Measuring The Role of Organizational Culture and Leadership Style in Job Performance and Productivity: A Field Study on Health Care Staff

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Abstract

Purpose: This study aimed to explore organizational culture and leadership in the military hospital at the General Organization for Military Industries in Al-Kharj and focus on job performance and productivity of health care workers. Materials and methods: This study is a descriptive cross-sectional online survey that was carried out among healthcare workers in the military hospital at the General Organization for Military Industries in Al-Kharj, Riyadh, Kingdom of Saudi Arabia. A self-structured, close-ended questionnaire that was administered that consisted of 20 questions was included. The questionnaire validity and reliability were evaluated for vetting and remarks. The questions were circulated through Google Forms. The data were collected systematically, and SPSS Statistics version 26.0 was used for data analysis. Results: There were 293 participated in the study through Google Forms. The results of this study showed that there is a significant impact of organizational culture and leadership style on job performance and productivity. Organizational culture and leadership are one of the important factors that affect retaining employees, encouraging them, and developing their capabilities. However, solutions to challenges related to leadership and its role must be developed. With regard to health care, organizational culture and leadership contribute to enhancing the job performance and productivity of health care workers and thus providing high-quality health care to patients. Conclusion: Healthcare organizations can apply these findings

by implementing leadership development programs and building an organizational culture that defines roles and responsibilities and promotes collaboration among employees. Additionally, organizations can create a work environment that values autonomy and decision-making, which enhances commitment and job performance among healthcare workers. In addition, examining the broader implications of these findings in healthcare would be valuable for enhancing understanding of organizational culture and leadership among healthcare workers.

Keywords: organizational culture, leadership, job performance, productivity, healthcare workers.

Organizational culture is an essential element that characterizes organizations, nominally healthcare organizations, as it reflects the value and behaviors of healthcare workers. It is also the spiritual environment that is formed within the corridors of the organization, which carries within it directives and trends that greatly affect the performance of its employees [1].

Organizational culture is also considered one of the vital aspects of any organization, as it represents the set of common values, beliefs, and behaviors that distinguish its identity and direct its members towards achieving its goals [2]. In addition, effective leadership is important alongside organizational culture to create an integrated system that supports employees, involves them in decisions, maintains their commitments, develops their skills, and reduces their intention to leave the organization [3]. Therefore, leadership is a complex process that works on setting goals, persuading and motivating, and is closely linked to achieving organizational goals [3,4].

In the healthcare sector, the impact of organizational culture and leadership on job performance cannot be ignored [5]. It plays a prominent role in directing employee behavior and shaping the work environment [1,5]. Therefore, understanding the impact of organizational culture and leadership is important and crucial for health care professionals and leaders of health care organizations, as it contributes to enhancing the job performance of health care workers and achieving the organization's goals [6]. Organizational culture and leadership are not just laws and written phrases, but rather the living spirit of the organization that is reflected in its preferences and the behavior of its employees.

It is important to realize that organizational culture and leadership are not static, but rather subject to development and change. Leaders and managers can direct efforts toward forming a positive organizational culture that supports outstanding job performance [7]. It also forms the basis for decisions and behaviors in the organization, and determines the degree of commitment, creativity, and interaction among its employees [8].

There are numerous publications that recognize organizational culture and leadership style as an essential component of job performance and productivity in healthcare. Significant positive correlations have been reported between organizational culture and leadership and high levels of job performance and productivity [6,9]. In addition, the literature stresses that organizational culture and leadership is related to patient outcomes by promoting greater health worker expertise through increased staff stability, and reduced turnout [9,10].

This study explores organizational culture and leadership in the in the military hospital at the General Organization for Military Industries in Al-Kharj and focuses on job performance and productivity on health care workers.

Materials and Methods
Study Design:

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An online, survey-based cross-sectional study design was used in this study from June to July 2024. The study was conducted at the military hospital at the General Organization for Military Industries in Al-Kharj, Riyadh, Kingdom of Saudi Arabia. A convenience sample of hospital health care workers was invited to participate in the study. A total of 312 health care workers were invited to complete the questionnaires using Google Forms. However, only 293 (N = 293) of the recorded responses were deemed usable for the study.

Study Instrument

A pre-designed valid questionnaire was used for data collection. It has been used previously in a study conducted in Sultanate of Oman by Al-Haddad [11]. and proved to be valid and reliable in Measuring the role of organizational culture and leadership style in job performance and productivity. The questionnaire included information regarding demographic data (e.g., age, sex, marital status, specialty), Organizational Culture and leadership style, as well as Job Performance and productivity. The final questionnaire underwent a face validity assessment to ensure the effectiveness of the questions in aligning with the study's objectives. This assessment utilized the scale-level content validity index based on the average method (S-CVI/Ave), and the resulting average index was calculated to be 0.88, indicating strong content validity [12].

