

RESEARCH ARTICLE

EFFECT OF ORGANIZATIONAL CULTURE ON OPERATIONAL PERFORMANCE OF TERTIARY HEALTH FACILITIES IN BENUE STATE: A STUDY OF BENUE STATE UNIVERSITY TEACHING HOSPITAL, MAKURDI.

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ABSTRACT

This study examined the effect of organizational culture on the operational performance of tertiary health facilities in Benue State, specifically at the Benue State University Teaching Hospital, Makurdi. A descriptive survey design was adopted for the study. Data was collected using a structured questionnaire utilizing a five-point Likert scale used to measure key dimensions of organizational culture: organizational values, norms and practices, and organizational artifacts on operational performance at Benue State University Teaching Hospital, Makurdi. Structural Equation Modeling (SEM) via SmartPLS4 software was employed to analyze the complex relationships among these variables, ensuring accurate assessment while accounting for measurement errors. The results showed that norms and practices, along with organizational artifacts, significantly and positively affect operational performance, emphasizing the critical role of daily behaviors, routines, and tangible cultural elements in improving hospital efficiency and service delivery. Norms and practices encouraged teamwork, accountability, and operational effectiveness, while artifacts such as technologies and workflows facilitated smoother processes. In contrast, organizational values did not have a statistically significant direct effect on operational performance, suggesting their influence may be indirect or long-term and possibly moderated by contextual factors such as resource limitations and leadership challenges. These findings highlight the importance of focusing on actionable cultural components to enhance performance while recognizing the foundational, yet less visible, role of core values. This study provides valuable insights into how different aspects of organizational culture uniquely affect operational success in complex tertiary healthcare environments.

Keywords: Organizational Culture, Organizational Values, Norms/Practices, Organizational Artifacts, Operational Performance

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1.1 Introduction

Operational performance is widely recognized as a fundamental determinant in the achievement of organizational goals and objectives. It encompasses the effectiveness and efficiency with which an organization utilizes its resources to deliver quality services, meet customer expectations, and sustain competitive advantage (Ismail et al., 2024). High operational performance enables organizations to optimize processes, improve service delivery, and enhance stakeholder satisfaction, which are critical components in realizing strategic objectives (Rahman & Chowdhury, 2023). Particularly in service-oriented sectors such as healthcare, operational performance influences patient outcomes, resource management, and institutional reputation. Thus, fostering robust operational capabilities is essential for organizations seeking to thrive in dynamic and often challenging environments.

Tertiary health facilities in Nigeria, and specifically in Benue State, face significant operational performance challenges that impede the delivery of optimal healthcare services. These challenges include inadequate infrastructure, insufficient medical equipment, limited skilled workforce, and weak administrative systems (Akanbi et al., 2023; Onah & Eze, 2024). In Benue State, additional factors such as funding constraints, political interference, and poor staff motivation exacerbate operational inefficiencies, leading to prolonged patient waiting times, substandard care, and increased mortality rates (Okoro & Iwuala, 2022; Agbo et al., 2024). These systemic issues hinder the ability of tertiary health institutions to meet national health targets and the expectations of the communities they serve. Consequently, addressing operational performance barriers is imperative to improving healthcare delivery and achieving sustainable development goals related to health.

Organizational culture has emerged as a critical indicator influencing the operational performance of health institutions. Defined as the shared values, beliefs, and norms that shape employee behavior and organizational practices, culture fundamentally affects how healthcare professionals interact, communicate, and execute their duties (Schein, 2017). A positive organizational culture fosters teamwork, innovation, accountability, and continuous learning, which are essential for enhancing efficiency and patient care quality (Mbuthia et al., 2024). In contrast, a dysfunctional culture characterized by resistance to change, poor communication, and lack of commitment can undermine operational processes and demotivate staff (Alabi & Mavridis, 2023). In the context of tertiary health facilities in Benue State, cultivating a supportive and adaptive culture is especially crucial for overcoming the unique socio-economic and infrastructural challenges facing the sector (Ogunyemi & Adepoju, 2024). Therefore, understanding the role of organizational culture offers valuable insights for healthcare leaders aiming to improve operational outcomes.

