
The Association between Open Book Management, Anomie and Illegal Nurses' Behavior as Perceived by Nursing Staff

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Abstract:

Background: Open-book management as an approach of information sharing can lead to a reduction in anomie and illegal Nurses' behavior. **Aim:** Assess the relationship between open book management, anomie and illegal nurses' behavior as perceived by nursing staff. **Design:** Cross sectional descriptive correlational design **setting:** Main Assiut University Hospital, Al-Eman General Hospital, and Health Insurance Hospital. **Sample:** A convenience sample (854) nursing staff was involved in the study. **Study tools:** Personal characteristics of nursing staff, Open book Management Questionnaire, Anomie Scale and Illegal Nurses' behavior were used for data collection. **Results:** There are highly statistical significant relations between the hospital and OBM, anomie levels and illegal nurse's behavior. **Conclusion:** There was a highly statistical negative correlation between the studied nurses' perception of OBM, Anomie and illegal nurses' behavior. **Recommendations:** Encourage open book style of management in order to promote efficient teamwork, to avoid anomie and illegal nurses' behavior, different strategies could be used by managers to prevent organizational cynicism among nurses.

Keywords: *Anomie, Illegal Nurses' behavior & Open Book Management.*

Introduction:

Effective management strategies are essential for success in the dynamic healthcare environment, where the stakes are high and the demands are constantly changing (Faouzen et al., 2023). One such strategy that is gaining prominence is Open Book Management (OBM), a philosophy that is based on accountability, transparency, and collaboration all at the same time. The nursing field faces a complex interplay of organizational structures, societal expectations, and professional norms, which frequently results in anomie, or a feeling of normlessness and disconnection (Khalil, 2020).

The concept of Open Book Management was introduced by Jack Stack promotes the dissemination of operational data to nurses so they can gain an understanding of the complexities of organizational performance and make valuable contributions towards its improvement. This strategy is based on openness, confidence, and a common goal of achieving organizational success, which encourages staff members to take responsibility and feel invested in the hospital (Soliman et al., 2021).

Open-book management is a relatively new administrative technique with straightforward prerequisites 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 involved

in the decision-making process (Nnaji et al., 2023). While the second method involves educating staff members on how to apply the techniques by training them to comprehend and report, and then evaluating their performance at the conclusion of the training process. On the other hand nursing staff members empowerment is defined as a means of empowering them to demonstrate their abilities and skills by granting them authority and holding them accountable for their outcomes (Ismael, 2020). Finally, Rewarding of nursing staff members occur when the organization uses motivations based on their performance to increase the productivity. (Haraisa, 2022).

Open book management becomes evident how to handle anomie in nursing and implement it. Through the promotion of an open and inclusive culture, OBM may help close the gap between personal values and organizational objectives, giving nursing professionals a renewed sense of direction and unity. Through transparent communication, collaborative goal-setting, and an emphasis on on-going development, OBM not only gives nurses the knowledge and tools they need to succeed but also reinforces their importance within the company structure (Abugabel, 2023).

When a person feels powerless in his work and believes the organization does not provide a suitable framework for developing work activities, this is known as anomie. The four institutions of the

economy, family, education, and government were the subject of the institutional anomie theory (IAT) which sought to explain the high rates of deviations (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 practising can lead to many positive results that in turn can reduce the illegal behaviour in the workplace, and among these positive results are an increase in confidence between management and assisting nursing staff members, fulfilling their duties and comprehending the overall performance of the hospital, and elevating employee commitment to the organization job satisfaction and to reduce the illegal behavior (Khan et al., 2020).

Illegal nurse's behaviour refers to a nurse's failure to meet the expected professional standards and legislation. It is the duty of nurse managers and organizational administrators to intervene, monitor, and resolve situations by using regulatory protocols, issuing warnings, or imposing other sanctions when nurses lack the knowledge, skills, and abilities necessary to carry out their professional duties. This can result in harmful incidents and unprofessional conduct (Papinaho et al., 2022).

It is the important for the duty of nurses to make sure that they adhere to and follow professional and legal guidelines in their day-to-day work. However, the majority of nurses have dealt with legal problems like carelessness, malpractice, assault, battery, false imprisonment, lack of informed consent, and privacy invasion at some point in their careers (Mahmoud et al., 2023).