Data Collection:

Data will be collected through structured questionnaires distributed electronically to participants, The information sheet explained the nature and scope of the study, and the voluntary nature of participation. The completion of the questionnaire was considered as consent to participate.

Data Analysis:

Statistical analysis was carried out using the Statistical Package for the Social Sciences (SPSS Inc., Chicago, IL, USA), version 26. Frequencies and percentages were obtained for the categorical variables, while mean and standard deviation (SD) were calculated for the scale variables. The chi-square test was used to assess the association between the categorical variables and the outcome. A p-value less than 0.05 was considered significant.

Ethical Considerations:

Ethical approval obtained from the Institutional Review Board General Directorate of Health Affairs in Madinah National Registration Number with NCBE-KACST, KSA: (H-03-M-84) was issued approval - IRB Log No 23-094. All participants provided informed consent, which ensured the privacy and confidentiality of their data.

Results:

Socio-demographics of the participants

A total of 293 responses from health care workers were collected. About 94 (32.1%) were within the age group of 30-39 years. Among the study groups, 163 (55.6%) were males and 130 (44.4%) were females. In terms of education, 183 (62.5%) held bachelor's degrees, and 46 (15.7%) held master's degrees. About 78 (26.6%) of the participants were ≥ 5 years of experience.

Table 1. Sociodemographic traits of participants (n=293)

Characteristics	Frequency	Percent (%)
Gender		
Male	163	55.6%
Female	130	44.4%
Your age		
20-29 year	89	30.4%
30-39 year	94	32.1%
40-49 year	75	25.6%
More than 50 years	35	11.9%
Highest qualification achieved		
Diploma	54	18.4%
Bachelor	183	62.5%
Master's degree	46	15.7%
PHD	10	3.4%
Years of experience		
Less than 5 years	78	26.6%
5-10 year	64	21.8%
10-15 year	66	22.5%
15-20 year	59	20.1%
More than 20 years	26	8.9%
Job title		
Manager	45	15.4%
doctor	52	17.7%

nurse	89	30.4%
employee	107	36.5%

Descriptive analysis of organizational culture and leadership

Table (2) shows the descriptive analysis of organizational culture and leadership. For the whole paragraph, the Mean is equal to (3.64). This means that health workers in the military hospital at the General Organization for Military Industries in Al-Kharj g have high agreement about the organizational culture and leadership followed by the hospital administration. As organizational culture and leadership facilitate the process of adapting to changes, it allows the organization to adapt to challenges effectively. The positive sign of the t-value also reflects a higher average value of the degrees of agreement than neutral. This result is also significant, as the statistical significance value is less than 0.05.

Table 2. Descriptive analysis of organizational culture and leadership

Paragraphs	Mean	Std. Deviation	Std. Error Mean	t	Mean Difference	Sig. (2-tailed)
Promoting cooperation between health workers is part of the organizational culture within the institution	3.6	.917	.063	9.561	0.699	0.00
Organizational culture and leadership style influence health workers' motivation and fulfillment of their basic needs	4.22	0.791	.054	9.887	1.312	0.000
Organizational culture and leadership style affect interactions between health workers and senior management, and work relationships within the hospital	3.42	1.045	.073	3.390	0.315	0.00
Organizational culture and leadership style influence levels of satisfaction and commitment among health workers	3.21	1.088	.087	19.058	.205	0.00
Health care professionals have values and habits that can negatively impact job performance and satisfaction	3.41	1.288	.084	7.598	.319	0.00
There are special rules and guidelines for professional behavior within the hospital	3.63	.823	.061	11.059	0.534	0.00
The hospital administration encourages communication between health workers outside working hour	3.65	.878	.065	3.486	.650	0.00
The hospital administration adopts an approach that enhances internal communication between all departments and workers in the health field	4.11	.778	.059	10.121	.813	0.00
The administration shares information related to the hospital's activities with health workers	3.51	.822	.061	11.122	.535	0.00
All paragraph	3.64	0.936	0.067	9.475	0.598	0.00

Descriptive Analysis of job performance and productivity

Table (2) shows the descriptive analysis of organizational culture and leadership. For the whole paragraph, the Mean is equal to (3.86). This means that health workers in the military hospital at the General Organization for Military Industries in Al-Kharj g have high agreement about the job performance and productivity followed by the health workers and hospital administration. Organizational culture increases positive employee satisfaction and commitment to the organization, which leads to improved performance. Furthermore, organizational culture encourages teamwork and cooperation, which leads to increased productivity and efficiency in performance. The positive sign of the t-value also reflects a higher average value of the degrees of agreement than neutral. This result is also significant, as the statistical significance value is less than 0.05.

