



Student Name: Tufael Ahmed

Student Number: 1604179

Module Code: BMSK5005

Module Title: Workplace Culture and Its Impact on Organisational Efficiency

Lecturer's Name: Mr. Mushfiqur Rahman

Executive Summary

Every organization has its own work culture which is unique and quite different from other companies. The organizational culture shares their values, assumptions which may govern their employees. In this assignment, it has been found that, as a Healthcare organization, East and West Healthcare maintains the organizational rules and regulations such as provide better services to the patients, provide proper medicines and products etc. These factors make them popular healthcare organization in the UK. However, the problem is that the management structure of that healthcare organization is not well structured. The upper sections of the hierarchy are not responsive and dedicated towards their subordinates. The major problem is they even never communicate with their subordinates. Mainly, the major problems and their recommendations are discussed here.

Table of Contents

1. Introduction.....	4
2. Finding and analysis	4
2.1. Critically assess the organizational work culture:	4
2.2. Critical evaluation of the organization and its operating environment (using theories and models):.....	6
2.3. Critical evaluation of the ethical and behavioral organizational culture and evaluate own culture and ethical behavior with that healthcare	12
3. Discussion and recommendation	16
4. Conclusion	18
Reference List:	19

1. Introduction

An organisation can be considered as a group of people that can help people to achieve collective dreams or goals. As commented by Pegram *et al.* (2014), three fundamental factors are required to include for the betterment of an organisation. Such are planning, the division of labour and leadership. It is also evidenced that culture and management structure also play a significant role in nurturing an organisation effectively. In this assignment, the experience of the student in a care home has been analysed and the cultural and environmental settings are also assessed to understand the significance.

Organizational work culture relates to the culture of the organizational structure. Every organization has its own work culture which is unique and quite different from other companies. The organizational culture shares their values, assumptions which may govern their employees. In the workplace, how the employees of the organization will behave and maintain the company's rules and regulations are fallen in the organizational culture. In this assignment, a UK healthcare sector has been taken to show the organizational culture and its critical impact on their work culture. Here, the students are working in that organization. How their individual culture is different from that health care culture has been evaluated by using critical evaluation.

I have worked as a ward manager in a reputed care home in my locality as an intern. I have good leadership quality and a strong sense of communication, which I think is an effective skill required for this managerial position. It is found that the role of a ward manager is integral to service delivery. As opined by Pegram *et al.* (2014), ward managers might lack the required authority to achieve the organisational goals. Henceforth, the author has also illustrated that the role of a ward manager is effective in generating an effective outcome of patient-service provider relationship.

2. Finding and analysis

2.1. Critically assess the organizational work culture:

In this assignment, a healthcare organization, East, and West Healthcare Limited have been taken to show their work culture and the critical section of their culture. East and West Healthcare Ltd organization mainly provide the services for more than 16 years across the UK. As per Shanks (2016), earlier, the work culture of the organization was very good. But, recently, the work

culture has been affected in the organization due to their poor team management and poor individual performance. The healthcare organization, the doctors, the nurses, the receptionists, the manager, director are the main strength. So, the collaboration among the staffs is very important in case of the healthcare organization.

- Races and Ethnicity Problem:

In East and West healthcare Ltd, the staffs in the organization suffer the cultural problems due to their different races and ethnicity. The staffs come from different backgrounds and different cultures cannot adjust to each other as the management of this organization cannot bother about that. According to Ginter *et al.* (2018), the people from the different countries come in this healthcare organization for earning money. But, they are mostly criticized by the staffs from the UK due to their different colors and races. Besides this, the staffs from same races and culture always make separate individual groups. So, the culture of the workplace becomes introverted.

- Language related problem:

The other problem in East and West is a language difference. Mainly, this organization staffs from senior levels use their local languages which are difficult to understand by their subordinates. Sometimes, due to the language differences misunderstanding which affects the work culture of the organization? The staffs become depressed and lost their interest to do their jobs. So, communication barriers create due to language problems. The staffs from different sectors such as the helpers cannot understand the doctor's and the senior's language. As a result, a problematic situation may arise which may create the barriers to the organizational growth.

- Recruiting uneducated staff:

East and West healthcare Ltd mainly recruits their staffs based on their dedication and caring approaches. It is very important for every healthcare system. According to Uplekar *et al.* (2015), a patient may get well soon due to extraordinary care of the staffs of the healthcare and the hospitals. However, the education staffs are also the strength of every healthcare organization. But, the problem is that this East and West Healthcare Ltd management team never focuses on this sector. The Human resource department of this health care recruits the staffs randomly. As a result, due to lack of the education, they are unable to provide proper medication to the patients. They even sometimes become confused about the usage of doctors prescribed medicines and unable to understand the functions of the medicines. So, the staffs are unable to give the information about the medicine to the patients. Due to these reasons, in most of the

cases, the wrong treatment has been done which creates dangerous effects on common people's health.

