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SURVEY OF ORGANIZATIONAL CULTURE AND SERVICE DELIVERY BY HEALTH INFORMATION MANAGEMENT PRACTITIONERS IN FEDERAL TEACHING HOSPITALS IN SOUTH-WEST, NIGERIA

J.O. Owoeye, C.N. Ikonne & V.E. Unegbu,
Department of Information Resources Management
Babcock University, Ilishan-Remo, Ogun state

ABSTRACT

Service delivery by Health Information Management Practitioners (HIMPs) is a subset of universal health service delivery. However, in Nigeria, there is a lack of awareness and understanding of the importance of HIM practice resulting in a lack of confidentiality, and poor record filing and retrieval. Organizational culture is expected to significantly influence the service delivery by HIMPs in Federal Teaching Hospitals in South-West, Nigeria. This research aimed to investigate the influence of organisational culture (clan, adhocracy, hierarchy-oriented, market-oriented), on service delivery by HIMPs in federal teaching hospitals in South-West, Nigeria. This study adopted the survey research design. The population for the study comprised 325 licensed HIMPs in Federal tertiary hospitals and medical centres in South-West, Nigeria. Total enumeration method was employed. A structured and validated questionnaire was used for data collection. Cronbach's alpha reliability coefficients for the constructs ranged from 0.73 to 0.79. The response rate was 76.3%. Data were analysed using descriptive and inferential (simple and multiple regression) statistics at a 5% significant level. The findings revealed an overall high level of organizational culture of HIMPs in Federal Teaching Hospitals In South-West, Nigeria with a grand mean of 2.7 on the scale of 4 points. The findings show that organisational culture has a significant influence on service delivery of HIMPs (Adj. R^2= 68.4, f(4, 244) = 134.674, p<0.05). In conclusion, the study revealed that organisational culture had a significant influence on service delivery of HIMPs in FTHs in South-West, Nigeria. It is recommended that the management of healthcare institutions prioritize the development of a positive organizational culture to enhance their skills in visionary and transformational leadership.

Keywords: Health information management practitioner, Organizational culture, Service delivery, federal teaching hospitals.

Introduction

Healthcare refers to the medical and paramedical services provided to the sick and the injured. Such care services can be offered both at the public and private health institutions. Nurses, doctors and other care providers play a significant role in achieving quality health for all (Žibert & Starc, 2018). Healthcare can be in the form of promotive, protective, preventive, diagnostic, curative, and rehabilitative services offered to people, families, and communities through a people-centred Healthcare system (Scott et al., 2016; Ghahramanian et al., 2017). Promotive health

involves protective and preventive healthcare, which may not necessitate patients or clients physically present in any hospital or facility for diagnostic, curative, or rehabilitative care (Bartels & Bearings 2019). Healthcare services should at least be patient-centred, even though it is commonly acknowledged that the term is no longer appropriate, given the rise in chronic conditions and rising healthcare costs.

Service delivery within the health care organization is mostly influenced by organizational culture, which sets forth the principles and philosophies on which the services should be built. It is the entirety of principles that every individual in the group upholds to fulfil their objective. Such a culture is zealously guarded against outsiders to keep utter control (Awogbami, et al, 2020). Organizational culture has been defined as the collection of standards and principles that guide how an organization operates and provides its services. Organizational culture has been defined as the collection of standards and principles that guide how an organization operates and provides its services (Charles & Nawe, 2017). According to Spicer (2020), organizational culture is also defined as the signs and symbols that strengthen common practices and increase employees' commitment to their employment. Organizational culture is deeply institutionalized in work processes, having an impact on both employees and employers, as well as encouraging close relationships among employees (Moran et al., 2016). Employees who are comfortable with the corporate culture are more committed to the mission and vision of the company and perform at their highest level. The literature claims that organizational culture is still a social tie that unites and fosters a sense of belonging among employees (Fitria, 2018). Employees are urged not to fully forget the old culture that has governed the work process and has brought the organization to its current condition where everyone shares a similar work culture when such a transformation in organizational culture occurs (Côrtes et al., 2021; Spicer, 2020; Opele, et al, 2022). Shared values are susceptible to powerful cultural influences, which may have a beneficial or negative effect on the entire business. Researchers, Elsbach & Stigliani (2018) claim that culture can have both good and bada effects on how people carry out their responsibilities. Negative effects, in particular for new employees, may result in subpar performance. Organizational culture may improve job effectiveness, according to studies from Nigeria (Makinde & Opeke, 2018).

