

# ORGANIZATIONAL CULTURE IN THE HEALTHCARE SECTOR IN UNITED ARAB EMIRATES

## Kultura organizacyjna w sektorze ochrony zdrowia Zjednoczonych Emiratów Arabskich

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### ABSTRACT

The United Arab Emirates (UAE) is a relatively young federation of seven distinct Emirates and a member of the Gulf Cooperation Council (GCC). This study explores the role of organizational culture and assesses its impact on healthcare services in UAE. It analyzes the challenges of defining the notion of organizational culture in the organization and concentrate on models as well typologies used in reference materials.

Managing organizational culture has become a vital part of health system reform as well may influence on the quality of the services provided. Health systems is a complex process and health policies are mostly concerned with improving the quality of healthcare.

Structural reforms are important; however, they are not usually sufficient in themselves to deliver tangible improvement in the quality of care, cultural change needs to be addressed alongside structural reorganization and systems reform to bring about a culture in which excellence can flourish.

The researcher collected the primary data in a field study, using a semi-structured interview conducted with a sample of managers, directors, physician, nurses and administrative staff working in healthcare sector in UAE. She discusses and examines the characteristics of the organizational culture. The key conclusion of the research was the finding that those healthcare settings were ruled by a hybrid cultural model distinctly typified by the co-domination of hierarchy as well market culture, emphasizing rigid controls combined with external focus and a powerful performance direction. The existence of clan as well adhocracy cultures was relatively limited with differences in the assessment of clan culture between UAE nationals and other nationality groups.

### STRESZCZENIE

Zjednoczone Emiraty Arabskie (ZEA) to stosunkowo młoda federacja siedmiu różnych Emiratów oraz Rady Współpracy Zatoki (ang. Gulf Cooperation Council – w skrócie GCC). Celem artykułu było określenie roli oraz znaczenia kultury organizacyjnej w systemie ochrony zdrowia w Zjednoczonych Emiratach Arabskich. W artykule przedstawiono różne definicje oraz typologie referencyjnych modeli kultury organizacyjnej. Autorka wskazuje, iż współcześnie zarządzanie kulturą organizacyjną jest obok zmian strukturalnych, istotną częścią reform systemów ochrony zdrowia, dotyczących poprawy jakości usług zdrowotnych. Badanie zostało przeprowadzone metodą wywiadów wśród menedżerów, dyrektorów, lekarzy, pielęgniarek oraz personelu administracyjnego sektora ochrony zdrowia w ZEA. Badanie miało na celu identyfikację specyficznych cech kultury organizacyjnej

systemu ochrony zdrowia ZEA. Kluczowym wnioskiem z badań było ustalenie, iż objęte badaniem placówki opieki zdrowotnej były zarządzane w hybrydowy modelu kultury organizacyjnej. Model ten wyraźnie charakteryzuje się współdominacją „hierarchii” i „kultury” rynkowej. Istnienie kultur „klanu” i „adhokracji”<sup>50</sup> – w świetle wyników badania - było względnie ograniczone, przy czym zaobserwowano różnice w ocenie kultury „klanów” między rdzennymi mieszkańcami ZEA a napływowymi.

**Keywords:** organizational culture, healthcare management

**Słowa kluczowe:** kultura organizacyjna, zarządzanie w ochronie zdrowia

## INTRODUCTION

Managing organizational culture is progressively viewed as one of the most important parts of health system. Organizational culture in healthcare organizations has increased considered as the key factor that affects both health systems and the quality of healthcare. The research project aims to understand the organizational culture of the different constituents of healthcare sector and analyzes the challenges of defining the concept of organizational culture. The researcher will also review models and typologies used in reference materials. Organizational culture is a complex and contested concept. Despite its widespread use by researchers, managers, and policy makers, it is conceptualized in many ways<sup>51</sup>. Moreover, based on collected primary data in a field study it discusses the distinct characteristics of the organizational structure of hospitals in the United Arab Emirates (UAE). Interviews were conducted in the regulator, operator, and three hospitals. The data analysis revealed that the prevailing cultural model of the healthcare sector organizations was concurrently governed by hierarchy and market cultures (while the presence of clan and adhocracy models was relatively limited). Interesting variations in asses-

sment of clan culture were found between UAE nationals and other nationality clusters.