- Lack of Communication:

In East and West Healthcare Ltd, the senior staffs are not so available to assist their staffs. In every healthcare organization, the collaboration and assisting both play the important role in making the strong work culture. But, here, the seniors are not cooperative with their subordinates. They always busy with their own works. They never help or motivate their staffs to do their job positively. Even they cannot hold any meetings to communicate with their staffs. So, their staff's sections are poorly motivated to do their sections. They even not investigate the staff levels whether they do their job sincerely or not. Besides this, the immediate upper section is also irresponsible to control and motivate their subordinates. As a result, the whole organizational structure has been affected due to ignorance the duties of individuals (Beta.companieshouse.gov.uk).

- Poor Management Structure:

In case of success organization, the management section should be strong. In case of any healthcare organization, it is the most important sector. In case of East and West Healthcare Ltd, the management structure is very weak. The leadership is not so strong that they can operate their staffs. They never focus on the staff levels. They never bother about any problem of any staff. As per D'Andreanmatteo *et al.* (2015), if any staffs such as any doctor suffer from any problems like stress and anxiety, their senior sections never focus in this section. As a result, they cannot provide proper treatment to their patients. Automatically, this healthcare loses their reputation in the UK as well as in abroad. The workers sometimes must be provided the bonus and the compensation or any traveling allowance which may increase their dedication levels. But, the management never focuses on this section and totally irresponsible about them. They always want to motivate them through negative approach such as advice and order etc. They never positively motivate their staffs. As a result, the staff levels increase day by day and the numbers of patients are also be affected.

2.2. Critical evaluation of the organization and its operating environment (using theories and models):

By SWOT analysis, the critical evaluation of the organizational culture of East and West healthcare has been evaluated.

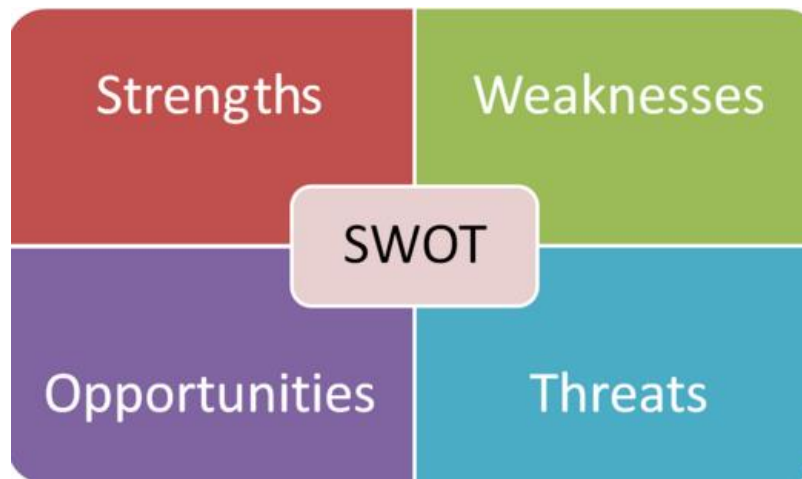


Figure 1: SWOT analysis
(Source: Created by Author)

Strengths	Weakness
1. The business manager of East and West Health Care are very serious with their business. They know how to convince their customers through their services 2. The employees of their organizations are very dedicated and polite in behavior that may easily attract the customers.	3. The managers of East and West healthcare never identify their risks sectors due to lack of experiences. 4. The organization does not focus on their staff's satisfaction. 5. The organization culture is very introvert due to race and cultural criticism problem 6. The staffs are not educated and even they come from the poor educational background. Due to lack of education, they cannot provide the proper service 7. The organization never provides the proper training for their staffs. So, the patients are suffered due to wrong treatment 8. The communication problems among

	the staffs and the organizational managers may create break the organizational culture
Opportunities The capitals and revenue of this organization are very high The organization provides better services for many years by offering attractive discounts	Threats 1. The organization may lose their reputation due to poor management and customer dissatisfaction 2. The customers become disappointed due to wrong treatment and this is the biggest threat to the organization. This problem is happening due to lack of training to their staffs.

Table 1: SWOT analysis

(Source: Created by Author)

By analyzing the SWOT analysis, it has been seen that the critical section is highlighted more than the opportunities and the strength of the organization. Here, it has been the analysis that the poor management structure is the main characteristics of the whole organization.

