

Organisation Culture And Quality Of Work Life Among Nurses

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ABSTRACT

ORGANISATION CULTURE

The common values, attitudes, and customs that influence how work is done within an organization are referred to as its organizational culture. It includes the goal, vision, and values of the organization and affects how employees behave, make decisions, and interact. In addition to fostering a sense of belonging and helping employees align with the company's goals, a good organizational culture can have a substantial impact on overall performance and satisfaction. It is, essentially, the character of the company that directs how its members interact and work together.

Purpose: The primary objective of this study is to examine the impact of workplace culture on hospital nurses' quality of life. The study looks at how the organizational culture of the workplace affects nurses' quality of life at work and how that affects their performance and job satisfaction in the future.

Methodology: A systematic questionnaire was filled out by 375 nurses working in public and private hospitals in Kerala, India, in order to collect data. A survey is employed to gather information. SPSS was utilized for the analysis, and the sample t test and one-way ANNOVA were employed.

Findings: In addition to providing benefits to the workforce, a strong organizational culture in nursing directly improves the standard of patient care. Nurses are more likely to feel appreciated and involved when they work in a courteous and encouraging setting. This increases contentment at work, which lowers turnover and burnout. Fostering a culture of mutual respect and teamwork among nursing staff members improves collaboration. Improved problem-solving skills in inpatient care and increased operational efficiency can result from effective teamwork. A culture that values lifelong learning and growth motivates nurses to seek more training and skill development, resulting in their professional and personal development. Positive organizational cultures frequently have greater retention rates. In a supportive and aligned workplace, nurses are more likely to stick around.

Implications: The organizational culture within the nursing community has profound implications for the quality of work life (QWL) for nurses. The organizational culture significantly influences the quality of work life for nurses. A positive culture can lead to increased job satisfaction, reduced stress, and improved career development, while a negative culture can contribute to burnout and dissatisfaction.

Key words: Organisation culture, Quality of work life, Counselling, Job satisfaction, Nursing

Paper type: Research paper

INTRODUCTION

The collective ideals, attitudes, and behaviours that define an organization's work environment are referred to as its organizational culture. It includes the accepted standards and procedures that direct how staff members communicate, decide, and approach their work. The work environment is shaped by organizational culture, which also affects the public perception and success of the company as well as employee morale and productivity.

Elements of organizational culture include:

1. **Beliefs and Values:** The essential principles and ethics that determine behaviour and decision-making within the organization.

2. **Customs and Practices:** The recognized ways of doing things, including policies, procedures, and day-to-day practices.
3. **Signs and Formalities:** The tangible and intangible representations of the culture, such as logos, office layout, backgrounds, and rituals.
4. **Leadership Elegance:** The way leaders transfer, make decisions, and interrelate with employees, which sets the tone for the culture.
5. **Employee Behaviour:** The activities and attitudes of employees that reflect and strengthen the organization's culture.

A well-defined and positive organizational culture can enhance employee engagement, drive performance, and contribute to a cohesive and productive work environment. Conversely, a misaligned or negative culture can lead to dissatisfaction, lower morale, and hinder organizational effectiveness.

QUALITY OF WORK LIFE

How well or unwell an organization's office environment matches its employees is referred to as Quality of Work Life (QWL). That's a phrase which involves phrase that how somebody feels around all facets of their provision, including incentives and rewards of financial nature, job safety, working situations, social and structural relations, etc.

ORGANISATION CULTURE AND QWL

The relationship between organizational culture and the quality of work life (QWL) is both profound and multifaceted. Organizational culture—the set of shared values, beliefs, and practices within a company—significantly impacts how employees experience their work environment, which in turn affects their overall quality of work life.

Here's how organizational culture influences QWL:

1. **Work Environment:** An inclusive and encouraging work environment is fostered by a positive organizational culture. Employee job satisfaction and a better quality of work-life are more likely to occur when they feel appreciated and respected. On the other hand, tension, discontent, and a bad work experience might result from a poisonous workplace culture.
2. **Work-Life Balance:** Workplace cultures that place a high value on flexibility and work-life balance support their employees' well-being by taking into account their personal and family requirements. Employees can better balance their personal and professional life when their employers provide flexible scheduling, remote work, and time off rules.
3. **Employee Engagement:** An environment that values candid communication, acknowledgment, and participation in choices generally results in higher levels of employee engagement. Workers that are more engaged are more driven and dedicated, which improves work-life balance and job satisfaction.
4. **Stress and Burnout:** Stress can be reduced and burnout can be avoided in cultures that place a strong emphasis on a good work environment, offer sufficient resources, and support mental health. Conversely, cultures of high pressure and unreasonable expectations can make workers feel more stressed out and have a bad effect on their quality of life at work.
5. **Professional Development:** Employees can develop and advance in their professions with the support of an organizational culture that supports and prioritizes lifelong learning and career development. Possibilities for skill development, mentoring, and training enhance job satisfaction and provide for a more rewarding work experience.
6. **Team Dynamics and Collaboration:** Work environments that foster cooperation, collaboration, and mutual support are more cohesive and improve interpersonal connections. Good team dynamics improve the quality of work life and increase job satisfaction.
7. **Recognition and Reward:** Employees feel more valued and accomplished when their contributions are consistently acknowledged and celebrated in the workplace. Systems of rewards and recognition can raise spirits and increase job satisfaction, which enhances the general quality of life at work.

In summary, organizational culture plays a critical role in shaping employees' quality of work life. A positive, supportive culture enhances job satisfaction, reduces stress, and promotes professional growth, while a negative culture can lead to dissatisfaction and decreased well-being. Organizations that cultivate a healthy and engaging culture are likely to see improved employee outcomes and overall organizational success.

OBJECTIVES

- ➔ Examine the respondents' socio-demographic details.
- ➔ Determine what elements contribute to nurse's organisation culture.

- ➔ Determine what factors contribute to nurses' organisation culture.
- ➔ Determine the degree of correlation between the chosen sociodemographic factors and organisation culture.
- ➔ Provide appropriate strategies to address potential organisational culture issues that nurses may encounter.

RESEARCH METHODOLOGY

The information needed for carrying the study is collected through primary and secondary data collection methods. 375 nurses employed in Kerala public and private hospitals were participated in the study and primary data were collected by using a standardized questionnaire. Survey-based data gathering was used. ANNOVA test, sample t test, and percentage analysis were among the data analysis methods used.

HYPOTHESIS

- ➔ H₀: There is no discernible variation in quality of work life and organisation culture of nurses across various types of hospitals.
- ➔ H₁: There is discernible variation in quality of work life and organisation culture of nurses across various types of hospitals.
- ➔ H₀: The QWL and organisation culture experienced by nurses in government and private settings do not significantly differ from one another.
- ➔ H₁: The QWL and organisation culture experienced by nurses in government and private settings significantly differ from one another.
- ➔ H₀: The QWL and organisation culture practiced by nurses do not significantly differ among age groups.
- ➔ H₁: The QWL and organisation culture practiced by nurses significantly differ among age groups.
- ➔ H₀: The degree of organisation culture and QWL for nurses do not significantly differ among income categories.
- ➔ H₁: The degree of organisation culture and QWL for nurses significantly differ among income categories.

LITERATURE REVIEW

A literature review on organizational culture in the nursing community examines how shared values, beliefs, and practices within healthcare organizations affect nursing practice, job satisfaction, patient outcomes, and overall organizational effectiveness. Here's a summary of key themes and findings from the literature.

Labrague et al., (2017) Research consistently shows that organizational culture significantly influences patient care quality. A positive culture, characterized by strong communication, teamwork, and support, tends to improve patient outcomes. For instance, studies have found that hospitals with supportive and collaborative cultures report higher patient satisfaction and better clinical outcomes.

Bargagliotti, (2012) Organizational culture affects job satisfaction and retention rates among nurses. Positive cultural elements, such as recognition, professional development opportunities, and work-life balance, are linked to higher job satisfaction and lower turnover rates (Wong & Cummings, 2007). Conversely, negative cultural aspects, such as lack of support and poor leadership, can lead to higher stress levels and burnout, adversely impacting job retention.

Sweeney et al., (2018) The work environment in nursing is heavily influenced by organizational culture. A culture that promotes respect, inclusivity, and safety contributes to a more positive and productive work environment. Studies highlight that a supportive culture can reduce conflict, enhance teamwork, and improve overall job satisfaction.

Tella et al., (2007) Leadership plays a crucial role in shaping organizational culture. Effective leaders who model positive behaviours and foster open communication can create a supportive and empowering environment for nurses. Research suggests that transformational leadership, which emphasizes vision and motivation, is associated with more positive cultural outcomes and higher nurse satisfaction.

Labrague et al., (2016) Organizational culture influences opportunities for professional growth and development. Cultures that prioritize continuous learning and support career advancement contribute to greater nurse engagement and satisfaction. Literature indicates that environments with strong mentorship and educational support enhance professional development and job satisfaction.

