

## Organizational Culture self -Learning Package for Nurses: it's effect on their Innovative Work

Samah M. Ragab, Nermin M. Eid, and Rehab M. Rashad

Nursing Administration Department, Faculty of Nursing, Benha University

E-mail: Mohamed samah388gmail@.com

### Abstract

**Background:** Organizational culture helps nurses in the work, and self-learning resources greatly increase each nurses capacity for innovation **Aim:** To effect of organizational culture self-learning package in nurses' innovation work. **Design:** A quasi-experimental study design was used pre, immediately post self- learning package phase and follow up phase (after three months) **Setting:** The study was conducted at Medical departments/units at Benha University Hospital. **Subject:** Consisted of 45 who had at least one year of job experience and were available during the data collection period. **Tools:** Include four tools I. knowledge regard Organizational culture questionnaire, II attitude regard organizational culture questionnaire, III. Performance regard organizational culture observational checklist, and IV. Innovative work questionnaire .**Results:** The majority of the studied nurses (84.4%, 80 %) had an adequate level of knowledge regarding organizational culture in the immediate-post and follow up of self-learning package phases, Additionally (84.4%, 73.3%) the studied nurses had a positive level of attitudes regarding organizational culture in the immediate-post and follow up of self-learning package phases, also the majority of the studied nurses (93.3%, 86.7%) had an competent performance level regarding organizational culture in the immediate-post and follow up of self-learning package phases Furthermore, (82.2%, 73.3%) of the studied nurses had a high level of innovative work implementing completing the organizational culture self- learning package in the immediate-post and follow up of self-learning package phases. **Conclusion:** There was a highly statistically significant positive correlation between nurses total knowledge, attitude, performance regard organizational culture and total innovative work through study phases **Recommendations:** Implement organizational culture strategy through hospital strategic planning to remain competitive in today's healthcare market. Provide technology training for nurses and integrate new technological support learning media and innovation that promote organizational culture.

**Key word:** Innovative work. Nurses, organizational culture. Self- learning package.

### 1-Introduction

Organizations are social entities with purposefully planned activities, goals, and permeable boundaries that separate them from the outside world. Any organization requires social actors to play specific roles within it, to exhibit compliance behaviors that may be incomprehensible and unfathomable to those outside of it. For nurses to integrate into these structures motivation is essential .Once integration is achieved. learn to differentiate

between the organizational culture and the surrounding environment, which relies on human contact, values, and norms that become increasingly interdependent as one moves outside of it [7].

The several roles that organizations perform are related to the social environment and their goals: the principles of norm and value replication that crystallize among nurses of organization, the connection between corporate and organizational culture, and overall coherence of goals, values,

and norms as social action-regulating systems; adaptability, involves mobilizing all available resources, integration, focuses on the significance of cultural and cognitive components in creating organizations, in order to harmonize organizational component[8].

In addition to organizational culture help to achieve its organizational objectives, culture plays a

critical role in attracting and retaining qualified staff, fostering a positive public perception, and promoting courteous interpersonal interactions. Polite interactions with stakeholders, organizational culture the character of organization that

directs workers' behavior and thought processes. Furthermore, the values, beliefs, interpersonal behaviors, and stakeholder attitudes that shape how an organization performs its duties are fundamental to its organizational culture [14].

Self-learning, is the method of gathering analyzing, and retaining knowledge on one's own without assistance from a mentor is known as self-learning. Self-driven learning is any knowledge acquired outside of an official educational context, such as through independent study or practical experience. Those who would rather learn at their own pace or who lack the time to finish academic courses or programs may find this method helpful. Although this method isn't a substitute for formal education, it is an extra learning strategy that anyone may utilize to improve their performance [18].

Innovation work in raise the caliber of work and success of organizational culture specialists has been repeatedly emphasized. Thus, innovation enhances the possibility, significance, and execution of new ideas, which in turn raises the quality and efficacy of services rendered by nurses and, as a result,

increases the competitiveness and success of organizations [24].

### Significance of the Study

Organizational culture can facilitate or hinder collaboration, the sharing of information, ideas, and experience, encouraging all team members to participate in the creative process, and supporting nurses Initiative and activity. Strong control cultures, however, are not conducive to innovation and creativity. Culture characterized by Dynamism, adaptability, swift adaptation to changing conditions, and non-stereotypical solutions are vital for fostering innovation and establishing favorable conditions for it. To promote innovation within an organization, it is essential to provide support and encouragement to all nurses to explore and identify non-traditional approaches to accomplishing goals and carrying out duties. (Oconnor,2018). So, this study was conducted to assess organizational culture self-learning package for nurses:- its effect on innovative work

### 2-Aim of the study

This study aims to: Assess organizational culture self- learning package for nurses and: its effect on innovative work behavior through the following objectives:

- 1- Assessing nurses' knowledge regarding organizational culture thorough study phases
- 2- Assessing nurses' attitude regarding organizational culture thorough study.
- 3- Assessing nurses' performance regarding organizational culture thorough study phases
- 4- Designing and implementing self- learning package for nurses' organizational culture.
- 5- Determining levels of innovative work behavior among nurses' thorough study phases
- 6- Assessing the effect of self-learning package for nurses' organizational culture on innovative work behavior thorough study phases.

