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Healthcare Organizational Culture: A Concept Analysis

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Abstract: Nowadays, health care organizations are littered with changes and reforms, thus new challenges arise for nurse. Nurses have to have power so as to attain their personal and organizational goals. Furthermore, there has been an interest in research on organizational Culture because it shape the organization and supply a fancy understanding of organizational factors like empowerment. For this purpose, concept analysis is a suitable method. **Purpose:** The present study was conducted with the purpose of clarifying and defining the concept of Healthcare Organizational culture, its attributes, antecedents, and consequences. **Methods:** In this study, the steps of concept analysis were as follows: Select a concept, determine the aims of the analysis, identify various definitions of the concept, determine the concept attributes and identify the antecedents and consequences. All studies between the years 2010 and 2020 were reviewed. **Data Collection:** For purposes of this concept analysis, PubMed, Google search engines, Ovid, and ProQuest, were scanned and searched using the keywords. **Conclusion:** the concept of healthcare organizational culture is a complex one. Healthcare organizational culture is a multi-dimensional concept; there is no one simple, generalizable definition, or how to assess it. Maintaining healthcare organizational culture is essential, so this study mention the antecedents and consequences of healthcare organizational culture. **Recommendations:** There is a need to explore the determinants that increase healthcare organizational culture. Also there is a need to explore other factors that is influence on healthcare organizational culture.

Keywords: Healthcare Organizational Culture, Concept analysis.

Introduction

There has been an interest in research on organizational Culture because it shape the organization and supply a posh understanding of organizational factors like empowerment (Gunawan & Aunguroch, 2017). Organizational culture has the potential to boost organizational performance, nurses' job satisfaction, and therefore the sense of certainty about problem solving. The critical role of culture can improve the flexibility of members to innovate. Also, possession of positive cultural characteristics provides the organization with the required ingredients to resolve problem with creativity (Wang, Guidice, Tanskg & Wang, 2016). The organizational culture consisted of several factors including internal communication, work balance, leadership style professional growth, employee satisfaction, reward system, and organizational performance. When any of those factors are compromised, it can negatively effect on organization's productivity and profits (Darlene, 2018). Organizations are characterizing forums where individuals with different backgrounds, abilities, personalities

and behaviors work together as a cooperative unit to attain certain objectives (Balthazard, Cooke & Potter, 2015).

Culture is behavioral pattern which governs the way of nurses interacts with others, and distinguish one nurse from the opposite. Each organization have a definite culture that found in practices, values, beliefs, expectations, assumptions, and collective memory which tend to strongly resist to vary. It emphasizes on social dynamic characteristic of organizations and determines the organization strategy and performance so it's a very important factor of success or failure of organization (Hofsted & Bond, 2014).

Organizational culture are classified into two focus internal and external: Internal focus accommodates six areas: empowerment, team orientation, capability development, core values, agreements and coordination & integration coordinate plans across different parts of the organization. External focus of the organizational culture includes six areas: creating change, customer focus, organizational learning, strategic direction &

intent, goals & objectives, and vision (Kamel, 2017).

Health care organization culture influenced by its ability to manage human resources and satisfy patients. Additionally to health care organizations that characterize by constructive cultures encouraging positive interpersonal relationships additionally as value self-actualization and achievement oriented (Yang & Huang, 2016). In the rapid changing environment, organizations face greater challenges, and want to push innovative behaviors for nurses to deliver their services, to remain competitive, and lead the change process itself. so as to accomplish their tasks successfully, organizations render support to their nurses to innovate their process, methods, and operations (Mckenna, 2014).

Nurses spend more of their times at workplace; therefore organizational culture affects both work and private life's of nurses. Organizational culture refers to the beliefs, ideologies, principles and values that individuals of a company share. This culture may be a determining think about the success of the organization. Organizational culture has the potential to reinforce organizational performance, job satisfaction, and enhance the sense of certainty about problem solving. If an organizational culture becomes incongruent with the changing expectations of internal and/or external stakeholders, the organization's effectiveness can decline (Beidas et al., 2020). Organizational culture will be classified in to adaptability, bureaucratic, mission, and entrepreneurial; Adaptability culture is flexible in approach to the change process in meeting the stress of the external environment, while bureaucratic culture is centered on the rituals performed by leaders within the organization that results in sustainable transformation process, Mission is brief written statement of organizational goals and philosophies, which defines the organization and entrepreneurial organization may be a simple organizational form that typically includes one large operational unit, with one or few individuals in top management, this has made it a more flexible organization (Onyango, 2014). Organizational culture is that the system of shared actions, values, and beliefs that develop within a corporation and guides the behavior of its members. Organizational Culture could be a system for delivery of the worth and confidence in developing organizations and as guidance for pretending to members of a company. Organizational culture is shared values and beliefs that underlie Organizational identity (Olin et al., 2019).

