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The Impact of Organizational Culture on Nursing: A Comprehensive Analysis

Ana Luiza Ferreira Aydogdu¹ 

¹Dept. of Nursing/Faculty of Health Sciences, Istanbul Health and Technology University, Istanbul, Turkey

Author's Mail Id: ana.luiza@istun.edu.tr

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Abstract— In today's complex and highly competitive healthcare landscape, the role of nurses is paramount, and the impact of organizational culture on their satisfaction and the quality of healthcare they provide cannot be overstated. This study aimed to explore the existing scientific literature on the impact of organizational culture on nursing. This is a bibliographical and descriptive study. Search for articles was carried out in three databases: PubMed, Scopus, and Web of Science (WoS) Core Collection, using the descriptors: Nurs* and "Organizational Culture" using the Boolean Operator "AND". The search was refined to include articles published within the last five years to ensure the most current and relevant literature was considered. A total of 20 articles were included. Nurses' self-assessments of organizational culture in their workplaces have yielded varying results, ranging from "average" to "high". Notably, studies conducted in South Korea consistently found higher scores in relation-oriented culture and lower scores in task-oriented culture. It was identified that organizational culture significantly influences crucial aspects of the nursing profession, including professionalism, nurse turnover, nurse retention, well-being, workplace challenges, effective healthcare delivery, management, and the role of leadership. Understanding and nurturing a positive and supportive organizational culture is vital for enhancing the quality of healthcare delivery and the job satisfaction and well-being of nurses. Hence, in this complex sector, effective hospital administration and competent nursing management are imperative in fostering an organizational culture that supports nurses' well-being, tackles workplace challenges, and improves healthcare delivery.

Keywords— Health Facilities, Nurse Administrators, Nursing, Organizational Culture, Quality of Health Care.

1. Introduction

The healthcare sector is one of the most rapidly changing and dynamic fields. In this scenario, competitiveness has become an increasingly prevalent reality. Healthcare institutions worldwide are striving to enhance the quality of their services to attract and retain both clients and qualified healthcare professionals, thereby boosting their competitiveness [1]; [2]. Despite the various methods available to improve hospital capacity and competitive advantage, most of them are closely linked to a fundamental solution: human resources [1]. Organizational culture plays a pivotal role in this context. It is crucial for the attraction and retention of talented healthcare professionals since professionals seek workplaces where they feel valued, have growth opportunities, and resonate with the institution's values [3]. Moreover, a culture that promotes collaboration, innovation, and continuous learning is fundamental to ensuring employee satisfaction, which, in turn, positively impacts the quality of patient care [4]; [5].

Organizational culture shapes organizational behavior and provides insight into what transpires within the institution [5].

Organizational culture encompasses values and beliefs, norms and behaviors, rituals and ceremonies, symbols and language, stories and narratives, leadership style and organizational structure [5]; [6]. All of these elements affect the workplace dynamics and, consequently, the institution's productivity and efficiency [3]; [4].

Four types of organizational cultures are presented in the scientific literature: adhocracy culture focuses on innovation; bureaucracy culture adopts detailed procedures and processes; clan culture emphasizes personal bonds; and market culture centers on competitive actions and goal achievement [5]; [6]. Healthcare institutions represent complex environments where organizational culture significantly influences the attitudes of healthcare professionals and, consequently, the quality of care provided. In this context, managers play a pivotal role in fostering a culture that promotes quality care [3]. Administrators of health facilities have the opportunity to acquire the interpersonal skills necessary to establish a culture of care and support [7]. Understanding the impact of organizational culture is crucial in the pursuit of improvements in healthcare management and service

development, aiming for more effective and satisfactory patient care. Nursing, as one of the most representative groups within healthcare institutions, is directly influenced by organizational culture [8]. Therefore, it is imperative to comprehend how organizational culture affects healthcare professionals in various dimensions. This knowledge is essential to ensure the well-being of nurses and the quality of care. Given these factors, the purpose of this article was to explore the existing scientific literature on the impact of organizational culture on nursing.

Section I provides the introduction, while section II delves into the relevant literature. Section III outlines the research methods employed in this study, and section IV combines the presentation of results and discussions. Lastly, section V draws the study to a close, summarizing its conclusions and identifying potential future avenues for research.

2. Related Work

Reference [2] pointed out the global scenario in which market competitiveness is increasingly high, leading organizations to seek ways to understand what influences productivity and efficiency in order to achieve more success in their sectors. According to the same study, one of the strategies adopted by organizations is to focus on cultural organization. This aligns with reference [9], which underscored the pivotal role of an effective organizational culture in enhancing productivity.