Significant of the Study:

Open-book management practices is direct and significant for formal sources of power for nurses managers (Soliman et al., 2021), it increasing nurses job satisfaction (Tian & Guo 2023). Iyke-foedu et al., (2019) reported that there was a positive impact of open-book management on employee performance. There were no studies conducted to explore the relationship between open-book management (OBM), anomie and illegal behaviors in nursing. OBM impacts on improving profitability and productivity, improved employee satisfaction, engagement, retention, motivation, innovation and corporate sustainability. Considering the whole approach of OBM to be a powerful aids to good "management" (Youssef. 2022). So, it is necessary to conduct the present study.

Aim of the study:

Assess the relationship between open-book management, anomie and illegal nursing staff behavior at different health care sectors.

1. Assess the relationship between open book management anomie and illegal nurses' behavior levels among nursing staff.
2. Design a model illustrating the relationship between open book management, anomie, illegal nursing staff behaviors and personal characteristics of the studied nursing staff.

Research questions

To fulfill aims of present study the following research questions are formulated:

- Q1. What are the levels of OBM anomie and illegal nurses' behavior among studied nurses?
- Q2. What is the relationship between open-book management, anomie, illegal nursing staff behaviors and personal characteristics of nursing staff?

Subject & Method:

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 Assiut University Hospital** which is consists of a large building which include Emergency, orthopedic, burns, surgical, medical, nephrology, endoscopy and operations departments, **Al-Eman General Hospital** at Assiut governorate. It consists 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.

Subject:

The distribution of total sample size that were selected from the different health care sectors:

Nursing staff	Main Assiut University Hospital,		Al-Eman General Hospital		Health Insurance Hospital		Total Sample Selected
	Total	Sample	Total	Sample	Total	Sample	
Head Nurses	110	(38)	112	(38)	73	(25)	101
Technical 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) & Teymoori et al. (2016)**), it consists of three tools:

Tool (I): It was consisted of two parts

Part (1): Personal characteristics of the studied nurses and includes: gender, age, job title, educational qualification and years of experience.

Part (2): Open book management questionnaire and 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**):

Tool (II): 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 $\leq 40\%$ considered as low level.
- A score from 41% to 80% considered as moderate level
- A score $\geq 81\%$ considered as high level.

Tool (III): Illegal Behavior Questionnaire:

It was developed by the researchers after reviewing the literatures **Heydari (2011) consisted of 2 parts:**

Part (1): Tendency toward illegal behavior:

It was used to measure nursing staff level of illegal behavior. It consisted of (**6 items**)

The responses of the studied nurses based on 5-point Likert scale ranging from (1) = strongly disagree to 5=strongly agree.

Part (2): Unprofessional conduct behavior:

It was used to measure unprofessional conduct behavior. It consisted of (**24 items**). Based on 5-point Likert scale ranging from (1) = never to 5=always. Each dimension for both parts was summited up and then converted into a percent score.

- A score $\leq 40\%$ considered as low unprofessional conduct.

- A score from 41% to 80% considered as moderate unprofessional conduct.
- A score $\geq 81\%$ considered as high unprofessional conduct.

Ethical considerations:

- Research proposal approved from Ethical Committee at the Faculty of Nursing, Assiut University.
- There was no risk for studied nurses during application of the research.
- Verbal 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 was done on 10% of total participants of nursing staff working at Main Assiut 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. No changes were done after the pilot study and the nursing staff included in the pilot study were included in the total study sample.

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, anomie and illegal nurses' behavior 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:

