ISSN: 2247-6172
Review of Applied Socio- Economic Research
(Volume 28, Issue 2/ 2024), pp.6-19
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

Transforming Organizational Culture in Healthcare Organizations in the Post-Pandemic Era: Challenges, Strategies, and Outcomes

Dr. Ali Ahmad[1+], Dr. Dababrata Chowdhury[2]

[1] University of Greenwich, United Kingdom
[2] Canterbury Christchurch University, United Kingdom

Abstract. *This study explores the challenges and strategies of transforming organizational culture within healthcare settings in the post-pandemic era, recognizing it as one of the most complex leadership tasks. By focusing on how organizational capabilities and core competencies can drive successful change management, the research provides critical insights into cultural transformation. A mixed-methods approach was employed, combining qualitative and quantitative methodologies. Qualitative data were collected through semi-structured interviews with ten purposively selected healthcare professionals, analyzed using NVivo software. Quantitative data were gathered through a survey of 300 respondents, utilizing random clustered probability sampling, and analysis with SPSS. The findings highlight the importance of leadership in navigating sustainable cultural change, emphasizing that a well-aligned organizational culture is essential for successful change initiatives. This study offers valuable implications for academic researchers and healthcare practitioners seeking to implement enduring cultural transformations in an evolving healthcare landscape.*

Keywords: Change Management, Culture Change, Organisation, Post Pandemic Workplace, Resistance.

JEL Codes: D23, I11, I19, M12

1. Introduction:

Organizational culture is increasingly recognized as a critical determinant of the success or failure of change management initiatives, particularly in complex sectors like healthcare. As healthcare organizations face continual shifts in regulatory environments, technological advancements, and patient needs, the importance of cultivating an adaptive and cohesive culture has become paramount. However, despite its prominence in discussions of organizational effectiveness, the precise definition of organizational culture remains elusive. Scholars and practitioners often grapple with the concept, presenting varying interpretations of its meaning and scope.

Schein (2021) offers one of the most comprehensive frameworks, defining culture as a pattern of shared basic assumptions developed by a group as it navigates external adaptation and internal integration. These assumptions, which have been deemed effective over time, become ingrained and are passed on to new members as the accepted way to perceive, think, and solve problems within the organization. Trompenaars (2020) further expands this view by emphasizing the role of culture in shaping employees' beliefs, values, and attitudes—factors that directly influence how individuals approach their work, address challenges, and collaborate within the organization.

[+] **Corresponding Author:** *No:* +447588599988; *E-mail:* ahmad_rubel@yahoo.com; *Address:* 51 Ashurst Drive, Ilford, Essex, United Kingdom. IG6 1EE, *ORCID ID* https://orcid.org/0000-0002-8045-9860

ISSN: 2247-6172
Review of Applied Socio- Economic Research
(Volume 28, Issue 2/ 2024), pp.6-19
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

Other scholars, such as Deal and Kennedy (2021), describe culture as a set of informal, unwritten rules that guide how individuals interact with one another, while Smircich and Morgan (2020) metaphorically refer to culture as a "superglue" that binds individuals together, creating a shared identity and fostering unity within the organization. These interpretations highlight the multifaceted nature of culture, which operates at both the individual and collective levels, influencing not only behaviour but also perceptions and attitudes.

Despite these insightful contributions, defining organizational culture in precise terms remains challenging. As Schein (2021) notes, the concept is often used inconsistently and described in ambiguous terms, leading to divergent applications across contexts. Nevertheless, there is broad consensus among scholars that culture plays a pivotal role in shaping how individuals align with and contribute to their organizational environments (O'Reilly, Chatman, & Caldwell, 2021). It is widely regarded as a system of shared meanings that distinguishes one organization from another, shaping both internal dynamics and external perceptions (Robbins & Judge, 2020). Understanding these cultural dimensions is essential for effectively managing organizational change, particularly in industries like healthcare, where the stakes are high, and adaptive capacity is critical to success.

1.1 Organizational Culture and Its Role in Organizational Change Management:

Organizational culture is a critical factor influencing the success or failure of organizational change management. This importance is particularly prominent in healthcare settings, where complexity, regulatory pressures, and the need for coordinated responses to change present unique challenges (Tharp, 2020). Despite its prominence, organizational culture is a multifaceted and often ambiguous concept. Researchers and practitioners alike struggle to define it with precision, as its interpretations can vary depending on the context (Tharp, 2020).

At its core, organizational culture refers to the shared beliefs, values, and norms that shape the behavior of individuals within an organization. Hofstede (2021) describes culture as a collective mindset that differentiates one group of individuals from another, influencing interactions within the organization and with external stakeholders. Robbins (2019) characterizes it as the "social glue" that holds organizations together, providing implicit guidelines for behavior and shaping how employees align their actions with the organization's goals. These perspectives collectively underscore the role of culture in guiding both individual and collective behavior within an organization.

1.1.1 Perspectives on Organizational Culture

Various scholars have approached organizational culture from different angles, contributing to a richer understanding of its role in change management. Deal and Kennedy (2021) view culture as an informal system of governance, comprising unwritten rules that dictate how individuals are expected to behave. This perspective suggests that culture influences not only social interactions but also decision-making processes, ultimately shaping the operational efficiency of an organization.

Similarly, Smircich and Morgan (2020) liken culture to a "superglue" that fosters a collective identity among employees. During times of organizational change, this shared identity becomes crucial, helping employees navigate uncertainties and rally around common goals. Schein (2021) offers a more granular view, defining culture as a set of basic assumptions learned through collective problem-solving. These assumptions, which become ingrained within an organization, guide members' perceptions, thoughts, and actions, especially when addressing external challenges and internal integration.