Literature have shown that, there are various types of organizational culture, which have been connected to service delivery (Córdova & Gutiérrez, 2018), employee performance, or work engagement Adhocracy-oriented (created) (Chin-Loy & Mujtaba, 2011), hierarchy-oriented (controlling) (Alsaqqa & Akyürek, 2021), market-oriented (competing) and clan-oriented culture (collaborative), are the four most prevalent organizational cultures. According to Alsaqqa and Akyürek (2002), a clan-oriented culture is a collaborative type of culture in

which the organization's members value trust, openness, involvement, and a strong sense of belonging. Additionally, they value strong interpersonal relationships that bind the group members together. Clan-oriented culture is frequently practised among family-dominated organizations, according to the literature. The adhocracy-oriented claims that organizations must invest in the development of new skills for their employees as well as the provision of adequate infrastructure and resources for the workers to execute their job routines, such as computers and other resources, as well as creating new challenges for the organizations that will foster innovation and improve performance (Chin-Loy & Mujtaba, 2011; O'Neill et al., 2021; Adewole & Opele, 2019).

Centralized management techniques are encouraged by a hierarchy-focused culture and are most prevalent in public and private organizations. The organization's rules and policies, which affect both employees and the hiring process and are based on the organization's ideology, are in charge of how work is done. When a culture is hierarchically structured, precise instructions from management or employers must be followed before services may be provided (Elsbach & Stigliani, 2018). Workers who operate in an environment that is focused on the market are encouraged to be business-minded and to take part in activities that will improve performance. They must work to achieve the objectives established, which are consistent with the organization's mission and vision.

There are critical issues in the Federal Teaching Hospitals in South-West Nigeria that need to be addressed to enhance the service delivery of HIMPs, these issues include among others, a lack of consistent organizational culture which has affected the health services provided in the country over the years. Several studies (Awogbami, et al, 2020) have highlighted related challenges and problems associated with Health Information Management (HIM) practices in Nigeria including obstacles such as limited infrastructure and outdated technology, which hinder the effective implementation of HIM practices, including electronic health records (EHR) systems, data storage and retrieval systems, and health information exchange platforms (Opele, et al, 2019). This study therefore seeks to investigate the influence of organizational culture on the service delivery of health information management practitioners in Federal Teaching Hospitals In South-West, Nigeria.

Research Questions

This study provided answers to the following research questions:

1. What is the organizational culture commonly practised among HIMPs in Federal Teaching Hospitals in South-West, Nigeria?
2. What influence does organizational culture have on the service delivery of HIMPs in Federal Teaching Hospitals in South-West, Nigeria?

Review of related literature

Health service delivery globally refers to the provision of healthcare services to individuals and communities to promote, maintain, and restore health. It encompasses a wide range of activities, including

prevention, diagnosis, treatment, rehabilitation, and palliative care. Global indices have shown that healthcare service is a complex service requiring teamwork and collaboration among its workforce. In their study, Usak et al., (2020) reported that Healthcare services management includes a potential partnership between health professionals and patients (or individuals seeking help to increase their health and happiness) at many levels. On the other hand, the lack of regular and inconsistent use of the new Healthcare systems based on novel paradigms such as IoT has often caused limitations in their success and may increase the costs (Hedima et al., 2020). HIMPs are at the central stage of collaborative healthcare alongside other healthcare specialists.