As per Wager *et al.* (2017), the functions of the management sections are planning, designing, directing and controlling. But, the problem is that in this East and West Healthcare, the managers are failed to maintain their roles and responsibilities they are not motivating their staffs properly which can create the positive impacts in their staff levels. As a result, they become less dedicated in nature to provide their workforce. On the other hand, the planning process is the most important part of management. According to Glasby (2017), lack of proper planning for managing their staff levels and organizing them is the main problem in recent days. Besides this, the leadership plays a major role in managing the organizational work culture. Without proper leadership, the subordinates never are controlled based on the organizational policies. As a result, the organizational work culture has been broken. Finally, monitoring is the important factor in the management. But, the problem in this organization is that the East and West healthcare

managers and the higher sections are not bothered about their lower staffs. In the most of the cases, they even not give any response. They always want to ignore their responsibilities.

A PESTLE analysis gives the strategic planning in the healthcare organizations.



Figure 2: PESTLE analysis

(Source Created by Author)

Political factors:

The political factors in East and West Healthcare as the healthcare organizations are the consumer protection, tax legislation and the employment regulations etc. In case of the change if the tax policies may help to increase the profits of the organizations. The consumer's protection may provide the trustworthy approach towards their organization.

Environmental factors:

Environmental factors are related to the organizational environment and health beneficial structure of that organization n such as East and West healthcare Ltd. As per Uplekar *et al.* (2015), in case of this organization, the main problem in the environmental sector is the disposal system. The disposals of the needles, used medicines etc are the waste disposal of the healthcare. But, in case of this organization, the management is not bothered about their disposal system. As a result, the environment around this organization become polluted which indirectly affect the daycare system's healthy environment.

Social factors:

The social factors of this organization are related to their socio-cultural values such as the factors which can motivate their customers. It relates to the beliefs, trusts on the organization in

an aspect of the customers. East and West Healthcare Ltd is a reputed healthcare organization in the UK for its dedicated approach. But, some of the staffs are not serious about their work and they always show their aggressive mentalities towards their patients, which may decrease the values and trust on the organization.

Technological factors:

The technological factors are one of the main issues in East and West Healthcare Ltd. Their organizational website is not properly created. In most of the times, their site becomes unresponsive; the patients cannot contact their doctors for emergency cases. Even their online billing system becomes failure to complete the transaction process. As a result, the patients suffer at the time of billing. So, this organization is not updated with advanced technology. As per Song *et al.* (2017), the staffs cannot provide time to time services due to their technological fault. It may create the tension among the staffs and make a critical situation.

Economic factors:

Economic factors such as the inflation, costs, interest rates etc are direct and indirect influential factors of the healthcare. In East and West Healthcare Ltd, the costs of the products, the medicines, the bed rents etc become the negatively influential factors to the customers. As per Jones and Kelly (2014), as a result, they cannot able to purchase their medicines. This problem creates the critical situation in East and West Healthcare Ltd. The numerous staffs become unemployment due to loss of medical coverage.

Legal Factors:

Legal factors engage with the legal papers and the contracts between the customers and this healthcare management. The contract breach is one of the criminal factions in the medical sector. Due to lack of sincerity and lack of an educated person in staff levels, this organization sometimes faces the dissimilarities in their billing system. The customers become disappointed and lose trust in their organization. According to Moore and Gino (2015), this is the current situation in East and West Healthcare Ltd. As a result, an internal problem occurs in the accounting department; sometimes the seniors cannot match their expenditure with the estimated one. Thus, their financial growth becomes lesser than the previous years.

Aspects of national cultural dimensions by Hofstede

The national cultural dimensions of any country are critically developed by Hofstede by focusing on six major factors. Such are:

Power Distance Index (PDI)

This factor reflects on the distribution of power in a specific country. As opined by Cuypers *et al.* (2015), a high score of PDI reflects on the unequal distribution of power and people are able to understand their positions effectively. It is found that PDI of this country is pretty low (35) that highlights that people of this country prefer minimised inequalities.

Individualism versus Collectivism (IDV)

This factor of cultural dimension highlights the strength of people within a society. Further, it can be analysed that high IDV score highlights the significance of the low interconnection with people in a community. On another hand, collectivist society highlights the loyalty of people in a specific group. From a recent report, it is found that the IDV score of this country is high (89). From this score, it can be said that people of this country are individualistic and for this reason, several issues in the healthcare sector have been found.

Masculine versus Femininity (MAS)

This factor critically conveys the social role that is distributed to male and female members of this society. It is found that in a masculine society, male members get extra privileges in demonstrating any social activities. As opposed to this, the role of female members overlap the responsibilities of a feminine society. It is found that the UK is a masculine society, where men play a contributive role in nurturing the long-hours culture in the workplaces. As opined by Sloan *et al.* (2015), a major characteristic of a masculine society is to consider money and achievement (organisational and personal) simultaneously.