A study conducted in Portugal with healthcare professionals highlighted the need to develop culturally conscious management, especially in complex institutions like hospitals [2]. In a recent comprehensive analysis of existing literature, it was underscored that diverse organizational cultural styles play a pivotal role in shaping care coordination. These cultural attributes significantly impact the dynamics within a team, encompassing communication patterns, collaborative efforts, defining success, managing conflicts, and the distribution of authority and autonomy. The findings strongly recommend that hospital administrators embrace an organizational culture that places a prime emphasis on nurturing relationships, like that of a clan culture [10]. Another study conducted in three healthcare establishments in Portugal determined that characteristics of the organizational culture in healthcare institutions should be adjusted, as they can influence worker satisfaction [4].

According to reference [11], a correlation can be observed between organizational culture, nursing practice, and patient outcomes. This interconnection is evident since institutional culture plays a prominent role in influencing employee retention rates and satisfaction levels among both nurses and patients and in fostering enhanced collaboration among healthcare professionals. Through the consideration of elements linked to organizational culture, organizational climate, and leadership, it becomes feasible to reduce nurse turnover rates in diverse healthcare settings. Similarly, reference [3] underscored the critical importance of organizational culture in the field of nursing. It highlighted that one of the crucial factors for nurse retention is the

organizational culture adopted in healthcare institutions, and nursing managers should address nurse turnover as a serious concern, given its substantial impact on productivity and the quality of care provided in healthcare facilities.

3. Methodology

3.1. Design

This study follows a bibliographical and descriptive research approach. The choice of these designs is justified by the aim to enhance and keep knowledge current by analyzing and synthesizing existing studies [12]. Additionally, the descriptive approach is used to depict features and characteristics of facts and events related to the subject [13]. This methodology was deemed suitable for thoroughly investigating organizational culture among nurses.

3.2. Search Strategy

The search for original primary research articles about organizational cultures among nurses was conducted during the initial two weeks of October 2023. The search query utilized specific MeSH descriptors: *nurs** in conjunction with "Organizational culture". This query was employed to retrieve relevant articles from well-known databases including PubMed, Scopus, and Web of Science (WoS) Core Collection. The search was refined to include articles published within the last five years to ensure the most current and relevant literature was considered.

3.3. Inclusion and Exclusion Criteria

Original primary research articles that reported on organizational culture among nurses, specifically focusing on studies with full-text availability in English accessible on the Internet were included. Studies that encompassed healthcare workers other than nurses were excluded.

3.4. Search Outcome

In the initial search, a total of 97 studies were identified. Following the elimination of 43 duplicate articles, 54 unique articles underwent screening for relevance based on their titles and abstracts. Subsequently, 34 articles were excluded due to a range of reasons such as the utilization of a different population, foreign language usage, inappropriate study design, lack of relevance to the objective, or unavailability of the full text. Ultimately, 20 studies met the inclusion criteria and were included in the study. The entire data search process is shown in Figure 1.

3.5. Data Extraction and Synthesis

The chosen research articles underwent a meticulous review, with relevant data extracted and systematically organized utilizing an evidence-based tool created by the author. The initial two articles were used for piloting this author-developed instrument to ensure its efficacy. The gathered data was categorized into specific sections such as reference, country, objective, methodology, sample size, and significant discoveries. Table 1 provides a condensed version of the utilized tool. To ensure a cohesive presentation of the results, a narrative synthesis approach was employed. This involved amalgamating information from the studies to offer a

comprehensive overview of the outcomes. Study results were classified into seven categories: (1) organizational culture and its multifaceted relationships, (2) organizational culture and nurses' retention, (3) organizational culture and nurses' professionalism (4), organizational culture and nurses' well-being, (5) organizational culture and nurses' workplace challenges, (6) organizational culture effective healthcare delivery and (7) organizational culture and management.

