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MBA HUMAN RESOURCE MANAGEMENT

DISSERTATION LCMB7020_LON

DISSERTATION PROPOSAL

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Investigating the Impact of Organizational Pathologies
on Human Resources Performance within the Private
Medical Sector of the UK: An In-depth Exploration.

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I. Introduction

The private business sector in the UK encounters hurdles arising from organizational pathologies, which have the potential to detrimentally affect the efficacy and welfare of its workforce (Fadel & Abdel-Razzaq Abboud, 2023). This research endeavours to provide substantial illumination into the internal mechanisms of the private medical industry, concentrating on the repercussions of organizational pathology on employee well-being and performance.

Aims

By measuring various indicators such as job satisfaction and retention rates, correlations between organizational pathologies and human resource performance will be examined. The purpose of this study is to uncover the negative aspects perceived by private healthcare sector workers, generate new knowledge and insights in supporting a healthier organizational culture and optimizing human resource performance, through knowledge-based estimation and analysis.

Objectives

- To conduct a comprehensive literature review on organizational pathologies and their relation on human resources performance within the context of the private medical sector.
- To estimate educationally the correlation between external factors and internal organizational dynamics in the emergence, persistence and consequences of organizational pathologies in the private medical sector.
- To illustrate the negative correlation between organizational pathologies and human resource performance based on different perceptions among employees, managers, and other stakeholders in private healthcare organizations.

Research questions

1. What are the predominant organizational pathologies observed within the private medical sector of the UK, and how do they manifest in operations?
2. How do perceptions of organizational pathologies and their correlation on human resources performance differ among employees, managers, and other stakeholders within private medical organizations?

3. How do external factors, such as market dynamics, and socio-economic trends, interact with internal organizational dynamics to shape the prevalence and create pathologies within the private medical sector?

2. Research methodology.

Research Onion Module

The researcher decides to use the Research Onion Model due to its systematic and structured approach to developing research methodology. The model developed by Saunders in 2007 (Dissanayake, 2023) offers a comprehensive framework that guides the researcher through the various layers of research design, from overarching philosophical considerations to specific data collection methods and analysis techniques (Tengli, 2020). By adopting the Research Onion Model, the researcher provides methodological rigor and clarity, facilitating in-depth exploration of the complex connections between organizational pathologies, mental health, and organizational performance in the private healthcare industry. This systematic approach increases the validity and reliability of research findings (Tengli, 2020), ultimately contributing to a more robust and insightful dissertation.

Research philosophy:

The basis of research is the definition of ontology, which concerns the nature of reality, epistemology, which concerns the nature and sources of knowledge or facts, and axiology, which covers the values, beliefs and ethics that guide research (Melnikovas, 2023).

The author of dissertation adopts an interpretivist research philosophy, aiming to understand the subjective experiences and perceptions of human capital (Melnikovas, 2023) on example of private medical industry, regarding organizational pathologies, mental health, and organizational performance. The primary research for this study will include qualitative methodology, with particular emphasis on understanding organizational pathologies and their impact on those in lower-level positions in private medical clinics due to the high level of responsibility for the target group, i.e. patients.

Research approach:

A mono-method research approach will be implemented, focusing solely on qualitative data collection and analysis techniques. Failure is common in real life and is also an essential part of scientific knowledge (Melnikovas, 2023), therefore, accepting failure as part of the scientific process is crucial. Abductive reasoning starts with observing clues that give a starting point for further research (Melnikovas, 2023). This approach allows for a comprehensive investigation of the complex interplay between organizational pathologies, mental health, and organizational performance. Data will be collected to test the literature review and researcher's hypotheses.

Research strategy:

The research strategy includes conducting interviews to explore participants' in-depth experiences, perspectives, and perceptions regarding organizational pathologies, mental health issues, and perceived organizational performance in the private healthcare sector. Interviews were chosen appropriate for the purposes of this study due to the high value of data gathered from the personal experiences of participants actively working in the private healthcare sector. The purpose of interviews is to uncover underlying motivations, complex emotions, and contextual factors that cannot be easily captured through quantitative data alone (Creswell and Plano Clark, 2018). By providing participants with a platform to share their stories and perspectives, interviews provide a rich source of qualitative data, enabling detailed understanding of multifaceted issues (Creswell and Plano Clark, 2018). By engaging in one-on-one conversations, researchers can delve deeply into individuals' subjective experiences and perceptions (Creswell and Plano Clark, 2018), allowing for a comprehensive exploration of organizational pathology factors that impact organizational dynamics and employees' well-being, thus organization efficiency.