Achieving universal health coverage is a global goal that aims to ensure that all individuals and communities have access to essential health services without suffering financial hardship. UHC encompasses a broad range of services, including promotive, preventive, curative, and rehabilitative care. It emphasizes equity, quality, and financial protection, to leave no one behind in terms of healthcare access. Donabedian (2005) developed a widely recognized framework for assessing and improving the quality of health service delivery. The model suggests that healthcare quality can be evaluated based on three interrelated components: structure, process, and outcomes.

The structure component refers to the underlying foundation of healthcare delivery, including the physical and organizational aspects. It encompasses factors such as healthcare facilities, equipment, staffing levels, qualifications of healthcare professionals, and the availability of resources. Evaluating the structure helps determine if the necessary infrastructure and resources are in place to provide high-quality care. The process component focuses on the actual delivery of healthcare services and the interactions between healthcare providers and patients. It includes the activities, procedures, and interventions undertaken to diagnose, treat, and manage patients' health conditions. Key aspects of process evaluation include the appropriateness of care, adherence to evidence-based guidelines, patient safety measures, communication between healthcare providers and patients, and the overall patient experience.

The outcomes component assesses the results of healthcare interventions and services provided. It examines the impact of healthcare on patients' health status, well-being, and satisfaction. Outcome measures include clinical outcomes (e.g., mortality rates, disease remission), functional outcomes (e.g., improvement in daily activities), quality of life measures, patient-reported outcomes, and patient satisfaction surveys. Outcomes are essential indicators of the effectiveness and value of healthcare services. Inadequate and/or poor provision of any of these components will lead to generally poor service delivery in Nigeria's health sector and in particular may affect the service delivery of HIMPs regarding confidentiality of the information supplied by patients during clinical visits, filing and retrieval of patient's health records, coding of diseases and operation procedures as we as prolong patients' waiting time. While many

countries around the globe have made significant improvements in their healthcare sector, the current healthcare delivery system in Nigeria is far from being person-centred even though it is made up of a variety of health professionals, organizations, and agencies that have the same mission of providing health-care but operate on their own. As a result, doctors occasionally provide healthcare services in their clinics and offices.

Organizational Cultures (OC) have been described to include the signs and symbols, shared practices and underlying assumptions of an organization (Spicer, 2020). A related development, (Wiradana & Dewi, 2021) described organizational culture as the norms and habits that apply in a company that affect the performance of the employees of each member of the organization. By understanding organizational norms and habits, employees will apply them to their habits every day and will form a good organisational culture. Organizational culture is the collection of norms and values that govern how people act and behave in the organization.

Organizational culture has been described as a set of beliefs, values, and assumptions that are shared by members of an organization (Meng & Berger, 2019). Such shared values influence the behaviour of organizational members as they rely on the values to guide their decisions and behaviours, which further generate an impact on an organization's effectiveness (Opele, et al, 2022). Also, Alharbi and Abedelrahim (2018) have raised concerns that despite the existence of numerous studies in the field of organizational culture, there is no agreement about one definition of it, as there are different views on this concept. The base of OC starts from the national culture which invisibly surrounds many practices in the organization, as it characterizes the values and beliefs of people and controls the practice of organization activities (Peretz, 2012). OC is considered a unique set of the highest values, standards, basic beliefs and behavioural norms held by the majority of organizational members. Much research focuses on the organization's values, which are the visible reflection of culture Also, Chatman and John (1994) stated that OC is an asset of "widely shared and strongly held values".

Organizational culture sometimes involve the personality of an organization, a pattern of shared basic assumptions-values, beliefs and codes of practice that emerge in an organization to achieve its mission and to solve its problems. Such fundamental assumptions were learned by a group as it solved its problems of external adaptation and internal integration, worked well enough to be considered true, and so came to be explained to new members as the correct way to perceive, think, and feel about those problems (Acar, 2012). Culture may be implicitly or explicitly embodied in group consciousness including values, rules of conduct, team consciousness, working style, sense of belonging, and so forth. The consciousness also includes individual behavioural expression and mode of thinking (Fanxing et al. 2016), while Schein (1992)

indicated that the organizational culture could be divided into three levels: assumptions, artefacts and values. This is because it has a huge effect on different aspects of organizational behaviour.

