Integrated Workplace Analysis: The Organizational Culture Of My Company

Blaine Reichart

University of Saint Mary
In the last two years, my hospital of employment went through a complete management change and, as a result, the organizational culture was affected. These changes in the culture produced both positive and negative results. While the hospital does have a lot of culture that is positive, there is still a lot of room for improvement. The majority of employees talk among themselves about the negative aspects of the hospital, yet no one has stepped up to directly address these concerns. Whose role is it to address these concerns? Should employees band together and present the concerns to higher management or should higher management be able to realize the reasons why employees are unhappy and unsatisfied with their employer? Either way, the negative organizational culture of the hospital must change quickly before good employees are lost and patient care is directly affected. Analyzing the positive and negative culture is the first step in determining the ultimate need for change.

It is always easier to point out negative instead of positive in life. For the sake of this discussion, the negative culture will be discussed first followed by the positive. I believe the main culprit of the negative culture is higher management. Currently, higher management is unapproachable and leads with a style that does not embrace a top-down direction and upward influence. According to Beer & Eisenstat (2000), managers should “advocate direction but learn from the feedback of those down the line” (p. 35). This is not the case in my hospital. My higher manager leads with the “my way or the highway” style and employees fear for their jobs if they cross that line. Employees worry that they will be shown the door and upward communication is faltering. As a result, the ability of the organization to self-correct is deteriorating (Beer & Eisenstat, 2000). Other effects of this can be seen through employee morale. Quite frankly, employees are mad and unsatisfied due to the lack of support they feel from their managers. Amongst the negative, positive organizational culture does still exist within the hospital. There
are many opportunities for employees to earn wellness incentives for a healthy lifestyle and well as well as celebrating employees’ dedication with annual dinners. In addition, employees receive free meals on holidays worked and financial assistance is available to employees if a life crisis arises. Steps are taken upon employment to subject the new hire to the organizational culture of the hospital. This is important due to the fact that employees who fit well with a culture are more likely to be satisfied with their jobs, co-workers, and supervisors (Ivancevich, Konopaske & Matteson, 2013).

Changes are necessary within the organization in order for employee satisfaction and production to improve. Producing cultural change is a challenge but courageous managers can alter their organization’s culture (Ivancevich et al., 2013). In order to change the current negative culture in the hospital, I believe an influential, powerful, and committed leader needs to be brought into the organization. When leaders become properly involved with their employees, they become trusted partners (Beer & Eisenstat, 2000). Support from higher-management needs to be the key factor addressed in the change. As a result of this change, communication can be improved and teamwork can be coordinated through the realignment of roles and responsibilities. According to Beer & Eisenstat (2000), “being vulnerable can be a source of strength and influence” (p. 40). If this is true, vulnerability needs to be felt by leaders of my organization in order to confront the barriers, improve the culture of the organization, and bring its employees back to their full capabilities.
References
