

## Abstract

Contribution of national and organizational culture in the innovation: An applied study in the Jordanian private hospital

This study aimed to identify the impact of national culture and organizational culture as two independent variables on innovation as a dependent variable in private Jordanian hospitals. This study included a broad review of the literature of the three main variables in the theoretical framework. In order to achieve the objectives of the study, the model of the study and hypotheses were formulated. The hypotheses in this study were six main hypotheses and eighteen sub-hypotheses with the use of the questionnaire to collect data in the field study. According to the Hofstede's model, national culture was studied in five dimensions: power distance, avoidance of uncertainty, individuality, masculinity, long-term orientation, while organizational culture included three elements: values, relationships with employees, and relationships with customers. Innovation as a dependent variable was studied through two sub-variables: service innovation and process innovation.

In order to collect data in the field study, the questionnaire was developed and distributed to health staff in a sample of hospitals in Greater Amman. The number of these hospitals was 13. The sample of the study consisted of health staff: specialists, general practitioners, pharmacists, nurses and administrators in private Jordanian hospitals. The number of questionnaires distributed was 220 questionnaires, while the number of questionnaires returned was 165 (75%).

The results of the study confirmed that there is a significant impact of national culture in all its five dimensions on innovation. There is also a statistically significant impact of organizational culture in all its elements on innovation in private Jordanian hospitals. In terms of the impact of individual dimensions, the five dimensions of national culture have varied in their impact on service innovation and process innovation:

- The power distance, masculinity and Individualism did not have a statistically significant impact on service innovation and process innovation.
- Long-term trend has had a statistically significant impact on service innovation and process innovation.
- Avoiding uncertainty has no statistically significant impact on the service innovation, while it has a statistically significant impact on the process innovation.

In relation to organizational culture, the results of the study showed that the values have no statistically significant impact on both services and process innovation. While relations with employees and with customers have a statistically significant impact on service and process innovation.