Time horizons:

Time horizons usually mean the periods studied or the chronological range, which may vary in length (Melnikovas, 2023). The researcher captures data at a specific point in time (3 weeks) from short term- up to five years employees' experience to provide a snapshot of the current state of organizational dynamics, mental health, and performance within the private medical industry.

Data collection methods:

Qualitative data is collected through semi-structured interviews conducted with a subset of participants selected to explore their experiences with organizational pathologies in medical clinics. Approximately 20 people will be purposefully selected for the study to capture diverse perspectives and insights.

Sampling strategy:

Purposive sampling is utilized to select participants who are most relevant to the research objectives (Hassan, 2024) such as receptions staff, dental nurses, and lab workers in lower-level employment positions.

Data analysis:

Qualitative data analysis employs thematic analysis to identify themes, and insights from interview transcripts. Quantitative data analysis will incorporate statistical techniques to identify patterns and relationships between organizational pathologies and individual experiences. Qualitative data from the interviews will be subjected to thematic analysis, which will reveal key themes related to organizational pathologies and their impact on lower-level employees. Therefore, qualitative analyse will provide a comprehensive understanding of the interrelationships between organizational pathologies and people in lower-level positions in private medical clinics.

Pathologies and organizational manifestations:

Thematic analysis of interviews can reveal common problems such as bureaucratic inefficiencies, communication breakdowns, and poor resource management in private healthcare organizations. Participants can describe how these issues impact daily operations, leading to delays in patient care, conflicts among staff, or threats to patient safety.

Perception and effects:

Thematic analysis can reveal differences in the way organizational pathologies are perceived by employees, managers and doctors. Employees may express frustration with unappropriated leadership style, while managers may highlight systemic problems such as budget limitations. Other stakeholders can offer insight into the implications for service delivery and patient outcomes.

External factors and organizational dynamics:

Thematic analysis can show how external factors, such as market dynamics or regulatory changes, interact with internal dynamics. Economic pressures can influence leadership style or cost-cutting measures by impacting resource allocation and staff morale. Participants' insights can highlight the interconnections of internal and external factors shaping the private healthcare workplace environment.

Ethical consideration

Ethical considerations must be considered when conducting research involving humans or potentially affecting humans (Hassan, 2024) or their work environment. This is particularly important when investigating sensitive topics such as mental health (Hassan, 2024), or dealing with topics that may be part of confidential arrangements. Obtaining informed consent involves a transparent and comprehensive explanation of the research process, enabling participants to make informed decisions about their involvement (Hassan, 2024).

Literature review

Organizational pathologies manifest themselves either as an escalation of the level of usual tensions and discord within the organization or as characteristic phenomena that deviate from routine organizational activities (Boardman et al., 2017). As a result, in the field of organizational knowledge, the construct of organizational pathology occupies a very broad place, encompassing any internal aspect of an organization that is dysfunctional, ineffective, disruptive, or destabilized to a degree that is considered "pathological" (Boardman et al., 2017). However, diagnosing organizational pathologies poses enormous challenges due to the lack of clearly defined guidelines in a conceptual framework (Boardman et al., 2017). Currently, the field of organization studies has not yet established reliable decision-making criteria for assessing internal aspects of an organization or for defining benchmarks that indicate when an aspect becomes "pathological" for an organization (Boardman et al., 2017).

Question No. 1 - Predominant Organizational Pathologies in the Medical Sector.

Recent studies have emphasized the detrimental effects of anomie on organizational stability and employee behaviour within private healthcare organizations (Fadel & Abdel-Razzaq Abboud, 2023; Yarim & Çelik, 2021). Organizational pathologies, characterized by dysfunctional, disruptive, or destabilized aspects within organizations, manifest prominently in the UK's private medical sector. Walshe in research from 2003 pointed to organizational pathologies in the field of medicine, highlighting that failures often occur in institutions characterized by imperfect or ineffective leadership, geographic or organizational isolation that fosters a closed culture, a lack of basic

management systems and processes such as performance appraisal, poor internal and external communication, and a lack of transparency (Walshe, 2003). Moreover, in terms of medical industry, marginalized groups, both staff and patients, often face a loss of power, which makes it difficult for them to express concerns (Walshe, 2003). Despite this awareness, identifying vulnerable organizations or sectors within them to prevent future failures remains a formidable challenge given the recurrent nature of such organizational divisions (Walshe, 2003).