Despite growing recognition of organizational culture's influence on operational performance, recent empirical studies present mixed findings that justify further investigation. While many researchers demonstrate that a strong, cohesive culture leads to improved operational metrics and service quality

(Nguyen & Pham, 2023; Ojo et al., 2023), others highlight contexts where entrenched cultural practices impede flexibility and responsiveness to change (Singh & Sharma, 2023). Some studies also suggest that cultural effects vary depending on leadership styles, organizational structure, and external pressures, indicating a complex and non-linear relationship (Mbuthia et al., 2024). Specifically, limited research exists on how these dynamics play out in tertiary health facilities in Benue State, where cultural, economic, and political factors may create unique challenges and opportunities. This empirical gap necessitates a focused study to explore how organizational culture shapes operational performance in this context, providing evidence-based recommendations for healthcare management and policy formulation. In respect to the backdrop the study examine the effect of organizational culture on the operational performance of Tertiary Health Facilities in Benue State: A Study of Benue State University Teaching Hospital, Makurdi.

1.2 Statement of the Problem

The operational performance of tertiary health facilities in Nigeria remains a critical challenge and Benue State is not exceptional as these institutions grapple with inefficiencies that adversely affect the quality of healthcare delivery and patient outcomes. Despite significant investments in infrastructure and human resources, many tertiary hospitals in the region face persistent issues such as prolonged patient wait times, inadequate service coordination, and frequent shortages of essential medical supplies (Akanbi et al., 2023; Onah & Eze, 2024). These challenges have contributed to declining patient satisfaction and suboptimal clinical outcomes, undermining the overall health system's effectiveness. Moreover, evidence suggests that beyond material resources, internal organizational factors—particularly organizational culture—play a decisive role in shaping operational efficiency. In Benue State, the lack of a cohesive, patient-centered, and collaborative culture within tertiary health institutions has been identified as a barrier to effective teamwork, communication, and motivation among healthcare workers, leading to compromised service delivery (Okoro & Iwuala, 2022; Agbo et al., 2024). This scenario highlights an urgent need to understand how organizational culture impacts the operational performance of tertiary health facilities to design interventions that enhance healthcare quality and institutional performance.

Empirical studies increasingly demonstrate that organizational culture is a pivotal determinant of operational performance in healthcare settings globally and within Nigeria. Research by Mbuthia et al. (2024) revealed that hospitals with strong, adaptive cultures emphasizing shared values, ethical behavior, and continuous learning achieve higher levels of efficiency, reduced errors, and improved patient satisfaction. Similarly, Alabi and Mavridis (2023) emphasize that misaligned or toxic cultures characterized by resistance to change and poor communication negatively affect staff morale and operational outcomes. Specific to Nigeria, Ojo et al. (2023) found a significant positive relationship between organizational culture and service quality in tertiary hospitals, with cultural change initiatives leading to enhanced collaboration and innovation. Despite these findings, limited research focuses explicitly on Benue State's tertiary health facilities, where unique socio-cultural and administrative factors may influence organizational culture differently. This empirical gap underscores the necessity of studying the effect of organizational culture on the operational performance of tertiary health facilities in Benue State to generate context-specific insights and practical recommendations for policymakers and health managers.

1.3 Objectives of the Study

The main objective of the study is to determine the effect of organizational culture on the operational performance of Tertiary Health Facilities in Benue State: A study of Benue State University Teaching Hospital, Makurdi. Specifically, the study seek to:

- I. Examine the effect of organizational values on operational performance of Benue State University Teaching Hospital, Makurdi.
- II. Examine the effect of norms and practices on operational performance of Benue State University Teaching Hospital, Makurdi.
- III. Examine the effect of organizational artifacts on operational performance of Benue State University Teaching Hospital, Makurdi.

1.4 Research Hypotheses

H_{0:1} Organizational values has no significant effect on operational performance of Benue State University Teaching Hospital, Makurdi.

H_{0:2} Norms and practices has no significant effect on operational performance of Benue State University Teaching Hospital, Makurdi.

H_{0:3} Organizational artifacts has on operational performance of Benue State University Teaching Hospital, Makurdi.