Organizational culture is a difficult research challenge. First; due to the equivocation of the very term, as well because of the lack of tools, which would help to analyze organizational cultures. The challenge seems to increase in the situation of organizations such as hospitals, because organizational culture is influenced as well by the values and professional standards of the doctors and medical staff. However, organizational culture in hospitals constitutes an important theoretical problem, mainly because the issue has yet to be conceptualized, and at the same time, it is of practical importance, as an organizational culture often establishes social norms which may hamper organizational changes.

Finally, organizations collect many cultural influences from outside the organization, and these may be at odds with the internal culture. Thus, the medical culture in healthcare setting will be influenced not only by aspects of that organization but as well, most prominently, by the prevailing culture of the medical profession nationally and internationally; dealing with the dissonance between the organizational culture

<sup>50</sup> Nazwa „adhokracja” jest przyjętą w Polsce formą tłumaczenia terminu adhocracy, utworzonego na bazie sformułowania ad hoc, które oznacza działanie doraźne, tymczasowe, wg. Turska E. Pich I. 2016. Makiawelizm i kultura organizacji jako predyktory mobbingu w miejscu pracy *Psychologia Społeczna*; 11: 3(38), 284–296.

<sup>51</sup> Jung T., Scott T., Davies H. T. O., Bower P., Whalley D., McNally R. & Mannion R. 2009. Instruments for Exploring Organizational Culture: A Review of the Literature. *Public Administration Review*, 69, 1087-1096.

and the common professional culture will be difficult.

## STATEMENT OF THE PROBLEM

Despite the radical transformations that took place in the healthcare sector in UAE, and New Public Management (NPM)<sup>52</sup> reforms, this sector is still suffering from many challenges including most notably those related to human capital and organizational culture.

The public health system in UAE is unique in that the workforce consists of less than 20% UAE Nationals, and 80% are expats from 94 different nationalities (SEHA). UAE Nationals predominately hold administrative or managerial positions. UAE tops the chart among GCC countries with 82% reliance on expat physicians, and 96% reliance on expatriate nurses<sup>53</sup>. What is also unique about this context is that not only those medical professionals come from different medical training systems with differing medical practices and approaches to medical care<sup>54</sup>, but they also come from very different cultures, and in some cases, do not even speak the same language. Those groups should work together in complete harmony and provide the best quality of care to the patients. A combination of many factors, including dissatisfaction with working conditions, lack of opportunities for medical research and professional development, have restricted professional freedom, limited opportunities for advancement, and job insecurity led to serious issues relating physicians and staff retention. The

above factors have motivated the researcher to perform this study to seek explanations and possibly suggest some rational and effective solutions to those problems the healthcare system in UAE is facing with.

This study could be addressed from many angles including examining networks and formal and informal structures<sup>55</sup>, human resource policies, culture, leadership, and policy implementation. The choice of organizational culture as a line of inquiry was thought to be appropriate for this study as it allows a deeper investigation of what values the different constituents and professional groups share - or do not share - in common and how those values impact the organizational performance. Furthermore, the Competing Values Framework<sup>56</sup>, used as a conceptual framework for this study was justified on the basis that it combines both organizational and individual factors, and allows the investigation of the organizational culture from different angles including dominant characteristic, leadership style, management of employees, organizational cohesion, strategic emphasis, and Criteria for success.

## ORGANIZATIONAL CULTURE

Health systems is a complex process and health policies are mostly concerned with improving the quality of healthcare. Structural reforms are needed, they are not usually sufficient in themselves to deliver tangible improvement in the quality of healthcare. Scholars have recognized that cultural change needs to be addressed alongside structural re-

<sup>52</sup> Hood C. 1991. A Public Management for all Seasons? *Public Administration*, 69, 3-19.

<sup>53</sup> Mourshed M., Hediger V. & Lambert T. 2008. *Gulf Cooperation Council Health care: Challenges and Opportunities*. Chapter 2.1. [Accessed May 2018].

<sup>54</sup> Mourshed M., Hediger V. & Lambert T. 2008. *Gulf Cooperation Council Health care: Challenges and Opportunities*. Chapter 2.1. [Accessed May 2018].

