# Assessment of Organizational Culture at Two Governmental Hospitals in Jeddah City

Miss. Safe Mohammed Alsoulami, Dr. HasnahErfan Banjar,Dr. Sabah Mahmoud Mahran

*King Abdul Aziz University Hospital- KSA*
*Corresponding Author:Miss. Safe Mohammed Alsoulami*

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**Abstract:**Organizational culture is considered as characteristic, internal variable, and unique feature of every organization.  A manger needs to understand the organizational culture to initiate and manage organizational change. Aim: to assess the organizational culture of governmental hospital in Jeddah. Methodology: Non-probability quota sampling was used to select the employee from two governmental hospitals including different professions. The data collection tool was used is the Organizational Culture Assessment Instrument (OCAI) that based on Competing Value Framework (CVF) as a data collection tool (Cameron and Quinn, 2011). Result: Hierarchal culture (Mean =3.314± 0.741) is the dominant type of Organizational Culture in the governmental hospital in Jeddah city over the other culture types was Hierarchy culture, followed by Clan culture (Mean=3.296 ± 0.757), and the Adhocracy culture (Mean=3.241 ± 0.707) was with equal result to the Market culture (Mean=3.245± 0 .729). Conclusion: governmental hospital in Jeddah city is Hierarchy culture that concern on internal maintenance and strives for stability and control through clear task setting and enforcement of strict rules. Recommendation: more studies needs about the Organizational culture and the associated dimensions in correlation to other factors that affecting any healthcare organization. The governmental organizations needs to keep up with changes that are directed toward a competitive market culture in line with transformation program 2020 of the Kingdome and Vision 2030.

**Key word:**Organizational Culture, Hierarchy Culture, Market Culture, Clan Culture, CVF, OCAI, KSA, and Vision 2030.

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## I.   Introduction

        In every organization, there are symbols, rituals, value, myth, and practice that gradually developed over time. These shared values largely define what employees understand and how they interact with others. Organizational culture is considered as characteristic, internal variable, and unique feature of every organization. There is also agreement believes that strong culture facilitate coordination and communication in comparing with other organization and determine successful from unsuccessful organization (Mitrovic et al, 2014). First organizational culture studies was appeared in the management science around the end of the twentieth century when the Japanese companies adjust the divers environmental change which direct the attention of scholar to study the organizational culture (Balogh, Gaal, & Szabo, 2011). The Scholar debate focused on whether culture should be viewed from perspective of materialist or ideational and construct of unitary or distribution and how it should be studied and assessed ( Alizadeh&Panahi, 2013) ). Since the notion are complex and interdisciplinary in nature, yet there is no single widely accepted definition describe organizational culture (Balogh, Gaal, & Szabo, 2011).

        The Competing Value Framework (CVF) by Quinn &Rohrbaugh on 1981 (Jacobs et al, 2013), is the most effective and widely used model in the organizational culture research (Yu, 2009). This model has been widely used within the healthcare organization (Domnariu et al. 2013; Jacobs et al, 2013). Datuon. (2014) noted that several studies conducted using the CVF, this model used for organizing and understanding a wide variety of organizational and individual phenomena, including theories of organizational effectiveness, leadership competencies, organizational culture, organizational design, stage of life cycle development, organizational quality, leadership role, financial strategy, information processing and brain function. In addition, it is appropriate instrument to get more insight in the role of school leader meeting the present administrative demand very well. Yu. (2009) mention that CVF and the matched scales Organizational Culture Assessment Instrument (OCAI) have the better validity and reliability compared with other models and scale in the context of China.

        The organizational culture had influences on the environment of the relationship between the individual and the organization. Therefore, managers have a role to create and maintain strong organizational culture to encourage the follower to achieve the organization goals. In addition, it guides the manager to select the appropriate style of leadership (Andish et al. 2013; Neagu&Nicula, 2012). It has a great impact on the companies'

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performance and development that reflected on the employees and customer satisfaction, economics performance and growth, organizational growth and development, organizational commitment, and administration and services producing (Aydin &ceylan, 2009; Jung et al. 2009; Neagu&Nicula, 2012).