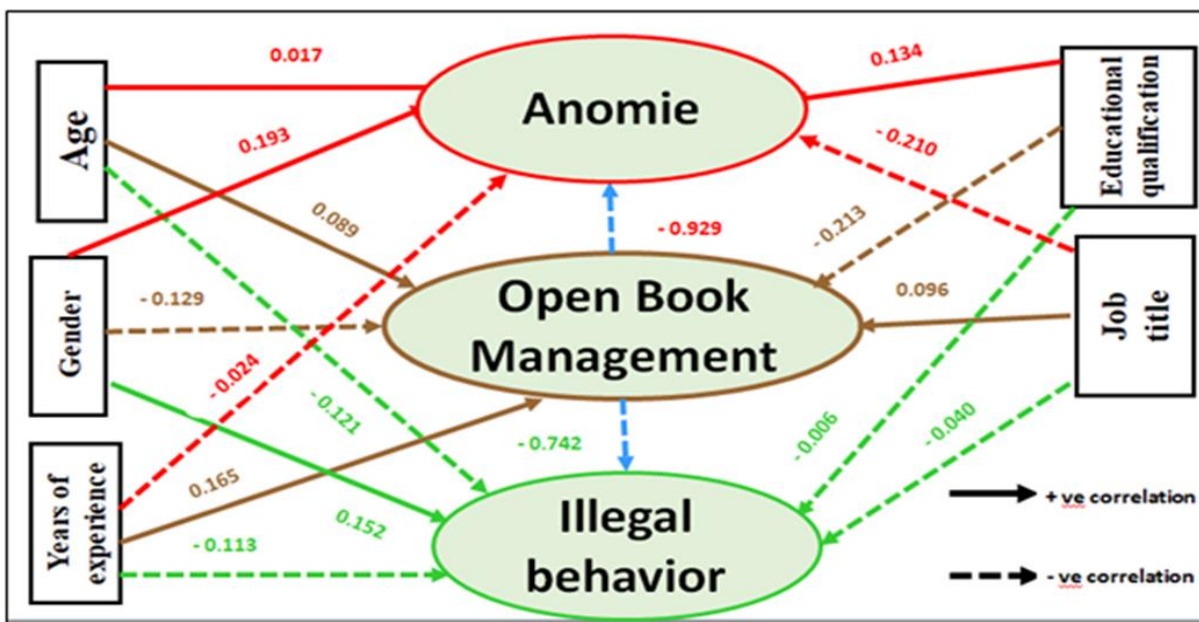
The data were reviewed, prepared for computer entry, coded, analyzed and tabulated. Descriptive statistics (i.e., frequencies, percentage, mean standard deviation and correlation tests) was done using computer program SPSS version 20. A nova test, used to compare differences in the distribution of frequencies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

Results:**Table (1): Distribution of the studied nurses according to personal characteristics (n= 854)**

Personal characteristics	No.	%
Age: (years)		
20 - < 30	441	51.6
30 - < 40	117	13.7
≥ 40	296	34.7
Mean±SD	284.67±132.56	
Gender:		
Male	243	28.5
Female	611	71.5
Educational level:		
Diploma	308	36.1
Technical Institute	445	52.1
Bachelor	101	11.8
Marital status:		
Married	708	82.9
Unmarried	146	17.1
Job title:		
Head Nurse	101	11.8
Staff nurse	308	36.1
Associated nurse	445	52.1
Years of experience:		
1 - < 5	422	49.4
5 - < 10	20	2.3
≥ 10	412	48.3
Mean±SD	284.67±187.23	

Table (2): Correlation between type of hospital and the studied nurses' Open Book Management, Anomie, and illegal nurses' behavior (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%	
Illegal nurses behavior:							
Low perception	468	87.3%	2	1.1%	0	0.0%	0.000*
Moderate perception	68	12.7%	180	98.9%	136	100.0%	



Model (1): Correlation between the studied nurses’ socio-demographic characteristics and open book management, Anomie, and illegal nurses’ behavior (n= 854)

Table (1): Illustrates the studied nurses’ personal characteristics, and reports that the majority (82.9%) of them are married and are females. And 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 technical nurse respectively and have an age ranged from (20-30 years). Concerning years of experience (49.4%) of the studied nurses have experience from 1-5 years.

Table (2): Demonstrates that concerning open book management level; about (56.9%), (51.6%), and (100%) of the studied nurses have a moderate level at Main Assiut University Hospital, Al-Eman General Hospital, and Health Insurance Hospital respectively. Regarding illegal Nurses’ behavior about (87.3%) of the studied nurses have a low perception at Main Assiut University Hospital, while (98.9%) and 100% of them have a moderate perception at Al-Eman General Hospital, and Health Insurance Hospital respectively. Also, it is reports that there are highly statistical significant relations between the name of hospital and OBM level, a level and illegal nurse’s behavior at p- value < 0.01 respectively.