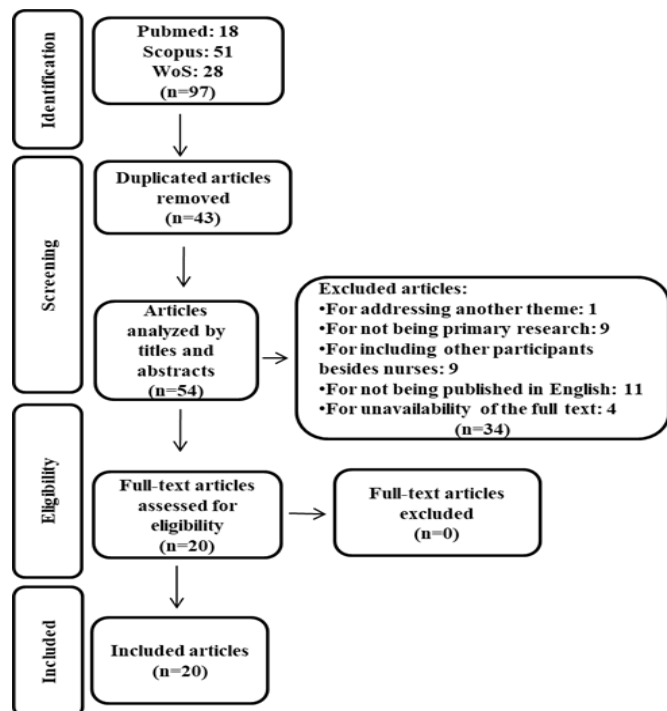


Figure 1: Research Flowchart

4. Results and Discussion

Twenty articles conducted with staff nurses and/or nurse managers were included in the study. A predominant number of these investigations were carried out within the South Korean context (7). The remaining studies were distributed across various countries, including Australia (2), India (2), Indonesia (2), The United States (2), China (1), Iran (1), Lithuania (1), and Portugal (1). Notably, one study was conducted across three different countries: Indonesia, Taiwan, and Vietnam. Sample sizes within the studies ranged from 20 to 1,437 participants, encompassing both nurses/nurse managers. Studies methodology varied, with a majority of studies (18 out of 20) employing quantitative approaches and utilizing standardized scales. In qualitative studies, in-depth interviews were conducted.

Table 1: Characteristics of the Included Articles (N = 20)

Author (year)	Country	Design/ Samples	Related topics
Bakar et al. (2022) [14]	Indonesia	Quantitative124 nurses	Emotional labor, professionalism
Chang & Kim (2022) [15]	South Korea	Quantitative221 male nurses	Role conflict, head nurse super leadership, organizational commitment
Choi & Kim	South Korea	Quantitative202	Turnover

(2020) [16]		nurses	
Choi & Kim (2023) [17]	South Korea	Quantitative131 nurses	Professional competency, professional commitment, person-centered practice
Choi & Park (2019) [18]	South Korea	Quantitative226 nurses	Bullying and cyberbullying in the workplace
Dickens et al. (2019) [19]	Australia	Quantitative133 nurses	Safety-related attitudes, physical healthcare-related knowledge
Goyal & Kaur (2023a) [20]	India	Quantitative628 nurses	Retention, engagement
Goyal & Kaur (2023b) [21]	India	Quantitative628 nurses	Retention
Hwang (2018) [22]	South Korea	Quantitative226 nurses	Job stress, job satisfaction
Joseph et al. (2023) [23]	United States	Qualitative 30 nurse managers	Climate of meaningful recognition
Lee & Jang (2019) [24]	South Korea	Quantitative252 nurses	Turnover
Lee & Lee (2021) [25]	South Korea	Quantitative171 nurses	Safe climate, intention to report medication errors
Rodrigues et al. (2023) [26]	Portugal	Quantitative 275 nurses	Organizational climate for change
Sastra et al. (2019) [27]	Indonesia	Quantitative 839 nurses	Quality of human resources and work motivation
Trus et al. (2018) [28]	Lithuania	Quantitative 193 nurse managers	Organizational climate, empowerment
Wei et al. (2023) [29]	United States	Qualitative 20 nurses	Strategies to foster nurse specialty certifications
Whitehead et al. (2023) [30]	Iran	Quantitative 300 nurses	Lifestyle, quality of life, job satisfaction
Wressell et al. (2018) [31]	Australia	Quantitative 99 nurses	Risk management strategy, workplace violence
Wu et al. (2023) [32]	Taiwan, Indonesia and Vietnam	Quantitative 302 nurses	Work enthusiasm, organizational empowerment and self-efficacy
Zhai et al. (2022) [33]	China	Quantitative 1437 nurses/nurse managers	Work engagement, affective commitment and flourishing in the workplace

