

## CORPORATE CULTURE IN A MEDICAL INSTITUTION

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### Summary

The study outlines the prerequisites for the formation of corporate culture in various medical institutions, as well as the peculiarities of the formation of the Viva clinics' network, which influenced its position in the intra-corporate communication process.

Proposals have been formulated to improve the corporate culture, which takes into account all the shortcomings that are significant for medical staff. The latter were identified through a survey conducted among clinics' network staff. The project includes several corporate events, improvement of working conditions and communication of staff, creation of intra-corporate media and software communication tools.

Both general scientific and special methods of data processing were used in the work. In particular, the analytical-synthetic method of terminological analysis, comparative method, and generalization method was used, which made it possible to determine the degree of study of the topic, to outline the general issues. Induction and deduction methods were also used. The method of survey and questionnaire was used to assess the corporate culture of the Viva clinics' network. The method of comparison was used to assess the advantages and disadvantages of competitors. The descriptive method was used to present the recommended part of the study.

**Keywords:** intra-corporate PR, staff, company, value system, traditions, corporate identity, image.

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### 1. Introduction

Recently, the creation and formation of corporate culture are becoming increasingly important in Ukraine. The dynamic growth of the number of private hospitals in the Ukrainian medical services market requires their managers to constantly improve their corporate culture.

Today, the effective work of the organization is not enough to simply manage and issue orders, it is necessary to influence the behavior of staff, their values, and life goals. Maintaining a high level of corporate culture gives the medical institution a strategic advantage, with the help of a well-established organizational culture there is a rapid mobilization of forces to achieve this goal.

Creating a single value guideline for employees is the key to uniting staff and increasing productivity. This is especially important in the market of medical services because coordinated and coordinated actions of the medical staff save lives.

Unfortunately, as of today, corporate culture in medical institutions of Ukraine is an issue that is not yet receiving enough attention. This state of affairs is explained by the fact that the current legislation and professional norms, in general, regulate the behavior of staff. However, every medical institution in Ukraine, despite all current regulations and government regulations, has its own, unique type of management. All medical institutions build relationships

between staff and patients differently, to the point that they have completely different management decision-making methods and different philosophies.

The successful operation of a medical institution is not always due to the availability of high-precision technical equipment and a large number of resources. It is the existing corporate culture in the clinics' network that usually has a greater impact on efficiency.

The relevance of the chosen topic is due to global changes that have occurred in recent decades in the healthcare market of Ukraine and are accompanied by privatization of property, a significant increase in market participants, price liberalization, increasing the range of goods and services. The formation of an environment of fierce competition has led to the realization of the need to create a corporate image that greatly contributes to strategic stability, provides new benefits that can be associated with the quality of goods and services and the internal characteristics of the medical institution.

The problem of scientific research is the lack of thoughtful planning of corporate culture in medical institutions and a comprehensive approach to the problem of taking into account the socio-cultural characteristics of medical workers in the organization of corporate culture.

## 2. Components of corporate culture in a medical institution

Nowadays Ukraine has a set of problems related to the health care system. First of all, it should be emphasized that what hurts the most here is not the total lack of finances, but many uncoordinated actions in the state system. There is a decrease in the number of skilled health workers because due to low salaries they are forced to look for work abroad. Those who remain in Ukraine are forced to work in hospitals and outpatient clinics, where repairs were last carried out during the Soviet era. The question of the possibility of purchasing new medical devices is not raised at all. There was a kind of fragmentation of the whole system and individualization of medical staff (*Skovronska and Tolokova, 2017: 41*).

That is why the question of the need to unite medical staff within the clinics' network to improve their professional activities. It is worth noting that the corporate culture in a medical institution exists smoothly in itself, even if no one was involved in its formation. Therefore, it is necessary to control the already established organizational culture.

In this case, the official corporate culture of a medical institution is when the medical institution creates clearly defined values, rules, philosophy, norms of behavior, and so on. It is through the creation and implementation of codes and rules that you can document the current corporate culture of a medical institution and improve it.

It is worth noting that the quality of medical services provided depends not only on the qualifications of doctors and the availability of good equipment. One of the leading roles is played here by the quality and coherence of the work of absolutely all staff.

The type of organizational culture of a medical institution lays the foundations for the development of personnel management in Ukrainian medical practice. To have a clear idea of the course that the clinics' network will follow, it is first necessary to develop detailed principles of the corporate culture.

The principles of the corporate culture of a medical institution mean the provisions and principles of personnel management, which are divided into general and special.

The general principles of corporate culture in a medical institution include the following mandatory components:

1. Socio-economic and intellectual development of the clinics' network and its employees.

2. Systematic and comprehensive formation and development of corporate culture.

3. Openness and improvement, because even stable values and principles must meet the scientific and technical process and requirements of the modern economy. The culture of the medical institution is necessarily aimed at openness and readiness for change.