In the healthcare field, Domnaria (2013) reported that the organizational culture in the healthcare has significant role to create quality healthcare and provide safety for the client. Employee with good values will naturally exhibit working behavior leading to quality healthcare. In addition, safety culture is similar to organizational culture in the medical field, which refers to the safety of clients. King & Byers (2007) noted that safety and quality of patient care are influenced by the outcomes of research and evidence based practice that use the organizational culture determinant where the organizational culture draw up the healthcare professionals implicitly and shape their work action and pattern.

Ministry of health MOH in the Kingdom of Saudi Arabia is the first and major provider of healthcare services (Almalki, 2011). According to MOH statistics (2013), the total number of hospitals is 268 hospital (38,970 beds) and 2,259 Primary Health Care PHC (http://www.moh.gov.sa/ ). Saudi healthcare system facing a number of challenges related to the health workforce, financing and expenditure, changing pattern of disease, accessibility to healthcare services, introducing the cooperate health insurance scheme, privatization of public hospital, utilization of electronic health, strategies and the development of national system for health information (Almalki, 2011). The Saudi government is challenging as much as it can to cope with worldwide changes to improve the healthcare system. Most of the problems persist with the management of healthcare. Several studies indicate that the organizational culture has the important role in achieving the success of the organization and initiating and managing organizational change (Alotaibi, 2014).

This study will focus on the concept of organizational culture, which is important and essential concept for an organization. The literature search of Saudi Arabia studies revealed very limited studies in the field of organizational culture either in healthcare or in non-healthcare setting. Thus, this study will serve as a starting point research with the available studies in the health care setting. A manger needs to understand the organizational culture to initiating and managing organizational change. This study will facilitate handling change to the organization managers. In addition, this study will establish organizational culture profile, which will be a reference for the mangers that help them to solve problems and make decision.

**Objectives:**
To identify the different culture types at the two governmental hospitals in Jeddah city.
**Study question:**
What are the types of organizational culture of the governmental hospital in Jeddah?
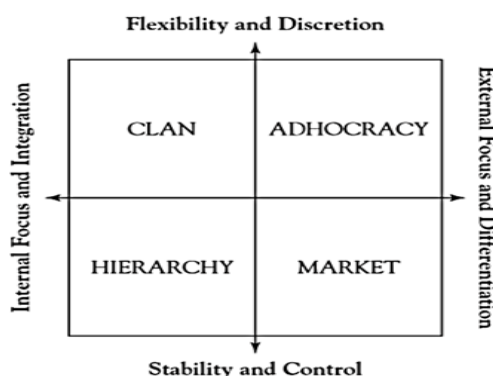
**Theoretical framework:**



*Figure 1*: Competing Value Framework by Cameron and Quinn (2011)

The figure 1, illustrates the conceptual framework for the assessment of organizational culture at two governmental hospitals in Jeddah city. Competing value framework emerged as result of empirical researches to measure the organizations effectiveness. The main two dimensions are 1- Organization focus either its internal emphasis on employee to external focus of the organization itself. 2- The organization contrast between flexibility and change and stability and control.
From the two dimensions four main archetype culture emerged including Hierarchy, clan, market and adhocracy culture. According to Igo&Skitmor (2006):

A Hierarchical culture, it focuses on internal maintenance and strives for stability and control through clear task setting and enforcement of strict rules.

A Clan culture, which is typical for an organization that concentrates on internal maintenance with flexibility, concern for people, and sensitivity for customers.

An Adhocracy culture, where the organization concentrates on external positioning with a high degree of flexibility. A Market culture, working towards clear and rational goals that are achieved through high productivity and economical operation.

The competing value framework utilize the Organizational Culture Assessment Instrument (OCAI) to capture the underlying structure of psychological architypes in the core dimension of an organization. Cameron and Quinn identify six dimensions in the base of OCAI as following: 1- Dominant Characteristics, 2- Organizational Leadership, 3- Management of Employees, 4- Organizational Glue, 5- Strategic Emphasis, and 6- Criteria for Success.

Organizations vision, values and strategy are played an effective role in creating the successful performance of an organization. These factors are closely related to the organizational culture, market, hierarchy, adhocracy and clan with stability and control, external and internal focus and differentiation, flexibility and discretion (Suderman, 2012). All the dimensions of organizational culture have significantly related to the strategy implementation. Clan, adhocracy, market and hierarchy are some of the factors which are significantly related to the formation and implementation of policy, resources, motivation and structural factors of strategy implementation. Ahmadi et al (2012) has concluded that there is significant relation between strategic emphases in organization's culture and implementation of strategy.

