

The influence of organizational DNA on the quality of healthcare services - An empirical study in the university hospital center of Sidi-BelAbbas-

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Abstract:

The organizational DNA is one of the newly adopted metaphorical approaches in the field of business administration, which helps in diagnosing the organization's illnesses and proposing the right remedies. this study aimed to discuss the impact of organizational DNA elements on the SERVQUAL of healthcare. The study reached a set of results, the most important of which are:

-There is a positive impact of the components of OrgDNA on the healthcare quality dimensions, where the greatest effect occurs on the reliability of services delivered, and the weak effect appears on the empathy of health services providers.

-if the foundations of the organization suffer from problems, typically the quality of its services will not be satisfactory.

Keywords: Organizational DNA; SERVQUAL; healthcare services; structural equations.

Jel Classification Codes: M1, L15, C2.

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1. INTRODUCTION

Recent intellectual developments in the field of management have contributed greatly to the emergence of many concepts that help organizations improve their performance and ensure their continuity. The organizational DNA concept is one of the most important of these philosophies, which determine how an organization operates in terms of its organizational structure. Knowing the code of the organizational genes of any institution helps in understanding its personality and behaviour, as well as finding the right solutions to the obstacles that stand in its way towards achieving its various goals. And as it is recognized one of the main desired objectives of any institution is to provide high-quality services, especially when it comes to the lives of its customers.

Quality, looking at the concept of from a deeper angle, expands from just providing products and services that meet the expectations and needs of customers to a management issue that needs comprehensiveness and coordination at several levels, dealing with this issue requires hospital managers to implement strategies and use reliable approaches that allow them to achieve a balance between the different variables of this equation. Such as adopting an effective information system and developing an appropriate organizational structure that ensures flexibility in dealing with the dynamic changes that characterize the health sector, as well as motivating employees of health institutions to provide the best services to patients.

1.1 The problem:

The services provided by health establishments are multifaceted and not only health care services, as the patient needs special attention during his stay in the hospital. Therefore, the hospital is keen to provide patients with basic healthcare services, and ancillary services thereby, any failure to perform will negatively reflect on the quality of service provided to the patients, as like, this can lead to a long waiting period, repeated cases of lack of drugs, or even the reliability of the results. All these challenges impulse us to think about developing new methodologies in managing hospitals, such as applying the organizational DNA methodology. this study sheds light on the importance and impact of organizational DNA on the quality of health care services provided. By answering the following problem:

- What is the effect of organizational DNA components on the quality of healthcare services?

To elaborate on this question, we suggest the following assumptions:

1.2 Assumptions:

- Main assumption: There is a significant effect at 0.05 for the organizational DNA building blocks on the quality dimensions of healthcare services.

Sub-assumptions:

- H1- There is a significant effect at 0.05 for the organizational DNA building blocks on the reliability of healthcare services.

- H2- There is a significant effect at 0.05 for the organizational DNA building blocks on the tangibility of healthcare services.

- H3- There is a significant effect at 0.05 for the organizational DNA building blocks on the response of healthcare services.

- H4- There is a significant effect at 0.05 for the organizational DNA building blocks on the assurance of healthcare services.
- H5- There is a significant effect at 0.05 for the organizational DNA building blocks on the empathy of healthcare services.

1.3 The importance of the study:

This research derives its importance from the following points:

- 1) clarify the ambiguity that surrounds the concept of organizational DNA and discussing its crucial role in addressing imbalances and achieving the institution's goals.
- 2) Open the field to other researchers to deepen their research on the literature related to new management and its impact on the quality of health services.
- 3) The scarcity of research and references about organizational DNA at the national level.
- 4) the focus of most previous studies on the quality of services from the point of patients rather than hospital staff.