### Research Hypotheses:

There will be a significant improvement in nurses' knowledge, and performance after implement organizational culture self- learning package which will subsequently have positive effect on their innovative work behavior

### Subjects and Method

The methodology of the current study that presented according to the following categories: technical design, administrative design operational design, , and statistical design.

#### I. Technical design

The technical design involves a description of the study design, study setting, subjects of the study, and tools of data collection.

#### Study design:-

A quasi-experimental study design with pre-self-learning package, self-learning package and follow up assessments was carried out in the study.

#### Study setting

The current study was conducted at all **Medical departments/units** in Benha University Hospital: It was composed of separated medical building, The Medical building of Banha university hospital consisted of 14 units divided into 6 general medical units, pediatric 3 units, Neurological and Psychiatric 1unit, Dermatology 1unit ,chest 1unit and Rheumatic & Rehabilitation 1unit. Benha University Hospital consisted of the three separate building Medical, Surgical and Ophthalmology divided as following; medical building contains 478 beds, surgical building contains 384 beds and ophthalmology building contains 18 beds

#### Study subjects

The study subjects consisted of one groups namely nurses. **The "nurses" group:**

Consisted of 45 who had at least one year of job experience and were available during the data collection period

Data for the present study was collected by using the following four tools

#### I-Organizational Culture Knowledge Questionnaire;

**It consisted of two parts:**

**Part (1):personal data for nurses including**(age, sex, marital status, educational qualification department, years of experience and attending organizational culture courses).

**Part (2):** A structured questionnaire developed by the researcher through review of related literatures [7,19,20]. This tool aimed to assess nurses' knowledge about organizational culture at work before, immediately after and follow up implemented of organizational culture self-learning package It consisted of eleven items which contained 29 questions. Definition of organizational culture 1 questions, The importance of organizational culture 1 questions, types of organizational culture 2 questions, The principles of organizational culture 2 questions, The elements of organizational culture 10 questions, Mechanisms for creating organizational culture 1 questions Factors affecting organizational culture 2 questions dimensions of organizational culture 1 questions, sources of organizational culture 1 questions, steps of organizational culture 3 questions and characteristics of organizational culture 5 questions. For answers in each question, scores were allocated as follows: (1) for a correct answer and (0) for a wrong answer. Total knowledge score was calculated as follows;

#### Scoring system:

Adequate knowledge:  $\geq 80\%$  of total knowledge score  $\leq 23$  points

Inadequate knowledge:  $< 80\%$  of total knowledge scores  $< 23$  points.

## II - Organizational Culture Attitude Questionnaire

It was developed by the researcher through review of related [5,21, 28]. This tool aimed to assess nurses' attitude toward organizational culture at their work. It consisted of four elements which contained 15 items, which are family affiliation/loyalty 5 items, communication skills 4 items, Team Approach 3 items, and knowing the managers 3 items.

The questions were scored as "3" for always, "2" for some time and, "1" for never. Total attitude score was calculated as follows;

### Scoring system:

Positive:  $\geq 80\%$  of total skills score  $\Rightarrow > 36$  points

Negative:  $< 80\%$  of total skills scores  $\geq 36$  points

## III-Organizational Culture performance observational Checklist

The checklist was developed by the researcher through review of related literatures [1,11,13]. It included 36 items to assess nurses' performance about organizational culture at their work. It divided into distributed as; reading 3 domain, assessing communication styles 5 domain, timekeeping 4 domain, analyzing groups and networks 4 domain, examining meeting conduct 4 domain, making physical observations 3 domain, reviewing organizational context and environment 3 domain, interviewing organization personnel 3 domain, studying decision making and stakeholder impact 3 items, and understanding organizational boundaries 4 domain.

(1) Done, and (0) Not done. Total performance score was calculated as follows:

### Scoring system:

**Competent:**  $\geq 85\%$  of total performance score  $\Rightarrow > 30$

**In Competent:**  $< 85\%$  of total performance score  $\Rightarrow < 30$

## IV-Innovative Work Questionnaire

It was developed by the researcher through review of related literature [1,12,25]. It included different items to assess innovative work by nurses. It consisted of seven domains, which contained 37 domains, distributed as; supporting nurses to innovate 9 domains, encouraging nurses to spread new scientific information 12 items, vision of the nurse 5 items, rewards 3 domains, performance appraisal 3 items, follow up 2 items, and communication at work 3 items. For answers each element was; scored as follows: (3) always, (2) sometimes and (1) never. For answers in each question,

scores were allocated as follows: (3) always, (2) sometimes and (1) never.