## II. Methodology

This study used quantitative descriptive research design. The study tool is utilized to get the serious estimation and response from the individuals. Polit&Becher (2017), defining the descriptive design by the study that describing, observe, and documenting aspect of situation

Two hospitals were selected to represent the government hospital in Jeddah, they are selected as convenience and due to the schedule time for the study.

King Fahad Hospital KFH-J is one of the biggest hospital of MOH in Jeddah city, was established since 1979 as royal order by King Fahad Bin Abdul Aziz may God have mercy on him. It is the medical land mark in the west region. The hospital including different centers: Heart center ENT center, Kidney center, Dental center, and Prince Sultan Endoscopy center, Orthopedic and Neurology, Pulmonology and endocrinology. KFH consider as the main reference for ER cases and traffic accidents cases in Jeddah and areas around since the clinical capacity reaches more than 600 beds and 84 clinics. The hospital operating annually more than 4000 cases including orthopedic surgery, hip replacement and Knee replacement, neurosurgery, spinal cord surgery, and total visits of outpatient is exceed 200,000 patients. While the emergency department is receiving more than 140,000 cases within a year with total manpower of 3329 employees. KFH is accredited from the Joint Commission International (JCI) for the quality of care since 2010.

King Abdul-Aziz University Hospital KAUH is a teaching hospital in Jeddah. Its facilities 845 beds with the addition of 157 beds dedicated for the critical care units, with general and specialized clinics that exceeds two hundred clinics. KAUH is receivingannualy more than 60,000 patients in the emergency department, 33,000 visits to the outpatient clinic, 204,000 visits to the specialized clinic, and more than 40,000 admissions. The total manpower in KAUH is 1417 employees. The hospital in collaboration with different college she is training more than 4000 student by a year. KAUH is accredited by several organization; Canadian Golden and Diamond Accreditation, blood bank American Accreditation, college American pathologist, and Joint Commission International.

**Sample**

Sampling system is the procedure that is utilized to pick a vital and required respondents from the outsized assembling. Looking at course of action is apportioned into probability and non-probability sampling. In probability, looking at each unit from the members has a chance of being picked as a unit of representation (Cooper and Schindler 2010). The researcher picks the individuals by using non probability quota sampling. The population divided into strata. The researcher determined the number of the participant from each stratum based on the total number of each profession in the hospitals. Quota sampling is similar to stratified sampling. The target number divided into subgroup of the population of interest (Polit&Becher, 2017). The procedure of sampling proceeds using nonrandom selection mechanism until reaching the desired number for each subgroups (Battaglia, 2008; Gorny&Napierala, 2016).

The sample include a representative sample from different profession (strata) including [Physician, Nurses, Administrators, and others (Radiologists, Physiotherapists, and Pharmacist)].

**Sampling technique**

Sample size calculated with accordance to: the acceptable margin error of 5% as a common choice, a confidence level of 95% as a typical choice, the total number of population (King Fahad Hospital= 3329 employees + King Abdul Aziz Hospital= 1417 employee = 4746)

King Fahad Hospital is presented with 70.14% of the total sample = 250 participants as following:

$$\frac{total\,Employees\,of\,KFH}{total\,number\,of\,population} \times 100 = representative\,percentage\,sample\,from\,KFH$$

So:

$$\frac{3329}{4746} \times 100 = 70.14\,\%$$

To find the total participant from KFH:

$$\frac{representative\,percentage\,sample\,from\,KFH \times sample\,size}{100} = total\,number\,of\,participant$$

So:

$$\frac{70.14 \times 356}{100} = 249.7 = 250\,participants$$

King Abdul Aziz University Hospital is presented with 29.86% of the total population = 106 participants According to the sample size = 356.

$$\frac{1417}{4746} \times 100 = 29.86\,\%$$

So:

$$\frac{29.86 \times 356}{100} = 106.3 = 106\,participants$$

The representative number from each stratum the same equation used to find the number of participants from each profession. The response rate was 67% that give the total number of the participant to be = 239.

**Data Collection Tools**

Organizational Culture Assessment Instrument (OCAI) developed by Cameron & Quinn (2011), based on the CVF is the most effective and widely used model in the organizational culture research (Yu. 2009), and has been widely used within the healthcare organization and offered for implementing the quality improvement activities and quality of care (Domnariu et al. 2013; Helfrich. 2007; Jacobs et al. 2013).