<sup>55</sup> Ferlie E., Fitzgerald L., Gerry Mcgovern Dopson S. & Bennett C. 2013. *Making Wicked Problems Governable? The Case of Managed Networks in Health Care*, Oxford, Oxford University Press.

<sup>56</sup> Cameron K. S. & Quinn R. E. 1999. *Diagnosing and changing organizational culture*, Upper Saddle River, NJ, Prentice-Hall.

organization and systems reform to bring about a culture in which excellence can flourish. Moreover, two new fields have gained considerable interest in healthcare literature over the past ten years, complexity theory and organizational culture. Both fields promise interesting avenues for addressing salient challenges in health systems that are thought to be notoriously difficult to change.

However, even though the notion of culture promises to provide a way to understand organizational dynamics and what goes on inside organizations, it does not automatically prescribe how cultural change can be implemented. Moreover, even when desired, cultural change cannot be brought about in isolation of environment within which organization operate. The macro-contextual factors including political, regulatory, social, and economic factors affect the direction and magnitude of cultural shift. A cultural change can only happen when the macro, micro (i.e. organizational), and individual factors are aligned, or have a certain level of harmony. Under this backdrop, the next section of the literature review focuses on organizational culture, its definitions, levels, and approaches to its measurement.

## REVISION OF ORGANIZATIONAL CULTURE DEFINITIONS

Organizational culture is an anthropological metaphor used in organizational and management research (Scott et al., 2003, Mannion et al., 2005, Davies et al., 2000). Culture is often regarded as the black box of organizational theory (Melitski et al., 2010). Rainey and Steinbauer (1999) asserted that organization culture is the most overused and loosely used term in the study of management (Rainey and Steinbauer, 1999). Indeed, "very few concepts in organizational theory have as many different and competing definitions as organizational culture" (Barney, 1986: 657), as such reaching a universally agreed upon definition of this con-

cept is almost impossible. Organizational culture has been variously defined (Schein, 1990, Ott, 1989, Davies et al., 2000, Alvesson, 1989, Howard, 1998). Most of the definitions implicitly recognize the socially constructed nature of this concept (Mannion et al., 2005, Hofstede et al., 1990, Scott et al., 2003, Cameron and Quinn, 1999) typically associated with notions of shared beliefs, values, assumptions, and significant meanings (Schein, 1990, Ott, 1989). Edgar Schein provides one of the most commonly used definitions of organizational culture as "The pattern of shared basic assumptions—invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration—that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems" (Schein, 1985). Schein contends that culture exists simultaneously at three levels, artifacts, values and beliefs, and basic underlying assumptions:

- (1) **Level 1:** Artifacts – the most visible manifestations of culture (e.g. dress codes, rituals);
- (2) **Level 2:** Beliefs and Values – used to justify particular behavioral patterns and;
- (3) **Level 3:** Assumptions – unconscious beliefs values and expectations.

Those three levels are thought to have ascending importance from level one to level three and provide a widely acknowledged framework for analysis (Scott et al., 2003). Ott (1989) argues that the first level of organizational culture opens little room for identifying strategies for changing the basic orientation of an organization; whereas the second and third levels can be considered as the guiding theoretical framework for studying and changing cultures of organizations.

The leading authors of the 21<sup>st</sup> century, proceeding with various dimensions of organizational culture, using wide research, are: Joanne Martin in her book “Organizational Culture: Mapping the Terrain”. She defines the possible usefulness of awareness of different perceptions of organizational culture<sup>57</sup>. Edgar Schein, one of the most powerful authors in this area, the need to understand the culture in his publication “The Corporate Culture Survival Guide”: “*Culture matters because it is a powerful, latent, and often unconscious set of forces that determine both our individual and collective behavior, ways of perceiving, thought patterns, and values. Organizational culture matters because cultural elements determine strategy, goals, and modes of operating. The values and thought patterns of leaders and senior managers are partially determined by their cultural backgrounds and their shared experience. If we want to make organizations more efficient and effective, then we must understand the role that culture plays in organizational life*”<sup>58</sup>.