4. Coordination and commitment. Organizational culture should ensure clear coordination of actions of employees and complete coherence in the functioning of the clinics' network.

Special principles of corporate culture include:

1. Free manifestation of the corporate culture. It should be unobtrusive.

2. Consistency, clarity, and relevance of objectives.

3. The relationship "boss-subordinate" is based on politeness, honesty, respect for each other.

4. Personality orientation.

5. Standard. Corporate culture should be a benchmark for employees.

Currently, with the help of the principles of corporate culture in a medical institution, you can influence:

–productivity and quality of work of medical staff;

–motivation of junior medical staff and doctors;

–moral principles of each employee and his business image;

–the popularity of the clinics' network as an employer, which allows you to hire medical staff with the highest qualifications;

–the nature of formal and informal communications and relationships in the clinics' network (Naumenko, 2020).

E. Brown identifies five main elements based on which it is possible to conclude the level of corporate culture in the hospital (Brown, 2011: 38).

1. Artifacts.

2. Values and relationships.

3. Ethical norms.

4. History.

5. Basic assumptions.

Artifacts of corporate culture usually include material and physical manifestations, ie everything that can be seen: office environment, technology, products and services, communication style, corporate holidays, and so on. Artifacts are also divided into several categories:

–material objects (annual report, medical services);

–physical situation (organization of the space of the medical institution, form of medical workers);

–technologies (medical equipment);

–language (specific communication between medical staff, which unites them);

–behavior and rituals (celebration of the day of the medical worker, communication with patients);

–heroes (heroes can be doctors who save lives).

Values and attitudes in a medical institution are certain norms of staff behavior, such as politeness to patients and the manager, and so on. Establishing the order of relations in the clinics' network is due to the desire of management to organize effective cooperation of employees.

Regulated ethics of relations of employees in all parts of structural units, provided that everyone fulfills their professional responsibilities, has a positive effect on the treatment process.

Ethical norms often operate informally in medical institutions, but it is still desirable to formalize them in the form of a code of corporate culture. Ethical norms are based on the values and norms of behavior that are inherent in employees. Every healthcare professional is obliged to base his / her work on the values, beliefs, and ethical norms of the hospital (Makeieva, 2005: 16).

The history of a medical institution has a significant impact not only on the reputation of the institution but also on the corporate culture. After all, the ideas and values that were laid down at the stage of creating an organization are often passed down from generation to generation.

The basic assumptions should be considered beliefs and perceptions that their employees perceive subconsciously, that is, as quite obvious things that are not in doubt. The formation of basic assumptions occurs at the stage of education and development of the doctor and nurse as a person. That is why every health worker must have the correct basic assumptions in their foundations because they have an unchanged form.

Many theories can be used to define one or another type of corporate culture, but today bureaucratic management systems are most often practiced in Ukrainian healthcare facilities. This archaic system orients medical staff to achieve primarily quantitative indicators in their work. The bureaucratic type of organization is characterized by a command-administrative style of management, a clear hierarchy, and unquestioning compliance with rules and job descriptions. Staff is limited by strict adherence to the agenda and certain formal rules. Patients in this type of corporate culture are not taken into account as such, treatment methods are agreed upon without their knowledge and participation in the process. The moral qualities and ethical beliefs of the health worker go into the background, although this is completely incorrect. The desire of physicians to make a profit is growing more and more.

Today the problem of modernization of the corporate culture of medical institutions in Ukraine is acute. It can be done with:

- democratization of leadership style;
- formation of new administrative norms following the cultural peculiarities of Ukraine;
- formation of the value of each employee as a necessary link to achieve the goal;
- implementation of codes.

Thus, in the first section, the essence of the concept of "corporate culture" was considered. Corporate culture is considered to be a set of values, company history, working conditions for employees, relations between employees, etc. It actively influences the development process of the organization and is a key source of increasing the company's profits. With a developed corporate culture, the organization becomes able to carry out planning for several years ahead, while reducing existing risks.

Corporate culture is inextricably linked to the effectiveness of the organization for many centuries. However, active attention was paid to this concept in the United States in the '20-the '30s of the twentieth century. On the territory of the former USSR, the beginnings of corporate culture were also emerging: a plaque of honor, uniforms, children's pioneer organizations, awards for over fulfillment of the plan, and so on. However, it functioned in a totalitarian environment, was completely rigid, and did not justify itself. That is why on the territory of modern Ukraine there was a departure from the "group" and there was an "individualization" of the employee.

A large number of scientists have developed their typologies and types of corporate culture, with their help you can analyze and identify the characteristics that are inherent in a particular enterprise. Therefore, the first section identifies the key components of corporate culture and provides them with a detailed description.

