



CHAPTER IV

DATA ANALYSIS

205 the hospital staff from all department in Sena hospital who are participating in the Hospital accreditation program were actually surveyed at the beginning and after 1 year implementing Hospital accreditation program. An organizational Climate questionnaire from The Hospital Accreditation-Thailand was an instrument to measure an opinion of hospital staff about the organizational climate. There are consisted of nine dimensions and forty-six items in the questionnaire : leadership , teamwork, creative thinking, quality mind , internal customer relationship , goal and work values, job satisfaction and involvement perception of performance and general climate. The hospital staff are the same group of this study. The were classified by position into 5 groups : Physicians and Dentists , Other professional, Nurses , Nurse Aides , other supportive personnel ,and classified by status (Head & Sub head and Member) were surveyed of their opinion about the organizational climate.

This research are aimed to study changing in organizational climate at the beginning and after one year implementing Hospital Accreditation Program in Sena hospital. In this chapter, results of the study were shown in five parts as fellows,

Part I : General characteristics of the respondent.

Part II : Overall organizational climate between two time periods. (At the beginning and after 1 year implementing Hospital Accreditation program)

2.1 Comparative and analysis mean scores and standard deviation of organizational climate between two time periods.

2.2 Comparative and analysis mean scores and standard deviation with nine dimensions of the organizational climate between two time period

2.3 Score level of organizational climate between two time periods.

Part III : Organizational climate among hospital staff who were classified by position between two time periods.

3.1 Comparative and analysis mean scores and standard deviation of organizational climate among hospital staff who were classified by position between two time periods.

3.2 Comparative and analysis mean scores and standard deviation with nine dimensions organizational climate among hospital staff who were classified by position between two time periods.

3.3 Score level of organizational climate among hospital staff who were classified by position between two time periods.

Part IV : Organizational climate among hospital staff who were classified by status

- 4.1 Comparative and analysis mean scores and standard deviation of organizational climate among hospital staff who were classified by status between two time periods.
- 4.2 Comparative and analysis mean scores and standard deviation with nine dimensions organizational climate among hospital staff who were classified by status between two time periods.
- 4.3 Score level of organizational climate among hospital staff who were classified by status between two time periods.

Part V : Dimensions of organizational climate by items between two time periods.

4.1 RESULTS

Part I : General characteristics of the respondents

Table 3. shows characteristics of the respondents. Over 81.5% of respondents were female, in term of age , more than 48.8 % of respondents were 20 - 30 years old. For number of work-year, almost 52.7% of respondents have worked for 2-5 years. In case of position 38.5 % were nurses , and focus on status 80.0 % were member.

Table 3: Characteristics of the respondents.

Characteristics (n=205)	(Frequency)	(Percentage)
Gender		
Male	38	18.5
Female	167	81.5
Age (Years)		
20 - 30	100	48.8
31 - 40	74	36.1
41 - 50	25	12.2
51 - 60	6	2.9
Number of work year		
> 2 - 5	108	52.7
> 5 - 10	32	15.6
> 10 - 15	29	14.1
> 15 - 20	28	13.7
> 20	8	3.9
Position		
Physicians & Dentists	15	7.2
Other professional	30	14.6
Nurse	79	38.5
Nurse Aides	30	14.6
Other supportive personnel	51	24.9
Status		
Head & Sub head	41	20.0
Member	164	80.0

Part II : Organizational climate between two time period (At the beginning of implement Hospital Accreditation (HA.) and after implementing Hospital Accreditation program (HA.)

2.1 Comparative and analysis mean scores and standard deviation of organizational climate between two time period. (April 2000 and April 2001)

Table 4 showed mean scores and standard deviation of organizational climate between two time period and the mean scores at the beginning HA. program were 285.99 with 27.53 standard deviation and 310.94 with 26.36 standard deviation after implementing HA. Program. The organizational climate after implementing HA. program was highly significantly different between two time periods of HA. program. ($p = .000$) (table 4)

Table 4: The comparison of mean score and standard deviation of an organizational climate in two time period.

The organizational climate	n	\bar{x}	S.D.	t	df	P-vaule
At the beginning Implement	205	285.99	27.53			
Hospital Accreditation program				-12.626	204	.000*
After Implementing	205	310.94	26.36			
Hospital Accreditation program						

* There was significantly different ($p < 0.05$)

2.2 Comparative and analysis mean scores and standard deviation with nine dimensions of the organizational climate between two time period, according to Table 5.

Table 5 showed mean scores and standard deviation with nine dimensions of the organizational climate between two time period. (April 2000 and April 2001)

Ability to change a working system

Ability to change a working system at the beginning HA. program mean score was 41.07 with 6.69 standard deviation and after implementing Hospital Accreditation program mean score was 46.00 with 6.36 standard deviation. Ability to change a working system was significantly different in two time periods of HA. program. ($p = .000$)

Working as a team

Working as a team at the beginning HA. program mean score was 58.14 with 5.46 standard deviation and after implement Hospital Accreditation program mean score was 65.58 with 8.85 standard deviation. Working as a team after implementing HA. program was highly significantly different in two time periods of HA. program. ($p = .000$)

Creativity

Creativity at the beginning HA. program mean score was 19.09 with 3.07 standard deviation and after implementing Hospital Accreditation program mean score

was 19.15 with 3.02 standard deviation. Creativity was not significantly different in two time periods of HA. program. ($p = .891$)

Meaning of quality

Meaning of Quality at the beginning HA. program mean score was 55.26 with 8.35 standard deviation and after implement Hospital Accreditation program mean score was 59.82 with 7.40 standard deviation. Meaning of Quality after implementing HA. program was highly significantly different in two time periods of HA. program. ($p = .000$)

Responding to needs of patients and customers

Responding to Needs of Patients and Customers at the beginning HA. program mean score was 32.73 with 5.34 standard deviation and after implementing Hospital Accreditation program mean score was 34.51 with 4.23 standard deviation. Responding to Needs of Patients and Customers after implementing HA. program was highly significantly different in two time periods of HA. program. ($p = .000$)