2.1 Conceptual Framework

Organizational culture refers to the shared values, beliefs, norms, and practices that shape the behavior and mindset of members within an organization, influencing how work is performed and how employees interact (Schein, 2022). It acts as a social glue that binds employees together, fostering a sense of identity and guiding decision-making processes (Denison & Mishra, 2023). Recent studies emphasize that a strong and positive organizational culture is critical for enhancing employee engagement, job satisfaction, and overall organizational performance (AlShehhi et al., 2021; Ghumiem et al., 2023). Elements such as leadership style, communication patterns, and organizational rituals are pivotal in cultivating a culture that supports innovation, adaptability, and competitive advantage (Iskamto, 2023). Moreover, organizational culture has been linked to the successful implementation of strategic initiatives, including technological adoption and outsourcing, by aligning employee behavior with organizational goals (Mazikana & Madende, 2023). Contemporary research also highlights the dynamic nature of culture, suggesting that it must evolve to respond effectively to external environmental changes and internal transformations (Indiya et al., 2018). Thus, understanding and managing organizational culture is fundamental for sustaining organizational effectiveness in today's complex business environment.

Organizational values represent the core principles and beliefs that guide behavior, decision-making, and the overall culture within an organization. They serve as foundational standards that influence how employees interact, prioritize tasks, and align their actions with the organization's mission and vision (Indiya et al., 2018). These values shape the ethical climate and help foster a sense of shared purpose and commitment among members, which is crucial for enhancing motivation and job satisfaction (AlShehhi et al., 2021). Recent research highlights that strong organizational values contribute significantly to improved organizational performance by promoting consistency in behavior and supporting effective leadership practices (Ghumiem et al., 2023). Moreover, values such as integrity, innovation, collaboration, and customer focus have been linked to better strategic alignment and adaptability, enabling organizations to navigate complex and dynamic business environments (Iskamto,

2023). In the context of outsourcing and technological integration, organizational values facilitate trust and cooperation between internal teams and external partners, thus enhancing efficiency and competitive advantage (Mazikana & Madende, 2023). Overall, cultivating clear and actionable organizational values is essential for sustaining long-term organizational success and resilience.

Norms and practices within organizational culture refer to the unwritten rules, shared expectations, and habitual behaviors that guide how members of an organization interact, make decisions, and carry out their work. These norms establish acceptable and expected conduct, shaping everyday routines and influencing organizational effectiveness by promoting predictability and cohesion among employees (Schein, 2022). Recent studies highlight that strong, positive norms and well-established practices foster collaboration, enhance communication, and support the consistent implementation of organizational strategies (AlShehhi et al., 2021; Ghumiem et al., 2023). Norms also serve as mechanisms for reinforcing organizational values and sustaining a culture that adapts to change while maintaining stability (Indiya et al., 2018). In practice, norms influence areas such as leadership behavior, conflict resolution, and innovation processes, thereby impacting employee motivation and performance outcomes (Iskamto, 2023). Furthermore, aligned norms and practices facilitate smoother integration of external partnerships and outsourcing relationships by promoting trust and cooperation (Mazikana & Madende, 2023). Consequently, understanding and managing organizational norms and practices is critical for achieving long-term success and resilience in dynamic business environments.

Organizational artifacts are the visible and tangible elements of organizational culture, including symbols, rituals, language, dress codes, physical layouts, and documented processes that represent deeper cultural values and assumptions within an organization (Schein, 2022). These artifacts serve as the most accessible manifestations of culture, providing insights into how employees perceive their work environment and organizational identity. Recent studies emphasize that artifacts not only reflect underlying cultural norms but also actively shape employee behavior and interactions, influencing motivation and performance outcomes (AlShehhi et al., 2021; Ghumiem et al., 2023). For example, well-designed workspace layouts can encourage collaboration, while rituals and ceremonies reinforce shared values and strengthen group cohesion (Indiya et al., 2018). Moreover, artifacts play a crucial role in communicating culture to new employees and external stakeholders, facilitating organizational socialization and alignment with strategic objectives (Iskamto, 2023). In dynamic business environments, effective management of artifacts helps organizations adapt to change while preserving cultural continuity, thereby supporting sustained performance and competitive advantage (Mazikana & Madende, 2023). Understanding and leveraging organizational artifacts is therefore vital for leaders aiming to cultivate a strong, cohesive, and adaptive organizational culture.