Anomie, marked by a breakdown of social norms, is a significant concern affecting employee behaviour and organizational stability (Fadel & Abdel-Razzaq Abboud, 2023; Yarim & Çelik, 2021). Traits of anomie, including individual disorders and egocentric behaviours, often lead to destructive actions in organizations (Rafie-Rad et al., 2022). These behaviours range from interpersonal conflict to opposition to organizational policies, causing psychological and physical harm to employees and hindering organizational processes (Rafie-Rad et al., 2022). The emergence of organizational ethics presents a paradoxical challenge, where the operationalization of ethical standards is essential yet elusive, potentially leading to organizational pathology and workforce negativity (Rhodes, 2023). Organizations with high levels of employee anomie often lack stable organizational policies, resulting in high turnover rates and low morale, which leads to increased deviant behaviour and susceptibility to organizational failure (Fadel & Abdel-Razzaq Abboud, 2023). Researcher Emile Durkheim emphasized the concept of anomie as a social emergency, signifying a breakdown of social norms (Fadel & Abdel-Razzaq Abboud, 2023). Employees experiencing psychological anomie tend to selfishly prioritize their own needs due to social instability, which creates challenges in enforcing guidelines due to the undesirable nature of anomie as a condition (Fadel & Abdel-Razzaq Abboud, 2023). Anomie, which has its origins in an unfair employment contract and is deepened by socio-economic difficulties, may manifest itself in various forms of behaviour, from minor deviations to more serious offenses (Yarim & Çelik, 2021).

The discourse on organizational pathology intersects with the discussion on mental health and organizational performance, although with a clear focus on dysfunctional organizational structures, processes and behaviours. Pathology in terms of the decline of mental health into the background of management paradigms, and everyday activities can be attributed to many factors such as financial implications and measurable outcomes, as well as the dichotomy between orchestrating transformational change and maintaining routine functionality (Ipsen, et al., 2020).

Question No. 2 - Perceptions of Organizational Pathologies and Their Correlation with Human Resource Performance.

Perceptions of organizational pathologies vary significantly among employees, managers, and doctors within private medical organizations, significantly impacting human resource performance. Durkheim's perspective highlights the breakdown of solidarity in modern societies because of the division of labour and specialization, especially in urban environments, which makes them receptive grounds for anomie (Yarim & Çelik, 2021). The impact of anomic behaviours of co-workers, creates a sense of hopelessness, impunity and burnout among employees, strongly decreases motivation and effectiveness, goes beyond individual behaviour and deeply affects the dynamics of the organization (Yarim & Çelik, 2021). Employees experiencing psychological anomie prioritize their needs, leading to challenges in enforcing guidelines and increased deviant behaviour, ultimately impacting organizational effectiveness (Fadel & Abdel-Razzaq Abboud, 2023). Therefore, organizational anomie is closely related to organizational culture, ethical climate, leadership, and socialization processes (Yarim & Çelik, 2021), where everyone believes to has their own rights.

Question No. 3 - Interaction of External Factors with Internal Organizational Dynamics- Shaping Pathologies.

External factors such as market dynamics and socio-economic trends intricately interact with internal organizational dynamics, shaping the prevalence and impact of pathologies in the private medical sector. Economic instability and global competition contribute to feelings of uncertainty and detachment, exacerbating organizational anomie (Rafie-Rad et al., 2022). Additionally, organizational structures and policies, including hierarchical frameworks and bureaucratic procedures, may foster environments promoting anomie, negatively affecting workforce performance and organizational culture (Rafie-Rad et al., 2022; Rhodes, 2023). Therefore, going further, the emergence of organizational ethics is a paradox - it is considered necessary and at the same time unapproachable (Rhodes, 2023). While organizational structures are critical to supporting ethical standards, they also hold the inherent potential to subvert those same principles through their frameworks, strategies, and vulnerability to exploitation (Rhodes, 2023). The dilemma is that the operationalization of ethics in organizations requires order and uniform application, even though such an organization is inherently unable to maintain core values rooted in respect and respect for the uniqueness of everyone (Rhodes, 2023) and that due to unmet psychological contract promises, become pathology that can negatively affect the workforce.