Model (1): Illustrates the correlation between studied nurses’ personal characteristics and OBM, Anomie and illegal behavior score. Concerning OBM, there are positive correlations between OBM and the studied nurses’ age, job title and years of experience, there are negative correlation between OBM and the studied nurses’ gender, educational level, Anomie, and illegal nurses’ behavior. 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. As regard illegal behavior, it is reported that there is positive correlations between illegal nurses’ behavior and the studied nurses’ gender, while there are negative correlations between illegal behavior and the studied nurses’ age, educational level, job title, years of experiences and OBM.

Discussion:

Open-book management is one of the strategies used by modern organizations in their quest for higher performance levels (Khalil, 2020). Open-book management focuses on information sharing between management and employees to improve employee’s performance, enhancing employee’s knowledge, and giving employees the opportunity to contribute in setting organizational goals (Faozen et al., 2023). Therefore the current study examined the relationship between open-book management, anomie and illegal nursing staff behavior at different health care sectors. According to personal characteristics of the studied nurses the findings of the current study, more than half of the studied nurses have an age group from 20-30 years and had a technical Institute of nursing, and had a job title of associated nurses. About two thirds of them were females regarding marital status the majority of them were married. Concerning years of

experience around half of the studied nurses have experience from 1-5 years.

The current study's findings showed that all three hospitals-Main Assiut University Hospital, Al-Eman General Hospital, and Health Insurance Hospital had a moderate perception of open book management. This result was inconsistent with that of **Albaqawi et al. (2020)**, who reported that fewer than 75% of the nurses in the study had a positive perception of open book management.

It is not only morally right but also necessary to guarantee that nurses receive transparent information in order to provide high-quality patient care, foster professional development, and facilitate efficient teamwork among healthcare providers.

The findings of the current study revealed a moderate perception of anomie across the three different studied hospitals. This finding was congruent with **Smith et al (2023)**, who studied the perceptions of open book management and anomie at hospital settings and indicated a notable moderate perception of anomie among staff members at different settings.

Nurses' moderate sense of anomie can be linked to a number of things that are intrinsic to their work in healthcare institutions. Open-book management, which prioritizes accountability and transparency by incorporating in decision-making, is widely recognized for its capacity to increase trust. However, because of their particular duties and interactions within the healthcare system, nurses might view this openness differently. As they navigate their roles in a more transparent environment, this may cause feelings of anomie, disconnection, or uncertainty.

Concerning level of tendency to illegal nursing behavior, actual study demonstrated that less than one half, and more than one half of the studied nurses had moderate and low level of perception respectively that was consistent with **Heuel et al., (2022)**, who applied their study to explore nursing-specific barriers and resources for health behavior tendency and to identify predictors of nurse health behaviors. In the long- term, the present study may inform a need-tailored app to alleviate stress and promote health in nurses, and showed that more than one half of the studied nurses had a low level of tendency perception. Also **Aslan & Dilek-Yilmaz, (2020)**, who demonstrated their study to assess, determine the nursing students' tendency to commit medical errors and the variables that affected it, and concluded that the nursing students' tendency to commit medical errors was low. This agreement reaffirms the commitment of nurses to adhere to organizational guidelines and rules, ensuring they remain free from any illegal activities.

According to the researcher's perspective, open-book management practices can have a number of positive

effects that, in turn, can reduce illegal behavior in the workplace. These positive effects include a rise in management and employee confidence, assistance in carrying out duties and a comprehensive understanding of the organization's overall performance, as well as an increase in employee job satisfaction and organizational commitment.

The findings of the current study revealed that incorporates the impact of OBM on anomie and the illegal nurses' behavior in order to provide a summary of the current study. OBM and anomie were found to be related and negatively correlated and which is in line with **Zhenjing et al. (2022)** who suggested that a constructive relationship with nursing staff and the provision of information explaining organizational objectives and strategies for achieving them can be the means of reducing organizational anomie.

From the researcher point of view Open Book Management can counteract anomie in nursing, examining real-world examples, best practices, and the potential challenges inherent in implementing such strategies. Organizations aim to provide valuable insights that can improve managerial practices, foster a culture of resilience and empowerment among nursing teams, and ultimately improve the provision of high-quality care to patients by shedding light on the intersection of these two concepts.

