

Impact of Organizational Culture on Psychological Wellbeing of Nurses: A Study of Healthcare Sector of Pakistan

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Abstract:

This paper aims to find impact of organizational culture on psychological wellbeing of nurses working in healthcare sector of Pakistan. Organizational culture contributes to the psychological wellbeing of nurses and support the development and flourishing of human abilities, competencies, and talents and personal development. In healthcare sector, nurses experience psychological distress, discrimination, violence and hostility due to hierarchical culture. Quantitative research design was applied and survey research strategy was used. Data was collected from nurses working in public sector hospitals located in Lahore. Convenience sampling was applied and data was collected through the online survey. Findings showed positive significant impact of organizational culture on psychological wellbeing. Moreover, consensual, rational and developmental cultures are positively associated with psychological wellbeing whereas hierarchical culture is found to be negatively associated with psychological wellbeing of nurses. Hospital administrators, nurse managers and nurses themselves should collaborate to develop a culture that promotes mutual respect, effective communication, social support, autonomy, creativity and performance.

Key Words: Organizational culture, psychological wellbeing, autonomy, effective communication, supportive environment.

Introduction:

The term culture originated from a Latin word meaning cultivating, growing, and caring (Yuksel, Kilinc, & Yuksel, 2006). Scott et al. (2003) described organizational culture as a vast variety of social phenomena that aid in defining an organization's identity, including norms, common dress, language, conduct, ideals, price, assumption, symbols of authority's favor, myths, rituals, and types of subversion. Further, (Marcus, Aksoy, & Tesfa Alemu, 2022) defined organizational culture, which determines an organization's success, is generated not only by the attitudes and behaviors of each individual employee, but also by the collective attitudes and actions of the organization as a whole. Adewale & Anthonia (2013) expressed that there may be

also a close relationship among the human resource management practices and organizational culture (notion, value, and practice). A combination of values, sets, beliefs, communication, and explanations of behavior that serves as a guide for people is known as culture (Awadh, Saad, & research, 2013). Hogan & Coote (2014) indicated that the organizational values which includes terrific relationships, may additionally then be converted into artifacts which includes organizational structure and design, policies, or any observable traits. Normally, organizational practices (i.e., managerial device, tactics, systems, strategic route, organizational and reporting systems, conversation strategies, choice-making, interpersonal relationships) may additionally have an effect on individuals and today's organizational behavior both directly or indirectly.

Psychological wellbeing refers to the positive mental states including positive emotions, feelings of happiness or satisfaction. Hedonic wellbeing comprised of two components including affective component and cognitive component. Affective component includes high positive affect and low negative affect whereas cognitive component includes satisfaction with life (Diener, 2000). Eudaimonic wellbeing is related to the purposeful aspect of psychological wellbeing. Psychological well-being refers to the development and flourishing of human abilities, competencies, and talents and includes aspects such as self-attractiveness, strong interpersonal connections, independence, environmental mastery, practical living, and personal development. (Farahani et al., 2021). Psychological well-being focuses on the best mental abilities and includes the perception of engagement with life's existential difficulties, such as pursuing meaningful goals, evolving as a person, and developing strong bonds with others (Keyes, Shmotkin & Ryff, 2002). Maintaining positive attitudes towards oneself is a crucial aspect of having a healthy mind. A healthier and more productive workplace can be created through the positive organizational culture that values and priorities psychological wellbeing of employees whereas stress, burnout and mental health issues are the outcomes of negative organizational culture. Higher levels of motivation, job satisfaction and performance, wellbeing and better overall health of employees are the outcomes of a positive organizational culture that supports and prioritizes psychological wellbeing. On the contrary, job dissatisfaction, increased absenteeism, turnover intentions and decreased performance are the outcomes of negative organizational culture that contributes to stress, depression, burnout and other mental health issues (Tran et al., 2023).