Uncertainty Avoidance Index (UAI)

This cultural factor is essential in assessing the capabilities of people to cope with multiple anxieties. It can be said that in a high UAI country, people often attempt to spend life in a predictable and controllable way. In this context, Smith (2015) observed that people of low UAI countries considered as relaxed and open-minded than people of high UAI countries. People of this country are practical and find new ways to resolve any problem in significant ways. Henceforth, low UAI score (35) assists this country to incorporate positive cultures in the healthcare industry.

Short-term orientation Versus Long-term orientation

Focusing on the fifth dimension of this model, it can be said that short-term orientation can be transformed into long-term orientation effectively. It is observed that long-term orientation

ensures a proper personal network that assists organisations to implement a productive culture. Henceforth, it is recommended to emphasise on the long-term orientations in the healthcare sector in the UK.

Globe's cultural dimensions

It is observed that nine dimensions are effective in constructing culture clusters in a precise manner. As observed by Gabdrakhmanov and Rubtsov (2014), Globe cultural program has been initiated by focusing on the research of Hofstede. Henceforth, Gender Egalitarianism, Performance orientation and others have been associated with Hofstede's cultural dimensional factors. From the cluster analysis, it is evidenced that trustworthy, honest, motivational, decisive, dependable and much more can be considered as crucial factors that contribute a person to become an outstanding leader. In addition, some negative factors can also be found such as egocentric, non-cooperative, dictatorial, asocial and much more that isolate a person to become an effective leader. Henceforth, it can be said that people in health care should follow the contributive characteristics to become a successful leader.

2.3. Critical evaluation of the ethical and behavioral organizational culture and evaluate own culture and ethical behavior with that healthcare

The cultural difference between the organization and student life is quite different. Being a student, to manage and adjust the organizational culture is very difficult to them. In student life, the main goal of a student is learning and achieves something which may help to reach his/ her ultimate goal. But, being workers, their main goal is to do their jobs and help to achieve the organizational goal.

Similarly, in case of the healthcare organization, there are various levels of their work culture.

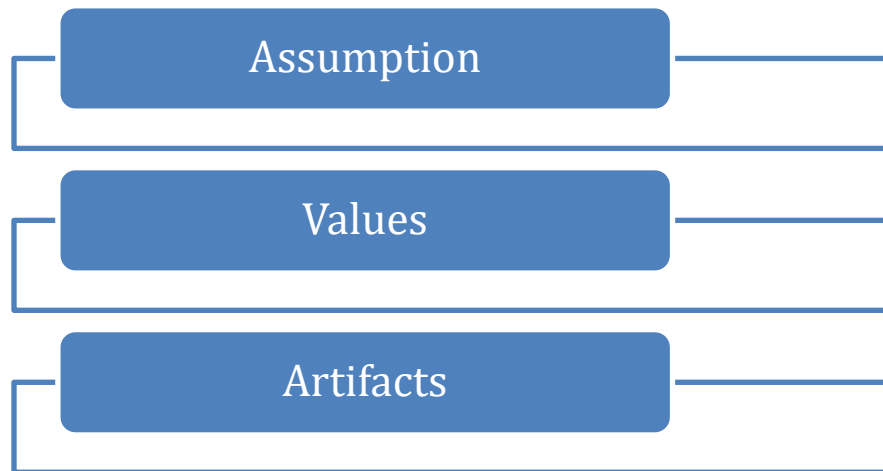


Figure 3: various levels of their work culture

(Source: Created by Author)

Assumption:

As per O'Neill *et al.* (2016), the assumption in East and West Healthcare Ltd is related to the scientific knowledge and the measurability in medical care. It means the experience and the skills of aggregation, transferability which are traditionally predicted on the previous quantitative and qualitative scientific research.

Values:

As per Liden *et al.* (2014), values relates to a healthcare organization is the comparison between "right" and "wrong" behaviors. As per government rules and regulations, International legislation Act, 1968, all the staffs related to the organizations will get respect and care from the organization. On the other hand, the customers of that organization will get the same respect from the staffs of that organization. In case of East and West healthcare Ltd, they mainly conduct with their patients based on the Hippocratic principles and maintain this above act o the UK government. These principles are mainly used by their staffs for clinical actions by Hippocratic ethics. Hippocratic ethics implies that the organization and the staff will always be fully devoted selflessly for their patients. This is the main aim of East and West Healthcare Ltd. As per International Legislation Act, 1968(Part 2), it has been said that the representatives of the subordinates always be active and responsible to the workers, otherwise, the organization structure will fail. But, this section is totally ignored by the organization East and West Healthcare Ltd.