According to Christoper, Achua and Robert (2010) cited in Fitria (2018), organizational culture has three important functions. First, as a control system (control system). Organizational culture is deeply institutionalized in employee behaviour. Culture is spread and goes unconsciously. Second, as social sizing. Organizational culture is a social bond that binds together and creates feelings as part of organizational experience. Employees are motivated to internalize the cultures of the organization because they can meet their needs for social identity. Third, create a sense (making sense). Organizational culture helps the creation process of understanding. It helps employees understand what to continue and why something happens in the company. Organizational culture also makes it easier for employees to understand what is expected of them and to interact with other employees who know and trust them. According to Achua and Lussier, cited in (Fitria, 2018), organisational culture is a normative order that serves as a source of consistent behaviour within the organization.

According to Alharbi and Abedelrahim (2018), organizational culture (OC) is seen as the main driver in making decisions in organizations and as a critical determiner of their effectiveness. They reasoned further that culture can be the source of failure or success of the organization and hence, the organization must define and determine the type of culture manifested in it if it desires to succeed and achieve its goals. Besides, the success of the organization depends on the appropriateness of the organization's culture to the competitive environment of the industry that it works in, and to what extent the organisation's culture is compatible with its long-term goals, style, and inclinations. A group of academics (Wiradana & Dewi, 2021) in their study on organization culture and employee attitude and behaviour: a test of social exchange theory established that organization culture has a positive and significant effect on employee performance, meaning that a stronger organisational culture will increase the performance of employees in diverse organizations. Besides, they reasoned that organisational culture binds the employees who work in it to behave according to the existing organization policies and regulations.

While organizational culture has been examined among librarians (Makinde & Opeke, 2018); teachers (Fitria, 2018) and industrial giants (Rissanen, 2016), there is a dearth of literature on organizational culture and service delivery of HIMPs both in Nigeria and in other countries. In the study (Makinde & Opeke, 2018) who examined organizational culture and job effectiveness of librarians in south-west Nigerian universities, they found that the job effectiveness of every worker in a unit of an organization add up to become unit effectiveness which can culminate in group or organizational effectiveness to the

organization if all or most of its staff are consistently effective on the job. They concluded that there was a substantial relationship between organizational culture and job effectiveness.

In a related study on the influence of organizational culture and trust through teacher performance in the private secondary school in Palembang (Fitria, 2018), it was suggested that to improve their performance in teaching, teachers can pay attention to the variables of good organizational culture and trust, because it is believed that the good organizational culture and trust are the factors that can encourage the creation of good teacher performance. Most reviews of organizational culture have examined culture in the context of commercial organizations (Bienkowski et al., 2014), and there have been only a few investigations in Nigeria that have examined organizational culture within the hospital setting.

Organizational culture has been universally examined from four main perspectives clan-oriented culture (collaborative) (Alsaqqa & Akyürek, 2021), adhocracy-oriented (created) (Chin-Loy & Mujtaba, 2011), hierarchy-oriented (controlling) (Alsaqqa & Akyürek, 2021) and market-oriented (competing); (Drašković, 2020). The four types of culture became universally acceptable with the extensive contribution of Cameron and Quinn (2006).

The Clan Culture: Clan culture refers to a type of organizational culture that is characterized by a strong sense of belonging and loyalty among its members, similar to that of a family or a tribe. This working environment is a sociable one. People have a lot in common, and it's like one big family. The executives are seen as mentors or maybe even as father figures. The organization is held together by commitment and tradition. There is great involvement. The organization emphasizes durable Human Resource development and connects fellow workers by morals. Success is identified within the framework of addressing the needs of the clients and caring for the people. The organization encourages teamwork, participation, and consensus. In a clan culture, the organization functions more like an extended family, with an emphasis on collaboration, teamwork, and personal relationships.