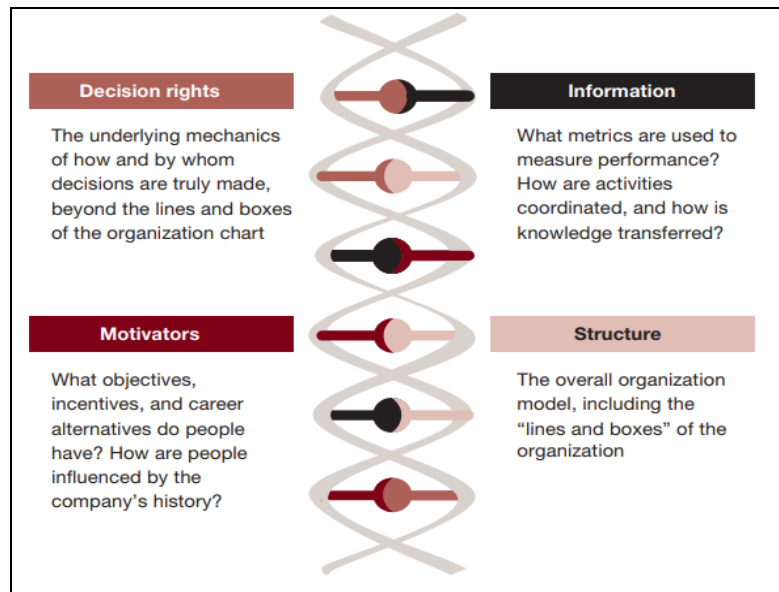
2. Organizational DNA:

The concept of organizational genes of the organization simulates the concept of human genetics, where these genes carry and control the internal characteristics of the organization, thus the organizational DNA is released as a metaphor or theory that includes elements that together describe the identity of the organization and help in expressing its organizational activities. It can also express the performance of organizations and explain their behavior, depending on four elements represented in the organizational structure, decision-making rights, motivators, and information (Bordia, Kronenberg, & Neely, 2005, p. 1). furthermore, the OrgDNA “is a flexible database that contains information about the organization such as organizational structure and procedures, relationships between members of the organization, and individuals from outside the organization. likewise, the OrgDNA implicates a set of basic values of the organization, like the culture, and personality that are supposed to be transmitted to all the organization’s employees” (Othman Riyad, 2016, 34). thus, we can say the OrgDNA is a tool that helps managers determine the distinctive characteristics of the institution, which means the genetic code of institutions that determines the extent of the institution's ability to achieve its goals.

2.1 Organizational DNA dimensions:

Like the DNA of living organisms, the DNA of organizations is made up of all the building blocks, which unite and assemble to express distinct identities or personalities, and these organizational building blocks (bases/dimensions) have been multi-classified, as Allen Booz, the founder of OrgDNA for organizations, argues that every organization has four organizational building blocks: organizational structure, decision-making rights, motivators, and information, which are presented in the following figure:

Fig.1. The four building blocks of organizational DNA



Source: (Bordia, Kronenberg, & Neely, 2005, p. 2)

- **Decision rights:** mean the basic mechanism for how decisions are truly made (Neilson & Fernandes, 2008, p. 3). By making decision authorities and responsibilities as obvious as possible, and then, designating and empowering business unit “process owners” or functional managers who lead the revitalization of business processes and who will be responsible for their success (Bordia, Kronenberg, & Neely, 2005). Decision rights are the primary task that organizations must be treated by organizations suffering from functional imbalance because it is the foundation of effective development, in terms of the efficiency of the organization’s work speed of supply of products, good services, and time required to obtain the result.
- **Information:** One of the forces that hinder successful group performance is poor communication, so good information flow is the main means of transferring and disseminating knowledge within the organization from the owners of information to those who need it. To achieve high performance and competitive advantage because better information flow keeps costs low and helps allocate scarce resources more efficiently. On the other hand, bad information affects the remaining components of OrgDNA, especially decision rights. Without accurate information, decision-makers cannot take decisive steps and seize market opportunities (Abdel-Raheem & Saad, 2019, p. 133).
- **Motivators:** Balancing between positive (financial and nonfinancial) and negative (punishment) motivational considerations is one of the main issues that managers must attend. Motivational means are used by an organization to stimulate and motivate its employees for better performance and help them match their own goals with those of the organization. motivators are not limited to finances but include material and moral means such as goals, preference, and accomplishment to urge employees to do their utmost for motivators (Rashid & Chalab, 2017, p. 11).

