



## ORGANIZATIONAL CLIMATE IN THAI PRIVATE HOSPITALS IN THE EASTERN REGION OF THAILAND

### บรรยากาศในการทำงานขององค์กรในโรงพยาบาลเอกชน ในภาคตะวันออก ประเทศไทย

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#### Abstract

This research aimed at explored dimensions of organizational climate, practices and techniques operated to enhance the positive organizational climate, and investigated benefits in selected private hospitals accredited with HA standard recognition in the Eastern region of Thailand. The design of this study is qualitative research. About 5 HR managers and 1 deputy managing director having at least five years of work experience in Thai private hospitals accredited with HA standard recognition. Purposive sampling technique was used to identify the participants. The data collection method in this study is a semi-structured interview. To code and categorize the gained data systematically, ATLAS.ti 6.2 which is the qualitative software for data analysis was performed to pattern the themes. This study revealed that there were 5 dimensions of organizational climate. These include 1) Having charismatic leadership, 2) Pleasant workplace providing good safety and work-supporting facilities, 3) A staff caring workplace, 4) A workplace promoting open communication, and 5) Workplace unity, rules and regulations. The study found that the HR managers in hospitals use of six practices and techniques which

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were shared: 1) Going through five steps of organizational climate process, 2) Arranging engagement activities, 3) Cultivating valuable spiritual awareness, 4) Scheduling and calling of meetings, 5) Managing staff diversity, and 6) Noticing and addressing problems. Four benefits gained from having the current organizational climate in place consisted of, 1) Impressing customers through excellent standards of service quality, 2) Ensuring a high rate of staff retention, 3) Being able to notify problems and providing quick response, and 4) Reducing recruiting and training costs for training new employees.

**Keywords:** Organizational climate / Practices and techniques / Thai private Hospitals / The Eastern region of Thailand

### บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อสำรวจมิติของบรรยากาศในการทำงานขององค์กร การปฏิบัติและเทคนิคที่ดำเนินการ เพื่อเพิ่มบรรยากาศในการทำงานขององค์กรที่เป็นบวก และตรวจสอบผลประโยชน์ในโรงพยาบาลเอกชนที่ได้รับการรับรองมาตรฐาน HA ในภาคตะวันออกของประเทศไทย การศึกษาครั้งนี้เป็นการวิจัยเชิงคุณภาพ ผู้จัดการฝ่ายทรัพยากรบุคคลจำนวน 5 คนและรองกรรมการผู้จัดการ 1 คนที่มีประสบการณ์การทำงานอย่างน้อยห้าปีในโรงพยาบาลเอกชนของไทยได้รับการรับรองมาตรฐาน HA ใช้วิธีการสุ่มตัวอย่างแบบเฉพาะเจาะจงเพื่อระบุผู้เข้าร่วมวิจัย วิธีการรวบรวมข้อมูลในการศึกษาค้นคว้าครั้งนี้เป็นการสัมภาษณ์แบบกึ่งโครงสร้าง ในการเขียนโค้ดและจัดหมวดหมู่ข้อมูลที่ได้รับอย่างเป็นระบบ และใช้โปรแกรมสำเร็จรูป ATLAS.ti 6.2 ซึ่งเป็นซอฟต์แวร์เชิงคุณภาพสำหรับการวิเคราะห์ข้อมูลได้ดำเนินการเพื่อจัดรูปแบบธีม ซึ่งในการศึกษาค้นคว้าพบว่าบรรยากาศในการทำงานขององค์กรมีจำนวน 5 มิติ ประกอบด้วย 1) เป็นองค์กรที่มีภาวะผู้นำแบบที่มีเสน่ห์ 2) เป็นองค์กรที่ส่งเสริมนโยบายความปลอดภัยและสนับสนุนสิ่งอำนวยความสะดวกให้กับพนักงาน 3) เป็นองค์กร แห่งความห่วงใยและใส่ใจพนักงาน 4) เป็นองค์กรที่ส่งเสริมให้มีการสื่อสารแบบเปิดกว้างและ 5) องค์กรมุ่งเน้นความเป็นหนึ่งเดียวกัน กฎระเบียบและข้อบังคับ จากผลการศึกษาพบว่าผู้จัดการฝ่ายทรัพยากรบุคคลในโรงพยาบาลใช้วิธีปฏิบัติและเทคนิคที่ใช้ร่วมกัน 6 แนวทาง ประกอบด้วย 1) กระบวนการในการสร้างบรรยากาศในการทำงานขององค์กร 5 ขั้นตอน 2) ส่งเสริมให้มีกิจกรรมที่สร้างความผูกพัน 3) ส่งเสริมให้พนักงานตระหนักถึงคุณค่าของจิตวิญญาณที่ดี 4) มีการกำหนดตารางการเรียกประชุม 5) บริหารจัดการความหลากหลายของพนักงานและ 6) ให้ข้อสังเกตและแก้ไขปัญหา ประโยชน์ 4 ประการที่ได้รับจากการมีบรรยากาศในการทำงานขององค์กรที่ดี ประกอบด้วย 1) สร้างความประทับใจให้ลูกค้าผ่านมาตรฐานคุณภาพการบริการที่เป็นเลิศ 2) มุ่งเน้นการรักษาพนักงาน 3) สามารถระบุปัญหาและแก้ไขได้อย่างรวดเร็วและ 4) ลดค่าใช้จ่ายในการสรรหาและฝึกอบรมพนักงานใหม่