In this study one tool used which had two parts. The first part is about the personal and professional data developed by the researcher include (sex, language, marital status, nationality, age, education level, profession, and years of experience and salary by month). The second part is the original instrument adopted in this study. The OCAI is consist from six dimensions, each dimension consist from four statements reflecting the core value for each dimension to have total of 24 statement. Cameron and Quinn (2011), identify six dimensions in the base of OCAI as following:

- Dominant Characteristics: the degree of teamwork and sense of belonging, level of creativity and dynamism, focus on goals and competition, reliance upon systems and emphasis on efficiency.
- Organizational Leadership: leadership style and approach that permeates the organization. The roles identified were mentor, facilitator, innovator, broker, producer, director, coordinator, and monitor.
- Management of Employees: How employees are treated, degree of consultation, participation and consensus, working environment.
- Organizational Glue: bonding mechanisms that hold the organization together such as cohesion and teamwork, loyalty and commitment, entrepreneurship and flexibility, rules and policies, goal orientation and competitiveness.
- Strategic Emphasis: organizational strategy drivers; long term development of human capital, innovation, stability and competitive advantage, growth and acquisition, achievement of goals.
- Criteria for Success: is defined success and who gets rewarded profits, market share and penetration, sensitivity to customers and concern for people, development of new products and services, dependability and optimum cost.

The OCAI adopted normative scale as five-point Likert scale ranged from 1: strongly disagree to 5: strongly agree. Instead of the ipsative scale or (forced– choice measurement) that used by the author in the original instrument that measuring the progressive and the development of the person perception. The majority of the study are applying normative scale in there study (Aldhuwaihi, 2013; Eijnatten, Ark &Holloway, 2015). Cameron and Quinn (2011) leave the decision to the researcher to choose between the ipsative scale and normative scale, which depend on the research agenda and research question. This study used the normative scale (Likert scale) to facilitate to the participants which is more common than ipstaive scale.

**Validity and reliability**

In this study the OCAI is the tool used due to the high validity and reliability (Choi. 2010; Helfrich. 2007; Heritage. 2014; Kalliath. 1999). A few reviews directed to gauge the validity of the Organizational Culture Assessment instrument (OCAI). These reviews uncovered that the OCAI is substantial and dependable. The reliability had measured by utilizing the internal consistency (alpha Cronbach) were the validity measured by testing develop and paradigm validity that uncovered legitimate instrument (Choi. 2010; Helfrich. 2007; Heritage. 2014; Kalliath. 1999).

In this study, the content validity was done by five expert academic and clinical field individuals, they check the data collection tool in the related variable before distribution. Modification done accordingly.

The tools reliability measured by test the inner consistency of Alpha Cronbach (α) by using the SPSS program. Reliability is an unequivocal component for the data, and it insinuates the consistency of the records that is taken for the precise reason of the examination framework. It is a study of the degree that is standard in the application underneath a similar situation. The instrument was revealed significant result and high reliability of internal consistency Cronbach- alpha (α) =0.878. Therefore, there was high value reflecting the reliability of the data as supported in the study (Choi. 2010; Helfrich. 2007; Heritage. 2014; Kalliath. 1999).

## III. Result

The analysis of the instrument was done by the SPSS version 22. The data was processed to find the mean (M) and the standard deviation (SD) of each types of the Organizational Culture.

Table1*Frequency; Percentage of Demographic Data of the Study Sample (n=239)*

| | | Frequency | Percent |
|---|---|---|---|
| Sex: | Male | 56 | 23.4% |
| | Female | 183 | 76.6% |
| Total | | 239 | 100 |
| Marital status: | Married | 152 | 63.6% |
| | Unmarried | 79 | 33% |
| | Separated | 8 | 3.4% |
| Total | | 239 | 100 |
| Nationality: | Saudi | 112 | 46.9% |
| | Non Saudi | 127 | 53.1% |
| Total | | 239 | 100 |
| Age: | 20 − 29 | 88 | 36.8% |
| | 30 − 39 | 99 | 41.4% |
| | 40 − 49 | 36 | 15.1% |
| | 50 − >59 | 16 | 6.7% |
| Total | | 239 | 100 |
| Education level: | High school | 7 | 2.9% |
| | Diploma | 80 | 33.5% |
| | Bachelor | 130 | 54.4% |
| | Master | 14 | 5.9% |
| | PhD | 8 | 3.3% |
| Total | | 239 | 100 |
| Profession: | Physician | 25 | 10.5% |
| | Pharmacist | 6 | 2.5% |
| | Nursing | 140 | 58.6% |
| | Administrators | 33 | 13.8% |
| | Others… | 35 | 14.6% |
| Total | | 239 | 100 |
| Salary by month: | <5000 | 63 | 26.4% |
| | 5000 − 9999 | 109 | 45.6% |
| | 10000 - 14000 | 35 | 14.6% |
| | 15000 − 19999 | 14 | 5.9% |
| | > 20000 | 17 | 7.1% |
| Total | | 238 | 99.6 |