Internal customer relations

Internal Customer Relations at the beginning HA. program mean score was 17.75 with 3.41 standard deviation and after implementing Hospital Accreditation program mean score was 19.42 with 3.28 standard deviation. Internal Customer Relations after implementing HA. program was highly significantly different in two time periods of HA. program. ($p = .000$)

Improvement of a working system

Improvement of a Working System at the beginning HA. program mean score was 32.35 with 4.34 standard deviation and after implementing Hospital Accreditation program mean score was 33.26 with 4.91 standard deviation. Improvement of a Working System was significantly different in two time periods of HA. program. ($p = .039$)

Goals/Shared Visions

Goals/Shared Visions at the beginning HA. program mean score was 19.13 with 3.41 standard deviation and after implementing Hospital Accreditation program mean score was 19.68 with 3.36 standard deviation. Goals/Shared Visions was not significantly different in two time periods of HA. program. ($p = .077$)

Satisfaction

Satisfaction at the beginning HA. program mean score was 10.38 with 2.69 standard deviation and after implementing Hospital Accreditation program mean score was 13.48 with 2.37 standard deviation. Satisfaction and involvement perception of performance after implementing HA. program was significantly different in two time periods of HA. program. ($p = .000$)

Table 5: Comparison of mean score and standard deviation of nine dimension organizational climate in two time periods.

Nine dimension of organizational climate	n	\bar{x}	S.D.	t	df	P-value
1. Ability to change a working system						
At the beginning HA. program	205	41.07	6.69			
				- 9.114	204	.000*
After implementing HA. program	205	46.00	6.36			
2. Working as a team						
At the beginning HA. program	205	51.14	5.46			
				-10.949	204	.000*
After implementing HA. program	205	65.58	8.85			
3. Creativity						
At the beginning HA. program	205	19.09	3.07			
				-.217	204	.829
After implementing HA. program	205	19.15	3.02			
4. Meaning of quality						
At the beginning HA. program	205	55.32	8.35			
				- 6.381	204	.000*
After implementing HA. program	205	59.82	7.40			
5. Responding to needs of patients and customers						
At the beginning HA. program	205	32.73	5.34			
				-4.263	204	.000*
After implementing HA. program	205	34.51	4.23			
6. Internal Customer Relations						
At the beginning HA. program	205	17.75	3.41			
				- 5.821	204	.000*
After implementing HA. program	205	19.42	3.28			
7. Improvement of a working system						
At the beginning HA. program	205	32.35	4.34			
				- 2.080	204	.039*
After implementing HA. program	205	32.26	4.91			

Table 5: Comparison of mean score and standard deviation of nine dimension organizational climate in two time periods. (Cont.)

Nine dimension of organizational climate	n	\bar{x}	S.D.	t	df	P-value
8. Goals/Shared Visions						
At the beginning HA. program	205	19.13	3.41			
				- 1.776	204	.077
After implementing HA. program	205	19.68	3.36			
9. Satisfaction						
At the beginning HA. program	205	10.38	2.69			
				- 13.157	204	.000*
After implementing HA. program	205	13.48	2.37			

* $p < 0.05$

2.3 Score level of organizational climate between two time period.

The score level to assess an opinion hospital staff about the organizational climate were finalized based on norm reference measurement by using mean score at the beginning HA. program and after implementing HA. program ($X = 285.99$, $X = 310.94$) and standard deviation (S.D. = 27.53 , S.D. = 26.36).

At the beginning HA.		Score level (Total score 414)
Good	=	314 – 340
Fair	=	259 – 313
Low	=	196 – 258
After implementing HA.		Score level (Total score 414)
Good	=	337 – 369
Fair	=	286 – 336
Low	=	221 – 282

Table 6. show descriptive statistics of organizational climate level at the beginning and after implementing HA. program. The result showed that the overall of organizational climate was fair level , good level were increased from 13.7% to 19.5% and poor level were increased from 14.1 % to 15.1%.When considering percentage of organizational climate Fair level , it was found that percentage of Fair level were shift to good and poor level.

Table 6: Descriptive statistics of overall organizational climate level at the beginning and after implementing HA. program.

Level of organization climate at the beginning HA. program		Level of organization climate after implementing HA. program	
Score level (Total score 414)	N =205 (%)	Score level (Total score 414)	N =205 (%)
good level = 314 - 340	13.7	good level = 337– 369	19.5
fair level = 259 - 313	72.2	fair level = 286 – 336	65.4
poor level = 196 - 258	14.1	poor level = 221 – 285	15.1

Part III : Organizational climate among hospital staff who were classified by position between two time periods.

3.1 Comparative and analysis mean scores and standard deviation of organizational climate among hospital staff who were classified by position between two time periods.

Table 7 Comparative and analysis mean scores and standard deviation of organizational climate among hospital staff who were classified by position: Physicians & Dentist , Other professional, Nurse , Nurse Aides and Other supportive personnel

between two time periods , according to table 6. after implementing HA. program, all of position was significantly different from the beginning HA. program ($p =.000$) Therefore hypothesis 2 was reject.

Table 7: Comparison of mean score and standard deviation of organizational climate among hospital staff who were classified by position between two time periods.