In nursing profession, occupational stress negatively impacts nurses' job satisfaction, mental health, and overall quality of life (Chen et al., 2022). Nurses face increased workloads, low recognition, occupation violence, poor professional relationships which can result in developing psychological issues including anxiety and depression (Hsieh et al., 2021). Psychological wellbeing contributes to the mental health of nursing students and affects their decisions to stay or leave the profession (Zhou et al., 2022). Psychological wellbeing of nurses is negatively associated with emotional adversity and work stressors that they frequently face at health care setting that contribute to mental distress. As a result, their professional relationships and quality of care is affected (Delgado et al., 2021). In Pakistan, nurses' work environment contributes to many psychological risk factors threatening the psychological wellbeing and health of nurses. Their efforts are not appreciated and valued as compared to developed countries evidenced by very low pays and poor work conditions (Muhammad, Rahim, Ajmal & Bibi, 2022). In healthcare setting, 95% of the nurses are female. The public sector hospitals are facing dire shortage of nursing staff because of poor recruitment and retention strategies ingrained in complex

organizational culture issues (Noor et al., 2023a). Nursing profession is considered inferior and they receive inadequate compensation and benefits. Their relationships with coworkers are unsatisfactory because of hostility and mistreatment at workplace. Nurses feel drained and stressed because of unmanageable workload. Nursing profession lack autonomous work participation and care plans (Noor et al., 2023b). Therefore, this study aims to find relationship between organizational culture and psychological wellbeing of nurses in healthcare settings of Pakistan. Four dimensions of organizational culture including consensual culture, rational culture, developmental culture and hierarchical culture are included in this study.

Literature review:

Organizational Culture:

Denison, Haaland, & Goelzer (2004) recognized four basic views of organizational subculture that may be translated into four awesome elements of way of life, but more importantly, they emphasize unique capabilities of way of life. With a legacy of fifteen years of studies, Denison has mounted that there are four most profound trends of organizational lifestyle that have consequences for organizations. Organizational culture is a set of unwavering core presumptions that people in the business have formed, discovered, and evolved in the face of challenges in order to adapt to their environment and achieve harmony and coherence (Wressell, Rasmussen, & Driscoll, 2018). Organizational culture is a phenomena in which all employees believe that an unseen hand guides them in a certain direction. Researchers can more accurately detect and direct the behavior of people within an organization when they have knowledge of what constitutes an organization's way of life and how it has been established and maintained (D. Runtu, Aldrin, & Merdiaty, 2019). Shared values, ideas, customs, traditions, and behavioral patterns are represented by organizational culture in the use of corporations (Cabrera & Bonache, 1999) which have been stimulated via the employer's data, customs, and practices (Martins & Coetzee, 2009) and may be used to acculturate new people to the perfect manner to apprehend, suppose, and/or feel inside the best organization (Schein, 1990). Consequently, considering people will be predisposed to act in procedures which are constant with institution norms, values, and beliefs, it is hard to divorce dysfunctional organizational behavior from organizational lifestyle (Aryee, Chen, Sun, & Debrah, 2007). Mohsin, Neyazi and Ebtakar (2020) described organizational culture as a set of values, beliefs, philosophies, importance of viewpoints, expectations and values of the individuals associated with an organization. Organizational culture includes openness, flexibility, communication, appreciation, competence and risk taking.

A combination of values, sets, beliefs, communication, and explanations of behavior that serves as a guide for people is known as culture (Awadh & Saad, 2013). The views, values, and social conventions that an employer upholds are included in the organizational way of life. They are represented through signs, rituals, myths, language, and memories, all of which have an impact on how people behave in the workplace (Sun, 2008). San Park (2009) described the four dimensions of organizational culture in healthcare setting. Consensual culture describes collaboration among employees and departments. Rational culture delineates emphasis on task completion and performance. Developmental culture focuses on innovation and calculated risk taking whereas hierarchical culture emphasizes on formal policies and chain of command. Organizational tradition is related to the enjoyment, schooling, weaknesses, strengths, and

upbringing of the personnel (Rasool et al., 2012) and it impacts the way employees assume, feel, and behave in the administrative centers. Organizational culture influences maximum components of organizational life, together with how decisions are made, who makes them, how rewards are disbursed, how worker performance is affected, who is promoted, how human beings are managed, how the agency responds to its environment, and so forth. Lifestyle actually influences employees' attitudes and behaviors at workplace (Shahzad, Iqbal, & Gulzar, 2013). Alvesson (1990) expresses that lifestyle can be used as a device for achieving overall performance. The productiveness and lifestyle of an business enterprise assist improve overall performance (Awadh et al., 2013). Klajko, Restas, Szabo and Czibor (2019) found significant relationship between organizational culture and employee wellbeing in corporate sector. Perceived stress, job dissatisfaction and turnover intentions are being reflected as part of organizational culture and negatively effects employees' wellbeing. Sun, Sarfraz, Ivascu, & Ozturk (2023a) described the significance of organizational culture that value individual work and psychological health and enable employees to live healthier lives. The researchers found positive relationship between organizational culture and organizational trust with mental health of employees. Panda (2023) argued that a favorable organizational culture motivate and help employees to support, implement and sustain change for organizational success. An organizational culture that promotes discrimination, injustice and mistreatment results in psychological distress among employees and negatively effects job satisfaction and performance (Sun et al., 2023b).