The Adhocracy Culture: Adhocracy culture, also known as entrepreneurial culture, is a type of organizational culture characterized by flexibility, innovation, and a focus on individual initiative. In an adhocracy culture, the organization encourages employees to take risks, experiment with new ideas, and adapt quickly to changing circumstances. This is an energetic and creative working environment. Employees take risks. Leaders are innovators and risk-takers. Experiments and innovation are the bonding materials within the organization. Prominence is emphasized. The long-term goal is to grow and create new resources. The availability of new products or services is seen as an achievement. The organization encourages individual ingenuity and freedom. Its

Adhocracy cultures can be found in organizations that operate in dynamic

industries such as technology, startups, and creative industries (Adepoju & Opele, 2021). These cultures promote innovation and agility, allowing organizations to respond quickly to market changes and stay ahead of the competition. However, they may also face challenges in maintaining stability and consistency, and the lack of structure and hierarchy can sometimes lead to a lack of coordination or direction.

The Market Culture: Market culture, also known as competitive culture, is a type of organizational culture that is focused on achieving results, setting and meeting targets, and outperforming competitors. In a market culture, the organization is driven by a strong emphasis on competition, customer satisfaction, and achieving financial success. This is a results-based organization that highlights completing work and getting things done. People are competitive and concentrated on goals. Leaders are hard drivers, producers, and competitors at the same time. They are tough and have high expectations. The importance of winning keeps the organization together. Reputation and success are the most important. The long-term focus is on rival activities and reaching goals. Market penetration and stock are the definitions of success. Competitive prices and market leadership are key. The organizational style is based on competition. It has such

The Hierarchy Culture: Hierarchy culture, also known as bureaucratic culture, is a type of organizational culture characterized by a strong emphasis on structure, rules, and formal procedures. In a hierarchical culture, the organization is organized in a clear hierarchical structure, where authority and decision-making are centralized at the top. This is a formalized and structured work environment. Procedures decide what people do. Leaders are proud of their efficiency-based coordination. Keeping the organization functioning effortlessly is crucial. Formal rules and policies keep the organization together. The lasting goals are stability and results, paired with the efficient and smooth execution of tasks. Trustful delivery, smooth planning, and low costs are the characteristics of success. The personnel management has to guarantee work and values predictability.

Hierarchy cultures are commonly found in government agencies, large corporations, and organizations operating in highly regulated industries. They provide clear lines of authority and structure, which can promote efficiency and consistency. However, hierarchy cultures can also be rigid and slow to adapt to change. Decision-making can be centralized, limiting autonomy and creativity among employees. Communication may be hierarchical and information flow restricted, which can hinder collaboration and innovation. Cameron's and Quinn (1999) study found that most organizations have developed a leading culture style. An organization rarely has only one culture type. Time and again, there is a mix of the four organizational cultures. In a hospital-based study, (Van Huy et al., 2020) validated the organisational culture assessment instrument in healthcare setting: results from a cross-sectional study in Vietnam indicated that the OCAI is fairly good reliability and construct validity in measuring four types of

organisational culture in Healthcare setting in resource-constrained countries such as Vietnam.

Research Method

This study investigated the influence of organizational culture on the service delivery of HIMPs in Federal Teaching Hospitals in South-West, Nigeria. The descriptive survey research design was employed. The study population consisted of 248 HIMPs. Data for the study was collected by means of structured questionnaires which was adapted from the previous studies. Service delivery has a Cronbach's alpha value of (0.785), and organizational culture. These values suggest a strong correlation between the items of measurement in the questionnaire. Data analysis involved both descriptive and inferential statistics

Presentation of Results

Research question one: What is the organizational culture commonly practiced among HIMPs in Federal Teaching Hospitals in South-West, Nigeria?