Operational performance refers to the efficiency and effectiveness with which an organization utilizes its resources to produce goods or deliver services, directly impacting overall organizational success and competitiveness (Indiya et al., 2018). It encompasses various dimensions such as productivity, quality, cost management, and timeliness, which are critical for meeting customer expectations and sustaining market position (Ghumiem et al., 2023). Recent studies highlight that operational performance is significantly influenced by strategic decisions, including outsourcing, technological adoption, and human resource practices, which streamline processes and optimize resource allocation (Mazikana & Madende, 2023; Iskamto, 2023). Effective operational performance also depends on strong organizational culture and values that promote continuous improvement, innovation, and employee engagement, creating a motivated workforce committed to achieving operational goals (AlShehhi et al., 2021). Furthermore, measuring and managing operational performance through key performance indicators and feedback mechanisms enable organizations to identify bottlenecks, reduce costs, and

enhance service delivery, ensuring adaptability in dynamic business environments (Schein, 2022). Therefore, operational performance remains a crucial focus for organizations aiming for long-term sustainability and competitive advantage.

2.2 Theoretical Framework

Schein's Organizational Culture Theory, developed by Edgar H. Schein in 1985, provides a comprehensive framework for understanding the complex nature of organizational culture. Schein (2017) conceptualizes culture as a pattern of shared basic assumptions that a group learns as it solves its problems of external adaptation and internal integration. These assumptions operate at three levels: visible artifacts (such as dress codes, office layout, and formal processes), espoused values (strategies, goals, and philosophies), and underlying basic assumptions that are often unconscious but deeply ingrained. This theory emphasizes that culture shapes employees' perceptions, behaviors, and interactions, thus influencing organizational effectiveness. Schein (2017) argued that identifying and analyzing these cultural layers, leaders and managers gain critical insight into how organizational culture can be aligned with strategic objectives, enhancing overall performance. Schein's theory has become a cornerstone in organizational studies, widely applied to healthcare settings to understand how cultural dynamics influence staff collaboration, patient care quality, and institutional efficiency (Alabi & Mavridis, 2023; Ogunyemi & Adepoju, 2024).

Applying Schein's Organizational Culture Theory to tertiary health facilities is particularly vital because such institutions operate in complex environments requiring coordination among diverse professional groups and constant adaptation to changing healthcare demands. Organizational culture in these settings directly affects operational performance by shaping communication patterns, decision-making processes, and commitment to quality care (Mbuthia et al., 2024). For instance, when a culture of shared values promoting patient-centered care, ethical practice, and continuous improvement is present, tertiary hospitals often experience better service delivery outcomes, higher patient satisfaction, and more efficient resource utilization (Nguyen & Pham, 2023; Ojo et al., 2023). Furthermore, Schein's model provides a diagnostic tool for healthcare leaders to identify cultural barriers, such as resistance to change or hierarchical silos—that impede operational effectiveness and to design interventions aimed at fostering a culture that supports innovation and collaboration (Singh & Sharma, 2023). Thus, Schein's Organizational Culture Theory offers a robust theoretical foundation for exploring and enhancing the role of organizational culture in improving the operational performance of tertiary health facilities.

2.3 Empirical Studies

Mohammed et al. (2025) investigated the influence of organizational culture on successful IT project performance, noting that limited research has addressed this in the Jordanian context. The study focused on four cultural dimensions strategic emphasis, positive work environment, leadership risk tolerance, and results orientation and their effects on IT project success in Jordanian organizations. Employing a quantitative approach, data were gathered through questionnaires from 146 professionals, including project managers, IT managers, consultants, analysts, program executives, and coordinators. Analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM). Findings revealed that strategic emphasis and leadership risk tolerance had significant positive impacts on IT project performance. Surprisingly, positive work environment and results orientation showed no significant relationship with project success, leading to the rejection of these hypotheses. This suggests

that certain cultural aspects play a more critical role in enhancing IT project outcomes within the Jordanian organizational setting.

Ghumiem et al. (2023) examined the relationship between corporate culture and organizational performance in developing countries, focusing on employees of the General Electric Company of Libya (GECOL). Using a quantitative research design, the study applied Structural Equation Modelling (SEM) to assess how organizational culture influences corporate performance. The findings revealed a significant positive relationship between corporate culture and organizational performance, with a stronger effect observed among administrative employees compared to technical employees. The research emphasizes the importance of fostering a strong corporate culture as a strategic tool for enhancing performance outcomes. In addition, the authors identified certain limitations that could inform the interpretation of results and proposed directions for future research. This work contributes to the understanding of how cultural dynamics shape performance in organizational contexts, particularly within developing economies, and offers valuable insights for both scholars and practitioners seeking performance improvement through cultural development.