Purpose:

The present study was conducted with the purpose of clarifying and defining the concept of Healthcare Organizational culture, its attributes, antecedents, and consequences.

Methods

The purpose of concept analysis is to examine the basic elements of a concept. The process allows researchers to distinguish between similarities and differences between concepts. The concept analysis method helps to clarify concepts used in nursing practice that have a broad scope (Walker & Avant, 2011). In this study, the steps of concept analysis were as follows: Select a concept, determine the aims of the analysis, identify various definitions of the concept, determine the concept attributes and identify the antecedents and consequences.

Data Collection

For purposes of this concept analysis, PubMed, Google search engines, Ovid, and ProQuest, were scanned. These databases were searched for the keywords "healthcare organizational culture". All studies between the years 2010 and 2020 were reviewed. Organizational culture was identified in 33 papers + 17 books (including one book on transformational leadership and 2 on healthcare culture). Inclusion criteria were: First, studies that contained the word "healthcare organizational culture" in their title were selected. Afterward, studies which included discussions of definitions, attributes, antecedents, or consequences of healthcare organizational culture, factors influencing healthcare organizational culture or analyzed the concept of healthcare organizational culture were included.

Concept of Healthcare Organizational culture:

The definition for culture changed significantly over the years from being a description of collective behaviors and norms within an organization, which could not be influenced. The definition evolved to the understanding that an organizational culture is unexpectedly tangible and can be deliberately designed and leveraged as an employee experience. Healthcare organizational culture looked at in terms of the "leadership styles and the dominant values and beliefs, both conscious and unconscious, dress codes, job titles, among others in an organization" (Onyango, 2019). Culture is a fuzzy set of basic assumptions, values, orientations to life, beliefs, policies,

procedures and behavioral conventions that are shared by a group of people, which influence each members behavior and his/her interpretations of the meaning of other people's behavior (Spencer-Oatey, 2018). Healthcare organizational culture is a shared way of being, thinking and acting in a collective and coordinated people with reciprocal expectations. Additionally healthcare organizational culture is the set of shared values, beliefs and norms that influence the way employees think, feel, and behave in the workplace (Serpa, 2016).

Healthcare organizational culture also refers to a system of shared meaning held by members that distinguish one organization from other organizations. Healthcare organizational culture is as an informal, shared way of looking at an organization and membership in the organization that binds members together and influences what they think about themselves and their work (Maseko, 2017). Healthcare organizational culture is made up of more superficial aspects such as patterns of behavior and observable symbols and ceremonies, and more deep seated and underlying values, assumptions and beliefs. Healthcare organizational culture also has both tangible and non-tangible aspects" (Donnel & Boyle, 2013).

Healthcare organizational culture shapes organizations and provides a better understanding of complex organizational components, such as empowerment. Healthcare organizational culture plays an important role in the successfulness of change process and primary component of functional decision making in the organization (Lincoln, 2018). When using the word 'culture' there is emphasis on the word as a noun, a person, place or thing. The online Oxford English Dictionary (2017) describe culture as 'the ideas, customs and social behavior of particular people in society'. This reflects a way in which literature over the decades has described or defined it. However, when you look at how the word culture is used.

Organizational culture is defined in numerous ways. It is referred to simplistically as 'the way things are done around here' by Watkins (2013), which sounds ritualistic. It infers that organizational culture is not accepting of change and that the culture is static rather than evolving. It implies that new people entering in to an organization will continue to work in the existing way, rather than bringing new ideas and ways of working.

Francis (2013) stated that organizational culture was a key determinant in what creates a safe healthcare system and that there needed to

be a culture of openness and learning where staff were able to voice concerns. This implies that organizational culture is influential as it shapes the organization in which we work. Having a shared organizational culture offers employees a sense of unity and understanding towards each other.

Organizational culture is the collective effect of the common beliefs, behaviors, and values of the people within organization. Those norms within any organization regulate how employees perform and serve customers, how they co-operate with each other, whether they feel motivated to meet goals, and if they are sincerely into the organization overall mission. How are employees getting their work done? Independently or collaboratively? Do employees feel inspired, committed, and engaged, or annoyed, overworked, and underappreciated? (Groysberg, Lee, Price & Cheng, 2018).