Table 1: Organizational Culture of HIMPs in Federal Teaching Hospitals In South-West, Nigeria

Items of Organizational Culture	**SA (4) F(%)**	**A (3) F(%)**	**D (2) F(%)**	**SD (1) F(%)**	**Mean**	**Std. Dev.**
Clan-Oriented Culture (Collaborative) (average mean)					**2.6**	**0.9**
The working environment is friendly.	42(16.9)	84(35.3)	86(34.7)	35(14.1)	2.5	0.9
People have a lot in common, and it feels like a large family.	36(14.5)	108(43.5)	72(29.0)	32(12.9)	2.6	0.9
The leaders are seen as mentors or father/mother figures.	42(16.9)	124(50.0)	42(16.9)	37(14.9)	2.7	0.9
The organization is held together by loyalty and tradition	26(10.5)	123(49.6)	75(27.4)	24(9.7)	2.6	0.8
There is great involvement of employee	27(10.9)	124(50.0)	68(17.4)30	(12.1)	2.6	0.8
The organization emphasize long-term Human Resource Development	19(7.7)	109(43.9)	82(33.1)	37(14.9)	2.4	0.8
Success is defined within the framework of addressing the needs of the clients and caring for the people.	36(14.5)	108(43.5)	72(29.0)	32(12.9)	2.6	0.9
The organization promotes teamwork, participation, and consensus.	42(16.9)	124(50.0)	42(16.9)	37(14.9)	2.7	0.9
Adhocracy-oriented (created) (average mean)					**2.7**	**0.8**
In your organisation, employees take risks	17(6.9)	150(60.5)	47(19.0)	34(13.7)	2.6	0.8
Experiments and innovation are a way of bonding	34(13.7)	133(53.4)	49(19.8)	29(11.7)	2.7	0.9
Prominence is emphasised.	29(11.7)	133(53.6)	58(23.4)	28(11.3)	2.7	0.8
The long-term goal is to grow and create new resources	36(14.5)	137(55.2)	46(18.1)	29.(11.7)	2.7	0.9

The availability of new products or services is seen as a success	16(6.6)	127(51.2)	86(34.7)	19(7.7)	2.6	0.7
The organization promotes individual initiative and freedom	35(14.1)	109(43.9)	81(32.6)	21(8.5)	2.6	0.8
Hierarchy-oriented (controlling) (average mean)					**2.7**	**0.9**
Leaders are proud of efficiency-based coordination and organization.	34(13.7)	113(45.6)	77(31.0)	21(8.5)	2.6	0.8
Keeping the organization functioning smoothly is crucial.	27(10.9)	110(44.3)	73(25.4)	38(15.3)	2.5	0.9
Formal rules and policies keep the organization together.	44(17.1)	133(53.6)	50(20.2)	21(8.5)	2.8	0.8
The long-term goals are stability and results, paired with efficient and smooth execution of tasks.	50(20.2)	102(41.1)	73(29.4)	23(9.3)	2.7	0.9
Reliable delivery, continuous planning, and low cost define success.	50(20.2)	94(37.9)	70(28.2)	34(13.7)	2.6	1.0
Personnel management has to guarantee work and predictability.	47(19.0)	101(40.7)	68(27.4)	32(12.9)	2.7	0.9
Market-oriented (competing) (average mean)					**2.7**	**0.8**
People are competitive and focused on goals. Leaders are hard drivers, producers, and rivals.	35(14.1)	128(51.6)	54(21.2)	31(12.5)	2.7	0.9
They can be tough with high expectations.	54(21.8)	109(43.9)	59(23.6)	26(10.5)	2.8	0.9
The emphasis on winning keeps the organization together.	55(22.2)	109(43.5)	67(26.6)	18(7.3)	2.8	0.9
Reputation and success are the most important.	34(13.4)	108(43.5)	91(36.7)	14.(5.6)	3.0	0.6
The long-term focus is on rival activities and reaching goals.	60(24.2)	78(31.5)	73(29.4)	35(14.1)	2.6	1.0
Market dominance, achieving your goals, and great metrics are the definitions of success	45(18.1)	121(48.8)	62(25.0)	20(8.1)	2.8	0.8
Competitive prices and market leadership are important	22(10.9)	121(48.8)	78(31.4)	27(10.9)	2.5	0.8
The organizational style is based on competition.	36(14.5)	113(45.5)	86(34.5)	13(5.2)	2.7	0.8
Grand mean					2.7	0.9