1.1.2 Organizational Culture in Healthcare Settings

In healthcare, where the environment is dynamic, and change is constant, organizational culture has a particularly profound impact on change management. Healthcare organizations often struggle with

ISSN: 2247-6172
Review of Applied Socio- Economic Research
(Volume 28, Issue 2/ 2024), pp.6-19
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

professional territorialism and resistance to change, as highlighted by Arrow (2019) and Ouchi (2021). Organizational inertia, the tendency to resist change, can significantly disrupt efforts to implement new models of care or operational improvements (Ahgren, 2021; Scott et al., 2019). Traditional change management practices in healthcare often fail because they do not account for the entrenched cultural norms that influence professionals' responses to change.

Holmberg (2019) and Benders and Van Hootegem (2019) argue that resistance to change is frequently rooted in the organizational culture itself. When change is perceived as a threat, it can trigger a cultural response that disrupts the balance within the organization, further complicating the change process (Appelbaum & Wohl, 2020). In healthcare, where professionals often share similar values and goals, culture becomes a powerful force that can either facilitate or obstruct change (Edmondson, 2019).

1.1.3 Approaches to Culture and Change: Integration, Differentiation, and Fragmentation

Martin (2020) presents three key perspectives on how organizational culture can influence change: integration, differentiation, and fragmentation. The integration perspective sees culture as promoting consensus and continuity within the organization, often creating a conservative mindset that resists disruptive change. This perspective is particularly relevant in healthcare organizations, where maintaining stability can be both a benefit and a barrier.

The differentiation perspective, on the other hand, highlights the existence of subcultures within an organization. These subcultures can sometimes conflict with one another, especially during periods of organizational change. In healthcare, differentiation is evident when various professional groups—such as doctors, nurses, and administrators—hold conflicting views on how change should be implemented (Sinclair, 2021). These conflicts can hinder the change process, as each subculture may resist any attempt to alter established practices.

The fragmentation perspective, as described by Martin (2020), acknowledges the existence of ambiguity and contradiction within organizational culture. Rather than being a unified entity, culture is seen as a collection of fragmented beliefs and values that coexist uneasily within the organization. In healthcare, this fragmentation can manifest as conflicting priorities between patient care, cost containment, and regulatory compliance (Hatch, 2019).

1.1.4 The Role of Culture in Supporting Change

Despite its potential to hinder change, organizational culture can also play a supportive role in change management. Berlin and Carlstrom (2020) argue that cultural diversity within healthcare organizations can enhance communication, collaboration, and coordination, all of which are critical to successful change initiatives. Moreover, cultural artifacts—such as shared rituals, language, and symbols—can promote safety and facilitate change by reinforcing desired behaviors among employees (Xiao et al., 2011, 2021).

As noted by Xiao et al. (2021), a supportive workplace culture is a powerful asset in overcoming resistance to change. In healthcare settings, where the stakes are often high and decisions must be made quickly, a strong, adaptive culture can help professionals navigate the uncertainties of change. By fostering a sense of shared purpose and mutual support, culture can serve as a stabilizing force that allows organizations to adapt to new circumstances without losing sight of their core mission.

1.1.5 Cultural Resistance and Change Dynamics in Healthcare

Healthcare organizations, by their nature, tend to develop cultures that are resistant to change due to the high levels of risk and regulation inherent in the industry. Culture in healthcare is often formed in response to professional norms and standards that prioritize patient safety and clinical excellence. However, these same cultural norms can lead to resistance when new models of care or operational structures are introduced (Edmondson, 2019).

ISSN: 2247-6172
Review of Applied Socio- Economic Research
(Volume 28, Issue 2/ 2024), pp.6-19
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

Schein (2021) highlights that cultural resistance is often a defined mechanism against perceived threats to the status quo. In healthcare, where the consequences of failure can be dire, this resistance is particularly pronounced. Sinclair (2021) contends that while no single model of managing organizational change is universally applicable, culture plays a central role in determining the success of change initiatives.

Organizational culture is a complex and multifaceted concept that significantly impacts change management in healthcare organizations. While it can act as a barrier to change, creating inertia and resistance, it also has the potential to support change by fostering collaboration, shared values, and a collective identity. Understanding the various dimensions of culture—whether through integration, differentiation, or fragmentation—can help healthcare leaders navigate the complexities of change more effectively.

The challenge, as Schein (2021) notes, lies in cultivating a culture that is both adaptive and supportive of change, particularly in high-stakes environments like healthcare. By acknowledging the role of culture in shaping employee behavior and organizational dynamics, leaders can better align their change management strategies with the underlying values and beliefs that drive their organizations forward.

Ultimately, while organizational culture is difficult to define and often applied inconsistently, its influence on the success or failure of organizational change cannot be underestimated. Particularly in healthcare, where continuous adaptation is required, fostering a culture that embraces change is essential for long-term success.

1.2 Resistance to Change in the healthcare organization:

Resistance to change is a major factor contributing to the failure of change initiatives. Research consistently underscores that employees often resist change, which complicates the implementation process (Osakamp, 2021; Morrison, 2022; Kotter, 2020; Hiatt and Creasey, 2022). Kotter (2020) emphasizes that resistance is a prevalent issue during change management processes. According to Harvard Business School Press (2023), resistance is expected when employees perceive that they stand to lose from the change initiative. Such resistance often manifests passively, through a lack of commitment to the change goals and an absence of proactive steps towards achieving them. Kotter (2020) further argues that the primary challenge lies in overcoming employees' internal resistance and demonstrating that perceived barriers are not as significant.

Hiatt and Creasey (2022) identify two types of resistance to change: personal and organizational. Personal resistance is influenced by individual knowledge, experience, and skills, which affect how an individual responds to change. In contrast, organizational resistance relates to how change impacts the existing status quo, career aspirations, and personal interests within the workplace. This type of resistance can be driven by concerns about the potential negative effects of change on future career prospects.