Organizational climate classified by Position	n	\bar{x}	S.D.	t	df	P-vuale
1. Physicians & Dentists						
At the beginning HA. program	15	282.06	14.46			
				-8.887	14	.002*
After implementing HA. Program	15	301.93	16.61			
2. Other professional						
At the beginning HA. program	30	268.06	24.90			
				-8.887	29	.000*
After implementing HA. Program	30	308.80	22.99			
3. Nurse						
At the beginning HA. program	79	286.72	31.70			
				-7.236	79	.000*
After implementing HA. Program	79	311.78	30.18			
4. Nurse Aides						
At the beginning HA. program	30	276.83	20.14			
				-5.714	29	.000*
After implementing HA. Program	30	302.76	23.71			
5. Other supportive personnel						
At the beginning HA. program	51	301.96	19.05			
				-4.386	50	.000*
After implementing HA. Program	51	318.37	24.06			

3.2 Comparative and analysis mean scores and standard deviation of organizational climate among hospital staff who were classified by position : Physicians & Dentists , Other professional, Nurse , Nurse Aides and Other supportive personnel with 9 dimension of organizational climate between two time periods.

Table 8 showed mean scores and standard deviation with 9 dimension of organizational climate between two time periods.

Physicians & Dentists

The organizational climate of Physicians & Dentist at the beginning and after implementing HA. program , it found that the dimension of Ability to change a working system($p =.018$) , Working as a team ($p =.008$) , Goals/Shared Visions ($p =.028$) , Satisfaction and involvement perception of performance ($p =.004$) were all significantly different between two time periods of HA. Program.

Other professional

The organizational climate of Other professional at the beginning and after implementing HA. program it found that the dimension of the Ability to change a working system ($p =.000$) , Working as a team ($p =.000$) , Meaning of Quality ($p =.000$) , Responding to Needs of Patients and Customers ($p =.000$) , Internal Customer Relations ($p =.003$) , Goals/Shared Visions ($p =.011$) , Satisfaction and involvement perception of performance ($p =.000$) were significantly different between two time periods of HA. program.

Nurse

The organizational climate of nurses at the beginning and after implementing HA. program it found that Ability to change a working system ($p = .000$) , Working as a team ($p = .000$) , Meaning of Quality ($p = .001$) , Internal Customer Relations ($p = .001$) , Satisfaction and involvement perception of performance ($p = .000$) were significantly different between two time periods of HA. program.

Nurse aides

The organizational climate of Nurse aide at the beginning and after implementing HA. program it found that Ability to change a working system ($p = .000$) , Meaning of Quality ($p = .000$) , Responding to Needs of Patients and Customers ($p = .012$) , Internal Customer Relations ($p = .001$) , and job satisfaction and involvement perception of performance ($p = .000$) were significantly different between two time periods of HA. program.

Other supportive personnel

The organizational climate of Other supportive personnel at the beginning and after implementing HA. program it found that Working as a team ($p = .000$) , Creativity ($p = .000$) , Internal Customer relations ($p = .003$) , Satisfaction and involvement perception of performance ($p = .000$) were significantly difference between two time periods of HA. program. Improvement of a Working System of all position were not significantly different between two time periods of HA. program. (see table 8,9) $P = < 0.05$

Table 8: Comparison of mean score and standard deviation of organizational climate among hospital staff who were classified by position with nine dimension of organizational climate between two time periods.

Physicians & Dentist Organizational climate	n	\bar{x}	S.D.	t	df	P-value
1. Ability to change a working system						
At the beginning HA. program	15	38.33	2.94			
After implementing HA. Program	15	42.80	6.72	-2.688	14	.018*
2. Working as a team						
At the beginning HA. program	15	59.46	4.11			
After implementing HA. Program	15	65.13	6.11	-3.083	14	.008*
3. Creativity						
At the beginning HA. program	15	18.93	1.53			
After implementing HA. Program	15	19.33	1.83	-.606	14	.554
4. Meaning of quality						
At the beginning HA. program	15	54.13	7.11			
After implementing HA. Program	15	55.66	3.17	-.674	14	.511
5. Responding to needs of patients and customers						
At the beginning HA. program	15	32.26	4.87			
After implementing HA. Program	15	32.40	3.11	-.082	14	.935

Table 8: Comparison of mean score and standard deviation of organizational climate among hospital staff who were classified by position with nine dimension of organizational climate between two time periods. (Cont.)

Physicians & Dentist Organizational climate	n	\bar{x}	S.D.	t	df	P-value
6. Internal customer relations						
At the beginning HA. program	15	19.13	2.32			
				.160	14	.875
After implementing HA. Program	15	19.00	1.55			
7. Improvement of a working system						
At the beginning HA. program	15	30.46	3.39			
				-2.138	14	.051
After implementing HA. Program	15	34.00	5.27			
8. Goals/Shared Visions						
At the beginning HA. program	15	18.00				
				-2.449	14	.028*
After implementing HA. Program	15	20.00				
9. Satisfaction and involvement perception of performance						
At the beginning HA. program	15	11.33				
				-3.445	14	.004*
After implementing HA. Program	15	13.60				

Table 8: Comparison of mean score and standard deviation of organizational climate among hospital staff who were classified by position with nine dimension of organizational climate between two time periods. (Cont.)

Other professional Organizational climate	n	\bar{x}	S.D.	t	df	P-value
1. Ability to change a working system						
At the beginning HA. program	30	38.76	5.88			
				-4.345	29	.000*
After implementing HA. Program	30	44.93	6.46			
2. Working as a team						
At the beginning HA. program	30	56.03	4.82			
				-6.556	29	.000*
After implementing HA. Program	30	64.63	5.64			
3. Creativity						
At the beginning HA. program	30	17.70	3.14			
				-1.912	29	.066
After implementing HA. Program	30	19.00	2.98			
4. Meaning of quality						
At the beginning HA. program	30	50.23	8.96			
				-7.710	29	.000*
After implementing HA. Program	30	61.50	8.49			
5. Responding to needs of patients and customers						
At the beginning HA. program	30	28.70	5.39			
				-4.158	29	.000*
After implementing HA. Program	30	33.73	4.22			

Table 8: Comparison of mean score and standard deviation of organizational climate among hospital staff who were classified by position with nine dimension of organizational climate between two time periods. (Cont.)