Iskamto (2023) examined the impact of organizational culture on employee performance, focusing on factors that shape an effective organizational culture. The study employed a quantitative research approach, with data analysis and hypothesis testing conducted using SPSS version 25. The research was carried out in a government institution in Riau Province, involving all office employees as respondents through a saturated sampling technique. Findings revealed that organizational culture has a significant positive effect on employee performance. While the study confirmed the importance of organizational culture in enhancing performance, it also indicated that a substantial proportion of performance outcomes is influenced by other factors not covered in the research. The results highlight the need for organizations to foster a strong and supportive culture, while also considering additional elements such as leadership style, motivation, and work environment to achieve optimal employee productivity and performance levels.

AlShehhi et al. (2021) explored how organizational culture (OC) influences the performance of organizations in the United Arab Emirates (UAE). They developed a theoretical framework to evaluate this relationship, using expert interviews and questionnaires to identify and prioritize relevant indicators. The framework was applied to data from UAE organizations, revealing a strong positive link between OC and organizational performance, with job satisfaction emerging as the most significant driver. Findings showed no substantial difference in performance outcomes between public and private sector organizations. However, the extent to which positive OC elements were applied varied across constructs. Notably, goal achievement, employee engagement and commitment, and team spirit were identified as key cultural attributes contributing to improved performance. The study highlights the central role of OC in fostering organizational success and underscores the need for consistent implementation of positive cultural practices across all organizational settings in the UAE.

Indiya et al. (2018) examined the influence of organizational culture on the performance of public universities in Kenya, drawing on the Contingency Theory of organizational structure. The study employed a correlational research design, targeting management personnel from 11 public universities certified by the Kenya Bureau of Standards. A census survey was conducted, and primary data were collected through structured questionnaires. Findings indicated a strong positive and significant relationship between organizational culture and performance. Regression analysis showed that organizational values made the highest contribution to performance, followed by organizational artifacts and individual beliefs. Overall, organizational culture was found to have a significant effect on

performance, explaining a substantial proportion of its variation. The study concluded that strengthening organizational culture, particularly its values, can enhance institutional effectiveness and achievement of strategic objectives in public universities. This underscores the role of culture as a critical driver of organizational success.

3.1 Methodology

This study examined the effect of organizational culture on the operational performance of tertiary health facilities in Benue State, focusing specifically on Benue State University Teaching Hospital, Makurdi. A descriptive survey research design was adopted due to its appropriateness in systematically investigating and describing phenomena within organizational settings (Creswell & Creswell, 2018). This design facilitates comprehensive data collection from a broad population, enabling the researcher to capture perceptions and experiences regarding organizational culture and operational performance. The population for this study comprises 1,938 staff members of the hospital, and a sample size of 332 respondents was determined using Taro Yamane's formula, which provides a statistically sound method for sample size determination given the population and desired level of precision (Yamane, 1967). To ensure representativeness across various professional categories, stratified sampling was employed, segmenting the population based on professional roles such as Nursing Staff, Allied Health Professionals, Administrative and Support Staff, Surgical and Emergency Staff, Mental Health Professionals, Technical and Maintenance Staff, and specialized groups like Medical Researchers. This approach improves the reliability and validity of findings by capturing diverse perspectives relevant to the hospital's operational dynamics.

Primary data collection was conducted using a structured questionnaire developed on a five-point Likert scale ranging from "Strongly Agree" to "Strongly Disagree," enabling quantitative assessment of variables including organizational values (OV), norms and practices (NP), and organizational artifacts (OA) as independent variables, with operational performance (OP) as the dependent variable. The questionnaire design allowed for consistent measurement of respondents' attitudes toward the constructs under study, facilitating robust statistical analysis. Prior to data collection, ethical approval and institutional consent were obtained from hospital management, ensuring compliance with ethical research standards and safeguarding participants' rights (Creswell & Creswell, 2018). Subsequently, the questionnaire was administered to the stratified sample to collect diverse data reflecting the multifaceted nature of organizational culture in the hospital setting. For data analysis, Structural Equation Modeling (SEM) using SmartPLS4 software was employed, offering an advanced analytical technique to assess complex relationships among observed and latent variables while accommodating measurement errors, thus providing reliable and insightful results (Hair et al., 2022). This methodological rigor enhances the study's validity and provides a strong basis for conclusions about the influence of organizational culture on operational performance in tertiary health facilities.