The participants' demographic data are detailed in Table 1. From this table it can be seen that three fourth of participant (76.6%) were female and male participant were only (23.4%).Regarding the marital status of study sample revealed that two third (63.6%) were married, and one third (33%) were unmarried. With respect to the nationality, it was half of the sample (46.9%) were Saudi and (53.1%) were non Saudi. It was revealed that almost half of the sample fell in the age group 30-39 years, while almost one third of the sample were below 29 years. With respect to the participant education level, that half of the sample (54.4%) had a bachelor degree and one third (33.5%) had a diploma. The participant were different, more than half of the study sample (58.6%) was from nursing profession, (14.6%) were radiologist and lab technician, and (13.8%) were administrative. It was worth noting that (10.5%) of the sample were physician, and only (2.5%) pharmacist. Information sought regarding the monthly salary of the participant revealed that the almost half of the sample (45.6%) receiving between 5000-9999SAR, while only (26.4%) receiving less than 5000SAR.

Table2. *Mean and SD of Culture Types in Two Governmental Hospital in Jeddah City (N=239)*

| Culture | MEAN | SD |
|---|---|---|
| CLAN | 3.296 | .757 |
| ADHOC | 3.241 | .707 |
| MARKET | 3.245 | .729 |
| HIERARCHY | 3.314 | .741 |

It can be seen from table 2, that the highest mean (Mean =3.314 ± 0.741) over the other culture types was Hierarchy culture, followed by Clan culture (Mean=3.296, ± 0.757), and the Adhocracy culture (Mean=3.241± 0.707) was with equal result to the Market culture (Mean=3.245 ± 0.729).

Table 3 *Mean and SD of Culture Types in First Culture Dimension; Dominant Characteristics (N=239).*

| Culture | Element | Mean | SD |
|---|---|---|---|
| Clan | The hospital is a very personal place. | 3.063 | 1.144 |
| Adhocracy | The hospital is a very dynamic entrepreneurial place. | 3.202 | 1.015 |
| Market | The hospital is very results oriented. | 3.339 | 1.003 |
| Hierarchy | The hospital is a very controlled and structured place. | 3.295 | 1.026 |

It can be seen from the table 3, that the Market culture it was with highest mean (mean= 3.339 ± 1.003), followed by Hierarchy culture (mean= 3.294 ± 1.026), Adhocracy culture (mean= 3.202 ± 1.015), and Clan culture (mean= 3.063 ± 1.144).

Table 4 *Mean and SD of Culture types in second culture dimension the organizational leadership (n=239).*

| Culture | Element | Mean | SD |
|---|---|---|---|
| Clan | Exemplify mentoring, facilitating, or nurturing. | 3.344 | 1.026 |
| Adhocracy | Exemplify entrepreneurship, innovating, or risk taking. | 3.254 | .942 |
| Market | Exemplify a no-nonsense, aggressive, results-oriented focus. | 3.127 | .992 |
| Hierarchy | Exemplify coordinating, organizing, or smooth-running efficiency. | 3.349 | .986 |

As shown in table 4, that the highest result (mean= 3.349 ± 0.986) is the Hierarchy culture, followed by Clan culture (mean= 3.344 ± 1.026), Adhocracy culture (mean=3.254 ± 0 .942), and Market culture (mean= 3.127 ± 0.992).

