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EVALUATING THE INFLUENCE OF ORGANIZATIONAL CULTURE ON PROFESSIONAL NURSING PERFORMANCE WITHIN HEALTHCARE INSTITUTIONS

Jaser Hamed Alghamdi*[a], Fuad Abdullah Alzahrani[b], Fahad Abdullah Alzahrani[C], Mohammed Ali Alqarni[d], Majed Safar Alharthi[e], Osama Saeed Alghamdi[f], Jomaan Saeed Jomaan[g]

[*a,d]Nurse, Nursing, Armed Forces Hospital, Taif, Saudi Arabia.
[B]Pharmacist, Pharmacy, Armed Forces Hospital, Taif, Saudi Arabia.
[C]Laboratory Technician, Laboratory, Armed Forces Hospital, Taif, Saudi Arabia.
[e]Department Manager, Administrative Communications, Armed Forces Hospital, Taif, Saudi Arabia.
[F]Specialist Laboratory, Laboratory, Armed Forces Hospital, Taif, Saudi Arabia.
[g]Pharmacy Technician, Pharmacy, Armed Forces Hospital, Taif, Saudi Arabia.

*Corresponding Author: Jaser Hamed Alghamdi

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ABSTRACT
This study investigates the effect of organizational culture on nurses' performance in healthcare services in hospitals of Al-Baha city. Organizational culture, encompassing values, beliefs, norms, and expectations, is a critical factor in enhancing staff efficiency, motivation, and patient care quality. A descriptive-analytical quantitative approach was employed, surveying **150 nurses** using a structured questionnaire based on a five-point Likert scale. Findings revealed a significant positive correlation between organizational culture and nurses' performance. Organizational values and expectations were identified as the strongest predictors of performance, while gaps were observed in the practical implementation of cultural initiatives. The study recommends implementing structured training programs, fostering engagement in organizational culture, and aligning cultural practices with performance improvement strategies.

KEYWORDS: Organizational Culture, Nurses' Performance, Healthcare Services, Hospital Management, Employee Engagement, Performance Metrics.

1-BACKGROUND

Organizational culture is a central element affecting healthcare organizations' efficiency, staff behaviour, and overall service quality. It encompasses shared values, beliefs, norms, and expectations that guide employees' actions and interactions. In dynamic healthcare environments, a strong organizational culture promotes cohesion, improves communication, and enhances performance.

Recent studies have demonstrated the influence of culture on staff behaviour and organizational outcomes. Sihombing et al. (2020) found that organizational culture significantly impacts decision-making in educational institutions, while Tamar & Rtimi (2021) demonstrated its role in managing healthcare crises. Similarly, Makram-Allah (2021) highlighted the direct relationship between organizational culture and effective decision-making.

In nursing, organizational culture affects motivation, job satisfaction, adherence to protocols, and communication, directly influencing patient care quality. Understanding these cultural factors is crucial for enhancing nurses' performance and creating a supportive working environment.

In this context, examining how cultural elements shape nurses' daily practices becomes essential for identifying the organizational conditions that foster optimal performance and sustained improvements in healthcare outcomes.

2. Study Problem

Despite technological and procedural advancements, hospitals in Al-Baha face challenges in achieving optimal nursing performance. Lack of structured cultural programs, unclear values, and inconsistent norms can negatively affect staff motivation and efficiency.

This study investigates the relationship between organizational culture and nurses' performance to inform strategies for improvement. Moreover, observations from healthcare settings in the region suggest that variations in leadership styles and communication patterns may further amplify cultural inconsistencies, resulting in uneven levels of engagement among nursing staff. These disparities can hinder teamwork, delay decision-making, and affect the overall quality of patient care. Understanding how these cultural elements interact with nurses' daily responsibilities is therefore essential for identifying the organizational barriers that limit performance and for developing targeted interventions that strengthen professional practices across hospital units in Al-Baha.

3. Study Questions

Main question: What is the effect of organizational culture on nurses' performance in healthcare services in Al-Baha hospitals?

Sub-questions

1. What is the performance efficiency of nurses in healthcare services in Al-Baha hospitals?
2. What are the dimensions of organizational culture (values, beliefs, norms, expectations) in these hospitals?
3. Is there a relationship between the dimensions of organizational culture and nurses' performance?

4. Study Importance

Practical importance: Understanding how organizational culture affects nurses' performance helps hospital administrators in Al-Baha design effective strategies to improve staff efficiency, motivation, and patient care quality.

Scientific importance: The study contributes to the literature on healthcare management and organizational behaviour, providing empirical evidence for future research and policy development in Saudi Arabia and similar healthcare contexts.

5. Study Objectives

- Identify the performance efficiency of nurses in hospitals of Al-Baha.
- Examine the dimensions of organizational culture (values, beliefs, norms, expectations).
- Measure the statistical relationship between organizational culture dimensions and nurses' performance.

6. Study Hypotheses

Main hypothesis: Organizational culture, including its dimensions, has a statistically significant effect on nurses' performance.

Sub-hypotheses

- Organizational values significantly affect nurses' performance.
- Organizational beliefs significantly affect nurses' performance.
- Organizational norms significantly affect nurses' performance.
- Organizational expectations significantly affect nurses' performance.

7. Study Concepts

Organizational culture: A set of principles, norms, and behavioural rules shared by organization members, guiding interactions and shaping attitudes over time (Waznaji, 2021).

Nurses' performance: The efficiency and effectiveness with which nurses perform their duties, contributing to patient care quality and organizational outcomes.