Psychological Wellbeing

Psychological well-being refers to the development and flourishing of human abilities, competencies, and talents and includes aspects such as self-attractiveness, strong interpersonal connections, independence, environmental mastery, practical living, and personal development. (Farahani et al., 2021). Psychological well-being focuses on the mental health of individuals and reports and includes the perception of engagement with life's existential difficulties, such as pursuing meaningful goals, evolving as a person, and developing strong bonds with others (Keyes et al., 2002). Kafka & Kozma (2002) proposed a multi-dimensional model of mental health that described six mental aspects, showing whether or not and to what extent a person is able to handle the existentially demanding circumstances of life. The first aspect is self-acceptance that describes maintaining positive attitudes near to oneself is a crucial aspect of having a healthy mind. This component also connotes the recognition of multiple aspects of oneself and wonderful thoughts about previous lifetimes. The second aspect is motivation in life. This dimension denotes having aspirations and a sense of direction in life, holding onto significant past and gift lives, and defending principles that give life meaning.

Third aspect is ecological mastery that describes the ability to control a complex environment and choose or construct personally suited settings. The fourth aspect is related to self-dedication, independence, inner locus of control and internal code of conduct. Underlying those characteristics is the idea that one's thoughts and actions are their own, and they shouldn't be determined by organizations or factors beyond their control. Fifth aspect is related to positive relations with others as having warm, fulfilling, and trusted relationships with other people, caring about the wellbeing of others, having strong empathy and affection, and being able to give and accept information from human relationships. Luo and Hancock (2020) described that employees who are enthusiastic and committed to their lives in terms of autonomy, environmental

mastery, personal growth, excellent family relationships, cause in life, and self-recognition will enjoy their personal domain of lifestyles and transfer these results to their professional domain as well. The pride of psychological aspirations fosters the pursuit of mental welfare in terms of commitment at work and allows for greater volition and self-determination than regulated and compelled functioning. This is extremely important since people spend a lot of time at work and because it has been hypothesized that happy people are far more productive in a variety of ways. The idea of psychological well-being has two exceptional viewpoints. The first is a hedonic view, which is related to the happiness and satisfaction. The second is a eudemonic view consisting of (a) private growth and self-recognition; (b) authenticity and private expressiveness; and (c) the pursuit of meaning in life. Ryff & Keyes (1995) described that eudemonic view is conceptualized as the meaningfulness of existence, while hedonic well-being is the subjective feeling of happiness. Self-aesthetics, great relationships with others, independence, environmental mastery, practical living, and personal growth are all components of psychological well-being, which means the development and flourishing of people's potential, skills, and abilities (Bali, Bakhshi, Khajuria, & Anand, 2022). Guthier, Gilbert, Dima and Adou (2023) described the significance of healthy work environment and psychological health of employees for employee retention. The researchers focused on significance of good leadership behavior for boosting employees' psychological health. They determined the impact of organizational culture on leaders' psychological health for adoption of good leadership behaviors that are known to have positive influence on employees. Findings showed that transactional and Laissez-faire leadership styles were positively associated with managers' psychological distress whereas transformational leadership style was positively associated with psychological wellbeing at work. A positive organizational culture develops social support, supportive leadership, work-life balance, suitable job expectations, effective regulations and promotes employees' psychological wellbeing (Park, Park & Jo, 2022).

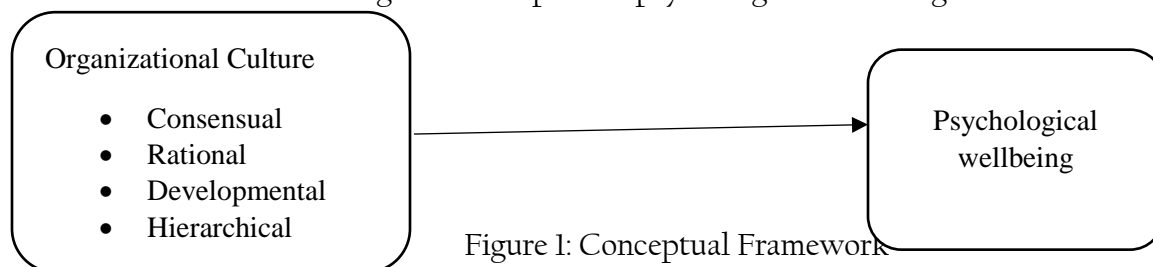
H1: Organizational culture has significant impact on psychological wellbeing.