Table 5 *Mean and SD of Culture types in third culture dimension the management of the employees (n=239)*

| Culture | Element | Mean | SD |
|---|---|---|---|
| Clan | Characterized by teamwork, consensus, and participation. | 3.353 | 1.072 |
| Adhocracy | Characterized by individual risk-taking, innovation, freedom, and uniqueness. | 3.059 | 1.081 |
| Market | Characterized by hard-driving competitiveness, high demands, and achievement. | 3.139 | 1.036 |
| Hierarchy | Characterized by security of employment, conformity, predictability, and stability in relationships. | 3.084 | 1.078 |

Table 5 show the highest mean (Mean= 3.353 ± 1.072) is the Clan Culture with management of employees. Followed by the Market Culture (Mean=3.139 ± 1.036). Then, Hierarchy Culture (Mean=3.084 ± 1.078) and the last is the Adhocracy Culture (Mean=3.059 ± 1.081).

Table 6 show convergent result, Hierarchical culture (mean= 3.574 ± 0.961), Market culture (mean= 3.542 ± 0.951), Clan culture (mean= 3.475 ± 0.992), Adhocracy Culture (mean= 3.475 ± 0.952).

Table 6 *Mean and SD of Culture types in fourth culture dimension the hospital glue (n=239)*

| Culture | Element | Mean | SD |
|---|---|---|---|
| Clan | Commitment to this hospital runs high. | 3.475 | .992 |
| Adhocracy | Commitment to innovation and development. | 3.426 | .952 |
| Market | Emphasis on achievement and goal accomplishment. | 3.542 | .951 |
| Hierarchy | Formal rules and policies. | 3.574 | .961 |

Table 7 *Mean and SD of Culture types in fifth culture dimension the strategic emphasis (n=239)*

| Culture | Element | Mean | SD |
|---|---|---|---|
| Clan | High trust, openness, and participation persist. | 3.144 | 1.017 |
| Adhocracy | Acquiring new resources and creating new challenges. | 3.123 | 1.043 |
| Market | Competitive actions and achievement. | 3.072 | 1.029 |
| Hierarchy | Permanence and stability | 3.242 | .979 |

As seen in table7, that the highest result was the Hierarchal culture (mean= 3.242 ± 0.979), followed by Clan culture (mean= 3.144 ± 1.017), then, Adhocracy culture (mean= 3.123 ± 1.043), and last was Market culture (mean=3.072 ± 1.029).

Table 8 *Mean and SD of Culture types in sixth culture dimension the criteria of success (n=239)*

| Culture | Element | Mean | SD |
|---------|---------|------|-----|
| Clan | Development of human resources, teamwork, employee commitment, and concern for people. | 3.397 | 1.055 |
| Adhocracy | having the most unique or newest products | 3.376 | 1.003 |
| Market | Winning in the marketplace and outpacing the competition. | 3.242 | .975 |
| Hierarchal | Dependable delivery, smooth scheduling and low-cost production. | 3.356 | 1.007 |

It can be seen from table 8, that the Clan culture was with highest result (mean= 3.397 ± 1.055), followed by Adhocracy culture (mean=3.376 ± 1.003), then Hierarchal culture (mean=3.356 ± 1.007), and the last was Market culture (mean= 3.242 ± 0.975).

## IV. Discussion
This study aimed to identify the culture type of the governmental hospital in Jeddah city. A descriptive approach was used in this study using OCAI that distributed to the hospital employees. Total sample was 356 participants with response rate of 67%. Dominant characteristics, Organizational leadership, management of employees, organizational glue, strategic emphases and criteria of success are the six dimensions associated with the assessment of Organizational Culture.

The demographic data showed that female participants are more than the male. Since the majority of the employees are nurses. 58.6% of study sample are Nursing staff which common because the nursing Job are tend to be a female Job ( Hsu et al, 2010).

Non Saudi employee are higher than Saudi employee by 2.6% since the MOH statistical reflecting that Non Saudi are more also than Saudi by 0.29% for total manpower of 422,456,6 in Jeddah city. Nursing shortage is worldwide issues, the report from NewsRx (2016) a research in King Saud University to investigates the nursing shortage in Saudi Arabia and specifically the shortage of Saudi nursing in the healthcare workforce and to propose solution. Saudi Arabia depend on non-Saudi workforce especially healthcare organizations include nursing profession. That because of poor image of nursing due to culture factors. The main solution concluded is to improve the nursing image with education and enhance the workplace by improve the working system such as teamwork, adequate staffing, and address the culture issue to make nursing profession more compatible with Saudi nation.