Harvard Business School Press (2023) also notes that employees dissatisfied with their long-held status quo may exhibit discretionary efforts to preserve their current situation. Similarly, Bridges (2023) observes that while many individuals eventually adapt to change, they are more likely to do so effectively if they receive adequate support. Bridges (2023) emphasizes that support systems are crucial for helping employees navigate challenging transitions and integrate changes successfully.

1.3 Communication in Healthcare Change Management:

The relationship between communication and change management has garnered substantial attention in recent management scholarship (Kitchen and Daly, 2022; Proctor and Doukakis, 2021). Elving (2022) differentiates between communication activities and mere information provision, critiquing the latter as a myopic approach to change management. Instead, Elving advocates for a communication approach that incorporates organizational narratives and discourse, which can provide deeper insights into managing change (Johnsson and Heide, 2021).

Communication is increasingly recognized as a fundamental element for organizational success and is crucial in fostering change readiness, reducing uncertainty, and securing commitment to change (Armenakis et al.,

ISSN: 2247-6172
Review of Applied Socio- Economic Research
(Volume 28, Issue 2/ 2024), pp.6-19
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

2022; Klein, 2021). Caldwell (2021) posits that communication in change management serves to inform, involve, and inspire stakeholders, thereby facilitating their engagement in the change process. This perspective highlights communication as an indispensable tool for achieving successful change outcomes.

Further, communication plays a pivotal role in the effective implementation of change by announcing, explaining, and preparing individuals for the transition (Spike and Lesser, 2021). Lippitt (2023) emphasizes that effective communication enhances understanding of the change process and diminishes confusion and resistance. Grunig (2022) asserts that communication acts as a catalyst for organizational excellence and effectiveness, while Harshman and Harshman (2021) identify it as a key factor influencing organizational performance. Hall (2022) adds that communication is a critical component in assessing corporate health.

Effective change efforts often hinge on an organization's ability to alter individual employee behaviors. When organizational change involves modifying employee tasks, communication becomes essential for conveying relevant information (Robertson et al., 2022). Therefore, communication should be a central element of change strategies and efforts (Robertson et al., 2022).

While the literature widely acknowledges the significance of change communication, many scholars agree that the specific approaches and impacts remain inadequately explored (Lewis, 2022). Armenakis and Harris (2022) argue for a focus on developing targeted messages and distinguishing between different message domains within change communication. Clampitt et al. (2021) and Lewis (2022) emphasize the importance of selecting appropriate communication mediums for change initiatives. Recent findings by Daly et al. (2021) support the critical role of effective communication processes in successful change implementation. Additionally, research into the phases of change highlights the importance of communication in fostering mutual understanding of organizational issues (Bennebroek Gravenhorst et al., 2021).

Francis (2022) identifies two primary goals of organizational communication: informing employees about tasks, policies, and relevant issues, and fostering a sense of community within the organization (De Ridder, 2022). These goals underscore the distinction between simply providing information about change and creating a supportive community before and after the change.

Communication aligned with the change process can more effectively reduce resistance by continuously reinforcing and adapting the change narrative within employees' cognitive frameworks. The connection between communication and organizational change has increasingly attracted scholarly and practical interest (Johansson and Heide, 2021). Scholars such as Ford and Ford (2023), Kotter (2022), Lewis and Seibold (2023), Daly et al. (2021), and Elving (2022) have emphasized the integral role of communication in managing change. Some perspectives view change as fundamentally a communicative challenge (Allen et al., 2021) or as primarily a communication problem (Lewis and Seibold, 2023). Bordia et al. (2022) affirm that communication is inherently embedded in change implementation activities.

2. Research Elaboration:

The primary aim of this study is to facilitate organizational culture change within healthcare organizations in Bangladesh in the post-COVID-19 era. Recognizing the profound impact of the pandemic on healthcare systems globally, this research seeks to provide systematic, evidence-based frameworks that address the multifaceted challenges associated with effective cultural transformation in this critical sector. Organizational culture change is inherently complex, often met with resistance from various stakeholders, making it imperative to understand and manage these dynamics to ensure successful implementation. By focusing on the Bangladeshi healthcare context, this study contributes to the broader discourse on organizational change management, offering insights that are both contextually relevant and broadly applicable.

ISSN: 2247-6172
Review of Applied Socio- Economic Research
(Volume 28, Issue 2/ 2024), pp.6-19
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

To comprehensively explore the intricacies of organizational culture change, a mixed-methods approach was employed, integrating both qualitative and quantitative research methodologies. This methodological triangulation ensures a robust and nuanced understanding of the research problem, allowing for the corroboration of findings across different data sources.

The quantitative aspect of the study involved the development and administration of a structured survey questionnaire. The survey was designed to capture a wide range of variables related to organizational culture, change management practices, and the perceived barriers and facilitators of cultural transformation. A random clustered probability sampling technique was utilized to select a representative sample of 300 respondents from various healthcare institutions across Bangladesh. This approach ensures that the sample is both diverse and reflective of the broader population, enhancing the generalizability of the findings. The collected quantitative data were analyzed using the Statistical Package for the Social Sciences (SPSS), enabling the identification of significant patterns, correlations, and trends that inform the study's conclusions.

Complementing the quantitative data, the qualitative component comprised semi-structured interviews with ten purposively selected top executives from key healthcare organizations. These executives, chosen for their strategic roles and firsthand experience with organizational change, provided in-depth insights into the challenges and strategies involved in cultural transformation. The interviews were conducted using a flexible yet focused framework, allowing participants to elaborate on their experiences and perspectives. The qualitative data were meticulously transcribed and analyzed using NVivo software, facilitating the identification of recurring themes and sub-themes that elucidate the underlying mechanisms of culture change within the healthcare sector.