- **Structure:** It is the organizational map including administrative levels, direct reports, professional career, transfers, and promotions inside an organization. The purpose of the structure is the work division and coordination of activities among the employees. Thus, it provides a clear picture of the individual spaces and responsibilities within the organization, to ensure effective communication, coordination, and integration of efforts across departments. However, in practice, organizational structure and strategy are rarely matched (Rashid & Chalab, 2017, p. 11) .and multiple organization layers and a narrow span of control often result in excess bureaucracy and bottlenecked decision-making.

2.2 Importance of OrgDNA:

The organizational DNA framework was developed by Booz & Company to give organizations an easy, accessible way to identify and remedy the roadblocks that impede results and impact its success (Neilson, Pasternack, & Mendes, 2003, p. 4), thereby here are some of its Important roles:

- The organizational DNA framework helps companies identify and expose hidden strengths and entrenched weaknesses...so that managers can focus efforts on reinforcing what works in their organization and modifying what does not.
- Studying the institution's genetic genes since the institution's entity began to be formed helps figure out the organization's personality, which gives an idea of the institution's history, i.e., the nature of work implementation from its first owners and the inheritance of customs and traditions and the applicable work systems in light of which the functions and activities of each institution operate (Moulai & Kafi, 2017, p. 57).
- The healthy arrangement of the organizational DNA components leads to improving the financial and organizational performance of the organization, as the harmony of these components enhances its ability to grow and continuously increase its competitive advantages.
- It is a way to fix functional errors within the organization, through knowing the organizational characteristics that affect the behavior of individuals in the work environment.
- It works to spread knowledge and skills among the members of the organization and to pass on the acquired experiences and transfer them from generation to generation of employees; in order to ensure the survival and continuity of the organization as long as possible.
- OrgDNA allows managers to Improve organization performance by influencing different organizational DNA dimensions

- Through thanks to the OrgDNA, it is possible to identify the personality of the legal institution, its history, and its position among similar institutions. Moreover, It can be distinguished from any institution by one or more of the genetic elements that make up the DNA of the institution. (Moulai & Kafi, 2017, p. 57).
- In the event of changes in the internal or external environment of the organization, a change occurs in the organization’s DNA, which is called the “organizational boom”, which allows all administrative levels in the organization to adapt to the changes that appear in the surrounding environment.

3.3 Types of organizations:

Most studies have indicated research on the subject of the DNA of the organizations that There are only a few organizational personality types. Every company may seem unique, but in their enterprise-wide behavior, they fall into just seven behavioral patterns, as previously mentioned they are classified according to the nature and importance of the four components of DNA organizations and based on these characteristics of organizations have been categorized into health organizations and other non-health, as follows:

Table1. Organizational Stereotypes

| Organizational Profile | |
|------------------------|--|
| Healthy organization | <p>The Resilient Organization</p> <ul style="list-style-type: none"> ✓ Flexible and forward-looking, adapt quickly to external market shifts. It can remain steadfastly focused on and aligned with a coherent business strategy. Also, it able to anticipate changes routinely and addresses them proactively. A Resilient Organization empowers employees to solve problems, attracts motivated team players, and offers a stimulating work environment, resources, to work as a team and benefit from the experiences, characterized by discipline and team spirit, and the ability to achieve success in everything. ✗ However, there is also a disadvantage when it comes to Resilient Organizations. Resilient Organizations tend to be overly adapted toward one direction or the other. |
| | <p style="text-align: center;">The Just-in-Time Organization</p> <ul style="list-style-type: none"> ✓ Inconsistently prepared for change, able to turn on a dime when necessary, without losing sight of the big picture timely transformation with a clear vision of full change. It depends on good people, good financial performance. A Just-in-Time Organization is a stimulating and challenging place to work. It encourages innovation and provides learning opportunities, encourages self-decision, but requires more effort to stay in good shape. ✗ It can also have its disadvantages. A Just-in-Time Organization is not proactive in preparing for impending changes. In fact, it has not made a leap from good to great. As such, it tends to miss opportunities by inches |