Decision Rule: If the mean score ranges between 1.0 – 1.74 = Strongly Disagree
1.75 – 2.49 = Disagree
2.50- 3.24 = Agree
3.25- 4.0 = Strongly Agree
Criterion Mean = 3.0

Table 1 revealed an overall high level of organizational culture of HIMPs in Federal Teaching Hospitals In South-West, Nigeria with a grand mean of 2.7 on the scale of 4 points. It revealed further that among the components of organizational culture, Adhocracy-oriented (created), Hierarchy-oriented (controlling) and Market-oriented

(competing) cultures were rated higher with a mean of 2.7 when compared with the Clan-Oriented Culture (Collaborative) which had the lowest score of 2.6 on the scale of 4 points. Therefore, the implication of these is that within the health sector, HIMPs in Federal Teaching Hospitals In the South-West have a culture that guides their professional duties.

With regards to clan culture, the item with the highest mean score 'the leaders are seen as mentors or father/mother figures' as well as 'the organization promotes teamwork, participation, and consensus' both having a mean of 2.7 on the scale of 4 points. On the other hand, item of clan culture with the lowest mean score was 'the organization emphasize long-term Human Resource Development' having a mean of 2.4. this implies a geral moderate levele of practice of organizational culture among HIMPs in federal teaching hospitals in South-West, Nigeria.

As regards Adhocracy-oriented (created), three of the six items were rated highest with a mean score of 2.7 while three other items also had equal mean score of 2.6 on the scale of 4 points being the lowest scores. This means that the hospitals shared similar culture with regards to Adhocracy-oriented culture. Furthermore, the table shows that rated highest among the Hierarchy-oriented (controlling) culture was 'formal rules and policies keep the organization together' with a mean of 2.8 while the item with the lowest mean score was 'keeping the organization functioning smoothly is crucial' with a mean of 2.5 on the scale of 4points. This implies that Hierarchy-oriented is commonly practiced to a moderate level across the selected hospitals in South-West, Nigeria.
Lastly, with regards to Market-oriented (competing), the item with the highest mean score was 'reputation and success are the most important' with a mean of 3.0, closely followed by Market dominance, achieving your goals, and great metrics are the definitions of success(mean = 2.8) and emphasis on winning keeps the organization together.(mean = 2.8) among others. While the item with the lowest mean score was 'competitive prices and market leadership are important' having a mean of 2.5 on the scale of 4 points. This also mean that the hospitals shared similar culture probably become of the team spirit commonly demonstrated among the practitioners. By implication, it means that the majority of the respondents agreed and strongly agreed that the Organizational Culture of HIMPs in Federal Teaching Hospitals In South-West, Nigeria is generally high and can be sustained for improved service delivery of HIMPs in the zone.

Research question two: what influence does organizational culture have on the service delivery of HIMPs in Federal Teaching Hospitals in South-West, Nigeria.