In “Organizational Culture and Leadership,” Schein underlines that while it is easy to observe what ensues in organizations, an understanding of culture supports to explain why things happen. Additional, understanding how leaders create a culture and how culture defines and creates leaders and determining success or failure.<sup>59</sup> Schein writes, “*The bottom line for leaders is that if they do not become conscious of the cultures in which they are embedded, those cultures will manage them*”<sup>60</sup>. The im-

portance of studying cultures in organizations condenses to the recognition that organizational culture is an “important social characteristic that influences organizational, group, and individual behavior”<sup>61</sup>; organizational culture equally provides a framework to understand the collective thought process informing that behavior at both conscious and unconscious levels (Scott et al., 2003).

In sum definitions of organizational culture are frequently differentiated due to difficulties in developing coherent research. Relationship between cultural characteristics and success has not yet been verified because any relationship is highly reliant on definitions of success and a wide range of other internal and external factors<sup>62 63</sup>. In my opinion organizational culture appears to be a crucial factor in understanding the ability of any organization to perform.

## TYOLOGIES OF ORGANIZATIONAL CULTURE

As we have debated previous, there is no a single definition of organizational culture, which implies that there is no unique organizational typology. Reference materials presented below demonstrate as an example an organizational culture typology by Rodger Harrison and modified by Charles Handy. This classification present four elementary culture types: “*Power or club culture: power resides at the center of a web, its spokes representing functional organizational elements*”, “*Role culture: power re-*

<sup>57</sup> Martin J. 2002. Organizational Culture: Mapping the Terrain, Sage, Thousand Oaks, California.

<sup>58</sup> Edgar Schein, Organizational Culture and Leadership, in Classics of Organization Theory. Jay Shafritz and J. Steven Ott, eds. Fortress Worth: Harcourt College Publishers, 2001, p. 373 -374.

<sup>59</sup> Clayton, B., Fisher T., Bateman A., Brown M. and Harris R., Organizational Culture and Structure, [http://consortiumresearchprogram.net.au/html/images/stories/Documents/ru4literview\\_section2.pdf](http://consortiumresearchprogram.net.au/html/images/stories/Documents/ru4literview_section2.pdf) (Accessed February 2010)

<sup>60</sup> Edgar Schein, Organizational Culture and Leadership, in Classics of Organization Theory. Jay Shafritz and J. Steven Ott, eds. Fortress Worth: Harcourt College Publishers, 2001, p. 375.

<sup>61</sup> Hartnell, C. A., OU, A. Y. & Kinicki, A. 2011. Organizational Culture and Organizational Effectiveness: A Meta-Analytic Investigation of the Competing Values Framework's Theoretical Suppositions. Journal of Applied Psychology, 96, 677.

<sup>62</sup> Trice Hm, Beyer JM. The cultures of work organizations. Eng- Leewood CliVs, New Jersey: Prentice Hall, 1993.

<sup>63</sup> Smircich L, Cala MB. Organizational culture: a critical assessment. In: Jablin FM, Putman LL, Roberts KH, et al, eds. Handbook of organizational communication. Beverley Hills, California: Sage, 1987: 228–63.

*sides in the over-arching roof; communication between the pillars, or functional areas of the organization, is possible only by-passing information through heads of each department “, “Task culture: power is distributed through a flexible lattice structure, or a net, that can be reinforced or denuded of resources dependent upon the demands of a particular project; lattice nodes are big or small reflecting task importance or priority”, “People or existential culture: power is shared, depending on expertise, between individuals who cluster within the organization in a substantially autonomous way, forming a galaxy of stars.”*<sup>64</sup>

Distinguishing organizational culture models from wide-ranging models of organizations or their certain areas seems to be the challenge. Below are presented “*five basic organizational formations such as simple structure, machine bureaucracy, professional bureaucracy, divisionalized form and adhocracy*”, H. Mintzberg, in fact, relates to organizational culture, and he concentration on the structure.<sup>65</sup>