In particular, attention is paid to the issue of corporate culture in health care institutions, but, unfortunately, this topic is not sufficiently studied by Ukrainian scientists. Usually, the corporate culture in a medical institution in Ukraine is based on medical ethics and government regulation.

### **3. Research of the Viva clinics' network corporate culture**

Creating a high level of corporate culture for a medical institution is a successful strategic move that will allow the organization to grow rapidly, have higher profits, and be able to maintain it in times of crisis.

The processed survey data were used to develop recommendations for improving the corporate culture at the Viva clinics' network.

Before starting work on the recommendations for independent analysis, a survey of 50 respondents among medical staff of different ages and qualifications was conducted. The survey was conducted on the Internet using the Google Forms service.

Respondents were offered a questionnaire consisting of 14 questions. The survey was conducted during the week to ensure comfortable conditions for respondents.

About 60% of the surveyed health workers believe that there is an atmosphere of mutual respect in the team, 19% called the atmosphere business, 13% of respondents said they could call the atmosphere friendly. And only 8% said that the collective rule is "everyone for himself."

The moral and psychological climate in the team was highly appreciated in terms of the behavior of the leader. About 65% of respondents said that management in its activities seeks to optimally combine all the processes of the medical institution and the interests of employees. That is, more than half of employees are satisfied with management methods. In general, based on the obtained data, the cohesion of the team was estimated at 4 out of 5.

The vast majority of employees would like to participate more often in joint holidays and spend free time together. Also, to the question "What do you think could affect the greater unity of our team?" 50% said they wanted to see: spending time together, more communication on the Internet, creating a print corporate publication, and more informal holidays. About 30% stressed the need to create a corporate publication, 15% would like to see more informal holidays, and only 5% emphasized the increase in communications on the Internet.

Medical staff was also asked questions about joint recreation, 73% answered in the affirmative to questions about informal game-format meetings.

Based on the information received, it can be concluded that the employees of the Viva clinics' network are satisfied with the state of corporate culture, they consider the team united, they feel good in the team. The vast majority would like to see a corporate publication and more communication in an informal format.

### **4. Tools to improve corporate culture**

The employees of the Viva clinics' network themselves assess the created corporate culture at a high level, but there are some gaps in its formation. The questionnaire collected data from health professionals. The recommendation was:

- creation of a corporate publication;
- creating a mobile application;
- active team building;
- creation of a restroom;

- solving the issue of employees' nutrition;
- emblem of medical clothing.

At the request of employees, a corporate web-site "Viva news" was recommended to create, filled with informational and entertaining content. The pages of the site should contain information about current events of the clinics' network, a look into the past of the clinics' network, the latest news of the world of medicine, medical horoscope. The corporate publication is aimed at a female audience, as most of the employees of the Viva clinics' network are women.

It is also recommended to arrange restrooms for medical staff. The presence of such a room in a medical institution unites the staff, increases the competitiveness of the clinics' network, raises the reputation of the medical institution to the level of European hospitals. That is why a recommendation was proposed in the form of a drawing and design solution for the arrangement of the room.

One of the recommendations is to establish the process of nutrition of medical staff. It was proposed to build a small kiosk where not only staff but also patients can buy the necessary products. Since there are kitchens based on the hospital, you should use the services of a catering company, which will create its menu, taking into account all the features.

It is recommended to more actively involve young people in the formation of corporate culture, which is why several options for team building have been developed. For the cold season, it is offered to visit the quest rooms, and for the warm season – several active games and fun that can be held in nature.

## 5. Conclusions

Healthcare facilities are paying more and more attention to the issue of corporate culture, but, unfortunately, this topic is not sufficiently studied by Ukrainian scientists today. The article highlights the features of the formation and creation of a corporate culture based on medical institutions of Ukraine.

Usually, the corporate culture in a medical institution in Ukraine is based on medical ethics and government regulation and is completely original and unmanageable. This affects the level of patient satisfaction with a particular medical institution.

The processed theoretical information allows us to conclude that the type of organizational culture of the medical institution lays the foundations for the development of personnel management. Medical institutions are often characterized by a bureaucratic type of corporate culture. It aims to maximize control over the implementation of tasks, however, sometimes if you need to make quick decisions, this type of corporate culture can be a hindrance for health professionals.

Corporate culture in a medical institution is a phenomenon, although insufficiently studied, more and more often it appears as a necessity. It is the corporate culture that helps to coordinate all actions, unite medical staff and contribute to the stable future of the health care institution. To have a clear idea of the course that the clinics' network will follow, it is necessary to develop the principles of corporate culture and implement them based on the institution.

The paper proposed recommendations, which include: the creation of an intra-corporate publication, creation of a model of a mobile application for employees, organization and arrangement of a restroom for staff, recommendations for improving the nutrition process of medical workers. Much attention is also paid to team building.

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