The majority of employee are young. The result revealed that 75.2% are aged 20-39 that age group called (young adult) started with identity formation, ready to intimacy, love, compassion. To the 30's transition or age thirty crisis when people experience threat, loss of hope for the future and danger of chaos and dissolution. Followed by major life investment- family, love, friends, value, and community. The investment become more to increase the financial status and emotional needs. The stability in personal live is common in the late 30's. Kanfer&Ackerman (2004), reported that age related changes can affect the work a study done to investigate the effect of motivation with different age. Motivation in young adulthood promote the self-efficacy and self-concept, which lead to attain the work requirement. As adult age the difference is mainly to the impact or age related changes, which lead to reorganizing the goals. Therefore, age related changes may affect the work circumstances by enhancing or decreasing the work outcomes.

As per General Authority for Statistical the total graduated student with Bachelor Degree (133,833 graduate) are more than the graduated with Master and PhD degree (16,580) in Saudi Arabia. Smith &Abouammah (2013), stated that higher education in Saudi Arabia define by the pressure between the interest to be strong and incorporated participant in the global economy and the interest to keep the effect of the culture and Islamic standards that protected by segregated policy. Saudi Arabia have to consider the important of having major university and the allocated budget to support the development of individual university and there staff, further more to involve research partner, academic mentors, scholarship programs to support Saudi student, encourage the growth of private universities, and improve the access and participation of women in Saudi university.

The most important factor of decision making was identified to the organization culture and it was also considered as the most challenging factor in the institution (Sharimllah, Siong&Hishamuddin, 2011). Therefore, it is very significant to recognize that Organizational Culture is more significant in a number of organizations to be in the line of business or education. According to research who have been interested in conducting study in this line, they strongly believe that the culture of any given place has a great influence on the corporate strategy and the working structure of that particular place. At the same time, the interest is increased hence raising the culture concept of that particular organization to be well understood and measured by others. This is in regard to the fact

the glue that hold any given organization to contribute to the performance and commitment of employee. In connection, it specifies the predictable that is associated with the culture of that given organization. The flow of culture of an organization, the way the employees clearly understand that particular culture, the act that make the employees be among the group that make decisions, and their good will in any change that takes places and that which is likely to affect the mode of working in an organization. The study confirms that there is a great relationship between the organization performance and their performance in regard to finance and their Organizational Culture for any given organization (Andish et al, 2013; Shahzad et al, 2012).

**Hierarchal culture**

The findings of this study was mainly aimed in confirming the hierarchal culture of the governmental hospital in the city of Jeddah. The hierarchal culture is said to have high levels of bureaucracy and at the same time, it was noted that it had less focus on external issues as compared to internal issues (Gifford, et al. 2002). The factors that drive the hierarchal culture is the horizontal line of authority, rules and regulations. This is in consideration of the fact that the management was noted to be exerting a lot of pressure to control and stabilize the organization than providing a discrete and flexible environment (Mandal, 2017).

This result in the study were not strange because it is common to find hierarchal culture in most of the governmental organization in very many countries across the globe and it well supported by literature. Therefore, there is increased level of bureaucratization in most governmental organizations due to external limitation (Ismail Al-Alawi, et al. 2007).

Keohane (2003), put more emphasis on the same claiming that if not part of the economical market, organization become more hierarchal in governmental bureaucracy. The issue of the concentrated power in the Arabic world generally is a type of bureaucracy which is identified by those dominant hierarchal type (Dedoussis, 2004). The Hofsted rating of the national culture supports the results of this study. In consideration, it is said that Saudi Arabia governmental management is meant of uncertainty avoidance and increased power distance among individuals, however, it is well associated with hierarchal culture (Angwin, 2001).

The political system in Saudi Arabia is shaping the hierarchal culture which is strongly centralized according to (Prokop, 2003; Saif, 2017). This centralization rooted within a regional culture that based in turn on traditional, religious value and social culture. The Saudi culture has high respect to their elders, and is teaches to the children. As result of this the people accept the extended power. The influence of relationship with management can affect the subordinate is common in some of governmental organizational which result from power distance that the manger prefer which is benefit the family member and friend (Abdullah, 2005; Alotaibi. 2014). Cameron and Quinn (2011) puts a clear image that each and every organization is trying all they can to ensure that they increase the effectiveness and efficiency of services within the complexity. They as well confirm that management studies begin with Weber's Hierarchal or bureaucracy which ideal and drive the organization to stability, high consistent product, services, and efficiency, with stable environment it led to uniformity of services maintaining, employees and work were under control. Function and task could be integrated and coordinated. Clear line of authority, standardized policy and procedure liability and control were the key to success. Hierarchal culture is characterized by ensuring that a smooth-running of the organization is maintained and stability regarding to long-term concern. The hierarchal culture of an organization is hold together by structure of the place, policies and rules.