| | |
|------------------------|--|
| | <p>rather than miles.</p> <p style="text-align: center;">The military organization</p> <ul style="list-style-type: none"> ✓ Everyone knows his role and plays it carefully in this organization, allowing operations to be carried out with ease and consistency. Organizations with military discipline are hierarchical and operate according to a highly disciplined management model, which allows them to carry out large numbers of similar transactions and enables them to understand and implement recurring strategies in most cases thanks to the clarity of job roles. The military organization succeeds through sheer force of will and foresight of top executives. ✗ But they remain unable to deal well with unplanned events. |
| Unhealthy organization | <p style="text-align: center;">The Overmanaged Organization</p> <ul style="list-style-type: none"> ✗ Multiple layers of management create analysis paralysis in a frequently bureaucratic and highly political environment, frustrate often individuals' initiations. this type of organization focuses on the internal environment rather than the external environment; moves slowly and towards backward and often explores opportunities in late and less activity than its competitors |
| | <p style="text-align: center;">The Fits-and-Starts Organization</p> <ul style="list-style-type: none"> ✗ Contains scores of smart, motivated, and talented people, who rarely pull in the same direction at the same time, they work individually or separately, and there are no common values or goals. as a result, it is out of control. |
| | <p style="text-align: center;">The Passive-Aggressive Organization</p> <ul style="list-style-type: none"> ✗ Too cohesive, the elements of the organization show harmony and deceitful compatibility between them, Lack of clarity of decision-making rights everyone accuses the other of being the cause of failure and everyone is negative and aggressive towards the rest of the elements of the organization. lacking power, information, and incentives. Experiencing problems with implementation. Eliminate innovation and information retention |
| | <p style="text-align: center;">The Outgrown Organization</p> <ul style="list-style-type: none"> ✗ Too large and complex to be effectively controlled by a small team, Authority is confined to the top of the administrative structure, and there is a slow response to developments taking place around it. thus, it usually loses opportunities the outgrown organization is characterized by Super-developing, slow-moving, democratize decision-making authority |

Source: prepared by the researchers based on (Bordia, Kronenberg, & Neely, 2005) (Moulai & Kafi, 2017) (Al-Obaidi, 2015) articles.

3. Quality of healthcare services:

The concept of health service quality is one of the vague and difficult concepts to define

and measure accurately. There is no general agreement among those interested in this issue on a standard, uniform, and acceptable definition; Each of them looks at the concept from a certain angle and deals (Pitet, 2004, p. 33):

- The quality of health services from a medical and professional point of view is to provide the best services according to the latest scientific and professional developments under the control of professional ethics and quality and the nature of the health services provided.
- From a management point of view, it means how to use the available resources and the ability to attract more resources to meet the requirements and provide an excellent service.
- From the patient's point of view, the quality of health services means the method of obtaining these services and their final result. The patient's point of view is very important, as the level of quality depends to a large extent on the patient's expectations and evaluation of them, and therefore the health service is of quality when it meets the expectations and needs of patients.

In the hospital environment, quality is defined as the ability to meet the explicit and implicit needs, through the commitment of the hospital structure and professionals in permanent and systematic actions to improve the service provided to the patient (La qualité, s.d.). The quality of healthcare services is therefore a multidimensional concept, requiring multiple judgment criteria: quality of human contacts, quality of the patient's "journey" in an establishment, quality of medical reasoning before a diagnostic examination. As with quality in other areas, it is about determining whether a product is good enough and whether it is suitable for its purposes. The aim of health services is to provide high-quality medical care to all who need it. This means ensuring a good quality of life, treating illnesses when possible, extending life expectancy, etc.

