

THE ROLE OF ORGANIZATIONAL CULTURE IN THE DEVELOPMENT OF HUMAN RESOURCES

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Abstract

Organizational culture is a complex and important concept in the management of all organizations, with a role in highlighting the values, norms, behaviours, and way of thinking, as well as the interaction between the members of the organization and the fulfilment of the established objectives. The continuous evolution of society determines the progress of each individual organization, both economically and socially. Organizational culture is increasingly present in all economic, social, and cultural branches, improving the way of working, and contributing to the increase of expectations regarding social requirements, the content of work, and the quality of the workplace. In the development of human resources within an organization, organizational culture has an important role, as it can support this aspect, leading to good organization and increasing the efficiency of the organization; the more perfected the human resources will be, the more their efficiency will increase and, thus, the good functioning of the organization in general. This article aims to highlight, through the literature review, the importance of organizational culture within an organization for human resources and, thus, for the organization.

Keywords: *economy; development; human resources; organizational culture; health.*

JEL Classification: H10, I15, M14, O15.

1. INTRODUCTION

Organizational culture has become a concern of the modern world, and one of the "key mechanisms" of management, representing a complex process that

includes a series of activities aimed at influencing the decisions of managers, and the impact of their actions on the performance of institutional activities, as well as on the predicted or planned results. It is known that managerial decisions are reflected in the functioning of hospital units and, thus, in the health status of the population, which is essential for economic well-being, and considered a supporting factor for socioeconomic development. The concern of managers to provide high-performance health services, as well as the rapid increase in expenses for this sector, simultaneously with the increase in the number of requests from patients, have sharpened the need to identify all the factors that influence these aspects.

Organizational culture plays an important role in human resource (HR) development, having a significant impact on how employees are recruited, developed, motivated, and retained within an organization. In the public hospital environment, the organizational culture focuses on responding adapted, flexible, and fast to the demands of the population through skills corresponding to the economy and society, considering that health is a key condition for ensuring economic growth, and sustainable development at the global level. In the field of health, organizational culture is involved in all areas of activity, from attracting, training, and perfecting medical personnel for all levels of training to the financial one required to secure investment sources for the field's activities.

2. LITERATURE REVIEW

Organizational culture takes shape over time, and within the organization, one of its most important roles is to influence employee behavior and attitude. Most of the time, this concept is established simultaneously with the organization, by the decision-making factors, with the idea of implementing certain rules and behaviors (Ziliberberg, 2005, p. 82). Thus, according to Schein (2010), organizational culture constitutes the model of elementary assumptions discovered, and implemented in response to certain problems that come from the internal or external environment, and that require a solution that can also be used by new members of the organization (Schein, 2010, p. 17). Organizational culture is "a model of basic expectations that a particular group has invented, discovered, or developed in the course of learning to solve problems of external adaptation, and internal integration, and that has worked well enough to be considered valid" (Schein, 2010, p. 373). Thus, the degree of cultural integration is dependent on the stability of the group, the length of time the group has existed, and the intensity of the group's learning experiences.

In the view of Jones (2004), organizational culture refers to values with the role of controlling employees' interactions, both with each other and with suppliers, customers, and others outside the organization (Jones, 2004, p. 9). Thus, the culture of an organization is shaped by the people inside it, by the ethics of the organization, by the rights offered to employees, as well as by the

type of structure used in the organization. Therefore, organizational culture shapes, and controls behavior within the organization, influencing how people respond to certain situations, and how they interpret the organizational environment. Hofstede (2010), one of the most recognized researchers in the field, defines organizational culture as an influence on employee behavior, an aspect that differentiates organizations from each other (Hofstede *et al.*, 2010, p. 6). Gănescu (2011) defines organizational culture as the set of values, attitudes, norms, and beliefs specific to a company that give it identity, have a relatively stable character, and have a significant impact on the success or failure of members, and the company (Gănescu, 2011, p. 20). Flamholtz and Randle (2012) developed the field of organizational culture, and its contribution to business performance, respectively, with practical examples of numerous corporations in the US, Europe, China, and other countries. Sharma and Good (2013) showed the influence of organizational culture on the decisions and performance of organizations.