Artifacts:

Artifacts related to the physical appearance and their behavioral approach of the employees in the health sector. Similarly, in East and West Healthcare, the main issue is just like other medical professions like the dress code and respective performance levels, standard ways of running the services like the collaboration between the senior doctors with their juniors, nurses etc. According to Karadag *et al.* (2014), the assessment review such as the performance assessments, the running services etc has to be maintained by the staffs of that organization.

Some of the elements affect the healthcare organizational culture which is policies of the organization East and West Healthcare:

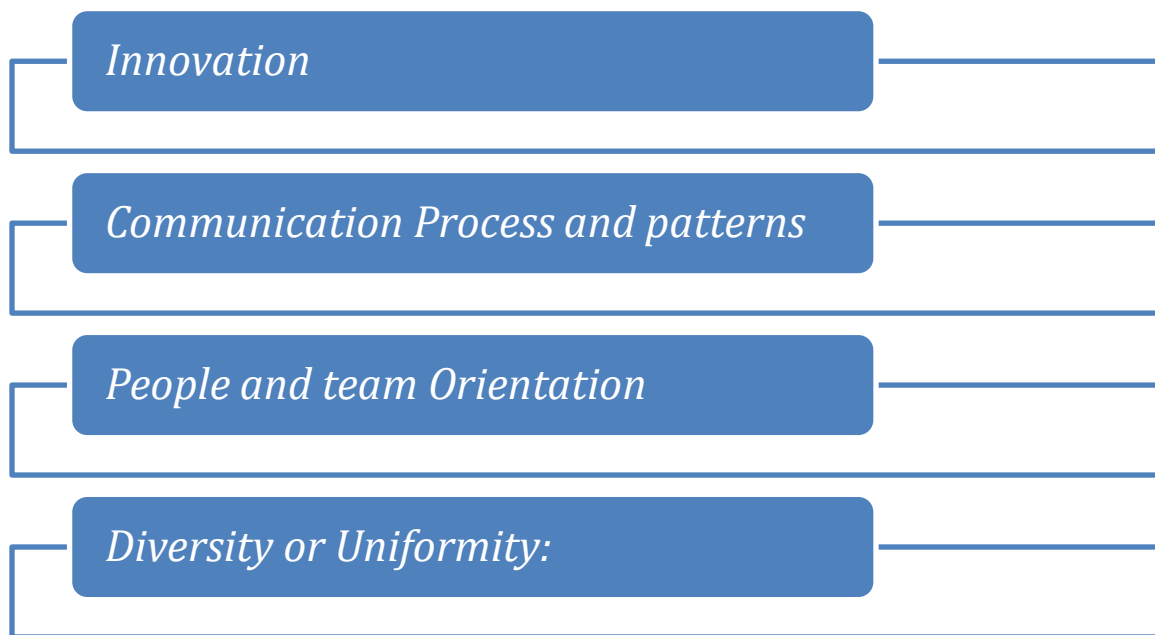


Figure 4: Policies of Healthcare

(Source: Created by Author)

Innovation:

As a health organization, East and West Healthcare Ltd always tries to initiate the new products and new medicines such that the patients get relief from sickness within a short period of time. According to Huhtala *et al.* (2015), they also always try to provide new services approaches such as free delivery of the medicine in online as per customer's demand, provide free new samples for admitted patients for getting the feedback which helps their future investment on medicines.

Communication Process and patterns:

According to Jefferson *et al.* (2015), communication process and patterns play the vital role in the healthcare organization. In case of East and West Healthcare organization, the interaction between the hierarchy and their subordinates are not so good due to lack of meeting arrangements, coordinations, and corporations of the upper sections. According to Ruiz-Palomino and Martínez-Cañas (2014), however, the informal communications such as the interactions between the staffs at same levels are very good and they are very understanding of each other. Even if any one of them faces any problem, the whole team becomes active to resolve the problem.

People and team Orientation:

According to Ben-Ner and Ren (2015), people and team orientation is a process in a healthcare organization which helps to make the organizational internal structure very strong. According to Riivari and Lämsä (2014), the dimension of the attitudes towards the people in this East and West Healthcare becomes the major factor because the leadership is here not so strong that they can manage the whole team.

Diversity or Uniformity:

As per Lachmen (2014), the attitude of uniformity and accept the diversity is the main challenge to each and every organizations especially in healthcare. In case of East and west Healthcare, there is also a diversity and race problem.