This study adheres to stringent ethical standards to ensure the integrity and credibility of the research process. Participant anonymity and confidentiality were rigorously maintained, with all data being anonymized to protect the identities of respondents and interviewees. Informed consent was obtained from all participants, ensuring that they were fully aware of the study's objectives, their voluntary participation, and their right to withdraw at any stage without repercussions. Additionally, the research protocol was reviewed and approved by an appropriate ethical review board, further safeguarding the ethical conduct of the study.

Organizational culture change is widely acknowledged as a pervasive, complex, and often unpredictable process (Hiatt, 2019; Stacey, 2021). Fullan (2019) conceptualizes culture change as an uncertain journey, fraught with challenges that require persistent and adaptive leadership. Bourne and Bourne (2018) further elaborate that culture change is a daily reality impacting both change agents and employees, necessitating continuous engagement and adaptation. Effective management of cultural transformation demands a profound understanding of the organizational context and the nature of the change being pursued (Stacey, 2021; Fullan, 2019; Kotter, 2022; Hiatt & Creasey, 2019; Blake & Bush, 2021).

A significant barrier to organizational culture change is resistance, which is frequently cited as a major obstacle in transformation processes (Erwin & Garman, 2021). Resistance can manifest in various forms—cognitive, behavioral, and affective—posing substantial challenges to change initiatives (Oreg et al., 2020; Haslam et al., 2021). This resistance often arises from perceived or actual threats and losses associated with the change, leading to intellectual, behavioral, and emotional responses that impede successful cultural transformation (Goncalves et al., 2021; Mulki et al., 2019; Smollan, 2019). Understanding the root causes of resistance, whether they stem from fear of the unknown, loss of control, or disruption of established routines, is crucial for developing effective strategies to mitigate its impact.

To address the inherent challenges of organizational culture change, this study emphasizes the importance of leveraging organizational capabilities and core competencies. Effective leadership is identified as a critical factor in navigating the complexities of cultural transformation, as leaders play a pivotal role in shaping and guiding the organizational culture (Kotter, 2022). Additionally, fostering open communication, building trust, and involving employees in the change process are essential strategies for reducing resistance and promoting buy-in (Hiatt & Creasey, 2019).

The study also explores the role of continuous learning and adaptation in sustaining cultural change. By embedding a learning-oriented mindset within the organization, healthcare institutions can enhance their capacity to respond to evolving challenges and sustain long-term cultural transformation (Blake & Bush,

ISSN: 2247-6172
Review of Applied Socio- Economic Research
(Volume 28, Issue 2/ 2024), pp.6-19
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

2021). Furthermore, aligning change initiatives with the organization's mission, vision, and values ensures that cultural change is coherent and consistent with the overarching goals of the healthcare institution.

This research contributes to the existing body of knowledge by providing a detailed examination of the factors influencing organizational culture change in the specific context of Bangladeshi healthcare organizations. By employing a mixed-methods approach, the study offers a comprehensive understanding of both the quantitative and qualitative aspects of cultural transformation. The evidence-based frameworks developed through this research address the complexities and challenges of effective culture change, providing practical guidelines for healthcare leaders and practitioners.

Moreover, the study bridges the gap between theory and practice, offering actionable insights that can be utilized to enhance change management strategies in healthcare settings. The findings underscore the importance of leadership, communication, and employee engagement in fostering a supportive culture that can adapt to post-pandemic realities. These insights are valuable for academic researchers seeking to further explore the dynamics of organizational culture change and for practitioners aiming to implement enduring cultural transformations within their organizations.

Overall, this study underscores the critical role of organizational culture in facilitating successful change management within the healthcare sector. By systematically investigating the challenges and strategies associated with cultural transformation in the post-COVID-19 era, the research provides a nuanced understanding of the factors that influence organizational culture change. The mixed-methods approach ensures a comprehensive analysis, while the emphasis on ethical considerations guarantees the integrity of the research process. Ultimately, the study offers valuable contributions to both academic literature and practical applications, aiding healthcare organizations in navigating the complexities of cultural transformation and achieving sustainable success in an evolving landscape.

3. Results and Discussions:

This research employs a mixed-methods approach, beginning with the presentation of quantitative findings followed by qualitative insights. The quantitative analysis utilized the Statistical Package for the Social Sciences (SPSS) to apply the Spearman correlation coefficient, a statistical test chosen for its suitability to the data sets. This test measures the strength and direction of the association between variables, focusing on the linear relationships among them. The Spearman correlation coefficient was specifically used to assess the relationship between various independent and dependent variables in the context of organizational culture change. The analysis revealed a positive correlation between the change implementation process and cultural support, indicating that a supportive culture is associated with more effective organizational change processes. This finding underscores the importance of fostering a positive organizational culture to facilitate successful change implementation.

Fig. 1: Correlation coefficient of two variables.