H2: Consensual culture has significant impact on psychological wellbeing.

H3: Rational culture has significant impact on psychological wellbeing.

H4: Developmental culture has significant impact on psychological wellbeing.

H5: Hierarchical culture has significant impact on psychological wellbeing.



Methods:

The research design chosen for this study was quantitative, focusing on the collection and analysis of numerical data. The underlying research philosophy guiding this study was positivism, which assumes an objective reality that can be measured and studied through empirical observation. The research approach employed in this study was deductive, starting with existing theories and hypotheses and testing them through data analysis. A questionnaire-based survey was used as the research strategy for data collection. Questionnaire was used to gather relevant data related to the study variables from the target population. The research utilized a mono-method approach,

relying solely on the use of questionnaires for data collection. The collected data was of a quantitative nature, allowing for statistical analysis. A cross-sectional study design was employed, collecting data at a single point in time.

The population for this study comprised of nurses working in the health sector. Specifically, the data was collected from public sector hospitals located in Lahore, Pakistan. Data was collected from respondents working at all hierarchical levels in nursing profession. In public sector hospitals, nurses are exposed to unhealthy environment contributing to unmanageable workload, stress, violence, discrimination and mistreatment. Convenience sampling, a non-probability sampling technique, was used to select the respondents. This method was chosen due to its accessibility and ease of data collection. Yong and Pearce (2013) suggested the minimum requirement of the sample size should be 300. This sample size provides an adequate representation of the population and allows for statistical analysis. With the permission of administration, data was collected from the respondents through the online survey and questionnaire was shared with the respondents through their official whatsapp groups. The data collection technique used in this study involved a questionnaire format utilizing a 5-point Likert scale. The scale ranged from 1 (strongly disagree) to 5 (strongly agree). Reverse-coded items were included in the questionnaire to account for the opposite direction of certain statements. Demographic information was collected in the first part of the questionnaire, while the remaining sections focused on variables related to the study. For data analysis, Partial Least Square Equation Modeling (PLS-SEM) was used. For measuring organizational culture, a 20 items scale developed by San Park (2009) was used. Organizational culture had four dimensions including consensual culture, rational culture, developmental culture and hierarchical culture. Psychological wellbeing was measured through an 18 items scale developed by Stewart-Brown and Jan Muhammad (2008).

Data Analysis:

Sample Demographics.

Demographic characteristics of the sample including institute, gender and work experience were also measured. Table 1 shows sample demographics.

Table 1: Sample Demographics

Demographics		Frequency	Percentage
Gender	Male	89	29.7
	Female	211	70.3
Institute	SIMS	63	21
	Jinnah Hospital	65	21.6
	Mayo Hospital	55	18.3
	General Hospital	60	20
	Sheikh Zayed Hospital	57	19

Experience	Less than 5 years	83	27.7
	06-10 years	80	26.7
	11-15 years	67	22.3
	16-20 years	37	12.3
	Above 20 years	33	11

Reliability and Validity Analysis:

Data was analyzed through Partial Least Square Equating Modeling. Reflective measurement model was applied to assess reliability and validity of data.

Reflective Measurement Model

Outer loadings:

Outer loading for each item was calculated. Items with outer loading less than 0.5 was deleted before final analysis. Table 2 shows outer loadings of items related to organizational culture and psychological wellbeing. For organizational culture the items OC 12, OC 17 and OC20 were deleted whereas for psychological wellbeing, the items PW1, PW2, PW6, PW 17 and PW 18 were deleted.

Table 2: Outer Loadings

Codes	Outer Loadings	Codes	Outer Loadings
OC1	0.808	OC19	0.808
OC2	0.801	PW3	0.713
OC3	0.738	PW4	0.848
OC4	0.813	PW5	0.759
OC5	0.722	PW7	0.610
OC6	0.825	PW8	0.808
OC7	0.765	PW9	0.821
OC8	0.680	PW10	0.849
OC9	0.623	PW11	0.874
OC10	0.713	PW12	0.810
OC11	0.824	PW13	0.806
OC13	0.690	PW14	0.723
OC14	0.859	PW15	0.748
OC15	0.745	PW16	0.676
OC16	0.718	PW18	0.729
OC 18	0.799		

