (**20 items**), each principle includes **5 items**):

Section 3) Anomie scale: to measure staff nurses perception of anomie and consists of (22) items measure (3) factors. The first factor meaninglessness (9 items), second factor distrust (8 items), and third factor moral decline (5 items).

The scoring system for the previous two tools was as following:

Scoring system: The questionnaire based on 5-point Likert scale ranging from (1) = strongly disagree to 5=strongly agree. The scores of each dimension will summit up and then converted into a percent score.

- A score ≤ 40% considered as low level.
- A score from 41% to 80% considered as moderate level.
- A score ≥ 81% considered as high level.

Ethical considerations:

- Research proposal approved from Ethical Committee at the Faculty of Nursing, Assiut University.
- There is no risk for studied nurses during application of the research.
- Oral agreement taken from the studied nurses in the present study.
- The studied subjects had the right to refuse or to participate and/or withdraw from the study without any rational at any time.
- Confidentiality and anonymity were assured.
- The study participants' privacy considered during collection of data.
- The study followed common ethical principles in clinical research.

Pilot study

Pilot study will be done on 10% of total participants of nursing staff working at Main Assuit University Hospital, Al-Eman General Hospital and Health Insurance Hospital to test clarity of study tools and to detect time required to fill questionnaire form and to explore any obstacles that may encounter during data collection phase.

Reliability Statistics for study tools:

Internal consistency was measured using Cronbach' alpha coefficient test, and reported as 0.987 and 0.930 for Open book management and Anomie scale respectively.

Field work:

The researcher met with each subject in the study to explain the purpose of the study and to ask for participation. After obtaining oral consent, the study tools was handled to the study subjects to be filled through self- administered

questionnaire to examine the relationship between open-book management, and anomie at different health care sectors. Each participant took about thirty minutes to fulfill the questionnaires. The researcher asked two head nurses for help in data collection in each sector. The whole duration for data collection took about six months from May to October 2023.

Statistical design:
The data were reviewed, prepared for computer entry, coded, analyzed and tabulated. Descriptive statistics (i.e., frequencies, percentage, mean standard deviation and correlation tests) was done using computer program SPSS version 20. A nova test, used to compare differences in the distribution of frequencies among different setting of health care sectors.

Results:

Table (2): Distribution of the studied nurses according to personal characteristics (n= 854):

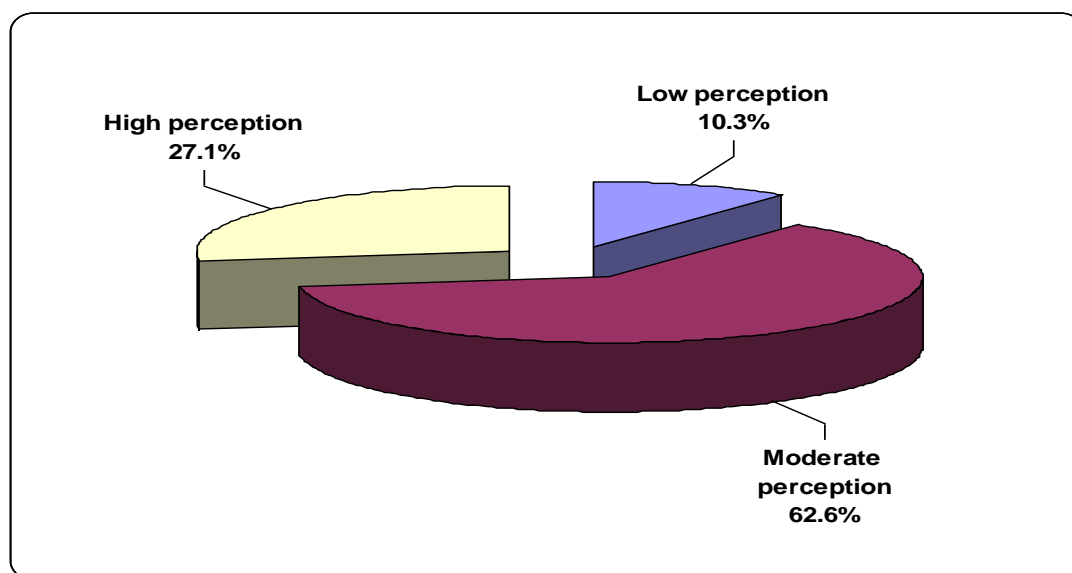| Personal characteristics	No. (854)	%
Age: (years)		
20 - < 30	**441**	**51.6**
30 - < 40	117	13.7
≥ 40	296	34.7
Gender:		
Male	243	28.5
Female	**611**	**71.5**
Marital status:		
Married	**708**	**82.9**
Unmarried	146	17.1
Job title:		
Head Nurse	101	11.8
Staff Nurse	308	36.1
Associate nurse	**445**	**52.1**
Years of experience:		
1 - < 5	**422**	**49.4**
5 - < 10	20	2.3
≥ 10	412	48.3