4.1. Organizational Culture and Its Multifaceted Relationships

The included studies identified multifaceted aspects of organizational culture and its relationship with various crucial elements in the nursing domain. In addition, participant nurses assessed the organizational culture of the institutions

where they work. In studies that provided information on the scores of organizational culture among nurses, it was observed that this assessment was positive, ranging from “average” [16]; [17]; [18]; [24]; [32]; [33] to “high” [14]. In three studies conducted in South Korea, the subgroups’ types of organizational culture were analyzed. In one of the studies, the highest scores were observed in the relation-oriented organizational culture subgroup and the lowest scores in task-oriented culture [17]. Similarly, in Hwang’s study [22], higher scores were determined in the relationship-oriented culture, followed by the hierarchy-oriented culture, with the lowest scores in the task-oriented culture. In the third study, the nursing organizational culture types with the highest scores were hierarchy-oriented culture and relation-oriented culture, while the types with the lowest scores were task-oriented culture and innovation-oriented culture. It was identified that, according to the subgroup types, higher scores were consistently present in relation-oriented organizational culture and lower scores in task-oriented [17]; [22]; [25].

Organizational culture significantly impacts the work of nurses across various dimensions, ultimately affecting the quality of care they provide [10]. Hence, evaluations of organizational culture within healthcare institutions by nurses are of paramount importance. It is noteworthy to emphasize that in organizations characterized by a relation-oriented culture, the primary focus lies in nurturing robust interpersonal relationships and cultivating a supportive, collaborative environment. This culture places a significant value on teamwork, transparent communication, and the establishment of a cohesive professional community. In contrast, a task-oriented culture places greater emphasis on the attainment of specific tasks, goals, and objectives. Efficiency, productivity, and the successful completion of tasks stand as central priorities. While this culture still acknowledges the importance of teamwork and relationships, these aspects may assume a secondary role in the overarching imperative of meeting performance targets and accomplishing tasks [6]. In a systematic review aimed at investigating the impact of organizational culture on care coordination within hospital settings, it was found that an organizational culture grounded in strong interpersonal relationships seems to be the most effective for healthcare facilities [2].

The effectiveness of an organizational culture rooted in strong interpersonal relationships can be explained by its ability to enhance care coordination, foster collaboration, facilitate constructive conflict resolution, boost professional engagement, and deliver higher-quality, patient-centered care. Additionally, it is crucial to emphasize that nurses’ evaluations of their organizational culture are essential in this process, as they offer invaluable insights for ongoing improvement and the provision of high-quality healthcare services.

Studies investigated the relationship of organizational culture with various factors in the field of nursing. Subjects such as professionalism, retention, well-being, workplace challenges, effective healthcare delivery, and management were related to organizational culture. It is noteworthy that especially

organizational climate [25]; [26]; [28], turnover [16]; [24] and nurse retention [20]; [21] were discussed in the context of organizational culture among nurses. Additionally, professionalism [14], professional competence [17], self-efficacy [32], professional commitment [17]; [33], organizational commitment [15]; emotional labor [14.], work enthusiasm [32], job satisfaction [22]; [30], work motivation [27], quality of life, lifestyle [30] and empowerment [28]; [32] were extensively approached in conjunction with organizational culture among nurses. Subjects related to challenges experienced by nurses in the workplace such as bullying, cyberbullying [18], workplace violence [31], and job stress [22] were also correlated to organizational culture. The foundations of effective healthcare delivery, encompassing person-centered practice [17], safety attitudes related to physical healthcare [19], quality of human resources [27], strategies to foster nurse specialty certifications [29], and intention to report medication errors [25], were discussed in conjunction with organizational culture. Furthermore, risk management strategy [31] leadership [15] and meaningful recognition with organizational culture among nurses were also explored. All of these themes and their relationships with organizational culture are discussed further below.

4.2. Organizational Culture and Nurses’ Retention

Studies have reported a relationship between organizational culture and nurse turnover or retention. In South Korea, one study, conducted by Lee & Jang [24], found a negative correlation between nursing organizational culture and turnover intention. This suggests that a more positive organizational culture can reduce nurses’ turnover intention. In another South Korean study, conducted by Choi & Kim [16], a relation-oriented organizational culture was identified as the factor with the most significant influence on turnover among nurses. As a result, a relation-oriented organizational culture was determined as the most effective for promoting nurse retention. Additionally, a study conducted in India suggests that a positive organizational culture improves the likelihood of nurses remaining within the organization [20]. Moreover, in another Indian study, it was found that having a strong reputation as an employer positively affects nurse retention, with the organizational culture playing a mediating role in this retention [21].