When we talk about organizational culture, we are talking about the employee experience, the internal view. What do the employees think? What is it like, to work here? How can the leadership keep them engaged, loyal, and devoted? Organizational culture, the employee experience, is a steady setting for every organization's daily operations. It does not matter if the organizations develop a high-quality product or plan a killer kick-off meeting, if there is an underlying attitude of unpleasantness, resentment, or boredom, the long-term outlook for the organization will not be good. Organization culture is the filter through which everything else happens. Meanwhile creating a positive employee experience is a universal goal, but there is more than one way to get there. And the lines between functions and duties are often blurred. (Brown, Melian, Solow, Chheng & Parker, 2015)

Levels of Healthcare Organizational culture:

Healthcare organizational culture can either be measured as a strong or weak. The type of culture adopted by an organization is dependent on the extent to which members adapt to that culture." (Maseko, 2017). A strong culture exists when every member of the organization agrees and follows the agreed pattern of behavior that has proven to be beneficial, both in content and context, to the whole organization. According to Ashipaoloye (2014) a weak healthcare organizational culture, refers to values and beliefs not strongly and widely shared within the organization.

Karlsen (2011) states that "cultures where nurses' goals are aligned to the hospital's goals are often thought of as successful cultures." In

a hospital with a weak culture, nurses only adhere to hospital rules and regulations not because they derive satisfaction from their jobs, but because of fear of the consequences of their inactions. In the opinion of Owoyemi and Ekwoaba (2013), strong culture is a “two edged sword that can affect both management and nurses.” They therefore advised that positive strong culture should be encouraged while negative strong culture should be discouraged.

Alkailani, Azzam, and Athamneh (2012) stated that healthcare organizational culture can encourage nurses to give out their best for the sake of organizational goals, or it can discourage or demoralize them with a subsequent disadvantage to the organization's survival. Several studies supported the proposition that organizations with strong cultures outdo those with weak cultures. For instance, Onyango (2014) states that weak cultures are usually associated with autocratic managers whilst strong cultures are products of collaboration that arises when nurses share certain beliefs and value systems with the significant others.

Maseko (2017) concluded that “strong healthcare organizational cultures are more successful than weak healthcare organizational cultures in achieving organizational goal due to the perceived correlation between healthcare organizational culture and employee motivation. This is because organizations with strong cultures have more unity among employees as they hold common beliefs and values. Robbins and Judge (2011) have this to say about strong and weak culture: “A strong culture will exert more influence on an employee than a weak culture. Therefore, if the culture is strong and support high ethical standard it will have a very powerful and positive influence on employee behavior. On the other hand, a strong culture that encourages pushing the limits can be a powerful force in shaping unethical behavior”.

A positive and strong culture can make an average individual perform and achieve brilliantly whereas a negative and weak culture may demotivate an outstanding employee to underperform and end up with no achievement. Strong culture has a powerful influence in improving the contribution made by each employee, either working independently or as a team. Strong culture enhances self-confidence and commitment of employees and reduces job stress and improves the ethical behavior of the employees (Ahmed, Shazad, & Luqman, 2012).

Methods of learning and changing the organization's culture:

According to Brown (2010) the following ways have been identified to be methods of learning healthcare organization's culture: arte facts, language, behavior patterns, norms of behavior, heroes, symbols and symbolic action, beliefs, values and attitudes, basic assumptions, and history

Characteristics of organizational culture:

Hodgetts and Luthans (2013), define some of the characteristics of healthcare organizational culture: a) Norms are measured by things like as amount of work done and also the level of cooperation between management and employees of the organization. b) Clearly rules are defined for employee's behavior associated to the productivity, intergroup cooperation and customer relationship. c) Observed behavioral regularities, as illustrate common language and formal procedures d) Coordination and integration between the organizational units for the purpose of improvement in efficiency to works, quality and speed of designing, manufacturing the products and services.

Himmer (2013) assumed that cultures are not created by individuals alone, but as a result of collective actions. He stated that healthcare organizational culture have some characteristics. a) Emotional: The substance and forms of culture are filled with emotions as well as meanings, which is why they help to manage and overcome anxieties. Members of a group seldom doubt the core values and attitudes of the organizational culture. b) Historic: Cultural phenomena are connected to the history of the organization and its traditions and cannot be separated or changed rapidly. c) Symbolic: Symbols are on the one hand a specific type of cultural form, but on the other hand they are the most general and persuasive form of culture. Furthermore, symbols are not directly sizable, but have to be interpreted in order to understand their meaning. d) Dynamic: Even though culture is connected to the organization's history it still is not static, but rather dynamic. Culture changes continually due to several factors. e) Diffuse: The more complex the circumstances are, the more diffuse the elements of organizational culture will get. Robbins and Judge (2011) examine seven basic characteristics of organizational culture: Innovation and risk taking; Attention to detail; Outcome, People orientation; Team orientation; Aggressiveness and Stability.