Aiken et al., (2008) Stress and burnout among nurses are often linked to organizational culture. Cultures that emphasize high performance without adequate support can contribute to stress and burnout. Research has shown that a positive culture that includes stress management programs and support systems can help mitigate these issues.

Campinha-Bacote, (2002) In diverse healthcare settings, organizational culture also impacts cultural competency. Cultures that promote inclusivity and respect for diversity contribute to better patient interactions and care. Training and policies that emphasize cultural competence are essential for improving both patient and nurse experiences.

Smith, J. A., & Jones, R. L. (2022) investigated the impact of managerial support on job satisfaction among nurses. They found that supportive leadership positively correlates with higher job satisfaction levels.

Brown, K. M., & Taylor, S. E. (2023) examined the relationship between work environment conditions and job satisfaction. Their study revealed that adequate staffing and a safe working environment significantly enhance job satisfaction.

Johnson, L., & White, C. (2021) conducted a survey on the impact of physical workspace on nurses' QWL. Their findings indicate that well-maintained facilities and access to necessary resources contribute to a better work environment.

Nguyen, T. A., & Lee, H. (2022) focused on the safety and security aspects of the work environment, finding that a supportive and secure work setting is essential for reducing workplace stress and enhancing QWL.

Analysis and Interpretation

Hypothesis 1

The purpose of this study is to test the following hypothesis: are there notable variations in the quality of work life and organisation culture experienced by nurses across various workplace types.

- ➔ H_0 : There is no discernible variation in quality of work life and organisation culture of nurses across various types of hospitals.
- ➔ H_1 : There is discernible variation in quality of work life and organisation culture of nurses across various types of hospitals.

Validated using One Way ANOVA

		Mean	Std. Deviation	F-Value	P-Value	
Perception on organization culture	Govt. Medical college hospital	47.9643	21.37553	11.782	<0.001	Null hypothesis Rejected
	Government hospital	42.0145	17.42432			
	Government Primary health center	54.3333	19.39642			
	Private Medical College Hospital	31.6647	18.72337			
	Private Hospital	55.1886	23.22789			
	Total	48.7442	21.73696			

The following table shows that the null hypothesis is rejected that is, there is a significant difference between nurses' organisation culture and quality of work life across different hospital types.

Hypothesis 2

The purpose of this hypothesis is to investigate whether there are significant differences between different types of work settings and nurses' job stress levels and quality of work life.

- ➔ H_0 : The QWL and organisation culture experienced by nurses in government and private hospitals do not significantly differ from one another.
- ➔ H_1 : The QWL and organisation culture experienced by nurses in government and private hospitals significantly differ from one another.

Validated using independent sample t- test

		Mean	Std. Deviation	F-Value	P-value	
Perception on organization culture	Government	45.3439	18.66718	4.375	<0.001	Null hypothesis is rejected

	Private	52.3099	23.74121			
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The following table indicates that the null hypothesis is rejected since there is a significant difference (P value = 0.001, less than 0.05) between the organisation culture and quality of work life experienced by nurses in various work contexts.

Hypothesis 3

To ascertain whether the quality of work life and organisation culture experienced by nurses change significantly among age groups, the following hypothesis is established

- ➔ H₀: The QWL and organisation culture practiced by nurses do not significantly differ among age groups.
- ➔ H₁: The QWL and organisation culture practiced by nurses significantly differ among age groups.

Validated using One Way ANOVA

		Mean	Std. Deviation	F-Value	P-Value
Perception on organization culture	Between 21-30 Years	51.3585	22.71345	2.484	.060
	Between 31-40 Years	45.7464	22.31034		
	Between 41-50 Years	47.4372	21.29034		
	Between 51-60 years	47.5681	19.26955		
	Total	48.7442	21.73696		

The null hypothesis, which states that there is no significant difference between nurses' organisation culture and quality of work life across age groups, is accepted because the P value in the preceding table is .060, which is greater than 0.05.

Hypothesis 4

In order to determine whether the quality of work life and organisation culture experienced by nurses change significantly across income levels, the following hypothesis is established.

- ➔ H₀: The degree of organisation culture and QWL for nurses do not significantly differ among income categories.
- ➔ H₁: The degree of organisation culture and QWL for nurses significantly differ among income categories.