**คำสำคัญ :** บรรยากาศในการทำงาน / การปฏิบัติการและเทคนิค / โรงพยาบาลเอกชน /  
ภาคตะวันออกของประเทศไทย

## Introduction

Organizational climate plays an important role during the development of organizations. As an important issue in the analysis of situations of hospital violence, organizational climate has been pointed out and discussed among researchers, both from Thailand and other.

The satisfaction level of work among healthcare professionals influenced the quality of providing the service, as well as the satisfaction of the patient (Paquet and Gagnon, 2010; Pratt, 2010). Improving the quality of mental health could assist healthcare services improving in both professional and the administration areas (Figueiredo-Ferraz, et al., 2012).

Employees who work in hospitals dealing with problems and stress that tend to be bored and stressed. Therefore, creating a good organizational climate in workplace is important for the mental health of employees, as well as improving the successful of employees and the organization. Creating a happy workplace would help the employees to be loyalty to the organization. There are many differences in the satisfaction level of the employees that how they perceive the internal climate between public and private hospitals. The employees in private hospitals feel more satisfied than employees in public hospitals. It was noted that in public and private hospitals, the important level of the dimensions of organizational climate depend on their professional role. In general, employees working in private hospitals are more likely feel happier than those working in public hospitals. Additionally, management and leadership style and organization are significant in all professional roles regardless of the hospital status, but private hospital staffs are more satisfied with both of them.

Nowadays, the differences between public and private organization have been broadly discussed. The first difference is that private organizations are owned by private partners while the nation is the owner of public organizations. Public sector organizations are mainly controlled by the political forces, but not market forces. For this reason, the main constraints are imposed by the political system, while the owners have a direct monetary incentive to motivate managers to provide better performance in private organization. Similarly, the managers in



private organizations are likely to benefit from the improvement of the performance, because their payment is linked with the profit. Physicians and administrative employees were more positive about the way they perceived their hospital, especially the questions about the adequacy of infrastructure and physical environment. Training opportunities are significantly having less effect in private hospitals. Furthermore, employees suggested that career opportunities are not equally guaranteed for all employees. It seemed to be the most critical issue that the hospitals lacking information about training opportunities for staff. (Rojas, Seghieri and Nuti, 2014).

It could be concluded that organizational climate is very important for the organization. No matter it is public or private organization, it must be recognized that the impact of organizational climate factors on organizational goal achievement, offering predictions about strong incentive to work, staff engagement, work satisfaction, performance and other employees' attitudes makes it of prime importance in any organization whether it be public or private (Schyns, Van Veldhoven, and Wood, 2009).

### Objectives of the study

1. To explore dimensions of organizational climate considered by human resource executives in selected private hospitals accredited with HA standard recognition in the Eastern region of Thailand.
2. To study practices and techniques operated to enhance the positive organizational climate in selected private hospitals accredited with HA standard recognition in the Eastern region of Thailand.
3. To investigate benefits, to the selected private hospitals accredited with HA standard recognition in the Eastern region of Thailand gained from having the current organizational climate in place.

### Research questions

1. What are counted as dimensions of organizational climate in selected private hospitals accredited with HA standard recognition in the Eastern region of Thailand?
2. What are the practices and techniques operating to enhance



organizational climate in selected private hospitals accredited with HA standard recognition in the Eastern region of Thailand?

3. What are benefits the selected private hospitals accredited with HA standard recognition in the Eastern region of Thailand, gained from having the current organizational climate in place?

### Research design

Constructivism paradigm was applying with qualitative research approach. A constructivism qualitative approach assists the researcher to increase the credibility of the research, seek valuable information from the experience and the real feelings of the people being studied and understand the whole system of organizational climate in private hospitals. The researcher believed that Phenomenology was the most appropriate for this research study. Phenomenological research basically seeks to describe rather than explain, and to start from a perspective free from hypotheses or preconceptions (Husserl 1970).