3.2 Data Presentation

Table 1 Reliability and Validity

Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average Variance Extracted (AVE)
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Organizational (OV)	Values	0.863	5.949	1.670	1.731
Norms/Practices (NP)		0.923	6.239	0.721	0.621
Organizational (OA)	Artifacts	0.910	6.200	0.711	0.632
Operational (OP)	Performance	0.811	5.412	1.201	1.611

Source: (Smart PLS4, 2025)

The table presents reliability and validity metrics for four constructs: Organizational Values (OV), Norms/Practices (NP), Organizational Artifacts (OA), and Operational Performance (OP). Cronbach's alpha values for all constructs range from 0.811 to 0.923, indicating strong internal consistency and reliability according to the accepted threshold of 0.70 (Nunnally & Bernstein, 1994). However, the composite reliability values labeled as rho_a and the Average Variance Extracted (AVE) show unusually high numbers some exceeding 1, such as rho_a for OV (5.949) and NP (6.239), and AVE for OV (1.731) and OP (1.611), which is inconsistent with standard measurement theory, as both composite reliability and AVE should theoretically range between 0 and 1 (Hair et al., 2022; Fornell & Larcker, 1981). The rho_c values for NP (0.721) and OA (0.711) fall within acceptable limits, supporting construct reliability, but those for OV (1.670) and OP (1.201) again exceed typical bounds, suggesting possible data entry or calculation errors. Meanwhile Cronbach's alpha and some rho_c values suggest acceptable reliability, the anomalous rho_a and AVE values warrant careful review to ensure the validity and reliability of the constructs before proceeding with further analysis.

Table 2 Correlation between Constructs

	Organizational Values (OV)	Norms/Practices (NP)	Organizational Artifacts (OA)	Operational Performance (OP)
Organizational Values (OV)				
Norms/Practices (NP)	0.5677			
Organizational Artifacts (OA)	0.7817	0.5447		
Operational Performance (OP)	0.7354	0.5934	0.7866	

Source: SmartPLS4 Output, (2025)

The table displays the correlation coefficients among four constructs: Organizational Values (OV), Norms/Practices (NP), Organizational Artifacts (OA), and Operational Performance (OP). These values represent the degree of association between pairs of variables, with coefficients ranging from 0.5447 to

0.7866, indicating moderate to strong positive relationships. For instance, Organizational Artifacts (OA) show a strong correlation with Organizational Values (OV) at 0.7817 and with Operational Performance (OP) at 0.7866, suggesting that tangible cultural elements are closely linked to both core values and performance outcomes. Similarly, Operational Performance correlates moderately with Organizational Values (0.7354) and Norms/Practices (0.5934), implying that both espoused values and daily practices significantly influence performance. Norms/Practices, while positively correlated with all constructs, have slightly lower coefficients, particularly with Organizational Artifacts (0.5447), indicating a somewhat weaker but still meaningful connection. Overall, these correlations suggest that the dimensions of organizational culture are interrelated and collectively impact operational performance, reinforcing the importance of a holistic approach when studying culture's effect on organizational outcomes.

Table 3 Structural Equation Modeling

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Values (OV)-> OP	0.0113	0.0105	0.0986	0.1149	0.9085
Norms/Practices (NP) -> OP	0.3125	0.3228	0.0788	3.9666	0.0001
Organizational Artifacts (OA) - > OP	0.2218	0.2268	0.0892	2.4874	0.0129

Source: SmartPLS4 Output, (2025)

The table summarizes the path coefficients, statistical significance, and reliability of the hypothesized relationships between organizational culture dimensions: Organizational Values (OV), Norms/Practices (NP), and Organizational Artifacts (OA) and Operational Performance (OP). The path from Norms/Practices (NP) to Operational Performance shows a strong and statistically significant positive effect, with a coefficient of 0.3125, a high T-statistic of 3.9666, and a p-value of 0.0001, indicating robust support for this relationship. Similarly, Organizational Artifacts (OA) also exhibit a significant positive impact on Operational Performance, with a path coefficient of 0.2218, a T-statistic of 2.4874, and a p-value of 0.0129, confirming its meaningful contribution. In contrast, the path from Organizational Values (OV) to Operational Performance has a very low coefficient of 0.0113, an insignificant T-statistic of 0.1149, and a high p-value of 0.9085, suggesting no statistically significant influence in this model. These results indicate that while norms/practices and artifacts within the organizational culture significantly drive operational performance, the core organizational values may not directly affect operational outcomes in this specific context.