### Scoring system:

Nurses' innovation was scored as:-

**High:**  $\geq 75\%$  of total innovative work scores  $\Rightarrow \geq 83$

**Moderate:**  $60 < 75$  of total innovative work scores  $\Rightarrow 67-82$

**Low:**  $< 60\%$  of total quality scores  $\Rightarrow < 70$ .

## II-Administrative design:

An official approval was obtained from the Dean of Faculty of Nursing and the Hospital Director of Benha University Hospital and from all participants in the study through official letters sent to the heads of departments explaining the aim of the study. Assured complete confidentiality of the obtained information, and the study would not affect in any way the work or jeopardize patient care. The results of the study, along with the recommendations will be forwarded to the hospital administration for possible application, to obtain their permission and help in conducting and facilitating data collection.

## III -The operational design:

The current study was carried out on three phases included the preparatory phase included pilot study, and field work phase

### A - preparatory phase

This phase lasted eight months, from March 2022 to October 2022. During this stage, the researcher continuously gathers, synthesizes, and analyzes data in order to diagnose and assess learning needs. [22] have denitrified numerous fundamental needs assessment methodologies that can be employed at this phase, including direct observation, questionnaires, reviews of pertinent literatures, interviews, and records and reports studies. In this study, two of these methods—self-administered questionnaires and direct performance observation of nurses—were applied. During pre-test phase the knowledge questionnaire was applied to assess actual knowledge level of nurses regarding organizational culture. Before distributing the questionnaire, a clear explanation about its filling was given to each participant who agreed to participate in the study. The knowledge questionnaire was distributed and collected in the same day or next day, based on the workload on staff nurses. Also, observational checklist of nurses performance regarding organizational culture was filled by the investigator.

### Validity of the tools:

These four tools were tested for validity (Face, Content) through distribution of the tool to a Jury of five Experts on field of Nursing Administration consisting of four Assistant Professors and from Tanta University and finally one Assistant Professor of Nursing Administration from Alexandria University. Modifications were done in the light of their valuable comments such as modify some words to give the most

appropriate meaning for the phrase which were not clear (example: Innovative work questionnaire. (e.g. The organization focuses on creating a family atmosphere. (before modification). The organization management focuses on creating a family atmosphere among nursing member (after modification).

**Reliability of the tools:**

The reliability was done by Cronbach's Alpha Coefficient test. The internal consistency of knowledge was 0.75, for attitude tool was 0.79 for performance tool was 0.71, and innovation work tool was 0.83.

**Pilot study**

The revised questionnaires were piloted with 10 % form the subject (45) nurses was included in the main study subject because there no modifications are required. To evaluate the effectiveness of the proposed data collection tools, and assess the feasibility of the study. In addition to estimating the time required to fill the different appendices that approximately was 30 minutes ranged for 10 minutes for organizational culture questionnaire, 5 minutes for performance of organizational culture checklist, 5 minutes for organizational culture attitude questionnaire and 10 minutes for innovative work questionnaire.

**Field work:**

The preparation, construction and approval of the data collection tools were done. Then, the researcher introduced herself to the study sample, explained the objectives of the study, and informed them that their information will be treated confidential and will be used only for the purpose of research. Additionally each participant was notified about the right to accept or refuse to participate in the study. The data was collected to assess the nurses knowledge before implementation of self-learning package through using the different tools of data collection in the available hospital during their working hours.

- At Benha University Hospital: The nurses were agreed to attend the self- learning package.
- During the period from March 2022 to
- October 2022, the investigator conducted the pilot study on 10% of the total sample (45) nurses, was included in the main study subject because there no modification were required.

**Planning self-learning package**

More time is spent in careful planning than in the actual delivery of the learning event. A well planned activity should produce a desired results based on the educational need assessment. Once needs have been assessed, a learning activity can be designed that is appropriate to the expected outcomes and the level and experience of the learners. Each self-learning package will comprise the statement of the specific objectives, full documentation need to achieve the objective, and methods for evaluation. Additionally, in designing the self-learning package, it is important to be clearly and precisely written; concise; specific; use active voice whenever possible; use strong verbs; use simple, familiar word rather than the long or obscure word; and within the target the appropriate reading level [16]

The objectives of instructional self-learning package were to improve nurses' organizational

culture' knowledge and improve nurses' performance regarding organizational culture

**Implementing self-learning package**

The word 'implementation' means to carry out. It is the act of converting your planning, goals, objectives and strategies into action.

In other words, it is converting your planned activities into action according to a plan of work. Or during home visits, are examples of implementation, carrying out health education

activities. Is also the realization of an application, or execution of a plan, idea, model, design, specification, standard, algorithm, or policy [16]

Regarding this study a copy of self-learning package about organizational culture was distributed to each participant of the study in the hospital under the study. The researcher developed the package in a simple and comprehensive manner. In addition, it contained a number of pictures and Figs to facilitate appropriate explanation and encourage understanding, and also to attract nurses' attention to read it:

- The subjects were divided in to 3 groups according to their departments, group were 15nurses in each group. Organization culture self- learning package took about 10 days.
- The duration of each session was one hours depending on workload and including periods of discussion about self- learning package about organizational culture,

After distributing the self-learning package about organizational culture, and make session with nurses, evaluation was conducted after two to three days by using the same instruments used before in the assessment phase. This constituted immediate evaluation.