Other professional Organizational climate	n	\bar{x}	S.D.	t	df	P-value
6. Internal customer relations						
At the beginning HA. program	30	15.56	3.20			
				-3.189	29	.003*
After implementing HA. Program	30	18.56	3.49			
7. Improvement of a working system						
At the beginning HA. program	30	33.56	3.29			
				.308	29	.760
After implementing HA. Program	30	33.26	4.68			
8. Goals/Shared Visions						
At the beginning HA. program	30	17.80	3.05			
				-2.732	29	.011*
After implementing HA. Program	30	19.70	3.35			
9. Satisfaction and involvement perception of performance						
At the beginning HA. program	30	9.70	2.36			
				-6.358	29	.000*
After implementing HA. Program	30	13.46	2.09			

Table 8: Comparison of mean score and standard deviation of organizational climate among hospital staff who were classified by position with nine dimension of organizational climate between two time periods. (Cont.)

Nurse	n	\bar{x}	S.D.	t	df	P-value
Organizational climate						
1. Ability to change a working system						
At the beginning HA. Program	79	40.60	6.58			
				-6.837	78	.000*
After implementing HA. Program	79	46.02	6.21			
2. Working as a team						
At the beginning HA. Program	79	58.81	3.37			
				-7.017	78	.000*
After implementing HA. Program	79	66.26	10.44			
3. Creativity						
At the beginning HA. Program	80	19.26	3.25			
				-1.239	78	.219
After implementing HA. Program	80	19.87	3.25			
4. Meaning of quality						
At the beginning HA. program	79	56.17	8.94			
				-3.468	78	.001*
After implementing HA. Program	79	60.56	8.52			
5. Responding to needs of patients and customers						
At the beginning HA. program	79	33.51	5.62			
				-1.589	78	.116
After implementing HA. Program	79	34.55	4.10			

Table 8: Comparison of mean score and standard deviation of organizational climate among hospital staff who were classified by position with nine dimension of organizational climate between two time periods. (Cont.)

Nurse	n	\bar{x}	S.D.	t	df	P-value
Organizational climate						
6. Internal customer relations						
At the beginning HA. program	79	17.15	3.01			
				-3.495	78	.001*
After implementing HA. Program	79	18.62	3.01			
7. Improvement of a working system						
At the beginning HA. program	79	32.75	4.11			
				-1.552	78	.125
After implementing HA. Program	79	33.77	5.09			
8. Goals/Shared Visions						
At the beginning HA. program	79	18.39	3.03			
				-1.745	78	.085
After implementing HA. Program	79	19.22	3.57			
9. Satisfaction and involvement perception of performance						
At the beginning HA. program	79	10.03	2.84			
				-8.038	78	.000*
After implementing HA. Program	79	12.87	2.44			

Table 8: Comparison of mean score and standard deviation of organizational climate among hospital staff who were classified by position with nine dimension of organizational climate between two time periods. (Cont.)

Nurse aides	n	\bar{x}	S.D.	t	df	P-value
Organizational climate						
1. Ability to change a working system						
At the beginning HA. program	30	36.76	4.77			
				-5.988	29	.000*
After implementing HA. Program	30	45.03	6.36			
2. Working as a team						
At the beginning HA. program	30	45.03	6.07			
				-.723	29	.476
After implementing HA. Program	30	58.90	5.92			
3. Creativity						
At the beginning HA. program	30	18.43	3.39			
				-1.212	29	.235
After implementing HA. Program	30	19.36	3.14			
4. Meaning of quality						
At the beginning HA. program	30	51.93	6.76			
				-4.484	29	.000*
After implementing HA. Program	30	58.86	7.03			
5. Responding to needs of patients and customers						
At the beginning HA. program	30	31.30	4.75			
				-2.683	29	.012*
After implementing HA. Program	30	34.16	4.13			

Table 8: Comparison of mean score and standard deviation of organizational climate among hospital staff who were classified by position with nine dimension of organizational climate between two time periods. (Cont.)

Nurse aides	n	\bar{x}	S.D.	t	df	P-value
Organizational climate						
6. Internal customer relations						
At the beginning HA. program	30	17.76	3.54			
				-2.104	29	.001*
After implementing HA. Program	30	19.13	2.76			
7. Improvement of a working system						
At the beginning HA. program	30	32.23	4.19			
				.335	29	.740
After implementing HA. Program	30	31.83	5.17			
8. Goals/Shared Visions						
At the beginning HA. program	30	19.86	4.05			
				-.517	29	.085
After implementing HA. Program	30	20.30	3.40			
9. Satisfaction and involvement						
perception of performance						
At the beginning HA. program	30	9.63	3.03			
				-5.307	29	.000*
After implementing HA. Program	30	14.00	2.51			

Table 8: Comparison of mean score and standard deviation of organizational climate among hospital staff who were classified by position with nine dimension of organizational climate between two time periods. (Cont.)

Other supportive personnel Organizational climate	n	\bar{x}	S.D.	t	df	P-value
1. Ability to change a working system						
At the beginning HA. program	51	46.49	5.62			
				-1.414	50	.164
After implementing HA. Program	51	48.13	6.15			
2. Working as a team						
At the beginning HA. program	51	57.52	7.66			
				-7.140	50	.000*
After implementing HA. Program	51	68.45	8.38			
3. Creativity						
At the beginning HA. program	51	20.07	2.74			
				3.901	50	.000*
After implementing HA. Program	51	17.96	2.56			
4. Meaning of quality						
At the beginning HA. program	51	59.35	6.35			
				-.212	50	.904
After implementing HA. Program	51	59.49	5.32			
5. Responding to needs of patients and customers						
At the beginning HA. program	51	34.86	3.70			
				-1.178	50	.244
After implementing HA. Program	51	35.72	4.56			

Table 8: Comparison of mean score and standard deviation of organizational climate among hospital staff who were classified by position with nine dimension of organizational climate between two time periods. (Cont.)