High nurse turnover has detrimental effects on healthcare quality [34]. Turnover in the nursing sector disrupts care continuity due to the loss of experienced nurses, and it also incurs significant recruitment and training costs for healthcare organizations. The nurses who remain within the institution are also adversely impacted, facing increased workloads, demotivation, and dissatisfaction [35]; [36]. All these factors collectively contribute to a decline in the quality of care. Therefore, nurse retention is essential, and implementing strategies to foster positive work environments, provide continuous training, and offer emotional support is critical for enhancing the well-being of the nursing team and ensuring high-quality healthcare [34]; [37]; [38]. A systematic literature review by Pedrosa et al. [3] pointed out the

significance of organizational culture in influencing nursing turnover.

A positive organizational culture is crucial for reducing nurse turnover and enhancing healthcare quality, making it imperative for healthcare institutions to prioritize and cultivate such cultures. In this context, healthcare organizations should invest in strategies that nurture a supportive, collaborative, and engaging environment for their nursing staff.

4.3. Organizational Culture and Nurses' Professionalism

This section will report factors such as professionalism [14], professional competence [17], self-efficacy [32], professional commitment [17]; [33], and organizational commitment [15] in relation to nursing organizational culture.

It was determined that organizational culture has an impact on nursing professionalism [14]. Bakar's study [14] supports the control theory, suggesting that the emotional strategies employed by nurses within the organizational culture serve as a driving force for the enhancement of nursing professionalism in healthcare delivery. Similarly, in the survey conducted by Choi & Kim [17], a positive association between professionalism and organizational culture was observed in long-term care hospitals. More precisely, the study identified that professional competence and commitment exhibited favorable correlations with cultures that prioritize innovation and relationships. These cultures stand out for their adaptability, emphasis on human relations, and commitment to patient-centered care. Furthermore, the results of a study conducted with Chinese staff nurses and nurse managers revealed that work engagement and affective commitment served as intermediaries in the connection between nurses' perceptions of nursing culture and their flourishing in the workplace [33].

It was also identified that organizational culture plays a crucial role in shaping organizational empowerment, which, in turn, has an impact on nurses' self-confidence and effectiveness [32]. Finally, according to a study conducted with male nurses in South Korea, there is a noteworthy positive correlation between organizational commitment and both innovation-oriented and relation-oriented cultures. However, there exists a significant negative correlation with task-oriented culture. Consequently, the study concludes that fostering an innovative organizational culture is crucial for enhancing organizational commitment among male nurses [15].

Professionalism plays an extremely important role in nursing, positively affecting several fundamental areas. Firstly, it is directly linked to the quality of patient care [39]. Nurses who adopt and demonstrate professionalism in their work tend to provide safer, more efficient, and compassionate care. Additionally, professionalism is closely associated with patient safety, as nurses adhering to ethical standards and rigorous safety protocols contribute to the prevention of medical errors and ensure patients' well-being [40]. Patient trust is also a crucial area influenced by professionalism.

When nurses demonstrate professionalism, it establishes a strong foundation of trust in which patients feel respected, heard, and well-cared for. Another fundamental aspect is collaboration within the healthcare team. Nurses who maintain high standards of professionalism are more likely to work effectively in multidisciplinary teams, which is essential for comprehensive and high-quality healthcare [41].

When the organizational culture encourages and rewards professionalism, it creates an environment where nurses are motivated to uphold these standards and work collaboratively, ultimately contributing to the organization's overall success in delivering quality healthcare services. Thus, the synergy between individual professionalism and a supportive organizational culture forms the cornerstone for a healthcare institution's ability to excel in the essential areas of patient care, safety, trust, and interprofessional collaboration.

4.4. Organizational Culture and Nurses' Well-Being

Factors related to nurses' well-being such as emotional labor [14], work enthusiasm [32], job satisfaction [22]; [30], work motivation [27], quality of life, lifestyle [30] and empowerment [28]; [32] were extensively linked with nursing organizational culture.

In a study carried out in Indonesia, it was observed that nurses' strategies concerning emotional labor align with specific display rules enforced by their workplaces, and this is deeply intertwined with the organizational culture. Hence, it can be deduced that organizational culture significantly influences the emotional labor strategies that nurses utilize when engaging with patients [14]. Additionally, research spanning three distinct countries discovered that the organizational culture notably affects the level of enthusiasm among nursing staff. In environments fostering a positive organizational culture, nurses tend to exhibit higher satisfaction levels and showcase increased efficacy in addressing patient needs. Furthermore, the study pointed out that a positive organizational culture can enhance organizational empowerment, which, in turn, can lead to higher self-efficacy among nursing staff. It also suggested that empowerment can motivate the team to work harder and perform better. Therefore, it is understood that empowerment and a positive organizational culture can contribute to higher work enthusiasm among nurses. [32].