Self-administered knowledge questionnaire was administered to each participant to assess the level of improvement of nurses' knowledge regarding organizational culture.

The observational checklist was completed by the researcher after the distribution of the package to examine to what extend nurses' applies knowledge and performance of organizational culture.

**Evaluating the effect of self-learning package:**

Evaluation helps to determine how effective you are in achieving your objectives. Effectiveness refers to the extent to which you have achieved your goals and objectives. While planning your health education work, you should have set down certain learning and behavioral objectives and by using the process of evaluation you will be able to assess whether you have achieved these objectives. Evaluation should be able to help you determine whether you have used your resources efficiently while achieving your objectives. Efficiency means the extent to which you have achieved your objectives with the available amount of resources. In

other words, it refers to the proper an when achieving your health education

The evaluation was conducted by comparing the nurses' knowledge at the post and follows up phases and comparing them to pre guide lines level. Three months after distributing self-learning package about organizational culture on nurses, a follow-up evaluation was conducted to evaluate the effectiveness of the package in maintaining stability of nursing knowledge, and performance regarding organizational culture[16]

#### IV-Statistical design:

Data were verified prior to entry into the computer. The Statistical Package for Social Sciences (SPSS version 22.0) was used for that

purpose, followed by data analysis and tabulation. Descriptive statistics were applied quantitative data (frequency and percentages). ( $\chi^2$ ) test was utilized to compare percentage between studied variable. Paired (t) test was used to compare mean scores between pre and post program. A significant level value was considered when  $p \leq 0.05$  and a highly significant level value was considered when  $p \leq 0.001$ . Arithmetic mean: as average describing the central tendency of observation. The standard deviation: as a measure of dispersion of results around the mean (for quantitative variable). Pearson correlation (r) test was used for association between total scores.

### Results

#### Part I: Demographic characteristics of the studied subjects through self- learning package phases.

**Table (1)** Frequency distribution of studied nurses regarding their demographic characteristics (n=45)

<b>Age</b>		
20 <30	23	51.1
30 < 40	17	37.8
$\geq 40$	5	11.1
<b>Gender</b>		
Female	35	77.8
Male	10	22.2
<b>Educational qualification</b>		
Diploma degree in nursing	16	35.6.
Associated degree in nursing	22	48.9
Bachelor degree of nursing	7	15.6
<b>Years of experience</b>		
1<5	10	22.2
5<10	31	68.9
$\geq 10$	4	8.9
<b>Mean</b>	9.22 $\pm$ 4.53 $\pm$ SD	
<b>Marital status</b>		
Married	40	88.9
Not married	5	11.1
<b>Attending courses about organizational cultural</b>		
Yes	35	77.8
No	10	22.2

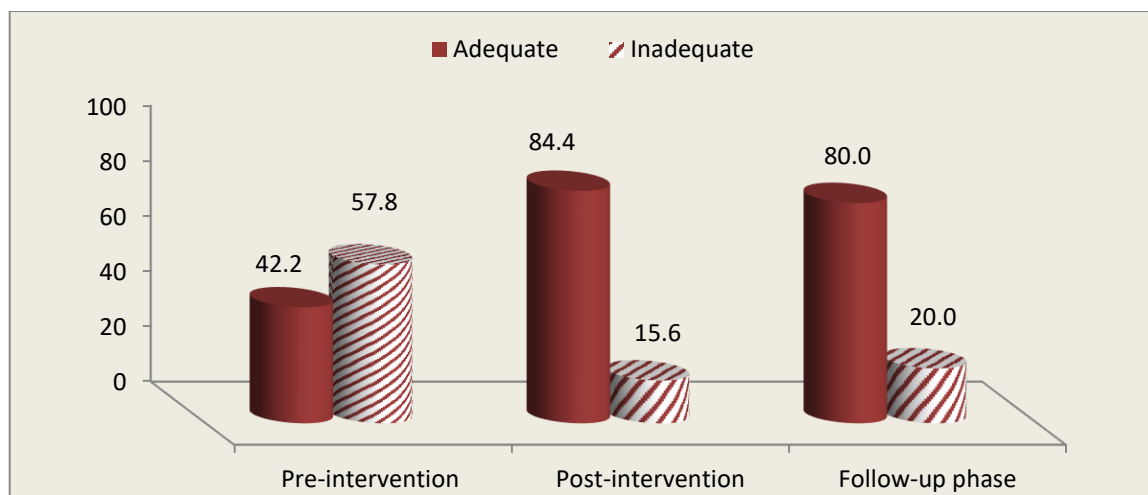
**Table (1):** Displays that, more than half of studied nurses (51.1%) their age from 20 <30years with Mean  $\pm$ SD (28.51 $\pm$ 5.47). More than three quarter (77.8%-88.9%-77.8%) were female and married, and attended courses about organizational cultural. Less than half of studied nurses (48.9%) have Associated degree in nursing. Respectively more than two third (68.9%) had 5 >10 years of experience with Mean $\pm$  SD (9.22 $\pm$ 4.53).