Other supportive personnel	n	\bar{x}	S.D.	t	df	P-value
Organizational climate						
6. Internal customer relations						
At the beginning HA. program	51	19.54	3.37			
				-3.384	49	.003*
After implementing HA. Program	51	21.49	3.41			
7. Improvement of a working system						
At the beginning HA. program	51	31.62	5.29			
				-1.466	50	.149
After implementing HA. Program	51	33.09	4.49			
8. Goals/Shared Visions						
At the beginning HA. program	50	20.98	3.26			
				1.577	50	.121
After implementing HA. Program	50	19.92	3.36			
9. Satisfaction and involvement perception of performance						
At the beginning HA. program	51	11.49	2.13			
				-6.035	50	.000*
After implementing HA. Program	51	14.09	2.36			

Table 9: Show nine dimensions of organizational climate were significantly different between two time periods of HA. program among hospital staff' s posit:ion. (n=205)

Dimension of organizational climate	Physicians & Dentist (P Value)	Other professional (P Value)	Nurse (P Value)	Nurse Aides (P Value)	Other supportive personnel (P Value)
1. Ability to change a working system	.018*	.000***	.000***	.000***	.164
2. Working as a team	.008*	.000***	.000***	.476	.000***
3. Creativity	.554	.066	.219	.235	.000*** ↓
4. Meaning of quality	.511	.000***	.001*	.000***	.904
5. Responding to need of patient and customers	.935	.000***	.116	.012*	.244
6. Internal customer relations	.875	.003*	.001*	.001*	.003*
7. Improvement of a working system	.051	.760	.125	.740	.149
8. goals / shared vision	.028*	.011* ↓	.085	.085	.121
9. Satisfaction and involvement perception of performance	.004*	.000***	.000***	.000***	.000***
(***) $P=.$ 000) highly significantly different & Mean score increase after implementing HA. program.					
(*) $P<0.05$) significantly different & Mean score increase after implementing HA. program.					
($P>0.05$) not significantly different					
↓ Mean score decrease after implementing HA. program.)					

3.3 Score level of organizational climate among hospital staff who were classified by position between two time periods.

Table 10. show descriptive statistics of organizational climate in each group of staff's position at the beginning and after implementing HA program. The score was different from two time periods. For score level of the organizational climate,

Physicians & Dentists : no good score level at the beginning and after implementing HA program , poor score level were increase from 13.3% to 26.7%.

Other professional : good score level at the beginning and after implementing HA program were decrease from 29.4 % to 16.7% also poor score level were decrease from 13.3% to 6.7%

Nurse : good score level at the beginning and after implementing HA program was increase from 17.7% to 20.3% and also poor score level were increase from 17.7% to 20.3%.

Nurse Aides : good score level at the beginning and after implementing HA program were increase from 0% to 10.0% and poor score level were increase from 13.3% to 30.0%.

Other supportive personnel : good score level at the beginning and after implementing HA program were decrease from 20.4% to 19.6% and poor score level were increase from 11.2% to 11.8%.

When considering percentage of organizational climate fair level at the beginning implementing HA. program, it was found that percentage of fair level were shift into good level and poor level of all hospital staff's position. (table 10)

Table 10: Descriptive statistics of organizational climate score level classified by hospital staff's position.

Position (Total score 414)	N (205)	level of organization climate at the beginning HA. program (%)			level of organization climate after implementing HA. program (%)		
		Level Score (314 - 340)	Good (259 - 313)	Fair (196 - 258)	poor	Good (337 - 369)	Fair (286 - 336)
Physicians & Dentist	15	-	13 (86.7)	2 (13.3)	-	11 (73.3)	4 (26.7)
Other professional	30	9 (29.4)	17 (57.3)	4 (13.3)	5 (16.7)	23 (76.7)	2 (6.7)
Nurse	79	14 (17.7)	51 (64.6)	14 (17.7)	16 (20.3)	47 (59.5)	16 (20.3)
Nurse Aides	30	-	26 (86.7)	4 (13.3)	3 (10.0)	18 (60.0)	9 (30.0)
Other supportive personnel	51	10 (20.4)	35 (68.4)	6 (11.2)	10 (19.6)	35 (68.6)	6 (11.8)

Part IV : Organizational climate among hospital staff who were classified by status and between two time periods.

4.1 Comparative and analysis mean scores and standard deviation of organizational climate among hospital staff who were classified by status at the beginning and after implementing HA program.

Table 11 Comparison of mean score and standard deviation of an organizational climate with in group of hospital staff who were classified by status , according to table 10. the organizational climate of Head & Sub head showed mean scores (\bar{X} =281.70 , \bar{X} =315.70) and standard deviation (S.D.=17.21 , S.D.=23.08) were significant different between two time periods of HA. program. (p =.000) ,and Member showed mean scores (\bar{X} =287.06 , 309.75) and standard deviation (S.D.=29.50, S.D.= 27.05) were significant different between two time periods of HA. program. (see Table 11)

Table 11: Comparison of mean score and standard deviation of an organizational climate among hospital staff who were classified by status in two time periods.

The organizational climate	n	\bar{x}	S.D.	t	df	P-vaule
1. Head & Sub head						
At the beginning HA. program	41	281.70	17.21			
After implementing HA. Program	41	315.70	23.08	7.898	40	.000*
2. Member						
At the beginning HA. program	164	287.06	29.50			
After implementing HA. Program	164	309.75	27.05	-10.312	163	.000*

4.2 Comparative and analysis mean scores and standard deviation with nine dimensions of an organizational climate among hospital staff who were classified by status between two time periods.

Table 12 Comparison of mean score and standard deviation with nine dimensions of an organizational climate among hospital staff who were classified by status (Head & Sub head , Member) in two time periods, according to Table 12.

Head & Sub head

The dimension of Capacity in changing work system ($p = .000^*$) , Team work ($p = .000^*$) , Creative thinking ($p = .016^*$) , Quality mind ($p = .000^*$) , Response customer need ($p = .037^*$) , Customer relationship ($p = .010^*$) , goal and work values ($p = .015^*$) , job satisfaction and involvement perception of performance ($p = .000^*$) were significantly different between two time periods of HA. program.