### Participant selection

In this study, the researcher selected at 6 participants who are HR managers and Deputy managing director working at least 5 years in Thai private hospitals in the Eastern Region of Thailand as show below:

**Table 1** The demographics of the participants

Name Code	Gender	Work experience (years)	Position	Hospitals
P1	Female	29	HR manager	A
P2	Female	26	HR manager	B
P3	Female	30	Deputy Managing Director	B
P4	Male	5	HR manager	C
P5	Male	5	HR manager	D
P6	Female	27	HR manager	E

### Data collection

In phenomenology, data is collected from people who have real experience of the phenomenon. Van Manen (1990) mentioned taped conversations, formally written responses, stories of related experiences of drama,



films, poetry, and novels. In order to achieve this, the researcher collected many forms of qualitative data, ranging from semi structured interviews, to observations, to documents, to audiovisual materials.

### **Data analysis**

Data analysis following Colaizzi's phenomenological approach helped make sense or created real feelings for the protocols as follows.

Step 1 Familiarization; the researcher familiarizes themselves with the data, by reading through the entire participant statement several times.

Step 2 Identifying significant statements; the researcher identifies all relevant statements that are of direct meaning to the phenomenon being investigated.

Step 3 Formulating meanings; the researcher identifies meanings relevant to the phenomenon that arise from a carefully thought out examination of the significant statements.

Step 4 Clustering themes; the researcher clusters the identified views into themes that are common across all interviews. Again, discarding related views or pre-suppositions is crucial, especially to avoid any potential influence of existing theory.

Step 5 Developing an exhaustive description revealing the true feelings of participants; the researcher wrote a full and inclusive description of the phenomenon, integrating all the themes developed in step 4.

Step 6 Production of the fundamental structure; the researcher condenses the extensive description down to a short, precise statement that highlights just those aspects deemed to be essential to the structure of the phenomenon.

Step 7 Seeking verification of the fundamental structure; the researcher returns the revised structure statements to all participants to determine whether it caught their actual described experience. She had the ability to go back and modify earlier steps in the analysis in the light of this feedback.

### **Findings**

The findings of Organizational climate in Thai private hospitals in the eastern region of Thailand


**Table 2** The findings of the study

Main Categories	Sub-categories
C1: Having charismatic leadership	C1sub1: Working in the workplace with leaders who are attentive and ready to support the work of subordinates C1sub2: Workplaces that are aware of the dedication of personnel C1sub3: Business operations and practices that are based on ethics and business ethics
C2: Pleasant workplace providing good safety and work-supported facilities	
C3: A staff caring workplace	C3sub1: Maintaining organizational culture promoting a warm family relationship C3sub2: Providing compensation matching with the needs of staff C3sub3: Offering appropriate fringe benefits concerning Employee health C3sub4: Ensuring happiness of all employees
C4: A workplace promoting open communication	
C5: Workplace's unity, rules and regulations	
C6: Going through five steps of organizational climate process	C6sub1: Organizational climate needs assessment C6sub2: Categorizing organizational climate issues, C6sub3: Dealing with organizational climate issues, C6sub4: Following the addressed organizational climate C6sub5: Providing feedback, reporting issues and recording status of organizational climate



Table 2 (Cont.)

Main Categories	Sub-categories
C7: Arranging engagement activities	C7sub1: Running enjoyable staff development activities C7sub2: Organizing activities building trust of employees C7sub3: Arranging opportunities for staff recognition
C8: Cultivating valuable spiritual awareness	C8sub1: Promoting employees to be good C8sub2: Keep repeating organizational values
C9: Scheduling and calling for meetings	C9sub1: Management meeting C9sub2: Meeting and experience sharing C9sub3: Meeting between staff and administrators
C10: Managing staff diversity	C10sub1: Managing generations of staff C10sub2: Managing professions of staff.
C11: Noticing and addressing problems	
C12: Impressing customers through excellent service standard quality	
C13: Ensuring a high rate of staff retention	
C14: Being able to notify problems and providing quick response	C14sub1: Monitoring possible issues concerning staff working quality C14sub2: Receiving important data about organizational climate for better improvement C14sub3: Opening up an opportunity for the HR departments to give staff advice
C15: Reducing recruiting and training costs for training new employees	



Having charismatic leadership comprised of 1) Working in the workplace with leaders who are attentive and ready to support the work of subordinates, 2)

Workplaces that are aware of the dedication of personnel, 3) Business operations and practices that are based on ethics and business ethics. Gershon, Stone, Bakken, and Larson (2004) highlighted that in hospitals, leaders, managers and all staff should possess not only leadership characteristics but also leadership skills concerning supervision techniques and being able to provide support and developing trust. Rojas, Seghieri, and Nuti (2014) furthermore, mentioned that in general, staff working in both private hospitals and public ones should improve their leadership competencies because exercising leadership skills are roles required by all professional staff.