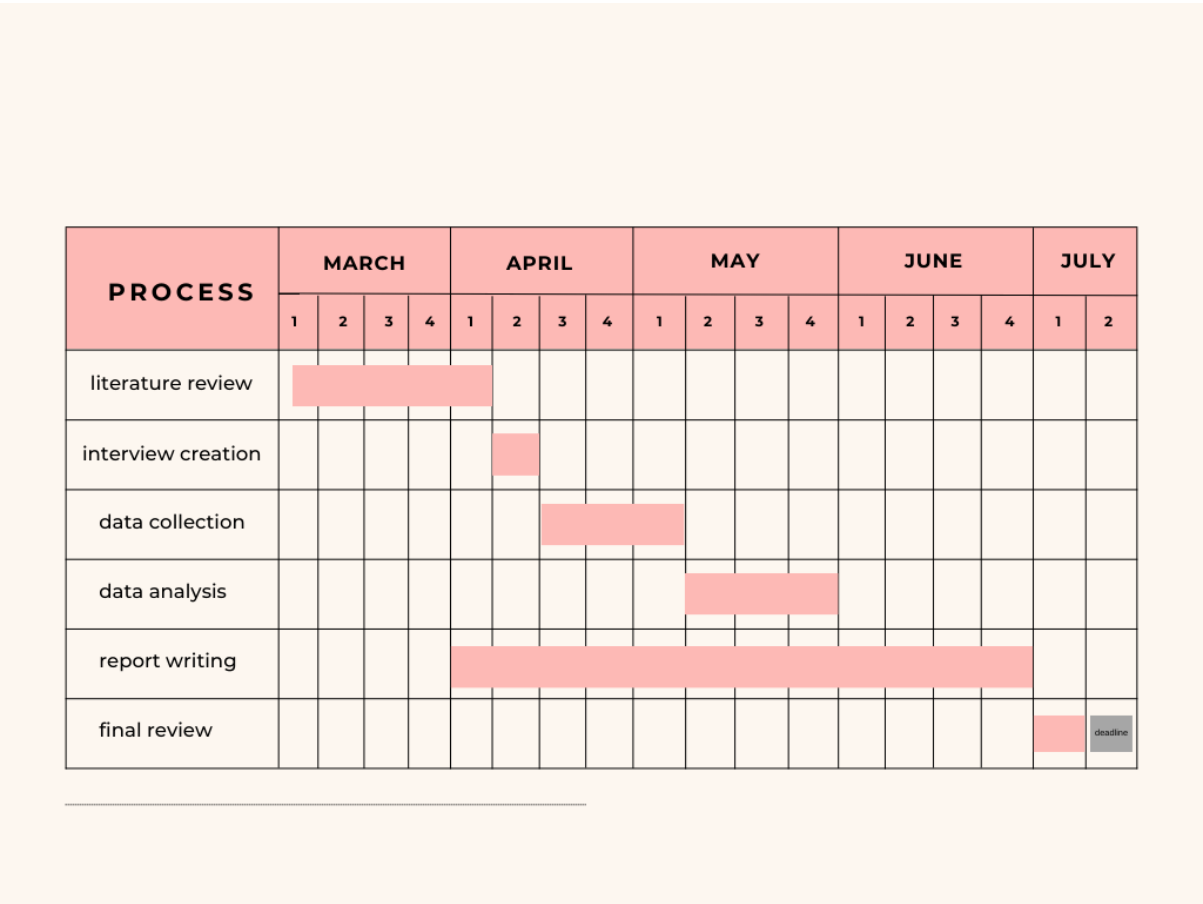
Limitations

Although existing literature recognizes the interconnections between mental health and organizational performance, a gap remains in understanding correlation between organizational pathologies and mental health in the workplace. A potential direction for research is to estimate educationally the mechanisms by which organizational pathologies contribute to mental health problems among employees. This may include examining how factors such as poor leadership, ineffective communication and inadequate support systems exacerbate stress, anxiety and other mental health problems among employees. Additionally, there is an opportunity to explore the interrelationship between mental health and organizational pathology, where devastation of mental well-being may perpetuate or exacerbate existing organizational dysfunctions. Overall, although the literature recognizes the interconnections between mental health, organizational performance, and organizational pathology, this is only at a very superficial level, and the topic itself has been virtually unresearched. Thus, there is a need for further empirical research to elucidate the specific pathways through which these factors interact and to inform targeted interventions for organizational improvement in terms of eliminating pathologies, which will have a positive impact on human capital.

Time frame- Gantt Chart

A Gantt chart is based on analysis, which involves breaking down complex topics, tasks or problems into smaller elements for better understanding (Geraldi, 2012). Gantt chart is based primarily on determinism, which assumes that under certain, pre-determined conditions, all outcomes can be determined in advance, leaving no room for alternative possibilities (Geraldi, 2012). Thus, tasks can be fully defined, described and carefully studied in advance, disregarding potential uncertainties about goals or methods often encountered in projects (Geraldi, 2012).

The chart attached below provides a clear overview of the planned research project timeline, and how it will be used to effectively manage and track progress.



source: Knysz W. (2024); student of UWTSD - ID 1919631

3. Conclusion

In summary, this research project aims to shed light on the significant impact of organizational pathologies on employee well-being and performance in the UK private healthcare sector. Using a comprehensive research methodology that includes literature review, primary data collection, and ethical considerations, the study aims to broaden knowledge on fostering a healthier organizational culture and optimizing human resource performance. By identifying and analysing common pathologies and developing educated estimation of targeted interventions, this study seeks to

contribute to expand the knowledge of improving workplace dynamics that ultimately lead to improved patient care and organizational resilience.

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