Being a student or a learner, the students are well known for their learning environment as well as the socio-culture. The organization influenced by the external factors such as the feedback of the customers and the other environmental situations such as their social works etc. But, in case of the educational sector, the learning session and the rooms only play a major role in student's life. The external environment does not make an issue.

As per Pilch and Turska (2015), firstly, Self-dedication towards the learning process is the main success key in the education sector. In East and West Healthcare, the students also experienced the same thing such as the fully devoted approach towards the patients.

As per De Massis *et al.* (2016), secondly, The student life mainly goes through certain rules and regulations with some of the restrictions such as show respect to the teachers and seniors and similar cooperate with the friends. Similarly, in East and West Healthcare, the student will get the same environment where each and every staff from higher levels to lower levels are very respectful to each other. As per De Vita and Case (2016), though, the communication barriers are

the major problem in this healthcare, which is not the issue in the student life. In this student life, interactive sessions are the main keys to learning which is mostly controlled by the teachers and the institutions under both of government and private.

Thirdly, the organization East and West always focus on their mission. The staffs and the employees of this organization always show their deductive approach towards the patients and provide better services which are their main mission. Similarly, a student also focuses on their mission-oriented learning process. As per Boddy *et al.* (2015), for becoming a successful student, the students always concerns about their study materials just like the serving the patients a good service is the main target of the healthcare organization.

3. Discussion and recommendation

In East and West Healthcare organizations, the staffs of the organizations are facing lots of management related problems. The problems are overview here with its recommendations:

Problems	Recommendations
1. Poor Management Structure: The management structure is very poor. The hierarchy of East and West Healthcare does not cooperate with their subordinates (Commonwealthfund.org, 2018).	1. The structure of the management should be modified 2. Choose pilot unit for the organization who will take care of that healthcare organization
2. Manpower problem: The wrong person at the wrong section's involvement such as the uneducated person involved in a billing management system creates the problem in East and west Healthcare Ltd	1. The people should be trained for handle the products related to that healthcare 2. In future, try to avoid recruit the illiterate and uneducated persons
3. Materials Problem: The traditional approach of using The	1. The advanced technology should be used by modifying the traditional

materials such as the operation related equipment, the resources, products as medicines etc create the biggest problems in East and West Healthcare (Gov.uk, 2018).	approach 2. Improve the product's quality 3. Improve the service quality
4. Machinery Problem: The machines are the basic tools for maintaining the organizations. In East and West healthcare, the machine tools such as the operation tools, medicine manufacturing tools and the billing system software and tools are not properly working. So, the staffs of this healthcare cannot provide the services time to time. It may create the collision between the staffs(Cqc.org.uk, 2018).	1. Machines should be modified such that the staffs can complete their jobs efficiently and in a systematic way within a specific time 2. Install the appropriate machinery tools such as the computer-based information system for the employees
5. Method related problem: The process which is involved to achieve the goal of the organization is referred to the method. Lack of interpersonal skills may create the problems in this organization.	1. The interpersonal skills should be modified through a training and development process 2. The service must be targeted at a certain level such that their mission becomes successful
6. Money related problem: Without money, nothing is impossible to improve the management. The Monetary problems decrease the levels of the level of those organizational services. Most of the staffs become unemployment(Ukhealthcare.org.uk, 2018),	1. East and West should take help from the UK government for improving the structure of their organization. 2. The organization should motivate the customers to improve the financial level of the organizations

Table 2: Problems with Recommendations

(Source: Created by Author)

4. Conclusion

In this assignment, it has been found that, as a Healthcare organization, East and West Healthcare maintains the organizational rules and regulations such as provide better services to the patients, provide proper medicines and products etc. These factors make them popular healthcare organization in the UK. However, the problem is that the management structure of that healthcare organization is not well structured. The upper sections of the hierarchy are not responsive and dedicated towards their subordinates. The major problem is they even never communicate with their subordinates. As a result, the organizational work culture becomes failed to work. On the other hand, the organizational staffs are very cooperative to each other; it is the positive sign of the healthcare. Besides this, due to the monetary problem, the machine tools are not managed properly, in most of the cases the traditional approach is used to do the job. Being a student, if anybody eagers to join in this sector, he/ she will not face the major problems, as both of the cultures are related to the same region in the UK.