Pleasant workplace providing good safety and work- supporting facilities. Torner, Pousette, Larsman, and Hemlin (2017) indicated that the benefits could get from supportive organizational climate are creative thinking and innovation, staff safety, and also increase organization productivity.

A staff caring workplace comprised of 1) Maintaining organizational culture promoting a warm family relationship, 2) Providing compensation matching with the needs of staff, 3) Offering appropriate fringe benefits concerning Employee health, 4) Ensuring happiness of all employees. These results were lined with Aarons, Woodbridge, and Carmazzi, (2003) who suggested that when organization encourage the positive organization climate, it can improve organization process and operation, employee attitudes and behavior, and increase productivity (Glisson and James, 2002), enhance employee motivation and increase employee's effort to their work tasks (Neal and Griffin, 1999).

A workplace promoting open communication. Health information and Quality authority (2010) claimed that effective communication is a success factor for competitive advantage in healthcare industry. This point of interest was additionally explained by Thyer (2002) suggesting that hospital can improve their employee productivity by ensuring that employees have good communication skills.

Workplace unity, rules and regulations. Rojas, Seghieri, and Nuti (2014) highlighted that working in the hospital need to follow the rules and regulation strictly.

**Research question two** (“What are the practices and techniques operating to enhance organizational climate in selected private hospitals accredited with HA standard recognition in the Eastern region of Thailand?”)



### Going through the five steps of the organizational climate process

comprised of 1) Organizational climate needs assessment, 2) Categorizing organizational climate issues, 3) Dealing with organizational climate issues, 4) Following the addressed organizational climate, 5) Providing feedback, reporting issue and recording status of organizational climate. After searching for a number of related studies and theories concerning steps of organizational climate process, the researcher of this study found that there has been no report concerning the organizational process conducted in hospitals. However, one can see that steps of developing organizational climate are basically similar to a number of techniques suggested for problem solving in an organization. Most problem-solving techniques start from gathering information about the problem, identifying root causes of the problem being studied, considering potential and alternative problem-solving methods, implementing the chosen techniques, examining whether the problems are being solved and making a summary report of the case and recording the results of problem solving.

Arranging engagement activities comprised of 1) Running staff enjoyable staff development activities, 2) Organizing activities building trust of employees, 3) Arranging opportunity for staff recognition. The research findings in this study showed that creating collaborative organizational climate through enjoying activities, boosting trust, and displaying hospital appreciation of their staff must take place.

Cultivating valuable spiritual awareness comprised of 1) Promoting employees to be good, 2) Keeping repeating organizational values. Valuable spiritual awareness was mentioned by Charoenarpornnawattana (2015) who claimed that spirituality has been created to fill the gap between people in the organizations that have the objective to make people in the workplace happy. If people are happy working, they work effectively and their organizations will grow sustainably.

Scheduling and calling **for meetings** comprised of 1) Management meeting, 2) Meeting and experience sharing, 3) Meeting between staff and administrators. Briggs and Vreede (1997) emphasized the benefits could gain from the effective meetings as generate new ideas, enable decision making, work as a team, and share valuable visions and comments.



Managing staff diversity comprised of 1) Managing generations of staff, )2 Managing professions of staff. Nishii (2013) suggested that the organizational climate reduced interpersonal bias and diversity and will deal with lower levels of conflict. Employees will feel as they are the part of the organization and play central role when diversity is managed effectively (Mason and Aramovich, 2013).

**Research question three** (“What are benefits the selected private hospitals accredited with HA standard recognition in the Eastern region of Thailand gain from having the current organizational climate in place?”)

Impressing customers through excellent standards of service quality. Musunuru (2011) supported this pointing out that the more a hospital engaged with customers in the services provided or can satisfy them, the more it can ensure better excellent standards of service quality in private hospitals.

Ensuring a high rate of staff retention. The research findings in this study showed that work motivation of staff should be included as one of the concerns affecting employees’ loyalty. In the same vein, the benefit of having organizational climate to heighten the rate of staff retention was mentioned by Schlosser (2008).

Reducing recruiting and training costs for training new employees. Organizational climate can decrease staff turnover rate and their intention to leave, organization can reducing recruiting and training costs for new employees (Glisson and James, 2002).

## Conclusion

Firstly, a new study should survey techniques the HA standard accreditation hospitals apply to notify and address problems increasing the happiness of staff working in their hospitals.

Secondly, a new study should review steps in designing engagement activities that help promote organizational climate in hospitals working to acquire the HA accreditation standard.

Thirdly, a new study should follow a quantitative approach to investigate the direct causal relationship between the dimensions of organizational climate found in this study and the happiness of hospital staff. When conducting the causal relationship, the researcher can clarify and prioritize the areas of organizational climate in hospitals that need to be improved.

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