Table 3. Descriptive Analysis of job performance and productivity

Paragraphs	Mean	Std. Deviation	Std. Error Mean	t	Mean Difference	Sig. (2-tailed)
The hospital works to determine the necessary procedures for the performance of health care workers in order to achieve its goals.	4.35	.798	.065	26.992	1.591	0.00
The hospital administration adopts a clear plan for training its employees	3.77	1.098	.087	3.736	.801	0.00
The hospital management follows an effective and effective motivation system	3.70	.983	.064	9.594	.975	0.00
The hospital resorts to solving problems by building and forming work teams	4.10	1.141	.081	12.041	.980	0.00
The hospital uses job performance indicators to develop and improve the performance of health care workers.	3.45	.912	.062	7.534	.365	0.00
The hospital provides stimulating working conditions that help people perform well	3.79	.881	.066	9.299	.530	0.00
All paragraph	3.86	0.968	0.070	11.532	0.873	0.00

The relationship between the study variables

It is clear from the previous table that there is a strong positive correlation between the independent variable (organizational culture and leadership) and the dependent variable (job performance and productivity), and this reflects the positive sign of the value of the correlation coefficients, as the value of the correlation coefficient reached 0.695. It is also clear that this relationship is significant, as the significance Statistics value 0.00. The value of Coefficient of Determination was about 63% of the analysis of the independent change in the dependent variable. This shows that there is a statistically significant relationship between organizational culture, leadership and job performance, productivity, at a 0.05 significance level.

Table 4. The relationship between the study variables

Model	R	R²	Std. Error of the Estimate	F	Sig.
1	0.795[a]	0.632	0.49533	499.21	0.00[b]

Discussion

The current landscape shows a significant expansion in the application of organizational culture and leadership in the healthcare sector. The results of the study indicate that organizational culture and leadership styles have a significant impact on job performance and productivity among health care workers. These results are consistent with previous research on leadership styles and organizational culture [3,6,8].

Organizational culture and leadership styles have emerged as a management method for managing employees in various sectors, especially the healthcare sector, and have witnessed significant progress over the past decade [13]. Previous studies have shown that organizational culture and leadership motivate employees to enhance a sense of participation, responsibility, and shared goals, which is positively related to job performance and productivity. The results of this study reinforce this association [14,15]. On the other hand, the positive relationship of the study between organizational culture, leadership style, and job performance is expected, and can be explained by the idea that employees become more invested in the organization and its goals when they are granted more independence, participation, and enhanced communication and cooperation among members of the organization as a whole [16].

According to a recent study, healthcare organizations can take specific steps to enhance organizational culture and leadership style

among healthcare workers by adopting management styles that enhance leadership and participation [9]. To enhance organizational culture and leadership, healthcare organizations can focus on developing training and qualification programs for healthcare workers, as well as on leadership that focuses on inspiring and motivating teams effectively [17]. This can be achieved through teamwork, intellectual stimulation, effective communication, and participation in decisions. Furthermore, creating a supportive organizational culture that encourages autonomy and innovation can help foster leadership styles, which make healthcare workers feel more invested in the organization and its goals [18]. However, the challenges associated with leadership methods and organizational culture must be taken into consideration and addressed to achieve the best results. These challenges are represented in defining roles and responsibilities by establishing an organizational methodology within the organization and not considering that leadership does not lead to a lack of direction and guidance or is excessively controlling. By implementing these strategies, healthcare organizations can work to improve the effectiveness of organizational culture and leadership and promote higher levels of job performance and productivity among healthcare workers.

Conclusions

In conclusion, the study emphasizes the critical role of organizational culture and leadership styles in enhancing job performance and productivity among health care workers, with organizational culture and leadership styles emerging as important influences. Healthcare organizations can enhance job performance and productivity by prioritizing the development of an organizational culture and leadership styles among healthcare workers. This reflects positively on the management of health care workers and health care outcomes, especially regarding challenges such as organizational success, maintaining workers within the organization, and developing their skills and abilities. Moreover, the current study contributes to providing a clear vision for those in charge of health care organizations and the management of the military hospital at the General Organization for Military Industries in the current knowledge of the importance of creating an organizational culture and developing leadership methods that contribute to creating an organizational environment that supports employees and provides them with opportunities for development and growth. These results could have far-reaching effects on the job performance and productivity of healthcare workers.

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