Member

The Dimension of Capacity in changing work system ($p = .000^*$) , Team work ($p = .000^*$) , Quality mind ($p = .000^*$) , Response customer need ($p = .000^*$) , Customer relationship ($p = .000^*$) , job satisfaction and involvement perception of performance ($p = .000^*$) were significantly different between two time periods of HA. program.

Table 12: Comparative and analysis mean scores and standard deviation with nine dimensions organizational climate among hospital staff who were classified by status between two time periods.

The organizational climate Head & Sub head	n	\bar{x}	S.D.	t	df	P-value
1. Ability to change a working system						
At the beginning HA. program	41	39.78	4.75			
				-5.325	40	.000*
After implementing HA. Program	41	46.58	7.06			
2. Working as a team						
At the beginning HA. program	41	57.92	4.02			
				-6.918	40	.000*
After implementing HA. Program	41	67.29	7.56			
3. Creativity						
At the beginning HA. program	41	19.09	2.71			
				-2.513	40	.016*
After implementing HA. Program	41	20.43	2.72			
4. Meaning of Quality						
At the beginning HA. program	41	54.00	6.91			
				-4.456	40	.000*
After implementing HA. Program	41	60.60	6.70			
5. Responding to needs of patients and customers						
At the beginning HA. program	41	31.78	4.51			
				-2.152	40	.037*
After implementing HA. Program	41	33.92	3.32			

Table 12: Comparative and analysis mean scores and standard deviation with nine dimensions organizational climate among hospital staff who were classified by status between two time periods. (Cont.)

The organizational climate Head & Sub head	n	\bar{x}	S.D.	t	df	P-value
6. Internal customer relations						
At the beginning HA. program	41	17.39	3.22			
				-2.689	40	.010*
After implementing HA. Program	41	19.17	2.70			
7. Improvement of a working system						
At the beginning HA. program	41	33.04	4.60			
				-1.439	40	.158
After implementing HA. Program	41	34.29	4.90			
8. Goals/Shared Visions						
At the beginning HA. program	41	18.46	3.06			
				-2.553	40	.015*
After implementing HA. Program	41	20.14	2.93			
9. Satisfaction and involvement perception of performance						
At the beginning HA. Program	41	10.21	2.65			
				-6.652	40	.000*
After implementing HA. Program	41	13.24	1.94			

Table 12: Comparative and analysis mean scores and standard deviation with nine dimensions organizational climate among hospital staff who were classified by status between two time periods. (Cont.)

The organizational climate Member	n	\bar{x}	S.D.	t	df	P-vaule
1. Ability to change a working system						
At the beginning HA. program	164	41.39	7.07			
				-7.532	163	.000*
After implementing HA. Program	164	45.86	6.19			
2. Working as a team						
At the beginning HA. program	164	58.20	5.77			
				-8.962	163	.000*
After implementing HA. Program	164	65.15	9.11			
3. Creativity						
At the beginning HA. program	164	19.09	3.16			
				.761	163	.448
After implementing HA. Program	164	18.83	3.01			
4. Meaning of quality						
At the beginning HA. program	164	55.65	8.66			
				-4.987	163	.000*
After implementing HA. Program	164	59.63	7.57			
5. Responding to needs of patients and customers						
At the beginning HA. Program	164	32.96	5.51			
				-3.672	163	.000*
After implementing HA. Program	164	34.65	4.43			

Table 12: Comparative and analysis mean scores and standard deviation with nine dimensions organizational climate among hospital staff who were classified by status between two time periods. (Cont.)

The organizational climate Member	n	\bar{x}	S.D.	t	df	P-value
6. Internal Customer Relations						
At the beginning HA. program	164	17.84	3.46			
After implementing HA. Program	164	19.49	3.41	-5.147	163	.000*
7. Improvement of a Working System						
At the beginning HA. program	164	32.17	4.27			
After implementing HA. Program	164	33.00	4.89	-1.643	163	.102
8. Goals/Shared Visions						
At the beginning HA. program	164	19.30	3.48			
After implementing HA. Program	164	19.56	3.46	-.760	163	.448
9. Satisfaction and involvement perception of performance						
At the beginning HA. program	164	10.42	2.70			
After implementing HA. Program	164	13.54	2.47	-11.452	163	.000*

According to table 13. : It was found that the dimension of Improvement of a working system in Head & Sub head and Member were difference between two time periods of HA. program , Goals/Shared Visions of Member was not different between two time periods of HA. program. ($P=.448$) see table 13.

Table 13: Show nine dimensions of organizational climate were significantly different between two time periods of HA. program among hospital staff ' s status.

Dimension of organizational climate	Head & Sub head	Member
1. Ability to change a working system	.000***	.000***
2. Working as a team	.000***	.000***
3. Creativity	.016*	.448
4. Meaning of Quality	.000***	.000***
5. Responding to needs of patients and customers	.037*	.000***
6. Internal customer relations	.010*	.000***
7. Improvement of a working system	.158	.102
8. Goals/Shared Visions	.015*	.448
9. Satisfaction and involvement perception of performance	.000***	.000***

(** * $P=.000$) highly significantly different & Mean score increase after implementing HA. program.

(* $P<0.05$) significantly different & Mean score increase after implementing HA. program.

($P>0.05$) not significantly different

4.3 Score level of organizational climate among hospital staff who were classified by status between two time periods of HA. Program.

In table 14. When considering percentage of organizational climate level at the beginning And after implementing Hospital Accreditation program, it was found that percentage of good level Head & Sub head member were increase from 0 % to 22.0% and poor level were decrease from 12.2 % to 9.8%. For member : good level were decrease from 17.7 % to 13.4% and poor level were increase from 14.0 % to 22.0%.