**Table (2)** Total mean and standard deviation of studied nurses regarding their knowledge of organizational culture through self- learning package phases (n=45)

Knowledge of organizational culture items	Max score	Self- learning package phases			t1	p-value	t2	p-value
		Pre- self-learning package	Immediate Post - self-learning package	Follow-up( after three months)				
		Mean $\pm$ SD	Mean $\pm$ SD	Mean $\pm$ SD				
Definition of organizational culture	1.00	.35 $\pm$ .48	.84 $\pm$ .36	.82 $\pm$ .38	5.978	.000**	1.000	.323
The importance of organizational culture	1.00	.35 $\pm$ .48	.84 $\pm$ .36	.80 $\pm$ .40	6.487	.000**	1.431	.160
The types of organizational culture	2.00	.66 $\pm$ .70	1.71 $\pm$ .58	1.51 $\pm$ .72	9.130	.000**	2.283	.027*
The principles of organizational culture	2.00	1.02 $\pm$ .62	1.77 $\pm$ .51	1.66 $\pm$ .60	8.887	.000**	2.345	.024*
The elements of organizational culture	10.00	4.17 $\pm$ 2.58	8.66 $\pm$ 1.53	8.08 $\pm$ 2.22	14.011	.000**	2.584	.013*
Mechanisms for creating organizational culture	1.00	.37 $\pm$ .49	.82 $\pm$ .38	.77 $\pm$ .42	5.933	.000**	1.000	.323
Factors affecting organizational culture	2.00	.68 $\pm$ .70	1.68 $\pm$ .51	1.46 $\pm$ .69	9.950	.000**	2.881	.006*
Dimensions of organizational culture in the organization	1.00	.46 $\pm$ .50	.91 $\pm$ .28	.86 $\pm$ .34	5.933	.000**	0.813	.420
The sources of organizational culture in the organization	1.00	.46 $\pm$ .50	.75 $\pm$ .43	.68 $\pm$ .46	4.228	.000**	1.773	.083
The steps to build organizational culture	3.00	1.26 $\pm$ .96	2.64 $\pm$ .60	2.42 $\pm$ .65	8.983	.000**	2.345	.024*
Characteristic of organizational culture	5.00	2.42 $\pm$ 1.76	4.57 $\pm$ 1.07	4.24 $\pm$ 1.26	8.415	.000**	2.708	.010*
<b>Total Knowledge</b>	<b>29.00</b>	<b>12.26<math>\pm</math>4.59</b>	<b>25.24<math>\pm</math>3.70</b>	<b>23.35<math>\pm</math>4.76</b>	<b>18.363</b>	<b>.000**</b>	<b>4.169</b>	<b>.000**</b>

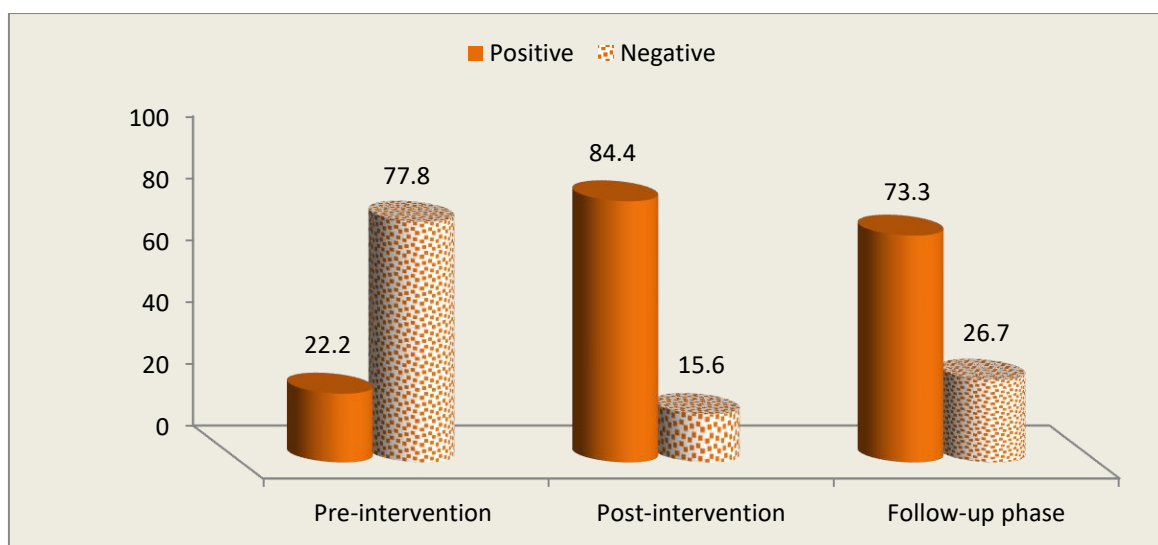
t1 paired t test between pre and post program t2 paired t test between post and follow-up the program \*\* Highly significant p<0.001 \*significant p<0.05