## ORGANIZATIONAL CULTURE AND PERFORMANCE

One of the most crucial and most intriguing aspects of studying organizational culture remains its relationship to organizational perfor-

mance and various aspects of organizational effectiveness. Interrelationship/interaction between organizational culture and performance originated outside healthcare. The idea that a “strong culture” per se will be associated with high organizational performance originated in the 1980s with the work of Deal and Kennedy<sup>66</sup>. Such explanations suggest that firms with sustained superior financial performance typically possess a set of strong managerial values that define the way the conduct business and create an environment that fosters creativity and innovation<sup>67</sup>. Equally, during the same period, the development of Ouchi (1981)’s ‘Theory Z’ linking successful and unsuccessful organizational performance to the type of culture created by American and Japanese firms gained increased popularity among practitioners as well as academic researchers. Over the years, organizational culture has been recognized by many scholars as crucial in understanding organizational change and organizational performance. Numerous studies indicated that major organizational transformation is precarious unless accommodated by a change in the underlying values. Culture therefore represents a crucial part of transformational change literature<sup>68</sup>. Other scholars recognize the importance of organizational culture as a powerful predictor of organizational performance<sup>69 70 71 72 73</sup>.

<sup>64</sup> Handy, C. 1995. *Bogovi menadžmenta*, Zeeland, Beograd, p.19

<sup>65</sup> Mintzberg H. *Structures in Fives: Designing Effective Organizations*, Prentice-Hall, Englewood Cliffs 1983.

<sup>66</sup> Deal, T. E. & Kennedy, A. A. 1982. *Corporate cultures reading*. MA: Addison-Wesley.

<sup>67</sup> Barney, J. B. 1986. *Organizational Culture: Can It Be a Source of Sustained Competitive Advantage?* *Academy of Management Review*, 11, 656-665.

<sup>68</sup> Harris L. C. 1996. *Cultural obstacles to market orientation*. *Journal of marketing practice: applied marketing science*, 2, 36-52.

<sup>69</sup> Cameron K. & Ettington D. 1988. *The Conceptual Foundations of Organizational Culture*. In: SMART, J. C. (ed.) *Higher Education: Handbook of Theory and Research*. Norwell, Mass.: Kluwer.

<sup>70</sup> Cameron K. & Quinn R. E. 2011. *Diagnosing and Changing Organizational Culture Based on the Competing Values Framework* San Francisco, Jossey Bass.

<sup>71</sup> Brewer G. A. & Selden S. C. 2000. *Why Elephants Gallop: Assessing and Predicting Organizational Performance in Federal Agencies*. *Journal of Public Administration Research & Theory*, 10, 685.

<sup>72</sup> Hartnell C. A., Ou, A. Y. & Kinicki A. 2011. *Organizational Culture and Organizational Effectiveness: A Meta-Analytic Investigation of the Competing Values Framework's Theoretical Suppositions*. *Journal of Applied Psychology*, 96, 677-694.

<sup>73</sup> Kotter, J. P. & Heskett, J. L. 1992. *Corporate Culture and Performance*, New York, The Free Press

In recent years, there has been renewed interest in studying the impact of organizational culture on both organizational and individual performance<sup>74</sup>, yet there are diverse methodological difficulties that preclude the drawing of strong conclusions supporting the link as causal. Those difficulties are in part linked to the ambiguities around definitions of both culture and performance<sup>75 76 77</sup> and in others to the skepticism around how, if at all, organizational culture can be objectively measured.

According to Scott et al. (2003), a simple causal linear relationship between organizational culture and performance is difficult to be supported. “Unsurprisingly, such relationship is highly contingent on definitions of success and a wide range of other internal and external factors”<sup>78</sup>. A third level of complexity in determining the relationship between organizational culture and performance is the direction of causality i.e. it might be true that certain types of culture could lead to better performance, but it is equally possible that performance may drive culture.<sup>79</sup> posit that “it is possible that culture and performance are created together in a reciprocal and mutually constructed manner”.

Nonetheless, while some economists and organizational theorists believe that culture is epiphenomenal and question its relevance in

understanding organizational performance<sup>80</sup>, organizational culture appears to be a crucial factor in understanding the ability of organizations to perform and deliver results. A supportive organizational culture is often cited as a key component of successful quality improvement initiatives in a variety of organizations including healthcare (Kotter and Heskett, 1992, Sheaff et al., 2003, Denison and Mishra, 1995).