Construct Reliability and Convergent Validity:

For construct reliability, internal consistency and composite reliability were measured. Internal consistency was measured through Cronbach Alpha value. The value of Cronbach Alpha higher than 0.7 shows good reliability. The values of Cronbach alpha for organizational culture and psychological wellbeing were greater than 0.90. The values of composite reliability were also greater than 0.90 showing reliability of data collection instrument. To assess convergent validity, Average Variance Extracted (AVE) was calculated for both constructs. AVE values for organizational culture and psychological wellbeing were greater than 0.5 showing validity of instrument. Table 3 shows measures of Cronbach alpha, composite reliability and internal consistency for both constructs.

Table 3: Construct Reliability and Convergent Validity

Construct	Cronbach Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Organizational Culture (OC)	0.955	0.959	0.583
Consensual Culture (CC)	0.82	0.829	0.521
Rational Culture (RC)	0.76	0.853	0.513
Developmental Culture (DC)	0.77	0.875	0.578
Hierarchical Culture (HC)	0.85	0.864	0.526
Psychological Wellbeing (PW)	0.947	0.954	0.597

Discriminant Validity:

The extent to which constructs are empirically different from one another is called discriminant validity. It specifies that the constructs are in fact unrelated showing that constructs are theoretically different from each other. According to Fornell-Larcker Criterion, the square root of AVE should be greater than the correlation among the constructs. The values calculated showed discriminant validity that the constructs theoretically differ from each other. Table 4 shows the discriminant validity for both constructs.

Table 4: Discriminant Validity

Construct	OC	CC	RC	DC	HC	PW
OC	0.763					
CC	0.558	0.721				
RC	0.589	0.797	0.716			
DC	0.621	0.783	0.739	0.760		
HC	0.321	0.653	0.715	0.720	0.725	
PW	0.559	0.470	0.472	0.589	0.135	0.773

Structural Equation Model:***Variance Inflation Factor (VIF):***

The degree of multicollinearity among the latent variables that are anticipated to affect another latent variable is measured by VIF. In ideal conditions, VIF value should be less than 5 and close to 1 are acceptable (Hair, Ringle, Gudergan, & Fischer, 2018). VIF values were calculated for both constructs and all items had VIF values within acceptable range.

Path Coefficients:

For testing hypothesis, path coefficients were measured. The value of beta, T-statistic and p-values were calculated to find relationship between both constructs. All the hypothesis were accepted as $p < 0.000$. The values showed positive significant relationship between organizational culture and psychological wellbeing. The relationships of consensual culture, rational culture and developmental culture with psychological wellbeing were positive and significant. The relationship between hierarchical culture and psychological wellbeing was negative showing negative impact of hierarchical culture on psychological wellbeing of nurses.

Table 5: Path Coefficients

Paths	Beta	T-Statistic	P-value
OC → PW	0.489	7.908	0.000
CC → PW	0.470	9.181	0.000
RC → PW	0.472	9.249	0.000
DC → PW	0.589	12.567	0.000
HC → PW	-0.587	11.758	0.000

Coefficient of Determination R² and f² Effect Size:

R² statistic show the variance occurred in dependent variables by independent variables. However, it is a good measure of structural models to determine how much change in the dependent variable is caused by the independent variable. For organizational culture, the value of R² was 0.321 showing that 32.1% change in psychological wellbeing was due to organizational culture. The values of R² for consensual, rational, developmental and hierarchical culture was 0.220, 0.223, 0.346 and 0.317 respectively. The R² value for developmental culture was high showing that job autonomy and innovation contributes greatly to psychological wellbeing of employees. F² assesses whether other variables have an impact on the dependent variable after the exogenous variable has been eliminated. The value of f² effect size for psychological wellbeing was 0.377.

Discussion:

The present study aimed to find impact of organizational culture on psychological wellbeing of nurses working in public sector hospitals. Four dimensions of culture including consensual culture, rational culture, developmental culture and hierarchical culture were included. All the hypothesis were supported. H1 was related to the significant relationship between organizational culture and psychological wellbeing. This hypothesis was supported revealing significant positive impact of organizational culture on psychological wellbeing. The results are consistent with literature. Tran et al. (2023) described that higher levels of motivation, job satisfaction and performance, wellbeing and better overall health of employees are the outcomes of a positive organizational culture that supports and prioritizes psychological wellbeing. Organizational culture and personality were significantly associated with psychological wellbeing and organizational commitment. The authors suggested to focus attention on the role and relationship of organizational culture and personality with psychological wellbeing to enhance organizational commitment (Sheikhi, Pirani & Ahmadi, 2023). Guthier et al. (2023) described the significance of healthy work environment and psychological health of employees for employee retention. The researchers focused on significance of good leadership behavior for boosting employees' psychological health. H2 was related to the significant impact of consensual culture on psychological wellbeing. This hypothesis was supported. Consensual culture describes collaboration among employees and departments. It is based on the congruence of organizational values, norms and artifacts jointly shared by its members (San Park, 2009). Self-aesthetics, great relationships with others, independence, environmental mastery, practical living, and personal growth are all components of psychological well-being, which means the development and flourishing of people's potential, skills, and abilities (Bali et al., 2022). Positive organizational culture promotes effective communication among employees. In such cultures, employees' activities are significantly influenced by leaders' actions, thereby promoting a workplace culture that establishes trust. A positive workplace culture promotes a healthy communication environment where individuals build strong relationships with each other. These cultures encourage management to ensure employees' psychological wellbeing by reducing psychological challenges. Therefore, healthcare organizations effective communication should be developed to enhance mental health of employees (Sun et al., 2023a).

H3 was related to the significant impact of rational culture on psychological wellbeing. This hypothesis was supported. Rational culture delineates emphasis on task completion and performance. Sun et al. (2022) found psychological issues including stress, anxiety and depression that influenced healthcare workers performance due to poor work climate during COVID-19 whereas positive organizational culture contributes promotes mental health and wellbeing of employees. Organizational culture promotes employees' work engagement, curiosity and proactive personality which is crucial for performance and organizational survival (Alshamsi, Ahmad & Jasimuddin, 2022). H4 was related to the significant impact of developmental culture on psychological wellbeing. This hypothesis was supported. Developmental culture focuses on innovation and calculated risk taking. Sun et al. (2023a) described the significance of organizational culture that value individual work and psychological health and enable employees to live healthier lives. He highlighted how a positive organizational culture, characterized by supportive leadership, open communication, and a respectful work environment, contributes to higher levels of psychological wellbeing among employees. A positive organizational culture

impacts employees' wellbeing by rewarding achievements, promotion and supporting professional development. Resilience can be developed through supportive work environment and trainings that help employees manage stress (Safariningsih, 2024). H5 was related to the significant impact of hierarchical culture on psychological wellbeing. This hypothesis was supported. Hierarchical culture was negatively associated with psychological wellbeing. Hierarchical culture emphasizes on formal policies and chain of command. Hierarchical cultures promote power distance and results in hostile, violent and stressful work environments (Kim & Kim, 2021). A negative organizational culture including trauma, abuse and stress contributes to psychological discomfort, melancholy, encompassing anxiety and despair. Disinterest, disengagement and decreased creativity result in mental health issues, dissatisfaction and decreased performance (Karan, 2023). Lack of social support, unsupportive leadership, insufficient policies, excessive job demands and lack of work-life balance are the outcomes of negative culture that impact employees' mental health and wellbeing (Safariningsih, 2024).

Conclusion:

This study provides valuable insights to the relationship of organizational culture and psychological wellbeing of nurses working in public sector hospitals of Pakistan. This study finds significant positive relationship between organizational culture and psychological wellbeing of nurses and describes that organizational culture promotes positive and supportive work environment through effective communication and cooperation among nursing staff and contributes to psychological wellbeing, creativity and performance. This study also finds positive significant relationships of consensual culture, rational culture and developmental culture with psychological wellbeing. Hierarchical culture negatively effects psychological wellbeing of nurses. Autonomy, manageable workload, effective communication, provision of opportunities for employee growth and development and establishment of supportive and inclusive work environment can develop a positive organizational culture for nurses in healthcare sector of Pakistan.

Recommendations and Implications:

In healthcare sector, consensual, rational and developmental cultures should be developed for mental health and wellbeing of nurses. Violence, abuse, discrimination and mistreatment can be controlled through governance mechanisms focusing on professional autonomy and participative management style. Hospital administration, nurse managers and nurses themselves should collaborate to develop healthy work environments that promote psychological wellbeing. Health department should restructure healthcare organizations in order to build and develop a work environment that promotes psychological health of nurses through mutual respect, effective communication, manageable workload, social support, justice and fairness. Nurses should be encouraged to take initiatives and manage work processes autonomously. This will help to achieve goals of patient safety and quality of patientcare.

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