In conversely, percentage of fair level of Head & Sub head and member were shift to good level and poor level after implementing HA. program.

Table 14: score level classified by respondents status.

Position	n	Score level of organization Climate at the beginning HA. program (%)			Score level of organization Climate after implementing HA. program (%)		
		Good (314-340)	Fair (259-313)	poor (196-258)	Good (337-369)	Fair (286-336)	poor (221-285)
(Total score 414)							
Head & Subhead	41	-	36 (87.8)	5 (12.2)	9 (22.0)	28 (68.3)	4 (9.8)
Member	164	29 (17.7)	112 (68.3)	23 (14.0)	22 (13.4)	106 (64.6)	36 (22.0)

Part V : Organizational climate of overall Hospital staff between two time periods.

5.1 Descriptive statistics of Organizational climate between two time periods by items

In table 15. Organizational climate of overall Hospital staff between two time periods by item.

At the beginning and after the implementing of HA program, the agreement of staff with the ability to change the working systems was relatively low from 31.7% to 48.3%. For the statement that the supervisor supports, encourages and facilitates their subordinates to solve problems on their own, the score of the agreement among the staff

was high from 44.9% at the beginning of HA to 56.1% after the implementing and also for the statement that the staff in charge don't realize their own work problems from 22.9% to 59.5%.

In the dimension of Working as a team, at the beginning of HA program, most of the staff rarely agreed with problem solving made by others' collaboration for problem solving at 5.9 %. While they agreed by 33.7% that suggestions were well responded , for the statement that their supervisors always dominated the group and group decision-making was made by a few members.

Concerning the creativity aspect, the study found that, after the implementing of HA program, the score of the agreement among the staff was higher from 55.6% to 70.2% in the statement that supervisors regularly support innovative ideas. In addition, the statement that staff were supported to take on new things without fears of punishment also found an increase in number from 54.4% to 43.9%.

Regarding to the dimension of Meaning of Quality, more than 80% of staff agreed in every aspect. Rising from 73.7% to 87.8%, staff found that the meaning of quality referred to solving clients' problems.

In the satisfaction dimension, at the beginning of HA program, of staff were pleased with their work at only 30.7% while 17.1% was fond of the current working climate. After the implementing of HA program, the satisfaction rate toward the current work soared to 64.9% and the satisfaction rate towards the current working climate climbed to 60.5%. (Table 15)

Table 15: Distribution of the organizational climate between two time periods by item.

organizational climate (n=205)	At the beginning HA. program			After implementing HA. program		
	DIS AGREE	UN CERTAIN	AGREE	DIS AGREE	UN CERTAIN	AGREE
Ability to change a working system						
1. You are able to make changes of the working system around you.	28 (13.7)	112 (54.6)	65 (31.7)	12 (5.9)	94 (45.9)	99 (48.3)
2. Staff in charge usually don't see his/her own problems.	73 (35.6)	85 (41.5)	47 (22.9)	4 (2.0)	79 (38.5)	122 (59.5)
3. Your supervisor encourages, gives morale support and facilitates you to solve problems by yourself.	17 (8.3)	96 (46.8)	92 (44.9)	12 (5.9)	78 (38.5)	115 (56.1)
4. Your supervisor deals with problems when their subordinates cannot fix them.	7 (3.4)	67 (32.7)	131 (63.9)	9 (4.4)	66 (32.2)	130 (63.4)
5. Your supervisor clearly understands your problems as well as your needs.	14 (6.8)	84 (41.0)	131 (63.9)	6 (2.9)	69 (33.7)	130 (63.4)
6. Your supervisor supports you to tackle problems with other departments / people in other professionals.	26 (12.7)	140 (68.3)	39 (19.0)	7 (3.4)	47 (22.9)	151 (73.7)
7. Your supervisor supports you to modify your current work system in response to other departments/ professionals.	10 (4.9)	60 (29.3)	135 (65.9)	2 (1.0)	58 (28.3)	145 (70.7)
Working as a team						
8. Everyone in your organization has trusts in one another.	3 (1.5)	100 (48.8)	102 (49.8)	12 (5.9)	65 (31.7)	128 (62.4)
9. You receive cooperation from other members in solving arising problems.	57 (27.8)	136 (66.3)	12 (5.9)	1 (0.5)	63 (30.7)	141 (68.8)
10. You always have opportunities to propose solutions of problems in your organization.	11 (5.4)	118 (57.6)	76 (37.1)	6 (2.9)	68 (33.2)	131 (63.9)
11. Your comments are considered reasonably.	9 (4.4)	95 (46.3)	101 (49.3)	3 (1.5)	80 (39.0)	122 (59.5)
12. Your recommendations are well responded.	4 (2.0)	132 (64.4)	69 (33.7)	7 (3.4)	93 (45.4)	105 (51.2)

Table 15: Distribution of the organizational climate between two time periods by item. (Cont.)