Reference List:

- Adamson, M., Kelan, E.K., Lewis, P., Rumens, N. and Sliwa, M., 2016. The quality of equality: thinking differently about gender inclusion in organizations. *Human Resource Management International Digest*, 24(7), pp.8-11.
- Boddy, C., Miles, D., Sanyal, C. and Hartog, M., 2015. Extreme managers, extreme workplaces: Capitalism, organizations and corporate psychopaths. *Organization*, 22(4), pp.530-551.
- Ben-Ner, A. and Ren, T., 2015. Comparing workplace organization design based on form of ownership: Nonprofit, for-profit, and local government. *Nonprofit and Voluntary Sector Quarterly*, 44(2), pp.340-359. [Online] available from <https://experts.umn.edu/en/publications/comparing-workplace-organization-design-based-on-form-of-ownershi> [accessed on 08/03/2018]
- Beta.companieshouse.gov.uk, 2018, *about us* [online] available from <https://beta.companieshouse.gov.uk/company/04209709> [accessed on 07/03/2018]
- Commonwealthfund.org, 2018, *UK healthcare* [online] available from <http://www.commonwealthfund.org/topics/international-health-policy/countries/united-kingdom> [accessed on 08/03/2018]
- Cqc.org.uk, 2018, *about healthcare* [online] available from <http://www.cqc.org.uk/provider/1-120628903> [accessed on 08/03/2018]
- Cuypers, I.R., Ertug, G. and Hennart, J.F., 2015. The effects of linguistic distance and lingua franca proficiency on the stake taken by acquirers in cross-border acquisitions. *Journal of International Business Studies*, 46(4), pp.429-442.
- D'Andreamatteo, A., Ianni, L., Lega, F. and Sargiacomo, M., 2015. Lean in healthcare: A comprehensive review. *Health policy*, 119(9), pp.1197-1209.
- De Massis, A., Kotlar, J., Frattini, F., Chrisman, J.J. and Nordqvist, M., 2016. Family governance at work: Organizing for new product development in family SMEs. *Family Business Review*, 29(2), pp.189-213.
- De Vita, G. and Case, P., 2016. 'The smell of the place': Managerialist culture in contemporary UK business schools. *Culture and Organization*, 22(4), pp.348-364.
- Duc, D.M., Bergström, A., Eriksson, L., Selling, K., Thi Thu Ha, B. and Wallin, L., 2016. Response process and test-retest reliability of the Context Assessment for Community Health

tool in Vietnam. *Global health action*, 9(1), p.31572. [Online] available from <https://www.tandfonline.com/doi/full/10.3402/gha.v9.31572> [accessed on 07/03/2018]

Drummond, M.F., Sculpher, M.J., Claxton, K., Stoddart, G.L. and Torrance, G.W., 2015. *Methods for the economic evaluation of health care programmes*. Oxford university press.

Ginter, P.M., Duncan, J. and Swayne, L.E., 2018. *The Strategic Management of Healthcare Organizations*. John Wiley & Sons.

Gov.uk, 2018, *Healthcare in the UK government* [online] available from <https://www.gov.uk/government/organisations/healthcare-uk> [accessed on 08/03/2018]

Ukhealthcare.org.uk, 2018, *healthcare in the UK* [online] available from <https://www.ukhealthcare.org.uk> [accessed on 08/03/2018]

Glasby, J., 2017. *Understanding health and social care*. Policy Press.

Gabdrakhmanov, N.K. and Rubtsov, V.A., 2014. Tourist and Recreational Positioning of Tatarstan Republic: Cluster Analysis. *World Applied Sciences Journal*, 30(MCTT), pp.202-205.

Geimer, J.L., Leach, D.J., DeSimone, J.A., Rogelberg, S.G. and Warr, P.B., 2015. Meetings at work: Perceived effectiveness and recommended improvements. *Journal of Business Research*, 68(9).

Giorgi, G., Shoss, M.K. and Leon-Perez, J.M., 2015. Going beyond workplace stressors: Economic crisis and perceived employability in relation to psychological distress and job dissatisfaction. *International Journal of Stress Management*, 22(2), p.137.

Heiman, H.J. and Artiga, S., 2015. Beyond health care: the role of social determinants in promoting health and health equity. *Health*, 20(10), pp.1-10.

Huhtala, M., Tolvanen, A., Mauno, S. and Feldt, T., 2015. The associations between ethical organizational culture, burnout, and engagement: A multilevel study. *Journal of Business and Psychology*, 30(2), pp.399-414.

Jefferson, L., Bloor, K. and Spilsbury, K., 2015. Exploring gender differences in the working lives of UK hospital consultants. *Journal of the Royal Society of Medicine*, 108(5), pp.184-191. [Online] available from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4484206> [accessed on 08/03/2018]

Jones, A. and Kelly, D., 2014. Whistle-blowing and workplace culture in older peoples' care: qualitative insights from the healthcare and social care workforce. *Sociology of health &*

illness, 36(7), pp.986-1002. [Online] available from <http://onlinelibrary.wiley.com/doi/10.1111/1467-9566.12137/full> [accessed on 08/03/2018]

Karadag, E., Kilicoglu, G. and Yilmaz, D., 2014. Organizational Cynicism, School Culture, and Academic Achievement: The Study of Structural Equation Modeling. *Educational Sciences: Theory and Practice*, 14(1), pp.102-113.