Creating and sustaining organization culture:

According to Allison Duda (2018) Creating and Sustaining organization culture through eleven element:

1. Focus on the Positive.
2. Ensure Shared Values.
3. Give and Receive Feedback.
4. Follow-Through.
5. Care About Your Team Members.
6. Play to Strengths and Look for the Bright Spots.
7. Set Expectations.
8. Evaluate Processes and Procedures.
9. Create Opportunities for Collaboration.
10. Be Consistent.
11. Telling stories and using examples.
12. According to Malhi (2013) there are eight major steps in creating and sustaining a quality culture:
 - 1) Recognizing the need for change.
 - 2) Diagnosis existing organizational culture.
 - 3) Determining the desired culture which supports organizational vision and strategy.
 - 4) Communicating the desired culture to all organizational members.
 - 5) Modeling of desired behavior by leaders.
 - 6) Conducting appropriate training at all levels to imbibe new culture.
 - 7) Reinforcing the desired behavior.
 - 8) Evaluating progress towards desired culture.

Dimensions of Organizational Culture:

From the sociology and management literature, different classification of organizational culture has evolved. According to Muthoni (2013) "Organization culture can be classified in terms of adaptability, bureaucratic, mission, and entrepreneurial ;Adaptability culture is flexible in approach to the change process in meeting the demands of the external environment; Bureaucratic culture is centered on the rituals performed by leaders in the organization that leads to sustainable transformation process; Mission is short written statement of organization goals and philosophies, it defines what an organization is, why it exists and its reason for being; Entrepreneurial organization is a simple organizational form that typically includes one large operational unit, with one or a few

individuals in top management, this has made it a more flexible organization".

Another authors identified two dimensions of organizational culture, namely participative and manipulative. In a manipulative culture, what the individuals have at the back of their mind is the need to acquire power by any possible means. On the other hand, in a participative culture, the individuals seek to be self- actualized and be at peace with others. It may be deduced therefore from the above that if an organization develops a participative culture, its members will feel proud to be associated with that organization and as well be involved in the planning and implementations of its strategic initiatives that will bring about growth (Trpathi, Kapoor, & Tripathi, 2010).

Abu-Jarad, Yusof & Nikbin (2010) identified five universal values patterns that vary as influence in each country: individualism, masculinity, power distance, uncertainty avoidance, and long-term orientation. He labeled the above-mentioned dimensions as national culture values. According to the author "national culture was primarily based on differences in values which were learned during early childhood. These values were strong enduring beliefs, which were unlikely to change throughout the person's life".

Vacile & Nicolescu (2016) history is the source of values, identity and institutions regulations and under condition of relativism we can identify some cultural dimensions: a) Power distance is the measurement on which a society accepts unequal distribution of power of people and organizations. b) Individualism/collectivism: the degree of responsibility in actions for individuals or groups. c) Masculinity/femininity: the extent to which the social and emotional traits are allocated to different gender. d) Uncertainty avoidance: the level of acceptance given by the threat of uncertainty and ambiguity and as consequence avoidance in such situations. e) Long-versus short-term orientation:

the size of social, material and emotional need from a society to program its members to accept delayed satisfaction.

Enabling factors of organizational culture

According to Williams (2015) Enabling factors of organizational culture is: A. Individual: A1) Transformational leadership, A2) Skilled facilitation, A3) Role clarification. B. Organizational: B1) Flattened and transparent management, B2) An enabling approach to leadership and decision-making, B3) Organizational readiness, B4) Human resource management support

Cultural attributes as an organizational variables

There is substantial agreement among those who conceive of culture as an organizational variable: organizational culture emerges from that which is shared between colleagues in an organization, including shared beliefs, attitudes, values, and norms of behavior. Thus, organizational culture is reflected by a common way of making sense of the organization that allows people to see situations and events in similar and distinctive ways. It is "the way things are done around here", as well the way things are understood, judged, and valued (Schein, 2016).