## COMPETING VALUES FRAMEWORK (CVF)

The conceptual framework for organizational culture used in this study is based on the Competing Values Framework (CVF). CVF has been recognized as one of the 40 most important models in the history of business<sup>81</sup>, and is one of the most widely used frameworks in empirical studies of organizational culture (Cameron and Quinn, 2011, Scott et al., 2003, Gerowitz et al., 1996, Stock et al., 2007). This framework has been used to examine various organizational phenomena, including culture<sup>82</sup>. CVF was empirically derived and has found to have both face and empirical validity as it helps integrate many of the different dimensions of organizational culture<sup>83</sup>. The frame-

<sup>74</sup> Brewer, G. A. & Selden, S. C. 2000. Why Elephants Gallop: Assessing and Predicting Organizational Performance in Federal Agencies. *Journal of Public Administration Research & Theory*, 10, 685.

<sup>75</sup> Scott T., Mannion R., Marshall M. & Davies H. 2003. Does organizational culture influence health care performance? A review of the evidence. *Journal of Health Services Research & Policy*, 8, 105-117.

<sup>76</sup> Alvesson M. 1989. Concepts of organizational culture and presumed links to efficiency. *International Journal of Management Science*, 17, 323-333.

<sup>77</sup> Denison D. R. & Mishra A. K. 1995. Toward a Theory of Organizational Culture and Effectiveness. *Organization Science*, 6, 204-223.

<sup>78</sup> Trice H. & Beyer J. 1993. *The cultures of work organizations*, Englewood Cliffs, New Jersey, Prentice Hall.

<sup>79</sup> Scott, T., Mannion, R., Marshall, M. & Davies, H. 2003. Does organizational culture influence health care performance? A review of the evidence. *Journal of Health Services Research & Policy*, 8, 115

<sup>80</sup> WILKINS, A. L. & OUCHI, W. G. 1983. Efficient cultures: Exploring the relationship between culture and organizational performance. *Administrative science quarterly*, 468-481.

<sup>81</sup> Cameron, K., Quinn, R. E., Degraff, J. & Thakor, A. 2006. *Competing Values Leadership: Creating Values in Organizations*, Northampton. Mass., Edward Elgar.

<sup>82</sup> Zammuto, R. F. & Krakower, J. Y. 1991. Quantitative and Qualitative Studies of Organizational Culture. In: WOODMAN, R. W. & PASMORE, W. A. (eds.) *Research in Organizational Change and Development*. Greenwich, Conn.: JAI Press.

<sup>83</sup> Cameron, K. & Quinn, R. E. 2011. *Diagnosing and Changing Organizational Culture - Based on the Competing Values Framework* San Francisco, Jossey Bass.

work was developed by Quinn and Rohrbaugh (1981)<sup>84</sup> through their analysis of the values held by individuals regarding the desirable organizational performance. Using the list of organizational effectiveness criteria compiled by Campbell<sup>85</sup>, Quinn and Rohrbaugh developed the Competing Values Model as a theoretical framework for organizational effectiveness.

The authors recognized the challenges in formulating theory and constructs that would reflect organizational effectiveness which they argue may reflect outputs, inputs, or process; may be dynamic or static; may be derived from objective or subjective measures; and may be based on dominant coalition, managers, or external parties. Using multidimensional scaling, the authors developed a unified set of indicators of effective organizations which they sorted according to three sets of values: organizational focus, organizational structure, and organizational means and ends. The analysis led to a proposed definition of organizational effectiveness as “a value-based judgment about the performance of an organization”<sup>86</sup>.

## CULTURAL TYPOLOGIES USING CVF

“Each quadrant represents those features a company feels is the best and most appropriate way to operate. In other words, these quadrants represent their basic assumptions, beliefs, and values. None of the quadrants—Clan, Adho-

cracy, Hierarchy, and Market—is inherently better than another just as no culture is necessarily better than another” (Cameron and Quinn, 2011, Cameron and Freeman, 1991). Autor’s Quinn and Kimberly suggest that all four approached co-exist in most organizations, with some values more dominant than other<sup>87</sup>.

“CVF theory suggests that culture types are expected to relate to different organizational effectiveness indicators”<sup>88</sup>.

### 1. Hierarchy (Internal Process Model)

Hierarchical organizations place a great emphasis stability and control as well as internal focus and integration. Hierarchical organizations share similarities with the stereotypical large, bureaucratic corporation. They value standardization, control, and a well-defined structure for authority and decision making.