The present study explored the effect of OBM on illegal nurses' behavior. OBM was interrelated, and negatively correlated to illegal nurses' behavior. These findings agreed with **Nasser Maisarah et al., (2023)**, who carried out their study to examine the effect of the dimensions of Open-Book Management (OBM), named Employee Empowerment, Employee Training, Sharing Information, and Employee Rewarding System on Innovative Behavior for Demonstrators and Lecturer Assistants in Mansoura University, and reported relation between OBM, and behavior. Similarity back to applying the study in the same setting.

From the researcher point of view OBM can help nursing professionals rediscover a sense of purpose and alignment by bridging the gap between organizational goals and individual values. By means of transparent communication, cooperative goal-setting, and an emphasis on ongoing enhancement, OBM furnishes nurses with the knowledge and tools essential for success while also reinforcing their importance within the hospital framework.

Also in the current study anomie, and illegal behavior level was negatively correlated which was consistent with **Heydari, et al, (2023)** who mentioned that, illegality was a consequence of feeling of anomie. The relationship between different dimensions of

anomie and illegality clarified what aspect of the anomie was related to illegal behavior.

From the perspective of the researcher, there are many facets to the relationship between anomie and illegality, and different sociological vantage points can be used to examine it. To understand why some people may resort to illegal behavior in the face of anomie, one must grasp the interaction between societal norms, cultural values, and personal experiences. In order to address these underlying causes and promotes a more cohesive and supportive social framework, social, economic, and cultural interventions are just as important as legal measures.

The present study explored that the nurses' age, years of experience and job title were positive independent predictors of OBM, whereas their nurses' educational qualification were negative independent predictors of OBM (**Model 1**). This was in consistent with **Nakano, et al, (2021)**, who found that, there was a statistical significant correlation between open book management level and educational level.

In the researcher point of view, educational level can influence aspects of communication, understanding, and leadership, but it is just one of many factors contributing to the success of open-book management.

Regarding anomie their nurses' age, gender and educational level were positive independent predictors of anomie (**Model 1**). which was matched with **Hijazi, et al, (2022)** who stated that, there was a significant relation between anomie level and the age, gender and educational level also in same line with **Heydari, et al, (2022)** who added that socioeconomic status was a major driver of anomic feeling and subsequently anomie is a major influential factor of illegality.

Where nurses' years of experience, job title were negative predictors of anomie which is matched with **AbdEL Aliem, & Abou Hashish, (2021)** who stated that as nurses gain more experience, they may perceive lower levels of anomie. This could be due to factors such as increased familiarity with their work environment, improved coping mechanisms, and a better understanding of their roles and responsibilities.

The researcher completely agreed with current finding "nurses gain more experience; they may perceive lower levels of anomie". This might be the result of things like better coping strategies, more familiarity with their workplace, and a clearer grasp of their duties and responsibilities.

Regarding illegal behavior, it was reported that there were negative correlations with the studied nurses' age, years of experience, job title, and education level, and there was a positive correlation with the gender of the nurses under study. These findings were

disagreed with **Smallwood et al.'s (2021)** who asserted that the age and experience of illegal nurses have no relation on their behavior.

Also not congruent with **Pigozzi, et al, (2022)** who revealed that making a connection between a specific gender and engagement in illegal behavior raises ethical concerns and goes against the principles of justice and non-discrimination.

From the perspective of the researcher, it is unethical and goes against the values of justice and nondiscrimination to associate a particular gender with involvement in illegal activities. This approach can undermine objectivity and fair treatment by promoting prejudice, maintaining stereotypes, and ignoring the unique and varied nature of behaviors.

Conclusion

Based on the results of the current study it was concluded that:

It can be concluded that there was a highly statistical negative correlation between the studied nurses' OBM, anomie and illegal nurses' behaviors at p-value < 0.01.

Recommendations

Based on the findings of the study recommended to:

- Implement robust communication strategies to ensure clarity and transparency regarding open-book management practices.
- Establish mechanisms to regularly assess nurses' perceptions of open-book management and illegal nurses' behavior.
- Balance Transparency with Privacy: Strive for a balance between transparency and privacy when sharing financial information.
- Appreciate the efforts of nurses who actively engage with open-book management practices.
- Provide continuous support through mentorship programs or leadership development initiatives to help nurses navigate the challenges with increased transparency.
- Foster a collaborative culture where interdisciplinary teams work together towards common goals.
- Emphasize the importance of teamwork and mutual respect in mitigating feelings of anomie and enhancing overall organizational cohesion.

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