**Table (4):** Presents that concerning the total mean and standard deviation score of organizational culture there was a highly statistically significant difference at (p=.000\*\*) between pre- self- learning package and immediate post- self- learning package phases, and between post and follow-up self-learning package. There was an improvement in nurses' knowledge regarding organizational culture in the immediate post- self- learning package phase and follow up (after three months) self- learning package phase relative to that in the pre- self- learning package phase. The high total mean in the immediate post- self- learning package phase had (25.24 $\pm$ 3.70) and it slightly decreased (23.35 $\pm$ 4.76) in the follow-up (after three months) self- learning package phase than in the pre-self-learning package phase (12.26 $\pm$ 4.59).



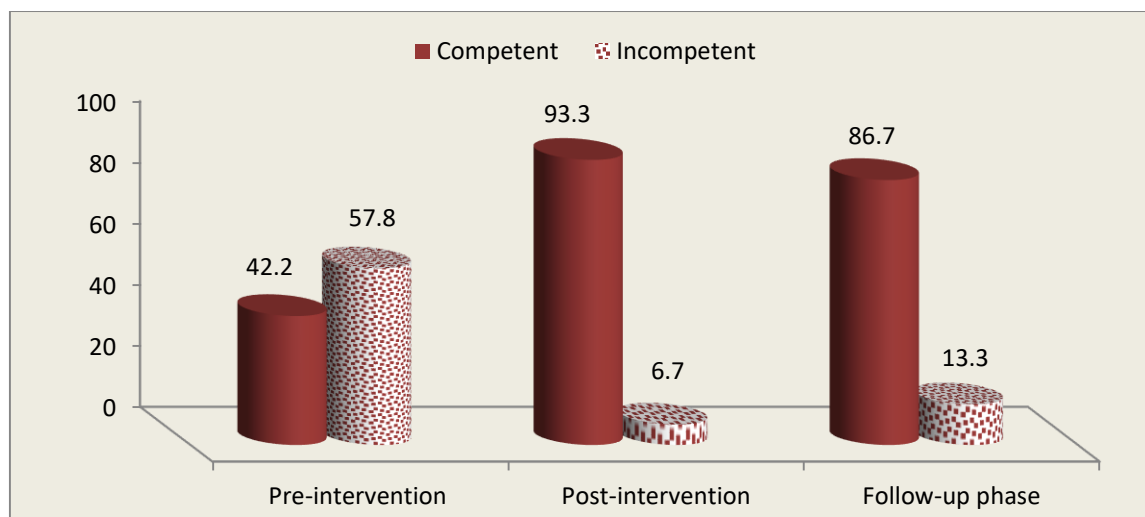
**Fig. (1):** Percentage distribution of studied nurses regarding their total knowledge of organizational culture level through the self- learning package phases

**Fig (1):** Indicates that, the self- learning package had a greater effect on improving nurses knowledge regarding organizational cultural throughout post and follow- up phases (after three months) of self- learning package compared with the pre self- learning package phase; majority of nurses (84.4% - 80.0%) had highly adequate knowledge regarding organizational culture during immediately post self- learning package phase and follow up phase (after three months) respectively with pre- self- learning package phase.



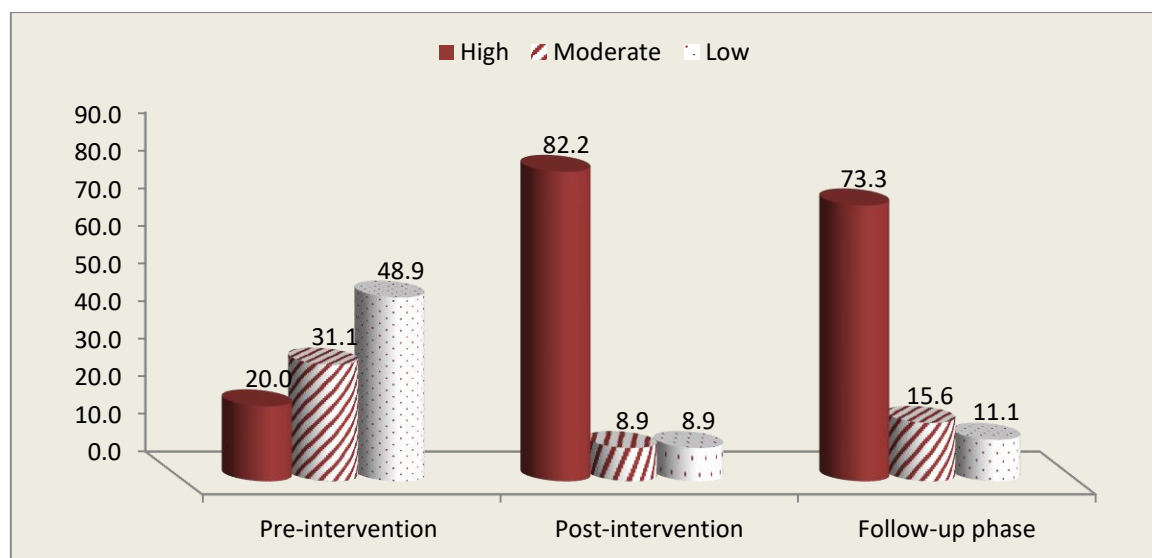
**Fig. (2):** Percentage distribution of studied nurses regarding their total attitude about organizational culture through the self- learning package phases