According to Warrick and Muelle (2015), the conceptual approach to organizational culture includes (1) values and beliefs that underlie the organization's principles, ideas, and actions; (2) norms and behaviors accepted by the organization's members, which are the basis of communication, conflict resolution, and collegial relations, as well as relations between the organization's representatives and collaborators; (3) specific symbols and rituals, namely logos, slogans, dress codes, and events that reinforce and convey the organization's values; (4) The organizational structure can influence the evolution of the organization; a flat and flexible structure can promote innovation and adaptability; and a hierarchical structure can emphasize control. (5) Organizational communication can promote an open culture or a hierarchical or conservative one; (6) Recruitment and selection refers to choosing organizational members based on specific criteria and shared values; (7) Reward and recognition means encouraging the performance of organization members and may include financial rewards, public recognition, and development opportunities; (8) Responsiveness to change means that a culture that is flexible and open to innovation is more competent regarding changes in the environment (Warrick and Muelle, 2015, pp. 1–16).

In addition to the fundamental studies mentioned, we also mention other authors who contributed to the development of the theory of organizational culture: Racelis (2010); Agbejule (2011); Eckenhofer and Ershova (2011); Ramachandran *et al.* (2011); Naranjo-Valencia *et al.* (2011); Prajogo and McDermott (2011); Ahmadi *et al.* (2012); Cerne *et al.* (2012); Singh (2013); Akhavan *et al.* (2014); Heritage *et al.* (2014); Cao *et al.* (2015); Deem *et al.* (2015); Rawashdeh *et al.* (2015); Gambi *et al.* (2015).

The specialized literature illustrates the impact of cultural factors on human resource management practices (Ferris *et al.*, 1998; Ogbonna and Whipp, 1999;

Brockbank, 1999; Khatri and Budhwar, 2002; Higgins and McAllaster, 2002; Chan *et al.*, 2004; Bowen and Ostroff, 2004; Stone *et al.*, 2006; Stone *et al.*, 2007; Kristof-Brown, 2007), which demonstrates the link between national culture, organizational culture, and the selection and choice of human resource management practices. Although in foreign specialized literature there are numerous analyses, both qualitative and quantitative, unitary or comparative, in Romania these studies are quite rare (State, 2004, pp. 35–36), and the influence that culture can exert on organizational processes and especially on organizational performance in an increasingly complex economic environment is particularly large.

3. HUMAN RESOURCES – ESSENTIAL RESOURCE IN THE ECONOMY

Organizational culture, which can influence human resources, refers to management's shared beliefs and convictions about the nature and behavior of employees, while the socio-cultural environment refers to managerial perceptions of people's shared values about how a society is structured and functions. In addition, organizational culture consists of two sets of beliefs: those related to employees and those related to tasks, each of which is influenced by different aspects (the socio-cultural environment and that of the organization). The human resources within an organization are directly influenced by the results of the decision-making process, since the decision-makers, through the decisions they adopt, have the role of motivating, maintaining and developing human resources; the human resources route thus reflects the results of the decisions.

Organizational culture is a source of potential and the expression of a collective capacity. It also represents a resource for individuals, for groups within the organization, and for the organization. Culture can be more than a context or a force; it can be a basis for management (Erez, 2010). By increasing the responsibility and work attachment of the staff, it can provide a solid basis for improving services and the entire strategic evolution, showing interest in management and increasing the chances of being efficient through interventions at several levels: (a) in increasing the degree of knowledge of the organization's reality: understanding the social climate, the analysis of jobs, the audit of activity evaluation systems, and management control are not the only ones that pass through the filter of culture; (b) in feeding the strategic reflections, improving the diagnosis and its implementation. In this sense, it allows testing the relevance of decisions on the selection of what has a chance of success; (b) it widens the field of analysis of situations for the manager and incites him to explain the functioning of the organization before changing it. Culture reinforces the principles of intelligence and rationality in the organization; this does not mean avoiding change but knowing its effects well; (c) in bringing, ethically, an

incentive framework for the manager. Certainly, the manager as a person will develop his own analysis of the facts, but culture is a collective counterweight consisting of the set of values that the group has constituted and of which he must consider (Jacoby, 1991).