**Clan culture**

The clan culture is the upper left quadrant of the CFV. Generally it is made up of shared value, goals, individuality, participations, commitment. Clan culture it is more like extended family than profit entities. Team work and employee participation are common characteristic instead of the rules and procedure of hierarchal culture. Management basis on team accomplishment, empowering and encouraging the employees. Clan organization is friendly place where people can share a lot. Leader in clan organization is mentor and some time they are as parent figure (Berrio, 2003; Pilav&Jatić, 2017). Commitment is very high due to loyalty and tradition which hold the organization together. Moral and high cohesion it is emphasis on long term benefit of employee development. The factor that defines success is the internal climate.

The finding of the study revealed that both hospitals culture was tend to be more focusing on internal integration, flexibility and discretion. The Clan Culture is more dominant in KFH and KAUH. The core value in this type is commitment, communication and development. The leaders in the Clan Culture is focusing on facilitating, mentoring and team building. The effectiveness is produced by human development and participating (Evert &Richard, 2016).

**Adhocracy culture**

Cameron and Quinn (2011), in business adhocracy culture is always developing new product and services and plan for the future were innovation and pioneering initiative are there. Management always fostering

the entrepreneurship activity (on the cutting edge) and creativity. The vision of the future is to emphasis and imagination is disciplined due to adaptation and innovativeness that lead to new resources and profitability, creativity, flexibility, and ambiguity (Idris, 2017).

The client in the adhocracy culture is dealt with as an independent project and the organization design may change to achieve the task and after the project is done the structure smash. What hold the organization together, is the glue of commitment to the experimental and innovation (Dwyer, Richard & Chadwick, 2003; Santti et al, 2017). The future plan of adhocracy is rapid growth and gaining of new resources. Acquiring of unique and original products is the mean of their success.

**Market culture**

The other activities that increase the effectiveness of any given organization and transactional cost are also discussed in this study. The culture of the market is noted to have increased focus on the competitive challenges. The functional unit of the organization at this point of time is the market. It is more oriented to the marketing mechanism and the external surrounding. The competitive advantage at this very point is achieved by making several transactions. The objective of any market organization normally is the end line results, strength and the competitive nature of the market, customer come first and profitability is the key. The role of management in the market culture is to lead the organization for profits, result, and productivity within aggressive strategy. Leader are hard driven producer and challenger, demanding and tough. It is characterized with high concern on winning so the long term plan is high focus on competing and achieving goals. In order to determine their success share and breaking through (Thrift, 2001; Anning, 2017).

With the fast changes ongoing in Saudi Arabia started with the transformational program 2020 and Saudi government's vision 2030. The country face a potential issue, which is the country knowledge of economy. A study conducted based on the analysis of the documentary of World Bank, Ministries in Saudi Arabia, Newspaper, World Economic Forum and United Nation. The finding suggested that there is six factors needs to be behold in developing Saudi Arabia knowledge economy including 1) Human Capital, 2) Innovation, 3) Information and Communication Technology, 4) Economy, 5) Education, and 6) Employment. With regards to the Human Capital it is associated with several challenges including research and employment amongst university- educational female (Nurunnabi, 2017). The governmental organization needs to keep up with changes that are directed toward a competitive market culture which is concerned with high productivity and economical operation.

## V. Conclusion

In this study, the Organizational Culture measured by using the Organizational Culture Assessment Instrument (OCAI) by Cameron and Quinn (2001) based on CVF. Dominant characteristics, Organizational leadership, management of employees, organizational glue, strategic emphases and criteria of success are the six dimensions of OCAI that reflecting the culture types (Clan, Adhocracy, Market and Hierarchy) of the CVF. The finding revealed that organization culture in the governmental hospital included in the study is Hierarchy culture. The Hierarchy Culture in the governmental hospital was not strange. As supported in the literature that bureaucratization in the public organization is high. That led to high consistent product, services and efficiency, with stable environment that lead to uniformity of services maintaining.

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