**Fig (2):** Indicates that, the self- learning package had a greater effect on improving nurses attitude regarding organizational culture throughout post and follow- up phases (after three months) of the learning compared with the pre- learning phase; majority of nurses (84.4%) and (73.3%) had highly positive attitude regarding organizational culture during immediately post learning phase and follow up phase (after three months) compared with pre- learning phase



**Fig. (3)** Percentage distribution of studied nurses regarding their total performance through self- learning package phases.

**Fig (3):** Indicates that, the self- learning package had a greater effect on improving nurses performance regarding organizational culture throughout post and follow- up phases (after three months) of the self- learning package compared with the pre- self- learning package phase; majority of nurses (93.3%) and (86.7%) had highly competent performance regarding organizational culture during immediately post self- learning package phase and follow up phase (after three months) compared with pre- self- learning package phase.



**Fig. (4)** Percentage distribution of studied nurses regarding their total innovation through self- learning package phases.

**Fig (4):** Indicates that, self- learning package had a greater effect on improving nurses innovation regarding organizational culture throughout post and follow- up phases (after three months) of self- learning package compared with the pre- self- learning package phase; majority of nurses (82.2%) and (73.3%) had highly nurses innovation regarding organizational culture during immediately post self- learning package phase and follow up phase (after three months) respectively compared with pre- self- learning package phase.



**Table (5)** Correlation between total knowledge and total attitudes, total performance and total innovation through self-learning phases (n=52).

Total items	Total knowledge through self –learning package phases					
	Pre-program		Post-program		Follow-Up	
	r	P-value	r	P-value	r	p-value
Attitudes	.179	.239	.339	.023*	.246	.103
Performance	.089	.561	.709	.000**	.311	.037*
Innovation	.180	.236	.309	.039*	.246	.103

\*\* Highly significant  $p < 0.01$  \*significant  $p < 0.05$

**Table (35):** Shows that there was a highly statistically significant positive correlation between knowledge with attitude and performance and innovation, and between performances with knowledge in the immediate post-self-learning package phase.

## Discussion

Organizational culture is an intricate pattern of members' shared goals and beliefs that is based on a variety of factors, including behavioral patterns, implicit norms among members, dominant values imposed within the organization, guidelines for integration, the underlying philosophy of organizational policies, and how members interact with clients and other external parties [12]

Innovative work by nurses can result in the development of original and practical ideas as well as their execution through the creation of new goods, services, or methods. When nurses and groups within the organization share knowledge, one group's or individual's ideas may seem unique to another, and vice versa, leading to possibly creative new work behaviors or solutions. [10]

organizational culture self-learning package in nurses' innovation work at Benha University Hospital. This aim achieved through the following objectives: Assessing nurses' knowledge toward organizational culture through self-learning package phases, assessing nurses' attitudes toward organizational culture at their work through self-learning package phases, assessing nurses' performance toward organizational culture at their work through self-learning package phases. Assessing innovative work through self-learning package phases and evaluating the effect of organizational culture self-learning package on innovation work through study phases.

Discussion of the study was presented in the following sequence; **The second part** was focus on nurses' knowledge about organizational culture self-learning package in the study setting; **The third part** was focus on nurses' attitudes toward organizational culture self-learning package in the study setting during self-learning package phases; **The fourth part** was focus on nurses' performance toward organizational culture self-learning package in the study setting during self-learning package phases; **The fifth part** was focus on the effect of innovation work in the study setting through self-learning package phases; **The sixth part** was focus on correlation among studied variables of organizational culture self-learning package and innovation work.

## II: Nurses Knowledge levels about organizational culture self-learning package in their work:

The present study agreement by [23] organizationally culture self-learning package effect on nurses' knowledge" by doing a study, discovered that fewer than half of nurses had a sufficient level of knowledge during the pre-self-learning package phase. During the post-self-learning package phase, this level increased, but it somewhat decreased during the follow-up period.

Conversely, this finding disagreed with a study of [6] who carried out a study on the "organizational culture of North Carolina nurses" and found that nurses' ignorance of the value of encouraging

adaptation and the benefits of organizational culture at work can have a major impact on the delivery of culturally sensitive care and result in cultural transgressions that negatively affect the workplace.