In attempting to untangle the various elements of organizational culture, several levels can be identified. At the most basic level are the underlying assumptions that represent the unconscious and "taken for granted" beliefs that structure the thinking and behavior of an individual. These assumptions then give rise to organizational values that operate at a more conscious level and represent the standards and goals to which individuals attribute intrinsic worth. Then, more visible still are those artifacts that represent the concrete manifestations of culture. These might include, for example, the ceremonies, traditions and the incentive structures peculiar to an organization

1. Specific values shared in the workplace, namely: person-centeredness, lifelong learning, high support and high challenge, leadership development, involvement, collaboration and participation by stakeholders (including service users), evidence-use and development, positive attitude to change, open communication, teamwork, and safety (holistic).
2. All the above values are realized in practice, there is a shared vision and mission and individual and collective responsibility

3. Adaptability, innovation and creativity maintain workplace effectiveness
4. Appropriate change is driven by the needs of patients/users/communities
5. Formal systems (structures and processes) enable continuous evaluation of learning, evaluation of performance and shared governance (Gergen, 2013).

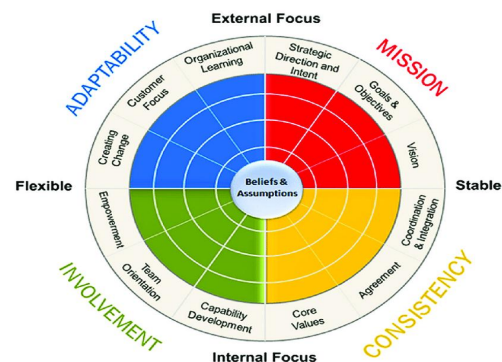
Consequences organizational culture

According to Hofstede, (2017) Consequences organizational culture was: a) Continuous evidence that: 1a) Patients users and communities' needs are met in a person-centered way, 2a) Staff are empowered and committed, 3a) Standards, goals and objectives are met (individual, team and organizational effectiveness), 4a) Knowledge/evidence is developed, used and shared. 2. Human flourishing for all 3. Positive influence on other workplace cultures

Model of healthcare organizational culture

Fig (1): Denison model of organizational culture (1990)

The Denison's model is a relatively new and more detailed model which is used to understand the organizational culture. The model includes four key cultural traits: Involvement, consistency, adaptability, and mission. The underlying beliefs and assumptions of any organizational culture result in organizational practices which is called behavioral patterns. These patterns are observable and represented by the four key



traits (Denison, 1990).

Denison model contains four quadrants that are depicted in four basic traits. Each quadrant contains three indexes of behavior patterns or practices associated to each one of the traits. Traits and indexes are shown in terms of the underlying dimensions of flexibility versus stability on the horizontal axis and of the

external and internal focus on the vertical axis (Mobley, Wang & Hungi, 2005).

Traits and Indexes

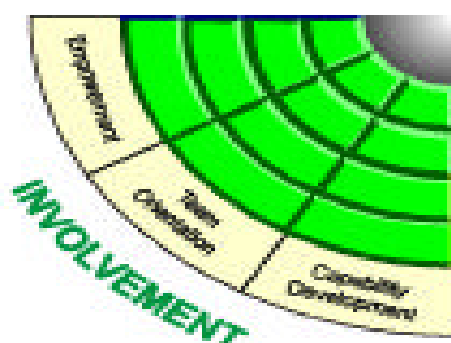
The Denison model (2009) includes four organizational traits: mission, adaptability, consistency, and involvement. Each of these traits includes three indexes.

Mission trait includes: strategic direction and intent, goals and objectives, and vision.

Adaptability trait includes: creating change, customer focus, and organizational learning.

Consistency trait includes: core values, agreement, coordination and integration.

Involvement is the last trait which includes: empowerment, team orientation, and capability development. Involvement is the traits that will be considered in this study.



Involvement focus on building human capability and creating a shared sense of ownership and responsibility throughout the organization. The first index of involvement is empowerment which concentrates on making employee informed and involved in the work that they do, and having a positive impact on the organization. The second index of involvement is team orientation which focuses on encouragement of teamwork practices in the organization, and assures that team's value collaboration and feels accountable for common organizational goals. The last index of involvement is capability development that focus on employees' believe that they are being invested in, their skills are improving, and the organization have the required skills for being competitive today and into the future.

Conclusion

Organizational culture is of lifestyle of an organization and because the original source of any organization is its human resource so the nurses' performance is affected by culture of that organization. Meanwhile some people consider organizational culture based on the formation of empowerment. Thus, for empowerment the organizational culture also must be changed. The organizations can be successful when the nurse managers who are aware of the relationship between healthcare

organizational culture and nurses' empowerment can encourage their nurses to be empowered (Wagner et al, 2018).

With more organizations looking for employees who take the initiative and respond creatively to the challenges of the job, empowerment becomes important at both individual and organizational levels. Empowered nurses are generally more satisfied with their work, committed and effective at work (Mendoza-Sierra et al, 2019), so this concept analysis provides a clearer direction for future research in organizational culture.

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