Lachman, V.D., 2014. Ethical issues in the disruptive behaviors of incivility, bullying, and horizontal/lateral violence. *Medsurg nursing*, 23(1), p.56.

Liden, R.C., Wayne, S.J., Liao, C. and Meuser, J.D., 2014. Servant leadership and serving culture: Influence on individual and unit performance. *Academy of Management Journal*, 57(5), pp.1434-1452.

Lottrup, L., Stigsdotter, U.K., Meilby, H. and Claudi, A.G., 2015. The workplace window view: a determinant of office workers' work ability and job satisfaction. *Landscape Research*, 40(1), pp.57-75.

Marinova, S.V., Peng, C., Lorinkova, N., Van Dyne, L. and Chiaburu, D., 2015. Change-oriented behavior: A meta-analysis of individual and job design predictors. *Journal of Vocational Behavior*, 88, pp.104-120.

Moore, C. and Gino, F., 2015. Approach, ability, aftermath: A psychological process framework of unethical behavior at work. *The Academy of Management Annals*, 9(1), pp.235-289.

Mroszczyk, J.W., 2015. Improving Construction Safety: A Team Effort. *Professional safety*, 60(6), p.55.

O'Neill, J.W., Beauvais, L.L. and Scholl, R.W., 2016. The use of organizational culture and structure to guide strategic behavior: An information processing perspective. *Journal of Behavioral and Applied Management*, 2(2).

Pegram, A.M., Grainger, M., Sigsworth, J. and While, A.E., 2014. Strengthening the role of the ward manager: a review of the literature. *Journal of nursing management*, 22(6), pp.685-696.

Pilch, I. and Turska, E., 2015. Relationships between Machiavellianism, organizational culture, and workplace bullying: Emotional abuse from the target's and the perpetrator's perspective. *Journal of Business Ethics*, 128(1), pp.83-93.

Procter, S. and Radnor, Z., 2014. Teamworking under Lean in UK public services: lean teams and team targets in Her Majesty's Revenue & Customs (HMRC). *The International Journal of Human Resource Management*, 25(21), pp.2978-2995.

- Riivari, E. and Lämsä, A.M., 2014. Does it pay to be ethical? Examining the relationship between organisations' ethical culture and innovativeness. *Journal of Business Ethics*, 124(1), pp.1-17.
- Ruiz-Palomino, P. and Martínez-Cañas, R., 2014. Ethical culture, ethical intent, and organizational citizenship behavior: The moderating and mediating role of person–organization fit. *Journal of business ethics*, 120(1), pp.95-108.
- Sloan, C., Conner, M. and Gough, B., 2015. How does masculinity impact on health? A quantitative study of masculinity and health behavior in a sample of UK men and women. *Psychology of Men & Masculinity*, 16(2), p.206.
- Smith, P.B., 2015. To lend helping hands: In-group favoritism, uncertainty avoidance, and the national frequency of pro-social behaviors. *Journal of Cross-Cultural Psychology*, 46(6), pp.759-771.
- Song, J., Sun, Y. and Jin, L., 2017. PESTEL analysis of the development of the waste-to-energy incineration industry in China. *Renewable and Sustainable Energy Reviews*, 80, pp.276-289.
- Uplekar, M., Weil, D., Lonnroth, K., Jaramillo, E., Lienhardt, C., Dias, H.M., Falzon, D., Floyd, K., Gargioni, G., Getahun, H. and Gilpin, C., 2015. WHO's new End TB Strategy. *The Lancet*, 385(9979), pp.1799-1801.
- Shanks, N.H., 2016. *Introduction to health care management*. Jones & Bartlett Publishers.
- Wager, K.A., Lee, F.W. and Glaser, J.P., 2017. *Health care information systems: a practical approach for health care management*. John Wiley & Sons.
- Wu, C.H. and Wang, Z., 2015. How transformational leadership shapes team proactivity: The mediating role of positive affective tone and the moderating role of team task variety. *Group Dynamics: Theory, Research, and Practice*, 19(3), p.137.
- Zhou, Z.E., Yan, Y., Che, X.X. and Meier, L.L., 2015. Effect of workplace incivility on end-of-work negative affect: Examining individual and organizational moderators in a daily diary study. *Journal of Occupational Health Psychology*, 20(1), p.117.