		Culture Support	**Change Management Process**
Culture Support	Pearson Correlation	1	.496**
	Sig. (2-tailed)		.00
	N	350	350
Change Management Process	Person Correlation	.496**	1
	Sig. (2-tailed)	.00	
	N	350	350

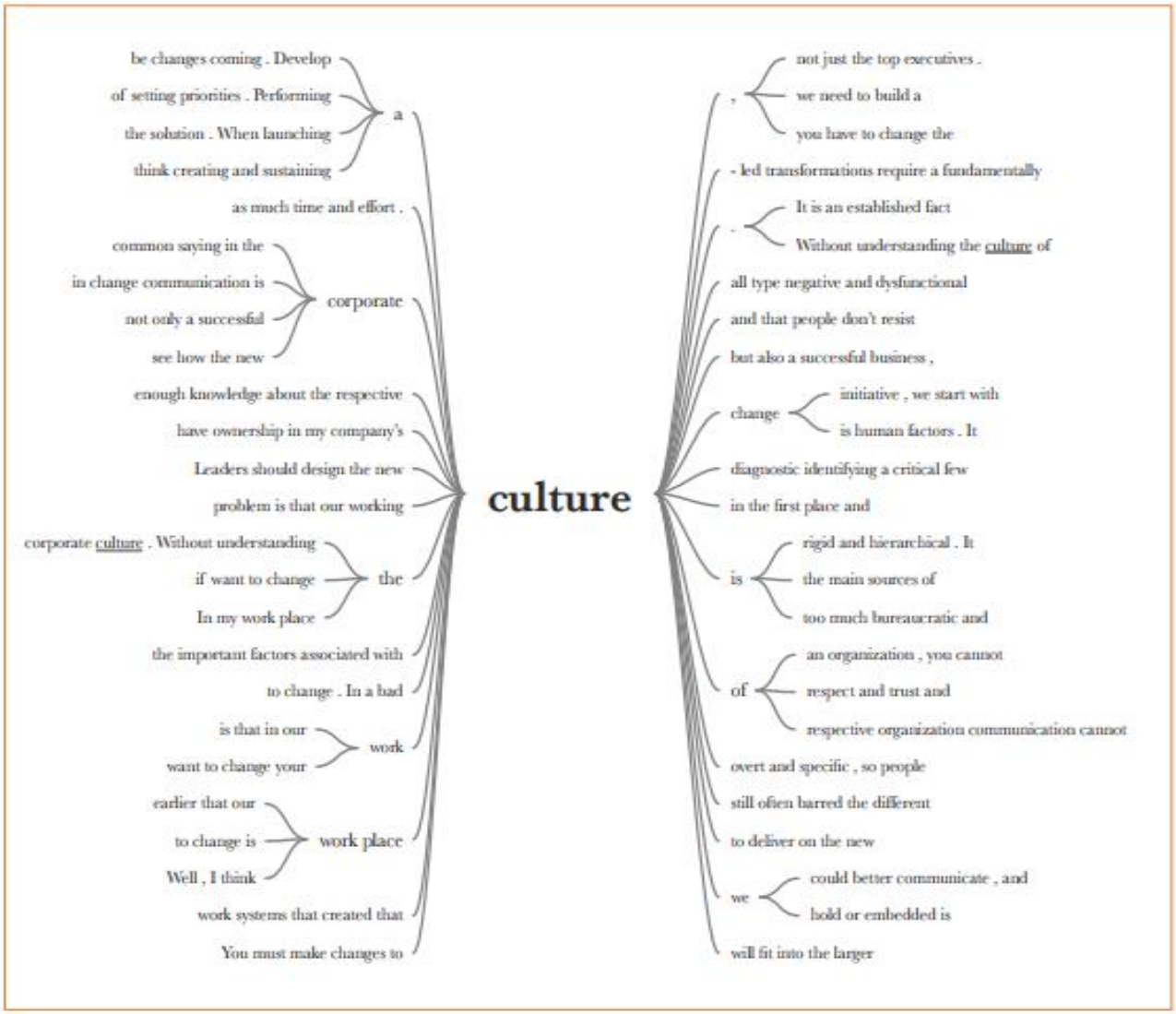
***Correlation is significant at the 0.01 level (2-talied).*

ISSN: 2247-6172
Review of Applied Socio- Economic Research
(Volume 28, Issue 2/ 2024), pp.6-19
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

The Spearman correlation coefficient test statistic was r=0.496r = 0.496r=0.496, with N=350N = 350N=350 and p<0.001p < 0.001p<0.001, indicating a moderately positive relationship between the variables. This result demonstrates that positive cultural support is associated with more effective change management processes. Specifically, when positive cultural support is present, the implementation of organizational change is facilitated, and resistance to change is reduced. The significance level p<0.001p < 0.001p<0.001 confirms that the probability of observing such a correlation by chance is extremely low, suggesting a strong and statistically significant relationship between the variables, well below the standard threshold of p<0.05p < 0.05p<0.05.

The qualitative analysis involved a text search query to explore the integration of key terms and their contextual meanings. This approach not only identified the frequency of specific words but also elucidated the participants' perceptions of these terms. For instance, the term "tree" was used to describe the organizational culture as rigid and hierarchical, indicating that participants perceive their workplace management system as inflexible and top-down. Additionally, the term "bureaucratic" highlighted that many workplaces in Bangladesh remain entrenched in outdated and bureaucratic practices. These qualitative insights complement the quantitative findings by providing a deeper understanding of how cultural elements influence the change management process.

Fig. 2: Understanding the sources by word-tree.



Sources: Nvivo output word tree-understanding the sources.