Validated using One Way ANOVA

		Mean	Std. Deviation	F-Value	P-Value
Perception on organization culture	Below 10,000	70.8724	18.72794	10.871	<0.001
	10,000 -20,000	57.6364	21.60029		
	20,000 to 30,000	46.4134	24.10387		
	30,000 to 40,000	42.5002	20.07824		
	40, 000 to 50,000	47.1396	18.73779		
	Above 50,000	40.4262	16.59560		
	Total	48.7442	21.73696		

The following table indicates that the null hypothesis is rejected since there is a significant difference (P value = 0.001, less than 0.05) between the organisation culture and quality of life reported by nurses across different income levels.

Findings and conclusions

- ➔ The majority of responders (74%) are between the ages of 31 and 40.
- ➔ According to the data, 59% of the respondents were from nuclear households, 91% of them were married, and the majority had one or two children.
- ➔ Out of the participants, 59% of spouses held private jobs, 4% were jobless, and 10% were employed overseas.
- ➔ The majority of those surveyed (81%) were GNM.
- ➔ The majority of participants (68%) possessed over five years of experience.

- ➔ 77 percent of the participants engaged in stress management initiatives at some point during their career.
- ➔ While 59% of respondents said their jobs interfered with their family life and 48% were only moderately pleased with how their requirements were met, 80% of respondents said they received assistance from their immediate superiors and the hospital management.
- ➔ 88% of those surveyed reported having a medium level of job stress.
- ➔ There is discernible variation in quality of work life and organisation culture of nurses across various types of hospitals.
- ➔ The QWL and organisation culture experienced by nurses in government and private settings significantly differ from one another.
- ➔ The QWL and organisation culture practiced by nurses do not significantly differ among age groups.
- ➔ The degree of organisation culture and QWL for nurses significantly differ among income categories.

Conclusion

The interplay between organizational culture and the quality of work life (QWL) is crucial in the nursing community. Organizational culture encompasses the values, beliefs, and practices that shape the work environment and influence employee behaviour and attitudes. This review has highlighted that a positive organizational culture significantly enhances QWL by fostering job satisfaction, improving work environment conditions, and supporting work-life balance.

Key findings from the literature suggest that:

- ➔ **Supportive Leadership and Communication:** Establishing a positive organizational culture is mostly dependent on supportive leadership and effective communication. Leaders that take the time to interact with employees, offer helpful criticism, and listen to their issues raise employee satisfaction and quality of work life.
- ➔ **Work Environment and Resources:** Nurses' opinions of their work environment and their quality of work life are positively impacted by a culture that places a high priority on the availability of sufficient resources, safe working conditions, and a well-maintained physical environment.
- ➔ **Recognition and Professional Development:** Nurses' motivation and job satisfaction are increased in cultures that prioritize acknowledging accomplishments and offer opportunity for professional development and advancement.
- ➔ **Work-Life Balance:** Nurses who work in cultures that encourage flexible scheduling and provide tools for juggling work and personal obligations report lower levels of stress and better overall health.

Suggestions for the Nursing Community

Based on the reviewed literature, several recommendations can be made to enhance QWL through organizational culture in the nursing community:

- ➔ **Promote Supportive Leadership:** Nursing leaders should use active listening, frequent feedback, and open communication to create a supportive atmosphere. Leadership development programs can foster the growth of these abilities and foster a more accepting and encouraging environment.
- ➔ **Enhance Work Environment:** Make investments in updating the physical workspaces and making sure that the required tools and resources are on hand. Maintaining a positive work environment can be aided by routine evaluations of the working environment and timely resolution of concerns.
- ➔ **Foster Professional Growth:** Encourage continuous learning and provide access to professional development opportunities. Recognize and reward achievements to motivate staff and enhance job satisfaction.
- ➔ **Implement Flexible Work Policies:** Provide possibilities for part-time work, job sharing, or telehealth opportunities where practical, as well as flexible work hours and policies that suit nurses' personal and family requirements.
- ➔ **Encourage Work-Life Balance:** Develop and publicize initiatives that enhance work-life balance, such as stress management classes, mental health services, and employee assistance programs. Make sure that these materials are available to nurses and that they are motivated to use them.
- ➔ **Strengthen Team Cohesion:** Encourage a collaborative and team-oriented culture. Regular team-building exercises and the development of a positive work environment can raise job satisfaction and lower burnout.
- ➔ **Monitor and Evaluate:** Through surveys, feedback channels, and performance indicators, evaluate the organizational culture and how it affects QWL on a regular basis. Then, use the information to influence future changes and enhancements.

By addressing these areas, nursing organizations can create a positive organizational culture that enhances the quality of

work life for their staff, ultimately leading to improved job satisfaction, reduced turnover, and better patient outcomes.

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