Interestingly, the study carried out in Lithuania revealed that nurse managers experienced both structural and psychological empowerment when the organizational culture demonstrated proficiency and resilience. These findings indicate that nurse managers are more inclined to experience empowerment in the presence of an appropriate organizational culture. These results hold significance as fostering an empowering workplace environment could potentially yield positive effects on both individual and organizational outcomes [28]. The organizational culture significantly influences the motivation of nurses at work [27]. In an interesting discovery, one study indicated that nurses tend to experience greater happiness when operating within organizations that possess a hierarchical culture [22]. Meanwhile, an Iranian study

highlighted several key factors strongly linked to job satisfaction and well-being among nurses. These encompass different lifestyle dimensions such as spiritual health, physical activity, stress management, and interpersonal communication. Additionally, aspects related to the quality of life, covering both physical and mental dimensions, were identified as significant. The study further emphasized the considerable impact of organizational culture on these dimensions [30].

The well-being of nurses in the workplace is of utmost importance for several reasons. Firstly, nurses play a central role in the quality of patient care, and nurses who are satisfied with their working conditions feel more prepared to provide higher-quality care [42]; [43]. It is important to emphasize that the various situations nurses face in the workplace can result in either satisfaction or fatigue, both of which influence the quality of life of these professionals and the efficiency and effectiveness of the care they provide [44]. When nurses are affected by fatigue or stress, the likelihood of medical errors increases. Therefore, it is understood that promoting the well-being of nurses is essential to enhance overall patient safety [45]; [46]. Another important factor that impacts the well-being of nurses is empowerment, which encompasses professional growth and development, both essential elements for nurse job satisfaction and the delivery of quality care [47]. The well-being of nurses and organizational culture are intricately linked. An organization that fosters a positive culture with supportive leadership, empowerment strategies, work-life balance, and a focus on nurse well-being tends to have more satisfied, engaged, and healthier nursing staff. Conversely, a negative or toxic culture can lead to stress, burnout, and lower well-being among nurses, which can, in turn, affect patient care and organizational performance.

4.5. Organizational Culture and Nurses' Workplace Challenges

Topics related to the difficulties faced by nurses in their professional environments, such as bullying, cyberbullying [18], workplace violence [31] and job stress [22] were also correlated to organizational culture.

According to Hwang et al. [22], organizational culture significantly impacts job stress among nurses. Another study conducted with Korean nurses also revealed a substantial relationship between organizational culture and workplace harassment. Specifically, a relationship-oriented culture was significantly negatively correlated with in-person harassment and cyberbullying, whereas a hierarchy-oriented culture was significantly positively correlated with in-person harassment [18]. In the meantime, the Australian study found that an inclusive and supportive organizational culture can play a moderating role in mitigating exposure to workplace violence. Additionally, the study highlighted that the existence of organizational mechanisms for reporting threats and actual incidents of workplace violence significantly enhances participants' willingness to report such incidents without fearing potential reprisals [31].

Job stress, violence and bullying in the workplace are prevalent issues in the nursing profession, presenting significant challenges and concerns for healthcare providers. Bullying refers to repetitive and deliberate behaviors of intimidation, humiliation, threat, or exclusion of one person by another or by a group [48]. Nurses often encounter various forms of workplace bullying [48]; [49] and violence, including physical, verbal, emotional, and psychological abuse [50]; [51]. This mistreatment can originate from patients, their families, other healthcare professionals, or superiors [50]; [51].

Workplace violence and bullying have severe consequences for nurses. They can lead to physical injuries, emotional distress, and long-term psychological trauma. Continuous exposure to these negative behaviors can result in burnout, decreased job satisfaction, and, ultimately, compromise the quality of patient care [52]; [53].

Job stress is another common problem faced by nurses, which can be caused by risks of acquiring infections, excessive working hours, a high number of patients, as well as exposure to physical and verbal violence [46]; [54]. Addressing job stress, workplace violence and bullying is essential to ensure the well-being of nurses and create a safe and supportive healthcare environment. Strategies such as implementing comprehensive anti-bullying policies, promoting a culture of respect and communication, providing conflict resolution and stress management training, and establishing support systems for nurses are crucial steps in mitigating the impact of these issues in the nursing profession [48]; [50]; [54]; [49]; [55]. The interplay between bullying, violence, stress, and organizational culture is evident in how culture shapes policies, practices, leadership behaviors, and the overall work environment.