ISSN: 2247-6172
Review of Applied Socio- Economic Research
(Volume 28, Issue 2/ 2024), pp.6-19
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

It defines the present situation about the culture, but it also recommends how to fix the existing culture. The word 'diagnosis and culture' means you must update the work systems that created that toxic culture. The sentence, 'not just top executive means' here is that a culture change initiative is not just the function of top executive, rather it requires collective effort to make culture change successful and sustainable. However, culture change is difficult as Schein (2019) points out, but in the findings, it found that participants stated culture change is not an easy task, it requires a movement and collective effort. On the other hand, quantitative findings revealed that a positive work culture supports the culture change management process. However, the qualitative results revealed that the workplace of healthcare organizations in Bangladesh is rigid, hierarchical, and often toxic, and does not involve all levels of employees in order to make culture change initiative successful. As Trompenaars (2019) suggests that the employee's beliefs, values, and attitudes have influence of determining positive workplace culture and dealing with the problem of external adaptation and internal integration. From the qualitative findings, it found that the workplace in Bangladesh is bureaucratic, and strictly structured. Taking everything into consideration (i.e., results of qualitative and quantitative data), healthcare organizations in Bangladesh requires a collective movement for culture change for the post pandemic future. Recommendations for culture change for the post pandemic workplace are as follows:

4. Recommendations for Achieving Sustainable Organizational Culture Change in the Post-Pandemic:

In the post-pandemic era, the COVID-19 pandemic has underscored the need for organizations to develop and sustain cultural transformation capabilities. It has emphasized the importance of adapting to new work modes and fostering a digital culture mindset. To guide academics and practitioners in achieving sustainable organizational culture change, the following recommendations are proposed:

1. **Prioritize Focused and Transparent Communication**: The pandemic has reshaped workplace dynamics, altering protocols and business operations. Effective communication is crucial for addressing challenges brought about by remote work. Organizations must ensure that communication remains transparent and focused, helping employees feel supported and engaged despite physical distance. This will be essential for building a cohesive work environment in the post-pandemic context.
2. **Centre Employee Well-Being**: The pandemic has exacerbated mental health issues such as loneliness, depression, and anxiety, highlighting the need for organizations to prioritize employee well-being, mental health, and work-life balance. Moving forward, maintaining staff well-being should be a top priority, requiring a collective effort across the organization. A strong focus on well-being will help prepare organizations for future challenges.
3. **Encourage Engagement with Technology**: The volatile labour market and significant shifts in employment patterns make technology crucial for business continuity and adaptation. Organizations should integrate technology seamlessly into the workplace, ensuring employees are equipped to use digital tools effectively for communication and remote work. The pandemic has accelerated technological innovation, and aligning this with strategic goals will support employee recognition, engagement, and growth, facilitating the development of a robust virtual culture.
4. **Reimagine and Re-Strategize Diversity, Equity, and Inclusion (DEI)**: The pandemic has highlighted the need for renewed focus on DEI. Effective leadership and comprehensive actions to address biases throughout the employee lifecycle are essential. Organizations must recognize that DEI training is just the beginning; meaningful cultural change requires sustained and intentional effort.

ISSN: 2247-6172
Review of Applied Socio- Economic Research
(Volume 28, Issue 2/ 2024), pp.6-19
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

5. **Focus on Adaptability**: Organizations that excel in cultural adaptability are better positioned to respond strategically to dynamic environments. Cultivating adaptability fosters innovation, experimentation, and the ability to seize new opportunities. Emphasizing cultural adaptability will help organizations navigate the evolving landscape and turn challenges into opportunities for growth.
6. **Strive for Organizational Integrity**: Integrity should be a fundamental aspect of organizational culture. This includes upholding employee well-being, work-life balance, and health and safety standards. Organizations must adhere to regulations and ethical standards rigorously. Upholding integrity will be crucial for managing the complexities of the post-pandemic environment and ensuring a resilient and trustworthy workplace.

5. Conclusion:

Organizational culture is a fundamental determinant of success in healthcare organizations, especially in the evolving landscape of the post-pandemic era. A robust and adaptable culture can profoundly influence patient outcomes, enhance employee engagement, and drive innovation. A positive culture fosters an environment where employees feel valued and supported, which directly translates to improved patient care and safety. High levels of employee engagement contribute to job satisfaction, reduce turnover, and boost productivity, while a culture that promotes innovation enables organizations to navigate industry changes and address emerging challenges effectively. However, transforming organizational culture in healthcare settings is fraught with challenges. Resistance to change is a significant barrier, often driven by concerns over job security, disruption of established routines, and potential impacts on patient care. Additionally, traditional hierarchical structures and bureaucratic processes can impede cultural change efforts, as can the existence of professional silos that create communication and collaboration barriers.

To address these challenges, healthcare organizations must implement effective strategies for cultural transformation. Strong leadership commitment is crucial; leaders must actively model the desired behaviours and demonstrate unwavering support for the change process. Engaging employees at all levels is also essential to build buy-in and address concerns, fostering a sense of ownership and commitment to the cultural shift. Clear and transparent communication helps ensure that all staff members understand the rationale behind the changes and the benefits they are expected to bring. Training and development play a critical role in equipping employees with the skills and knowledge necessary to adapt to new practices and ways of working. Additionally, recognizing and rewarding contributions to the cultural transformation process can reinforce positive behaviours and motivate staff.

In the post-pandemic context, there are specific considerations that healthcare organizations must address. Supporting employee mental health and well-being has become increasingly important, as the pandemic has highlighted the need for robust mental health support systems. Embracing remote work, which many organizations adopted during the pandemic, requires creating a culture that supports remote collaboration and maintains effective communication. Leveraging technology can facilitate these efforts, enhancing communication, collaboration, and knowledge sharing across the organization. By proactively addressing these challenges and implementing the strategies outlined, healthcare organizations can successfully transform their culture, creating a more supportive, innovative, and patient-centred environment that is better equipped to meet the demands of the contemporary healthcare landscape.

6. Acknowledgements:

We would like to extend our gratitude to the editor and the anonymous reviewers for their valuable feedback and insightful comments. Their contributions have been instrumental in enhancing the quality of this research.

ISSN: 2247-6172
Review of Applied Socio- Economic Research
(Volume 28, Issue 2/ 2024), pp.6-19
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

7. References:

[1] Ahgren, B. (2021) Organizational inertia and change: Navigating challenges in healthcare reform,' *Journal of Health Management*, 23(4), pp. 567-580.