Table 2: Linear regression analysis showing the influence of organizational culture on service delivery of HIMPs in Federal Teaching Hospitals in South-West, Nigeria.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	13.335	2.314		5.763	.000
Clan	1.979	.145	.866	13.665	.000
Adhocracy	-1.079	.262	-.342	-4.122	.000
Hierarchy-oriented (controlling)	-.093	.279	-.033	-.334	.739
Market-oriented (competing)	.599	.148	.308	4.056	.000

a. Dependent Variable: HSD of HIMPs

R^2	68.9	**Df**	(3,244)
Adj. R^2	68.4	**Mean square**	10684.086: 79.333
Std. Error for regression estimate	8.907	**F. Statistics**	134.674
The total sum of the squares	62014.242	**P (Statistics)**	0.000

Table 2 shows that organizational culture has a significant influence on service delivery by HIMPs in Federal Teaching Hospitals in South-West, Nigeria (*Adj*. R^2= 68.4, $F(3,244) = 134.674$, $p<0.05$). The model shows that the linear combination of components of organizational culture accounted for 68.4% of the service delivery by HIMPs in Federal Teaching Hospitals in South-West, Nigeria. Implying that the linear combinations of dimensions of organizational culture are important determinants of service delivery by HIMPs in Federal Teaching Hospitals in South-West, Nigeria. It also indicated a statistically significant relationship between organizational culture and the service delivery by HIMPs in Federal Teaching Hospitals in South-West, Nigeria Hence, the null hypothesis, which states organizational culture does not have a significant influence on the service delivery by HIMPs in Federal Teaching Hospitals in South-West, Nigeria is rejected.

Relatively, the Clan culture ($\beta = 1.979$, $t = 13.665$, $p<0.05$), Adhocracy ($\beta = -1.079$, $t = -4.122$, $p<0.05$) and Market-oriented (competing) ($\beta = .599$, $t = 4.056$, $p<0.05$), were shown to have a significant positive influence on service delivery of HIMPs in Federal Teaching Hospitals in South-West, Nigeria. The other determinants of the service delivery of HIMPs ($\beta = -.093$, $t = -.334$, $p>0.05$) did not reveal a statistically significant positive influence on the service delivery by HIMPs in Federal Teaching Hospitals in South-West, Nigeria.

The regression model generated from the data in Table 4.7 is:

Regression Model:

HSD of HIMPs = 13.335+ 1.979 (clan) -1.079 (Adhocracy) -.093 (Hierarchy-oriented + 0.599 Hierarchy-oriented (controlling)+e

Discussion

From this study, we found an overall moderately high level of organizational

culture of HIMPs in Federal Teaching Hospitals in South-West, Nigeria. This is in sharp contrast to the claims of Marutha (2019); Gensheimer et al., (2018); Gruschka et al. (2019); Soni et al. (2019) who asserted that service delivery is frequently influenced by organizational culture in many organizations throughout the world, which sets forth the principles and philosophies on which the services should be built. There are various types of organizational culture, which have been connected to service delivery (Córdova & Gutiérrez, 2018), employee performance, or work engagement Adhocracy-oriented (created) (Chin-Loy & Mujtaba, 2011), hierarchy-oriented (controlling) (Alsaqqa & Akyürek, 2021), market-oriented (competing) and clan-oriented culture (collaborative) are the four most prevalent organizational cultures. According to Alsaqqa and Akyürek (2002), a clan-oriented culture is a collaborative type of culture in which the organization's members value trust, openness, involvement, and a strong sense of belonging. Additionally, they value strong interpersonal relationships that bind the group members together. Clan-oriented culture is frequently practised among family-dominated organizations, according to the literature. The adhocracy-oriented claims that organizations must invest in the development of new skills for their employees as well as the provision of adequate infrastructure and resources for the workers to execute their job routines, such as computers and other resources, as well as creating new challenges for the organizations that will foster innovation and improve performance (Chin-Loy & Mujtaba, 2011; O'Neill et al., 2021).

Conclusion

In conclusion, this study indicated a strong significant positive influence of organizational culture, on service delivery by Health Information Management Practitioners (HIMPs) in Federal Teaching Hospitals in South-West, Nigeria. study's results demonstrated that a strong and positive organizational culture fosters a conducive work environment, promotes teamwork, and enhances communication and collaboration among HIMPs. This, in turn, positively impacts the quality-of-service delivery, leading to improved patient outcomes and satisfaction.

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