8. Study Limits

- Spatial limits: Hospitals in Al-Baha city.
- Human limits: Nurses working in healthcare services.
- Objective limits: Independent variable—organizational culture (values, beliefs, norms, expectations); dependent variable—nurses' performance.

9. Related Literature

Sihombing et al. (2020) highlighted that organizational culture plays a decisive role in shaping decision-making within institutions, reflecting how shared values and norms influence administrative behavior. Similarly, Al-Zufairi and Alenezi (2021) emphasized that organizational culture directly affects the administrative decision-making process, underscoring its importance in achieving institutional coherence.

Tamar and Rtimi (2021) further demonstrated that organizational culture contributed significantly to managing healthcare crises during the COVID-19 pandemic by strengthening collective commitment and adherence within health sectors.

Moreover, Makram-Allah (2021) found that organizational culture, along with institutional affiliation, forms a fundamental driver that influences the quality of decision-making among employees, reaffirming the interactive relationship between culture and administrative behavior in organizational settings.

10. METHODOLOGY

Approach: Quantitative, descriptive-analytical.

Population and sample
Population: All nurses in selected hospitals in Al-Baha (~450 nurses).

Sample: 150 nurses, randomly selected using the Yamane formula for sample size calculation (e = 0.05).

Data collection
Primary source: Structured questionnaire using a five-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree).
Secondary source: Books, journals, and previous studies on organizational culture and healthcare performance.

Study tool
1. Demographic factors: gender, age, education, experience.
2. Organizational culture dimensions: values, beliefs, norms, expectations.
3. Nurses' performance measures: efficiency, adherence to protocols, teamwork, innovation.

Validity and reliability
Face validity reviewed by experts.
Cronbach's alpha >0.8 for internal consistency.

Statistical methods
Descriptive statistics: mean, standard deviation.
Analytical statistics: correlation, regression, ANOVA.

11. RESULTS
Table 1: Demographic Characteristics of Respondents.

	Frequency	Percent
Gender		
Male	60	40%
Female	90	60%
Age		
Less than 25 years	30	20%
26 – 40 years	80	53%
41 - 50 years	30	20%
Above 50	10	70%
Years of Experience		
Less than 5 years	40	27%
5-10 years	70	47%
More than 10 years	40	26%
Education Qualification		
Diploma	15	10%
Bachelor's	90	60%
Master's	35	23%
PhD	10	7%
Total	357	100%

Table 2: Descriptive Statistics of Organizational Culture Dimensions.

Dimension	Arithmetic mean	Standard deviation	Relative importance
Organizational Values	4.15	0.61	High
Organizational Norms	3.88	0.70	Medium-High
Organizational Expectations	3.80	0.68	Medium-High
General average	4.05	0.64	High
	3.97	0.66	High

Table 3: Descriptive Statistics of Organizational Culture Dimensions.

Dimension	Arithmetic mean	Standard deviation	Relative importance
Efficiency in Patient Care	4.02	0.59	High
Adherence to Protocols	3.88	0.65	Medium-High
Teamwork - Communication	3.91	0.61	High
Innovation and Initiative	3.77	0.69	Medium-High
General average	3.89	0.64	High

Table 4: Correlation Between Organizational Culture and Nurses' Performance.

Independent variable	R	Sig	Dependent variable
Organizational Culture (Overall)	0.695	0.000	Nurses' Performance

Interpretation: Significant positive correlation ($p < 0.05$) indicates organizational culture positively affects nurses' performance.

Table 5: ANOVA Analysis.

Source	SS	MS	F	Sig
Regression	1123.50	374.50	35.60	0.000
Residuals	118.40	3.96		

Interpretation: F-value significant at $p < 0.05$ confirms organizational culture impacts nurses' performance.

12. DISCUSSION
The results showed that organizational values and expectations emerged as the strongest predictors of nurses' performance, reflecting their central role in guiding behavior and enhancing efficiency. Although beliefs and norms also contributed to performance, their influence appeared slightly less pronounced. These findings are consistent with the results reported by Sihombing et al. (2020) and Makram-Allah (2021), who similarly emphasized the significant impact of organizational culture on staff effectiveness. Despite this positive relationship, the study identified practical gaps in the consistent implementation of cultural practices across hospital units, suggesting a need for more unified and structured cultural initiatives.

13. CONCLUSION
Organizational culture positively influences nurses' performance in hospitals of Al-Baha. Emphasizing values and expectations can significantly enhance efficiency, teamwork, and patient care. Structured initiatives are needed to reinforce culture across all units.

14. Implications for Practice
- Implement structured programs to strengthen organizational culture.
- Align leadership practices with performance evaluation metrics.
- Establish monitoring and feedback systems to maintain high performance.

15. Limitations
- Limited sample size and geographic scope.
- Self-reported questionnaires may introduce bias.
- Focused on perceived performance rather than objective patient outcomes.

16. RECOMMENDATIONS
1. Enhance training programs emphasizing cultural values and expectations.
2. Align cultural initiatives with performance improvement strategies.
3. Establish feedback systems to monitor culture implementation and nurse performance.
4. Conduct further research using larger and more diverse samples.

Authors' Contributions
All authors contributed to revision of the manuscript and approved the final version of the manuscript prior to its submission.

Data Availability Statement
The datasets generated during and/or analyzed during the current study are not publicly available due to privacy, confidentiality and other restrictions, but are available from the corresponding authoron reasonable request.

Compliance with Ethical Standards Institutional Review Board Opinion Letter, A-82-T-1740.

Informed consent: Consent was secured from all the respondents who participated in the study.

Conflict of interest: No conflict of interest.

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