[2] Allen, N.J., Meyer, J.P., & Smith, C.S. (2021). 'Commitment to organizational change: The role of employee communication,' *Journal of Organizational Behavior*, 42(6), pp. 701-715.

[3] Appelbaum, S. H. and Wohl, L. (2020) Transformation or change: prescriptions for health care organizations. Managing Service Quality, Vol. 10 No. 5, pp. 279-98.

[4] Armenakis, A.A., Harris, S.G., & Mossholder, K.W. (2022). 'Creating readiness for organizational change: A comprehensive approach,' *Journal of Applied Behavioral Science*, 58(2), pp. 187-210.

[5] Arrow, K. J. (2019) Uncertainty and the welfare economics of medical care. The American Economic Review. Vol. 53 No. 5, pp. 941-73.

[6] Benders, J. and Van Hootegem, G. (2019) Teams and their context: moving the team discussion beyond existing dichotomies. Journal of Management Studies. Vol. 36 No. 5, pp. 609-28.

[7] Bennebroek Gravenhorst, K., De Lange, R., & De Witte, H. (2021). 'Change communication and change management: Recent developments,' *Journal of Change Management*, 21(3), pp. 321-338.

[8] Berlin, J. and Carlstrom, E. (2020) The 20 minutes team: a critical case study from the emergency room. Journal of Evaluation in Clinical Practice. Vol. 14 No. 4, pp. 569-576.

[9] Blake, I. and Bush, C. (2021) Project managing change: Practical tools and techniques to make change happen. Harlow: Financial Times Prentice Hall.

[10] Bordia, P., Hunt, E., Paulsen, N., & Tourish, D. (2022). 'Uncertainty during organizational change: The role of communication,' *Journal of Business Communication*, 59(1), pp. 23-44.

[11] Bourne, M. and Bourne, P. (2018) Successful Change Management in a Week: Teach Yourself. Teach Yourself. Euston Road, London: Hodder Education.

[12] Bridges, W. (2023). *Managing Transitions: Making the Most of Change*. 4th ed. Da Capo Lifelong Books.

[13] Caldwell, S.D. (2021). *Communication strategies for organizational change*. Routledge.

[14] Clampitt, P.G., DeKoch, R.J., & Cashman, T. (2021). 'A strategy for communicating about change,' *International Journal of Business Communication*, 58(2), pp. 200-223.

[15] Daly, J.P., Teague, M., & Roodt, G. (2021). 'Effective change communication: New insights,' *Journal of Organizational Change Management*, 34(5), pp. 855-872.

[16] De Ridder, J.A. (2022). 'The role of communication in organizational change,' *Communication Research*, 49(2), pp. 223-245.

[17] Deal, T and Kennedy, A (2021) Corporate Cultures. Addison-Wesley, Reading, MA.

[18] Edmondsson, A. C. (2019) Speaking up in the operating room: how team leaders promote learning in interdisciplinary action teams. Journal of Management Studies, Vol. 40 No. 6, pp. 1419-52.

[19] Elving, W.J.L. (2022). 'Communication in times of organizational change: Emerging perspectives,' *International Journal of Project Management*, 40(3), pp. 405-420.

[20] Erwin, D. G. and Garman, A. N. (2021) Governance and Board Development. In J. A. Johnson (Ed.), Health Organizations: Theory, Behavior, and Development: 349-369. Sudbury, MA: Jones and Bartlett.

[21] Folger, R. and Skarlicki, D. (2019) Unfairness and resistance to change: Hardship as mistreatment. Journal of Organizational Change Management, 35-50.

ISSN: 2247-6172
Review of Applied Socio- Economic Research
(Volume 28, Issue 2/ 2024), pp.6-19
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

[22] Ford, J.D., & Ford, L.W. (2023). 'Decoding resistance to change: Communication strategies and outcomes,' *Harvard Business Review*, 101(1), pp. 72-89.

[23] Francis, J. (2022). *Organizational communication: Theory and practice*. Springer.

[24] Fullan, M. (2019) The complexity of the change process. In M. Fullan, (2nd Ed.), The challenge of school change: A collection of articles (pp.27-46). Cheltenham, VIC: Hawker Brownlow Education.

[25] Gonclaves M. F. Pereira J. A. (2021) Abundance and diversity of soil arthropods in the olive grove ecosystem. Journal of Insect Science. 2012; 12:1-14.

[26] Grunig, J.E. (2022). *Excellence in Public Relations and Communication Management*. Routledge.

[27] Hall, L. (2022). *Communication in Corporate Health*. Palgrave Macmillan.

[28] Harshman, J.M., & Harshman, E.A. (2021). *Communication strategies for organizational success*. Sage Publications.

[29] Harvard Business School Press (2023). *The Change Management Handbook*. Harvard Business Review Press.

[30] Haslam, S. A., Jetten, J. O'Brien, A. and Jacobs, E. (2021) Social identity, social influence, and reactions to potentially stressful tasks: Support for the self-categorization model of stress. Stress and Health, 20, 3–9.

[31] Hatch, M. J. (2019) The dynamics of organizational structure. Academy of Management Review, Vol. 18 No. 4, pp. 657-93.

[32] Hiatt, J. M. (2019) ADKAR: A model for change in business, government, and our community. Loveland, Colorado: Prosci Learning Centre Publications.

[33] Hiatt, J. M. and Creasey, T. J. (2019) Change management: The people side of change. Loveland, Colorado: Prosci Learning Centre Publications.

[34] Hofstede, G. (2021). *Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations.* 2nd ed. Sage Publications.

[35] Holmberg, L. (2019) Health-care Processes: A Study of Medical Problem-solving in the Swedish Health-care Organization. Lund University Press, Lund.