Figure (1): Distribution of the studied Subjects' perception of open book management level (OBM) level (n=854):
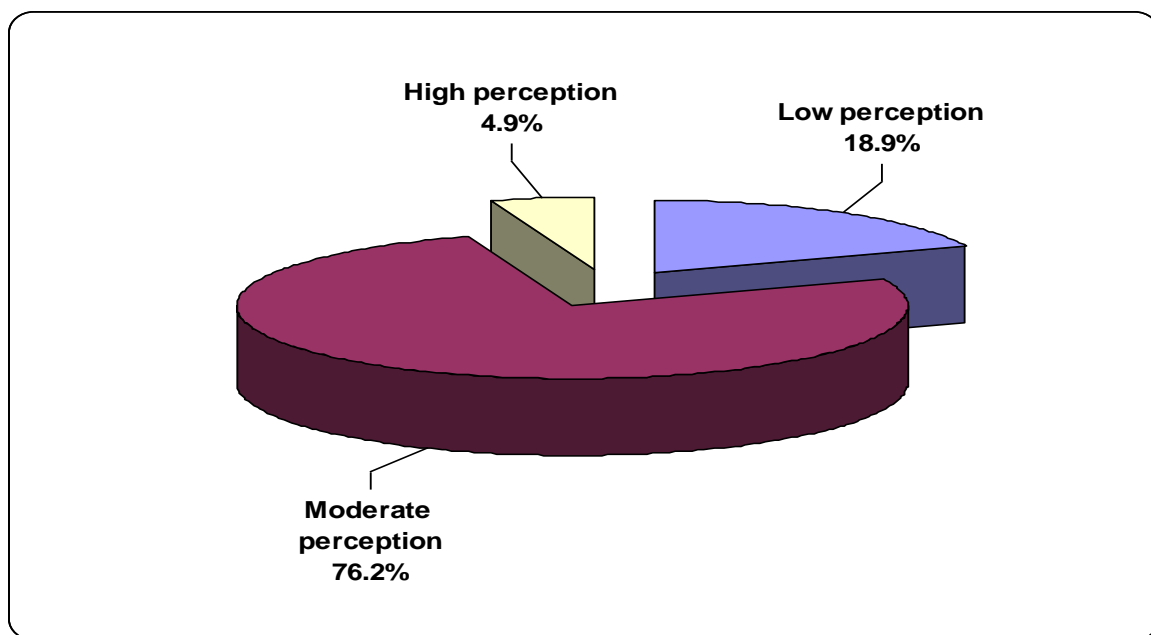
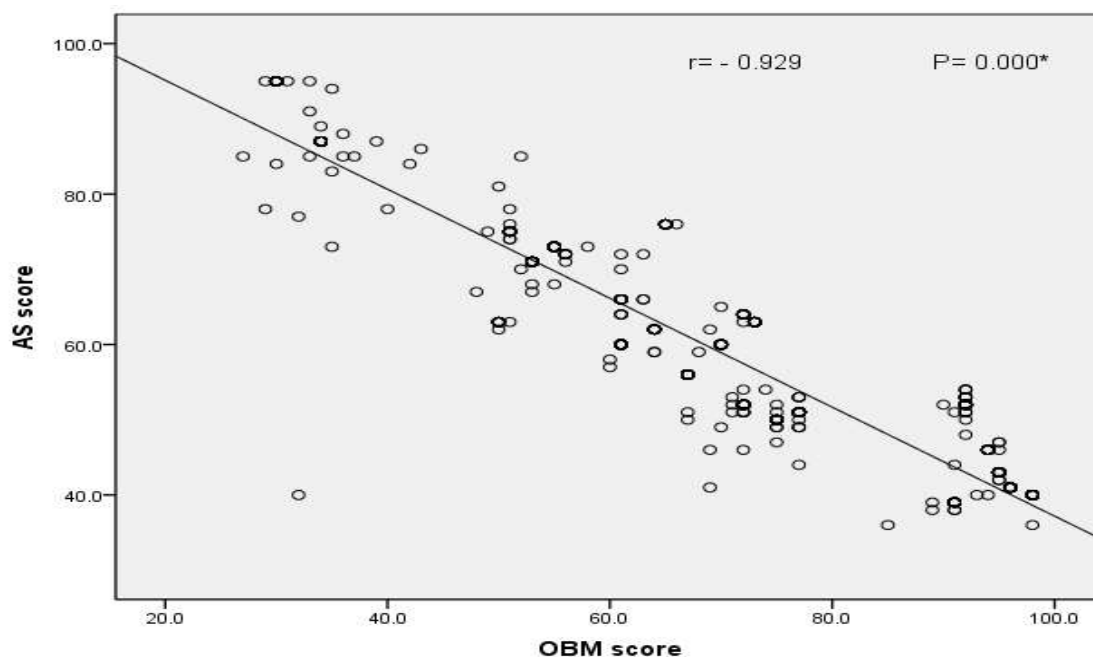**Figure (2) Distribution of the studied Subjects' perception of anomie level (n=854):**