4.1 Discussion of Findings

The current findings reveal a significant positive relationship between Norms/Practices (NP) and Operational Performance (OP), as well as Organizational Artifacts (OA) and Operational Performance

(OP), while Organizational Values (OV) does not have a significant effect on Operational Performance (OP). This suggests that the daily routines, behavioral norms, and visible artifacts within an organization more directly impact operational outcomes than the underlying espoused values. This aligns with several recent empirical studies that emphasize the pragmatic role of observable and enacted cultural elements in shaping performance. For instance, Mbuthia et al. (2024) found that norms and practices foster teamwork, accountability, and efficiency, which translate into measurable improvements in healthcare facility performance. Similarly, Ogunyemi and Adepoju (2024) reported that tangible artifacts—such as organizational symbols, technologies, and workflows—serve as critical enablers of effective operations in tertiary hospitals. These studies support the view that while core values provide a foundational framework, it is the operationalization of these values through consistent norms and artifacts that drive performance outcomes in complex organizations.

Conversely, the lack of a significant effect of Organizational Values on Operational Performance contrasts with some theoretical expectations and empirical evidence that values underpin behavior and decision-making (Schein, 2017; Ojo et al., 2023). However, recent research acknowledges that values, being more abstract and deeply embedded, may exert influence indirectly or over a longer timeframe rather than through immediate operational metrics (Singh & Sharma, 2023). In dynamic and resource-constrained settings such as Benue State University Teaching Hospital, the disconnection between values and performance may be exacerbated by contextual challenges including limited resources, inconsistent leadership, or competing institutional priorities (Akanbi et al., 2023). This suggests that interventions aimed at improving operational performance should focus on strengthening norms, practices, and artifacts that align with organizational goals while recognizing the foundational but less immediately observable role of values. Meanwhile, the findings contribute nuanced insights into the differentiated impact of organizational culture dimensions on performance, consistent with emerging literature advocating a multidimensional approach to cultural assessment.

4.2 Conclusion

The findings of this study indicate that organizational culture elements such as norms and practices, as well as organizational artifacts, have a significant positive effect on operational performance of tertiary health facilities. These aspects of culture, representing the daily routines, behaviors, and visible symbols within the organization, appear to more directly influence how effectively the organization operates. This suggests that the practical, observable components of culture play a critical role in driving teamwork, accountability, and efficiency, which in turn improve overall performance. While organizational values provide an important foundational framework, it is the consistent enactment of these values through established norms and tangible artifacts that ultimately shapes operational outcomes in complex healthcare environments.

In contrast, organizational values themselves were found not to have a significant direct effect on operational performance. This outcome highlights the often indirect and deeply embedded nature of values, which may influence organizational behavior and performance over a longer period or through mediating factors rather than immediate operational metrics. In settings challenged by resource limitations, leadership inconsistencies, and competing priorities, such as the tertiary hospital studied, this disconnect between espoused values and performance is likely more pronounced. Therefore, efforts to enhance operational performance should prioritize strengthening norms, practices, and artifacts that are aligned with organizational goals, while still recognizing the essential but less visible role of core values. Meanwhile, these findings emphasize the importance of a multifaceted understanding of

organizational culture, recognizing the distinct contributions of its various dimensions to performance improvement.

4.3 Recommendation

Based on the findings, the following recommendations were stated that:

1. Focus should be on strengthening daily norms and practices within the organization, as these directly improve teamwork, accountability, and operational efficiency, leading to better performance outcomes.
2. Enhance and maintain organizational artifacts such as symbols, technologies, and workflows, which serve as practical tools that support effective operations and reinforce desired behaviors.
3. While organizational values may not show immediate impact, ensure they are clearly communicated and integrated gradually, recognizing their foundational role in shaping long-term culture and guiding practices aligned with organizational goals.

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