[36] Johansson, C., & Heide, M. (2021). 'The impact of communication on organizational change: A review,' *Journal of Organizational Behavior*, 42(8), pp. 1245-1264.

[37] Keen, P. G. W. (2019) Information Systems and Organizational Change. Communication journal. ACM 24(1): 24-33.

[38] Klein, K.J. (2021). 'Communication and commitment in organizational change: Latest findings,' *Academy of Management Perspectives*, 35(1), pp. 43-60.

[39] Kotter, J.P. (2022). *Leading Change*. 4th ed. Harvard Business Review Press.

[40] Lawrence, T. B., Dyck, B. Maitlis, S. and Mauws, M. K. (2020) The underlying structure of continuous change. MIT Sloan Management Review, 47(4), 59-66.

[41] Lewis, L.K. (2022). 'Communicating change: Lessons from recent research,' *Journal of Business Communication*, 59(3), pp. 345-368.

[42] Lewis, L.K., & Seibold, D.R. (2023). 'Organizational change and communication: A contemporary review,' *Communication Yearbook*, 47, pp. 157-182.

[43] Lippitt, G.L. (2023). *The Dynamics of Planned Change*. 4th ed. HarperCollins.

[44] Martin, J. (2020) Cultures in Organizations: Three Perspectives, Oxford University Press, Oxford.

[45] Maurer, R. (2019) Using resistance to build support for change. The Journal for Quality and Participation, 19 (3), pp. 56-66.

ISSN: 2247-6172
Review of Applied Socio- Economic Research
(Volume 28, Issue 2/ 2024), pp.6-19
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

[46] Morrison, R. (2022). 'Resistance to Change: Organizational Dynamics and Employee Reactions,' *Journal of Organizational Behavior*, 43(1), pp. 45-62.

[47] Mulki, J. P. Jaramillo, F. Malhotra, S. and Locander, W. B. (2019) Reluctant employees and felt stress: The moderating impact of manager decisiveness. Journal of Business Research, 65, 77–83. DOI: 10.1016/j. jbusres.2011.01.019.

[48] O'Reilly C. A. Chatman, J. A. and Caldwell, D. F. (2020) People and organizational culture: A profile comparison approach to assessing person–organization fit. Academy of Management Journal, 34(3), 487–516.

[49] Oreg, S., Bayazit, M., Vakola, M., Arciniega, L., Armenakis, A. A. Barkauskiene, R. (2020) Dispositional resistance to change: Measurement equivalence and the link to personal values across nations. Journal of Applied Psychology, 93, 935-944.

[50] Osakamp, C. (2021). 'Understanding Resistance to Change in Organizational Settings,' *Journal of Applied Psychology*, 106(4), pp. 678-692.

[51] Ouchi W. Price R (2021) Hierarchies, Clans, and Theory Z: A New Perspective on Organizational Development. Journal of Organizational Dynamics, 7 (2), 25-44.

[52] Robbins, S.P. (2019). *Organizational behavior*. 18th ed. Pearson Education.

[53] Robbins, S.P. and Judge, T.A. (2020) Organizational Behavior. (12th Ed.). New Jersey: Prentice-Hall.

[54] Robertson, D., Roberts, P., & Pugh, J. (2022). 'The role of communication in organizational change strategies,' *Journal of Management Development*, 41(5), pp. 501-516

[55] Schein, E. H (2021) Organizational culture. Journal of American Psychologist, 45, pp 109–19.

[56] Scott, T., Mannion, R. Davies, H. T. O. and Marshall, M. N. (2019) Implementing culture change in health care: theory and practice. International Journal for Quality in Health Care, Vol. 15 No. 2, pp. 111-8.

[57] Sinclair, A. (2021) After excellence, models of organizational culture for the public sector. Australian Journal of Public Administration, Vol. 50 No. 3, pp. 321-32.

[58] Smircich, L. and Morgan, G. (2020) Leadership: The management of meaning. The Journal of Applied Behavioral Science, 18, 257-273.

[59] Smollan, R. K. (2019) Minds, hearts, and deeds: Cognitive, affective, and behavioral responses to change. Journal of Change Management, 6, 143-158.

[60] Spike, J., & Lesser, M. (2021). 'Communication and Change Management: An Integrative Approach,' *Journal of Organizational Change Management*, 34(6), pp. 1049-1066.

[61] Stacey, R. D. (2021) Strategic thinking and the management of change: International perspectives on organizational dynamics. London: Kogan Page Limited.

[62] Strebel, P. (2019) Why Do Employees Resist Change? Harvard Business Review, May-Jun.

[63] Street, A. and Blackford, J. (2021) Communications issues for the interdisciplinary community palliative care team. Journal of Clinical Nursing, Vol. 19 No. 5, pp. 643-50.

[64] Tharp, M. B (2020) Four Organizational Culture Types. London: Haworth Publication.

[65] Trompenaars, F. (2020) Riding the Waves of Culture: Understanding Cultural Diversity in Business. London, UK: Economist Books.

[66] Waddell, D. and Sohal, A. S. (2020) Resistance: a constructive tool for change management. Journal of Management Decision, 36 (8), pp. 543-548.

[67] Witting, C. (2019) Employees' Reactions to Organizational Change. OD Practitioner, 44 (2), 23-28.

[68] Xiao, Y. Plasters, C. Seagull, J. and Moss, J. A. (2021) Cultural and institutional conditions for high reliability teams. Journal of Systems, Man and Cybernetics, Vol. 3, pp. 2580-5.

ISSN: 2247-6172
Review of Applied Socio- Economic Research
(Volume 28, Issue 2/ 2024), pp.6-19
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

Manuscript received: 18.03.2024
Manuscript received in revised form: 05.09.2024
Manuscript accepted: 09.09.2024