Figure (3): Correlation between the studied nurses' OBM, and Anomie level (n=854)

Table (3): Correlation between type of hospital and the studied nurses' Open Book Management and Anomie (n=854)

| Variables	Type of hospital						P-value
	Main Assuit University Hospital		Al-Eman General Hospital		Health Insurance Hospital		
	No.	%	No.	%	No.	%	
Open Book Management level:							
Low perception	1	0.2%	87	47.8%	0	0.0%	
Moderate perception	305	56.9%	94	51.6%	136	100.0%	0.000*
High perception	230	42.9%	1	0.5%	0	0.0%	
Anomie level:							
Low perception	159	29.7%	1	0.5%	1	0.7%	
Moderate perception	377	70.3%	139	76.4%	135	99.3%	0.000*
High perception	0	0.0%	42	23.1%	0	0.0%	
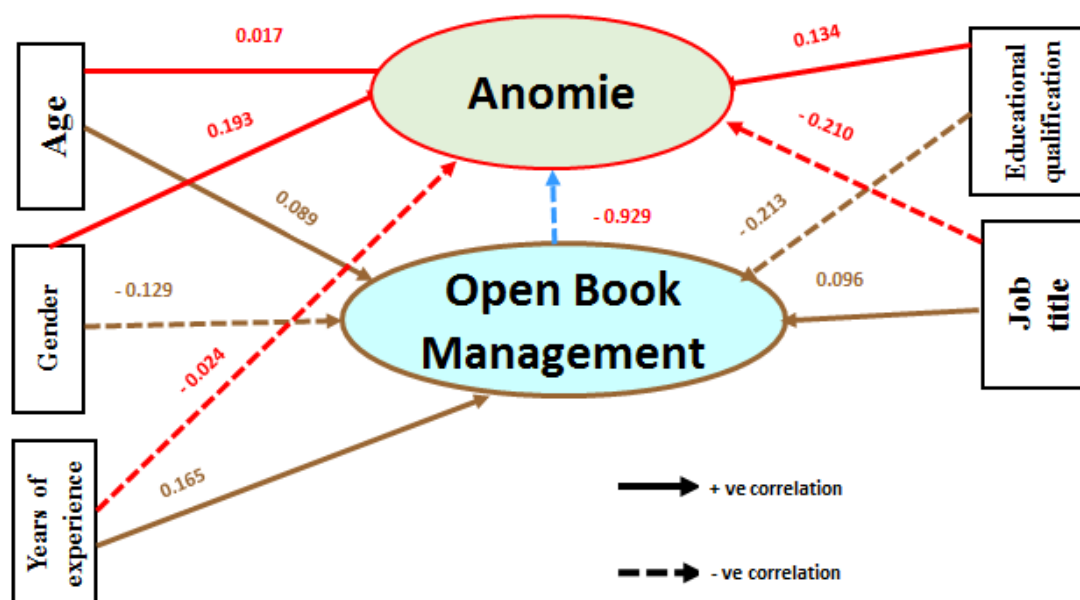
Figure (4): the proposed model designed based on study results.

Table (1) Illustrates the distribution of total sample size included in the different health care sectors and reports the sample size included in Main Assiut University Hospital was **(536)**, in Al-Eman General Hospital **(182)**, in Health Insurance Hospital **(136)** and the total Sample Selected was **(854)**

Table (2): Illustrates the studied nurses' personal characteristics, and reports that the majority (82.9%) of them are married and about 71.5% of them are females. more than half (52.1% and 52.1% and 51.6%) of the studied nurses, have a technical Institute of nursing, and have a job title of Associate nurse and have an age from (20-30 years) respectively. Concerning years of experience 49.4% of the studied nurses have experience from 1-5 years.

Figure (1) Demonstrates that 62.6%, 27.1%, and 10.3% of the studied subjects have moderate, high and low perception regarding OBM.

Figure (2) Demonstrates that 76.2%, 18.9%, and 4.9% of the studied subjects have moderate, low and high perception regarding anomie.

Figure (3) Demonstrates that there is a highly statistical negative correlation between the studied subjects OBM, and Anomie level at p-value at< 0.01.