“This model would commend an orderly work situation with sufficient coordination and distribution to provide participants with a psychological sense of continuity”<sup>89</sup>. It has been widely suggested that organizations in the public sector are best described as having this type of culture which relies on formal rules and procedures as control mechanisms to ensure conformity<sup>90</sup>.

### 2. Market (Rational Goal Model)

Additional method of organizing became common during the 1960s as organizations met

<sup>84</sup> QUINN, R. E. & ROHRBAUGH, J. 1981. A Competing Values Approach to Organizational Effectiveness. *Public Productivity Review*, 5, 122-140.

<sup>85</sup> Campbell, J. 1977. "On the Nature of Organizational Effectiveness" In: Goodman, P. & Pennings, J. (eds.) *Perspectives on Organizational Effectiveness*. San Francisco: Jossey-Bass.

<sup>86</sup> Quinn, R. E. & Rohrbaugh, J. 1981. A Competing Values Approach to Organizational Effectiveness. *Public Productivity Review*, 5, 138.

<sup>87</sup> Quinn, R. E. & Kimberly, J. R. 1984. Paradox, planning, and perseverance: Guidelines for managerial practice. *Managing organizational transitions*, 295, 313.

<sup>88</sup> Hartnell, C. A., Ou, A. Y. & Kinicki, A. 2011. Organizational Culture and Organizational Effectiveness: A Meta-Analytic Investigation of the Competing Values Framework's Theoretical Suppositions. *Journal of Applied Psychology*, 96, 677-694.

<sup>89</sup> Quinn, R. E. & Rohrbaugh, J. 1983. A spatial model of effectiveness criteria: Towards a competing values approach to organizational analysis. *Management Science*, 29, 371.

<sup>90</sup> Zammuto, R. F. & Krakower, J. Y. 1991. Quantitative and Qualitative Studies of Organizational Culture. In: Woodman R. W. & Pasmore W. A. (eds.) *Research in Organizational Change and Development*. Greenwich, Conn.: JAI Press.

new competitive challenges. These companies are like the Hierarchy models in that they value constancy and control; however, “instead of an inward focus they have an external orientation and they value differentiation over integration. The primary belief in market cultures is that clear goals and contingent rewards motivate employees to aggressively perform and meet shareholders expectations”<sup>91</sup>. “Market organizations are concerned with competitiveness and productivity through emphasis on partnerships and positioning, they stress on the planning and goal setting (as means) to achieve productivity and efficiency (as ends)”<sup>92</sup>.

### 3. Clan (Human Relations Model)

Clan cultures emphasize flexibility as well as discretion and internal focus. The main assumptions underlying clan cultures is that “human affiliation produces affective employee attitudes directed towards the organization”<sup>93</sup>. This cultural type is characterized by high trust, teamwork, group cohesiveness, employee involvement, empowerment and corporate commitment to employees. These means are expected to increase employees’ morale, satisfaction, and commitment<sup>94</sup>. Clan organizations operated more like families - hence the name - and they valued cohesion, a humane working environment, group commitment, and loyalty.

### 4. Adhocracy (Open Systems Model)

In the values matrix, “Adhocracy are like Clan cultures in that they emphasize flexibility and discretion; however, they do not share the same inward focus”<sup>95</sup>. Instead they are like Market cultures in their external focus and concern for differentiation. A important belief in Adhocracy cultures is that “an idealistic and novel vision induces members to be creative and take risks”<sup>96</sup>. Adhocratic organizations value flexibility, adaptability, growth, autonomy, and attention to detail, as means which are thought to cultivate innovation and cutting-edge output<sup>97</sup>.

## METHODOLOGY OF STUDIES

Methodology of the pilot study is based on qualitative analysis of current and preferred organizational culture prevailing within healthcare settings. The researcher collected primary data in a field study, using a semi-structured interview conducted with a sample of managers, directors, physician, nurses and administrative staff working in healthcare sector in UAE. The study provides a qualitative analysis of organizational culture to identify how participants view culture in their organization. The study was conducted in English with a total of 15 interviews. Interview questions included general

<sup>91</sup> Hartnell, C. A., Ou, A. Y. & Kinicki, A. 2011. Organizational Culture and Organizational Effectiveness: A Meta-Analytic Investigation of the Competing Values Framework's Theoretical Suppositions. *Journal of Applied Psychology*, 96, 679.