4.6. Organizational Culture Effective Healthcare Delivery

According to the included studies, important factors related to healthcare delivery, such as person-centered practice [17], safety attitudes related to physical healthcare [Dickens et al], quality of human resources [27], strategies to foster nurse specialty certifications [29], and intention to report medication errors [25], are associated with nursing organizational culture.

As per the study conducted by Choi & Kim [17], organizational culture affects person-centered care practice, and cultures that prioritize task-oriented and hierarchical approaches, emphasizing productivity and organizational goals, displayed a negative correlation with person-centered care practice. These findings suggest that a welcoming and patient-centered organizational culture can enhance nurses' professionalism and commitment, resulting in improved care quality for patients.

Findings from a different study suggested that nurses who viewed their organization as primarily market-oriented tended to hold less favorable attitudes regarding safety in care compared to those perceiving a more clan-oriented culture [19]. In an Indonesian study, it was observed that

organizational culture notably shapes the quality of nursing human resources, subsequently exerting a direct influence on the quality of care [27].

Wei et al.'s study [29], conducted in the United States, highlighted themes regarding organizational culture and strategies aiming to enhance nursing specialty certifications. The research identified that resource sharing, cultivating a culture of ownership and belonging, mentorship and role modeling, acknowledging nurses' efforts and accomplishments, and nurturing a sense of purpose and support are organizational culture-related strategies. These strategies were found to facilitate nurses' specialization, consequently elevating the standard of care [29]. Additionally, another study emphasized the impact of organizational culture on nurses' willingness to report medication errors. A safety climate and a task-oriented culture were identified as factors that support error reporting [25].

Nursing holds a pivotal and complex role in the efficiency and effectiveness of healthcare delivery. Nurses serve as patient advocates, drawing upon their clinical expertise to offer precise assessments, diagnostics, and essential patient care [56]. Their responsibilities extend to coordinating care across various medical specialties, educating patients, and encouraging active involvement in their own health management. Additionally, nurses play a significant role in preventive care, contributing to overall patient well-being [57].

The concept of patient-centered nursing care, tailored to individual needs and expectations, is underscored in numerous studies [58]. In the pursuit of patient-centered care, nurses also play a pivotal role by diligently reporting errors and near-miss incidents to ensure the continuous improvement of healthcare quality. This reporting is essential in uncovering the root causes of these incidents and implementing measures to prevent their recurrence [59].

Moreover, the recruitment of highly knowledgeable and skilled nurses is paramount for maintaining the quality of healthcare. Continuous education through programs for professional development and postgraduate courses is vital [60]. The healthcare sector experiences constant and rapid changes, making ongoing education indispensable for nurses to stay abreast of the latest advancements and best practices. In summary, nursing is at the heart of healthcare, and its role is indispensable in delivering high-quality and patient-focused health services [58]; [57] should be mindful of these fundamental elements for the quality of care.

The organizational culture within a healthcare facility has a profound influence on the quality of nursing care delivery. A culture that prioritizes patient-centered care, effective communication, nurse well-being, and safety can lead to higher-quality care and better patient outcomes.

4.7. Organizational Culture and Management

In this section, organizational climate [23]; [25]; [26]; [28], risk management strategy [31], and the role of leadership [15]

within the context of organizational culture will be considered.

The significance of an organizational culture that acknowledges the contributions of nurse managers, preventing them from feeling undervalued [23], that actively seeks to enhance the safety climate for nurses [25], that is prepared to adapt to changes proactively [26], and that cultivates an engaged and effective work environment [28], was strongly emphasized. Such a culture ultimately leads to a workplace with optimal conditions, ensuring the satisfaction of healthcare professionals and the safety of patients [32]; [25]; [26]; [28]. In the context of healthcare institutions, the organizational culture should prioritize the recognition of nursing managers and leadership [23].

There were notable correlations found between organizational culture and risk management practices, emphasizing the significant link between organizational culture and an organization's approach to risk management [31]. Furthermore, a study involving male nurses revealed a close relationship between organizational culture and Head nurse super leadership, a style aimed at motivating all members of an organization to perform at their best [15]. The convergence of a robust organizational culture and efficient management stands as the cornerstone for success and quality within healthcare institutions.