Table (3) demonstrates that concerning open book management level; about 56.9%, 51.6%, and 100% of the studied nurses have a moderate level at Main Assuit University Hospital, Al-Eman General Hospital, and Health Insurance Hospital respectively. Regarding anomie level, about 70.3%, 76.4%, and 99.3% of the studied nurses have a moderate level at Main Assuit University Hospital, Al-Eman General Hospital, and Health Insurance Hospital respectively.

Figure (4) Illustrates the correlation between studied subjects' personal characteristics, OBM, and Anomie. Concerning OBM, there are positive correlations between OBM and the studied subjects' age, job title, and years of experience, there are negative correlation between OBM and the studied nurses' gender, educational level, Regarding Anomie, it is reported that there are positive correlation between Anomie and the studied nurses' age, gender, and educational level, there are negative correlation between Anomie and the studied nurses' years of experience, job title and OBM.

Discussion:
Open-book management is one of the approaches contemporary organizations have used to attain greater height in performance. Open-book management focuses on information sharing between management and employees to improve employee's performance, enhance employee's knowledge, and gives employees the opportunity to contribute in setting organizational goals **(Maisarah, et al, 2023)**

Anomie, on the other hand, has garnered a considerable amount of attention in recent years, owing to its significant role in shaping numerous negative phenomena in the workplace, such as deviant behavior, feeling powerless, frustrated, and distrust between management and **(Maisarah, et al., 2023)** There is a current study that examines the relationship between open-book management, anomie and illegal nursing staff behavior at different health care sectors.

Regrading to nurses' age, gender, levels of education, and years of experience, the findings of the current study demonstrated that more than half of the studied nurses had from 20-30 years old, and had a technical Institute of nursing. About two thirds of them were females, the majority of them were married and around half of them had from 1-5 years of experience.

As regard to the level of open book management, the findings declared that, more than half of the studied nurses had moderate perception regarding OBM and anomie which was inconsistent with **Albaqawi, et al, (2020)** who mentioned that, less than three quarters of studied nurses had high perception level toward open book management.

According to the researcher points of view, ensuring that nurses are informed in a transparent manner is not only ethically sound but also essential for the provision of high-quality patient care, professional growth, and efficient collaboration within the healthcare team.

From the findings of the current study, it was appeared that there was a highly statistical negative correlation between the nurses' OBM and Anomie which is consistent with **Zhenjing, et al, (2022)** Who mentioned that reducing organizational anomie can be achieved by creating an organizational environment that fosters cooperation and collaboration among nursing staff by providing them with information that explains the organizational goals and methods for attaining them.

The researcher can counteract anomie in nursing by examining real-world examples, best practices, and the potential challenges inherent in implementing such strategies. Exploring the intersection of these two ideas, organizations are keen to provide hints that can guide supervisory procedures, foster a spirit of resilience and empowerment within nursing teams, and ultimately enhance the quality of care to patients.

A moderate perception of open-book management and anomie was observed across the three hospitals (Main Assuit University Hospital, Al-Eman General Hospital, and Health Insurance Hospital) in the current study. A moderate perception of both open-book management and anomie was observed by **Smith et al. (2023)**, who indicated a notable moderate perception of both open-book management and anomie among staff members at different settings.

There are several factors that contribute to the moderate perception of open-book management and anomie among nurses. Open-book management, which emphasizes openness by involving staff in decision-making, is generally appreciated for its potential to enhance confidence and accountability. However, nurses may perceive this openness differently because of their unique responsibilities and interactions within the healthcare system. As they navigate their roles in a more transparent environment, this can lead to feelings of anomie.

To summarize, the present study explore a model incorporating the effect of OBM on anomie. OBM was interrelated, and negatively correlated to anomie. Nurses' age years of experience and job title were positive independent predictors of OBM, whereas their nurses' and educational qualification were negative independent predictors of OBM.

Conclusion
Based on the results of the current study it was concluded that:
It could be concluded that there was a highly statistical negative correlation between the OBM and Anomie level, in which OBM as an approach for information sharing tend to reduce organizational anomie. Moreover, there was a moderate perception level of OBM and anomie among nursing staff at the three hospitals.

Recommendations
1. Implement robust communication strategies to ensure clarity and transparency regarding open-book management practices.
2. Cultivate a supportive leadership style that emphasizes empathy and understanding of nurses' concerns regarding increased accountability and role ambiguity.
3. Establish mechanisms to regularly assess nurses' perceptions of open-book management and anomie.
4. Balance Transparency with Privacy: Strive for a balance between transparency and privacy when sharing financial information.
5. Recognize the efforts of nurses who actively engage with open-book management practices.
6. Provide continuous support through mentorship programs or leadership development initiatives to help nurses navigate the challenges associated with increased transparency.
7. Foster a collaborative culture where interdisciplinary teams work together towards common goals.
8. Emphasize the importance of teamwork and mutual respect in mitigating feelings of anomie and enhancing overall organizational cohesion.

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