<sup>92</sup> QUINN, R. E. & ROHRBAUGH, J. 1983. A spatial model of effectiveness criteria: Towards a competing values approach to organizational analysis. *Management Science*, 29, 363- 377.

<sup>93</sup> Hartnell, C. A., Ou, A. Y. & Kinicki, A. 2011. Organizational Culture and Organizational Effectiveness: A Meta-Analytic Investigation of the Competing Values Framework's Theoretical Suppositions. *Journal of Applied Psychology*, 96, 679.

<sup>94</sup> Cameron, K. & Ettington, D. 1988. The Conceptual Foundations of Organizational Culture. In: SMART, J. C. (ed.) *Higher Education: Handbook of Theory and Research*. Norwell, Mass.: Kluwer.

<sup>95</sup> Hartnell, C. A., OU, A. Y. & Kinicki, A. 2011. Organizational Culture and Organizational Effectiveness: A Meta-Analytic Investigation of the Competing Values Framework's Theoretical Suppositions. *Journal of Applied Psychology*, 96, 679.

<sup>96</sup> Hartnell, C. A., OU, A. Y. & Kinicki, A. 2011. Organizational Culture and Organizational Effectiveness: A Meta-Analytic Investigation of the Competing Values Framework's Theoretical Suppositions. *Journal of Applied Psychology*, 96, 679.

<sup>97</sup> Denison, D. R. & Spreitzer, G. M. 1991. Organizational Culture and Organizational Development: A competing Values Approach. *Research in Organizational Change and Development*, 5, 1-21.

information such a position, educational level so on, and specific questions about organizational culture - hierarchy, market culture, clan culture, organizational leadership, management of employees, challenges facing the healthcare sector, management system and the factors influencing performance.

## CONCLUSIONS

This research provides an important contribution to better understand the nature and type of organizational culture in healthcare sector in a developing, multicultural context such as UAE which might be quite different than the western contexts widely researched in the academic literature. In such context, management and organizational development and cultural change may be different in view of the complexity of societal structure and the eclectic population mix. UAE represents a case in point with a unique demographic mix where UAE nationals constitute less than 20% of the total population and expatriates from over 180 nationalities are represented in the society and the workplace. For example, in Abu Dhabi the number of Emirati physicians is very low; about 10% of physicians are Emirati. Emirati nurses constitute less than 1% of total nursing population. So, in order to address the needs of its growing population, and fill the demand gaps, the UAE has to rely on foreign experts and professionals. A study estimated that up to 80 % of medical staff in hospitals and clinics in the UAE are expatriates. This study also pointed to understand how the multicultural environment and the existence of different nationality clusters shape the culture of those organizations as well the culture ensures a higher level of cooperation between employees. It is evident that organizational culture has increased importance in the organizational life. The key conclusion of the research was the finding that those healthcare settings were ruled by a hybrid cultural model distinctly typified

by the co-domination of hierarchy as well market culture, emphasizing rigid controls combined with external focus and a powerful performance direction. The existence of clan as well adhocracy cultures was relatively limited with differences in the assessment of clan culture between UAE nationals and other nationality groups. Outcomes confirm the existence of two competing cultural dimensions such as clan/adhocracy vs. hierarchy/market. Another conclusion shows that organizational culture in healthcare contexts is fascinating as well complex at the same time.

This study provided a theoretical input in terms of studying organizational culture in varied multicultural environments, where expatriate 'guest workers' dominate the staffs. In that framework, the research discover that it is not enough to assess organizational culture at an aggregate level. Significant differences in cultural assessment can be found based on nationality groups; those variations clarify several of the tensions as well challenges that exist within those organizations.

From a practical perspective, the analysis of organizational culture in hospitals and healthcare organizations in UAE helped to describe the root cause of some of the challenges that the sector is facing. In the author's opinion implementing reforms in the healthcare sector cannot be accomplished through structural and policy changes alone, rather a considerate of the forces that define culture within those organizations is essential for those reforms to be effective.

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