The connection between organizational culture and management is of utmost importance within the healthcare sector [61]. The culture of an organization influences the type of management within the institution, as it guides the adopted management style [62]. These two fundamental components significantly impact organizational climate, which defines the overall atmosphere and prevailing conditions within an organization. Organizational climate plays a crucial role in shaping the experiences, attitudes, and behaviors of its members. Organizational climate can have a profound influence on several key aspects within a healthcare organization, such as employee morale, productivity, overall performance, and talent attraction and retention [5]. On the other hand, organizational culture encapsulates the shared values, beliefs, and norms that define an organization's identity and guide its members' behavior [5]; [8]. In contrast, management encompasses the leadership and governance structures responsible for steering the organization toward its goals [61]. Organizational culture, organizational climate, and leadership style exert significant influence on nurse retention, thereby impacting the quality of care [3].

Effective management should align with and actively support the desired organizational culture [62]. This alignment fosters a work environment where healthcare professionals can collaborate, provide quality care, and adapt to changes effectively and efficiently. The synergy between organizational culture and management is not just desirable; it's essential for achieving healthcare goals and delivering high-quality patient care [5]; [8]. This alignment ensures that the organization's values and mission are consistently reflected in day-to-day operations, leading to a more

harmonious, productive, and patient-centric healthcare environment.

Nurse managers are essential drivers of organizational culture within healthcare facilities. Their leadership, communication, support, and decision-making have a direct impact on the work environment, the well-being of nursing staff, patient care quality, and the overall culture of the organization.

The study offers valuable insights into how organizational culture influences nursing, yet it's crucial to acknowledge its limitations. Notably, the exclusive focus on English-language articles stands out as a significant constraint. This narrow scope might have excluded valuable research published in languages other than English. To enrich our comprehension of the connection between nursing and the organizational culture of healthcare institutions, future research should employ varied research methods and consider a more expansive linguistic range. This approach can offer a more comprehensive understanding of this relationship.

5. Conclusion and Future Scope

This study aimed to explore the existing scientific literature on the impact of organizational culture on nursing. Nurses' self-assessments of organizational culture in their workplaces have yielded varying results, ranging from "average" [16]; [18]; [24]; [25]; [32]; [33] to "high" [14]. Notably, studies conducted in South Korea consistently found higher scores in relation-oriented culture and lower scores in task-oriented culture [22]; [25]; [25]. It was identified that organizational culture significantly influences crucial aspects of the nursing profession, including professionalism [14]; [15]; [17]; [32]; [33], nurse turnover [16]; [24], nurse retention [20]; [21], well-being [14]; [22]; [27]; [28]; [30]; [32], workplace challenges [18]; [22]; [31], effective healthcare delivery [17]; [19]; [25]; [27]; [29], management [23]; [25]; [26]; [28]; [31], and the role of leadership [15]. Understanding and nurturing a positive and supportive organizational culture is vital for enhancing the quality of healthcare delivery and the job satisfaction and well-being of nurses.

Hospital administrators and nursing managers play pivotal roles in shaping and maintaining organizational culture within healthcare facilities [3]. Administrators establish the institution's overall tone and policies, while nursing managers ensure the day-to-day application of the organizational culture. Their decisions regarding staffing, budgeting, and patient care directly impact nurses' stress levels and job satisfaction.

In this complex sector, effective hospital administration and competent nursing management are crucial for creating an organizational culture that promotes nurses' well-being, addresses workplace challenges, and enhances healthcare delivery. Their leadership and decisions can either facilitate or hinder the positive relationship between organizational culture and various elements within the nursing profession, making their roles indispensable.

Data Availability

None.

Conflict of Interest

The author does not have any conflict of interest.

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None.

Author's contribution

Plan, design: A.L.F.A; Material, methods and data collection: A.L.F.A; Data analysis and comments: A.L.F.A; Writing and corrections: A.L.F.A.

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AUTHORS PROFILE

Dr. A L F Aydogdu is a nurse with a diverse academic background. She graduated from Fluminense Federal University (UFF-2002) in Rio de Janeiro, Brazil, and holds a post-graduate degree in Public Health Nursing from the Federal University of the State of Rio de Janeiro (UNIRIO-2004). Her academic journey continued with a Master's in Hospitals and Health Institutions Administration from Istanbul University in 2016, followed by a Doctorate in Nursing Administration from Istanbul University-Cerrahpasa. Dr. Aydogdu accumulated seven years of experience as a Preceptor Nurse in the neonatal intensive care unit of a private hospital in Istanbul, Turkey. Presently, she serves as an Assistant Professor at Istanbul Health and Technology University in Istanbul, Turkey.



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