Human resource development is an essential process for developing the skills and competencies of employees within an organization. This form can cover a wide range of specific areas and can be tailored to meet the needs of the organization.

4. THE TRAINING OF HUMAN RESOURCES IN THE PUBLIC HOSPITAL ENVIRONMENT IN ROMANIA

The challenges in health start from attracting and training qualified human resources whose skills are becoming increasingly complex, including in the fields of digitization, robotics, and even artificial intelligence, to those creating the premises for a transformation of the perspective of health interpreted as an expense to the paradigm of health seen as an investment in a sustainable, smart, and resilient future. The complexity of health systems and the diversity of their analysis methods, including the multiple and repetitive issues they faced at the European level during the period of the economic-financial crisis and post-crisis, up to the present still dominated by the effects of the pandemic, have contributed to the highlighting of clear and specific vulnerabilities that the systems incorporate, regardless of the degree of development of the countries affected by specific demographic, economic, and social risks (Quijano, 2006, p. 25).

In the current period, at the level of our country, the level of professional training of future medical personnel is high, and more and more young people opt for working in this system, considering as the main possibility the qualification in the country and the profession abroad. The Romanian environment for training personnel in the health system provides them with systematic processes through which new professional knowledge is acquired through practice in hospital units, as well as the discovery of one's own skills and abilities necessary to effectively and professionally fulfill the duties of the future workplace. Thus, at the national level, we meet numerous universities of medicine, dentistry, and pharmacy, as well as post-secondary health schools, whose graduates are future doctors, pharmacists, medical assistants, pharmacy assistants, as well as balneo-physio-kineto-therapy and recovery medical assistants.

The Romanian training environment for medical personnel provides them with systematic processes of acquiring new knowledge through practice in hospitals and discovering their own skills and abilities necessary to fulfill the duties of the future workplace as efficiently as possible. This training system must help the future medical staff to: (1) develop the set of knowledge and skills in order to achieve the professional goals; (2) have the appropriate attitude to

develop and achieve performance; (3) experience the skills acquired so that, in real work situations, the percentage of mistakes is reduced; (4) understand and perceive the needs of patients; and (5) visualize their work in the context of the whole team (Grieves, 2003, pp. 56). Considering the high quality of studies and practice offered by medical universities in our country, more and more students are heading for professional training in the universities of Bucharest, Iași, and Cluj in particular. The desire of young people to study medicine in our country is driven by the involvement of the authorities that offer places within the budget and significant scholarships, as well as by the contractual relations between universities and hospital units, which allow future medical professionals to put into practice the accumulated theoretical notions.

The training system is necessary to support the future medical staff in developing their knowledge and skills to achieve their professional objectives, in having the appropriate attitude towards evolution and achieving performance, in visualizing their own work in the context of the entire work team, as well as in experiencing the skills acquired, so that, in real work situations, the percentage of mistakes is reduced. Within the education system, medical personnel need to be trained in order to develop an understanding and perception of patients' needs because the work of a medical staff involves interaction with patients of all ages, suffering from various ailments, with different forms of education, and thus, it is necessary that the approach be tailored according to each person's behavior and living environment (Alles, 2013, p. 7). Thus, medical personnel need motivation to practice, qualify for, and be maintained in the national system of health services, as well as to practice a qualitative activity with responsibility, professionalism, and dedication, because the state of health in society depends on these aspects.