## III: Nurses attitudes levels about organizational culture self-learning package in their work:

The present study consistent with [26] who looked at how organizational culture affected nurses' commitment to the organization at Konya and found that nurses were very supportive of the culture because it improves nursing performance, fosters a more engaged work environment, and encourages improved communication and understanding in the pursuit of a common objective.

Reported that [4] organizational culture impacts employees' attitudes during the organizational change process by offering a repository of organizational meanings that may be used to understand experience, performance, and results data as well as move forward with inquiries regarding modifications to program technology and procedures.. Reported that [4] Culture influences employee attitudes and behavior as they are guided by its values, norms and assumptions

In contrast, this result findings were in disagreement with a study of [26] who carried out research on organizational culture attitudes in the health care workforce found that nurses had negative attitudes toward, struggled to cooperate and adapt to, and found it difficult to deal with behavioral and

cultural differences when working together, all of which led to dissatisfaction at work.

### **III-Nurses performance levels about organizational culture self- learning package in their work:**

This finding agreed with a study of [2] who carried out a study on the "influence of reward on workers performance in an organization added that organizations"

should place a strong emphasis on subcultures related to demographic, professional, and occupational categories in order to control, motivate, and enhance performance level. Internal control is a component of organizational culture that aids in information management and stability.

Also, this findings aligned with [21], who stated that employee performance development, raising performance levels, and maintaining such skills depend greatly on organizational culture performance.. In addition to [3] stated that adopting an effective organizational culture performance increases employee performance. Furthermore [2,13] emphasized that nurses attraction has a significant impact on organizational performance. Organizations should attract nurses who have suitable qualifications, which will lead to the enhancement and sustainability of performance.

This finding disagreed with [23] who carried undertaken research on the benefits of organizational culture in the workforce in the healthcare industry. Who said that healthcare professionals who are ignorant of the possible effects of different cultural backgrounds on the health team are probably performing at a level of incompetence that results in patients who are not content with their self-learning packages and are also unable to deliver the best possible care. This forces escape nurses to work with nurses who share their traditions and practices.

### **Part IV: Nurse's innovative work through organizational culture self- learning package in their work:**

The results of this study showed that, as compared to the pre-self-learning package phase, the self-learning package had a beneficial impact on nurses' innovative work level regarding organizational culture. Additionally, throughout the post- and follow-up stages of the self-learning package, as opposed to the pre-self-learning package phases. From the researcher's point of view, innovation work level improved related to improved nurses' knowledge, attitudes, and performance and innovation toward organizational culture in the team work as a result of the organizational culture improvement self- learning package, this improvement has many positive benefits, such as job satisfaction, increased ability to work more effectively and ability of nurses to adapt to cultural differences team resulting in raising innovative work after self-learning package implementation

compared with the pre-self-learning package phase. Throughout post and follow up self-learning package phase compared with pre-self - learning package phases

### **Part VII: Correlation between total knowledge, attitudes , performance and innovative of nurses through the self-learning package phases:**

From the researcher's point of view, a positive correlation between total knowledge, total attitudes and total performance toward total innovation work occurred when improvement in knowledge resulted after self-learning package that Moreover, this result might be due to the older and high-qualified nurses were more satisfied with their work and might have reached the top of their job

The finding of the current study disagreed with [27] who carried out the research on the influence of organizational culture on innovation capacity and who shown that highly flexible organizations and individual freedoms are characteristics of organizational leadership (Adhocracy culture) based creativity. It promoted taking chances and experimenting with novel concepts and technology, which made these businesses very inventive, creative, dynamic, and entrepreneurial. (This may be explained by the fact that innovation is the most important cultural component that influences how well construction organizations function; a good percentage of respondents indicated that they would want to work in an atmosphere that fosters innovation.

### **Conclusion**

In the light of the current study findings, it was concluded that, the highest percent of studied nurses had adequate knowledge level during immediately post self-learning package compared with pre-self-learning phase. Also the majority of them had a highly positive attitudes level during immediately post self-learning package. While the majority of them had a highly positive competent performance level during immediately post self-learning package. Also the majority of them had a highly high level of innovation work during immediately post self-learning package. And there was a highly statistical significant correlation between total knowledge, total attitudes, total performance scores of nurses and total innovative work during immediately post and follow up of self-learning package phase compared with pre-self-learning package phase. The self-learning package was found to have a positive impact in improving the level of nurses' knowledge, attitudes and performance toward organizational culture consequently enhancing innovation work

### **Recommendations**

**In the light of the current findings, the following recommendations are suggested:**

**Hospital administration**

Implement organizational culture strategy as part of hospital strategic planning to remain competitiveness in today's healthcare market

#### Further research

Further research on suggested that;

Conduct a study on applying organizational culture strategy in hospitals.

Conduct a study on evaluating organizational culture performance to enhance competitive advantage.

Investigate the role of technology in improving organizational culture and its impact on health care team innovation. Provide technology training for nurses to improve organizational culture and innovation

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