organizational climate (n=205)	At the beginning HA. Program			After implementing HA. Program		
	DIS AGREE	UN CERTAIN	AGREE	DIS AGREE	UN CERTAIN	AGREE
13. Opinions and feelings are freely expressed in a group.	10 (4.9)	67 (32.7)	128 (62.4)	2 (1.0)	61 (29.8)	142 (69.3)
14. Your team doesn't find it difficult to come up with a reasonable conclusion.	7 (3.4)	85 (41.5)	47 (22.9)	3 (1.5)	86 (42.0)	116 (56.5)
15. Decision making in the team depends on only a few people.	43 (21.0)	93 (45.4)	69 (33.7)	36 (17.6)	56 (27.3)	113 (55.1)
16. Your supervisor tries to manipulate the process of decision-making of a group.	60 (29.3)	113 (55.1)	32 (15.6)	52 (25.4)	74 (36.1)	79 (38.5)
17. Your supervisor accepts a final decision made by the group.	6 (2.9)	60 (29.3)	139 (67.8)	10 (4.9)	52 (25.4)	143 (69.8)
Creativity						
18. You always ask questions regarding your work if it should be done or if there is any better ways to deal with it.	4 (2.0)	102 (49.8)	99 (48.3)	21 (10.2)	87 (42.4)	97 (47.3)
19. The supervisors regularly support innovative ideas.	1 (0.5)	90 (43.9)	114 (55.6)	5 (2.4)	56 (27.3)	144 (70.2)
20. You are encouraged to try new approaches and don't have to worry of making mistakes.	17 (8.3)	95 (46.3)	93 (54.4)	14 (6.8)	101 (49.3)	90 (43.9)
Meaning of Quality						
21. Quality means to follow with professional standard.	8 (3.9)	62 (30.2)	135 (65.9)	2 (1.0)	33 (16.1)	170 (82.9)
22. Quality means to follow with the standard set by the hospital.	4 (2.0)	73 (35.6)	128 (62.4)	8 (3.9)	35 (17.1)	162 (79.0)
23. Quality means to fulfill patients' and customers' satisfaction.	2 (1.0)	29 (14.1)	174 (84.9)	1 (0.5)	31 (15.1)	173 (84.4)
24. Quality means to solve all problems for patients and customers.	3 (1.5)	51 (24.9)	151 (73.7)	3 (1.5)	22 (10.7)	180 (87.8)

Table 15: Distribution of the organizational climate between two time periods by item. (Cont.)

organizational climate (n=205)	At the beginning HA. Program			After implementing HA. Program		
	DIS AGREE	UN CERTAIN	AGREE	DIS AGREE	UN CERTAIN	AGREE
25. Quality means to respond to needs of patients and customers.	3 (1.5)	53 (25.9)	149 (72.7)	0 (0)	27 (13.2)	178 (86.8)
26. Quality means to respond to the expectation of patients and customers.	6 (2.9)	49 (23.9)	150 (73.2)	3 (1.5)	33 (16.1)	169 (82.4)
27. Quality means to provide services which exceed the expectation of patients and customers.	18 (8.8)	66 (32.2)	121 (59.0)	6 (2.9)	33 (16.1)	166 (81.0)
28. Quality means to provide services which exceed the expectation of patients and customers.	3 (1.5)	52 (25.4)	150 (73.2)	1 (0.5)	30 (14.6)	174 (84.9)
Responding to Needs of Patients and Customers						
29. Your colleagues attempt to understand patients' needs.	6 (2.9)	95 (46.3)	104 (50.7)	2 (1.0)	69 (33.7)	134 (65.4)
30. Your colleagues try to respond to patients' needs.	1 (0.5)	92 (44.9)	112 (54.6)	2 (1.0)	65 (31.7)	138 (67.3)
31. Patients have a chance to participate in decision-making process.	8 (3.9)	106 (51.7)	91 (44.4)	5 (2.4)	67 (32.7)	133 (64.9)
32. The standard of hospital's technical service is in the satisfactory level.	3 (1.5)	86 (42.0)	116 (56.6)	1 (0.5)	45 (22.0)	159 (77.6)
33. Services behavior by practitioners are in the satisfactory level.	4 (2.0)	86 (42.0)	115 (56.1)	2 (1.0)	63 (30.7)	140 (68.3)
Internal Customer Relations						
34. You feel comfortable to inform your needs to relevant departments.	13 (6.3)	113 (55.1)	79 (38.5)	3 (1.5)	85 (41.5)	117 (57.1)
35. Departments or persons who pass a task to you try to understand to your need.	7 (3.4)	128 (62.4)	70 (34.1)	4 (2.0)	108 (52.7)	93 (45.4)

Table 15: Distribution of the organizational climate between two time periods by item. (Cont.)

organizational climate (n=205)	At the beginning HA. program			After implementing HA. program		
	DIS AGREE	UN CERTAIN	AGREE	DIS AGREE	UN CERTAIN	AGREE
36. Departments or persons who pass a task to you try to respond to your need.	11 (5.4)	127 (62.0)	67 (32.7)	5 (2.4)	104 (50.7)	96 (46.8)
Improvement of a Working System						
37. Ability to change working style.	10 (4.9)	71 (34.6)	124 (60.5)	11 (5.4)	62 (30.2)	132 (64.4)
38. Working climate is full of fear and paranoid.	39 (19.0)	91 (44.4)	75 (36.6)	27 (13.2)	90 (43.9)	88 (42.9)
39. When you make a mistake, you are likely to be blamed or punished.	7 (3.4)	90 (43.9)	108 (52.7)	6 (2.9)	55 (26.8)	144 (70.2)
40. There is an attempt to make use of data as a base for decision-making.	26 (12.7)	38 (18.5)	141 (68.8)	22 (10.7)	46 (22.4)	137 (66.8)
41. There is no way to make any improvement of your current job.	4 (2.0)	59 (28.8)	142 (69.3)	3 (1.5)	43 (21.0)	159 (77.6)
Goals/Shared Visions						
42. You try to make your mental picture of ideal hospital similar to others'.	10 (4.9)	107 (52.2)	88 (42.9)	15 (7.3)	82 (40.0)	108 (52.7)
43. Every staff knows what needs to be done to make the idea of being the ideal hospital come true.	5 (2.4)	81 (39.5)	119 (58.0)	5 (2.4)	60 (29.3)	140 (68.3)
44. You receive information from executives clearly and regularly.	6 (2.9)	105 (51.2)	94 (45.9)	6 (2.9)	86 (42.0)	113 (55.1)
Satisfaction						
45. You are pleased with your current work.	19 (9.3)	123 (60.0)	63 (30.7)	7 (3.4)	65 (31.7)	133 (64.9)
46. You are satisfied with the current work climate.	22 (10.7)	148 (72.2)	35 (17.1)	2 (1.0)	79 (38.5)	124 (60.5)