The precarious level of the national economy has determined, in the last 20 years, that Romania exports a labor force that is both highly qualified and unskilled. Unlike the rest of the professional categories, the emigration of medical personnel directly affects society by reducing the availability and quality of health services. Although the number of graduates and young people heading towards this profession is constantly increasing, our country is facing an acute shortage of medical personnel. This fact is possible because of the emigration that has increased in recent years, and the negative effects are reflected on the entire national public health system.

Hospital units from other countries motivate and want to maintain Romanian medical staff, whose work they appreciate. Thus, after the emigration of the best specialists, now they are taking the path of foreign countries and the less trained medical personnel, considering the fact that they are offered qualification at the workplace and a salary remuneration in line with expectations. The main reason why medical personnel decide to leave the country that trained them professionally is represented by a salary far below the minimum level existing in

the European Union. Also, the precarious level of the economy that prevents the allocation of substantial amounts of GDP to this sector and the lack of interest and support from the authorities cause medical professionals to opt to practice in other countries.

5. DEVELOPMENT OF HUMAN RESOURCES WITHIN THE HOSPITAL UNIT

Organizational culture is a key element in the development of human resources, having a direct impact on how employees are attracted, motivated, developed, and maintained within the organization. It is important that leaders and HR departments are aware of the influence of organizational culture and work to build and maintain a culture that supports employee growth and development.

The development of human resources within a hospital unit is essential for ensuring the quality of health services and for promoting an efficient and motivating work environment. Authors such as Pieper (1990), Townley (1994), Kehoe (2000), Millward *et al.* (2000), and Stone *et al.* (2006) describe important elements and steps in the development of human resources within a hospital unit.

(1) The provision of continuing professional development and training programs is important for hospital staff. Medical as well as non-medical staff need training opportunities to improve their skills and knowledge of the latest health practices and technologies.

(2) A solid orientation program is essential to introduce new employees to the specific culture and procedures of the hospital facility. By providing detailed information and facilitating interaction with colleagues, the hospital unit can ensure a faster and more efficient adaptation of new team members.

(3) The implementation of an effective performance management system can contribute to the periodic evaluation of employees and the identification of development needs. Constructive feedback and clear goals can motivate employees to improve their performance.

(4) Creating a mentoring program within hospital units can facilitate the exchange of experience and knowledge between more experienced and less experienced employees. This aspect can contribute to the professional and personal development of employees.

(5) Hospital units may implement programs that promote the health and well-being of employees through activities that may include wellness activities, counseling for stress management, and work-life balance.

(6) A positive and supportive organizational culture can stimulate human resource development. A climate where employees feel valued, recognized, and encouraged to share their ideas can help increase job satisfaction and engagement.

(7) The development of human resources must consider the diversity of the team. Encouraging diversity and promoting inclusion can bring significant benefits, including increasing creativity and improving working relationships.

(8) In a constantly changing medical environment, the ability to manage change is essential. Human resource development should include strategies for adapting staff to changes in technology, medical protocols, and other developments in healthcare.

By investing in human resource development, hospital facilities can ensure not only the provision of quality medical services but also the creation of a work environment that promotes employee satisfaction and encourages innovation and continuous improvement.

6. CONCLUSIONS

Managing human resource development requires a significant portfolio of skills: adaptability, mission, engagement, and competencies. In hospital units with strong adaptive cultures where human resources share a broader vision, the workforce will be more united and cooperative, and productivity will increase. Hospital units that have developed an organizational culture are open to new ideas, have competitive advantages, and incorporate these ideas quickly and successfully. Success is more likely when human resources and decision-makers within hospital units are goal-directed. Organizational culture increases the commitment and involvement of human resources towards the achievement of objectives. Therefore, it is recommended that the management of organizations implement organizational cultures that are adaptive. Organizations' mission, vision, and values must be shared to promote cooperation, and employees must be involved in making decisions that affect them, as this will lead them to ensure that decisions are implemented.

The development of human resources can be considered an essential element of the development and quality of organizational services and a source of sustainable competition. Therefore, it is found that cultural improvement would result in enhanced performance of human resources and the entire organization. Organizational culture includes both the spiritual and material aspects of organizational life.

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