3.1 Dimensions of healthcare services quality:

In a health care organization, the measure of quality is the regular verification of conformity of the care organization with the levels of performance. Evaluating health services provided has several aspects, one of the most common ways is to use the SERVQUAL model of Parasurman et al, where Service quality is defined by the following five dimensions (PARASURAMAN, ZEITHAML, & BERRY, 1988, p. 23), (Bahadori , Raadabadi, Jamebozorgi, Salesi, & Ravangard, 2014, pp. 2,3):

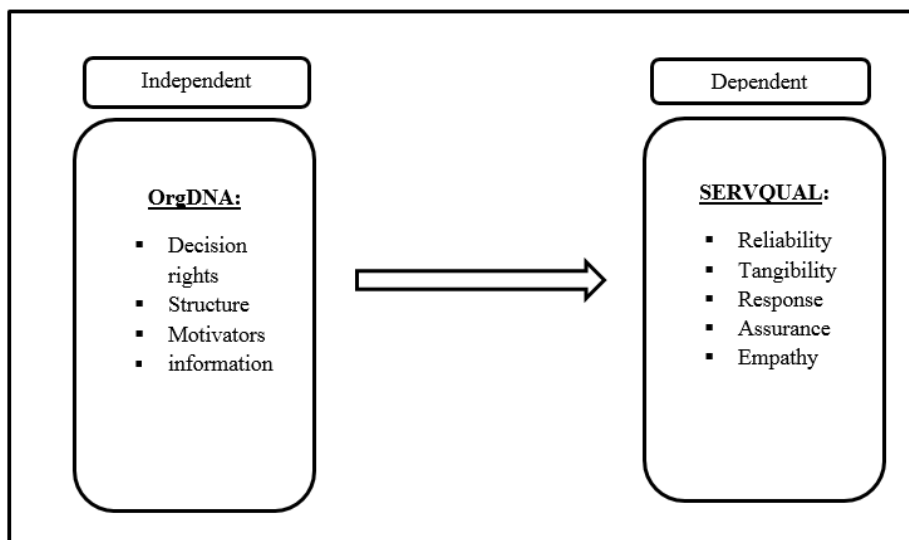
- **Tangibility:** physical conditions and space of the service delivery environment, including cleanliness, equipment, appearance of employees, quality of materials used for processing, and the presence of parking spaces.
- **Reliability:** The ability to provide the promised service reliably and accurately. By providing treatment on time in advance, listening to patients' expectations, nurse's clear description of services provided, disease prevention, treatment processes, explanation of treatment processes, proper keeping of patient records, etc.

- **Response:** Willingness to help customers and provide prompt service. By reducing admission time, speed and ease of service delivery, attracting the trust of patients, staff, and a clear description by clinicians of a patient's illness.
- **Assurance:** The ability to inspire trust, by having courteous staff and respecting patient privacy, educating staff about new medical technologies, ensuring the skills of the medical staff, and the reputation of the center from the patients' point of view.
- **Empathy:** providing individual care and attention to patients by listening to patients' comments and ideas, attention to patients' needs, and heedfulness to patients' financial costs.

4. Research Methodology:

The analytical descriptive approach was adopted. On the descriptive side, the study variables were discussed by defining the key concepts. whilst the analytical aspect represented in carrying out the field study as it is illustrated below:

Fig.2. Conceptual model.



Source: prepared by the researchers

- Study sample:** A random sampling was adopted to gather primary data. From a total of 225 distributed questionnaires destined to (medical staff, paramedical staff and administrative staff) of the university hospital center in Sidi-Belabbas, only 218 were returned, and 212 analyzed, due to the discarding of extreme responses and incomplete data.
- Data collection tool:** A questionnaire was adopted consisting of nine (09) axes: 4 elements of OrgDNA (decision rights, structure, motivators, information) and 5 elements of quality (reliability, tangibility, response, assurance, empathy).
- Study variables:** The adopted variables of the study described in the following table:

Table2. Variables of the study.

| Dimension | Cronbach's alpha |
|-----------------|------------------|
| Decision rights | 0,857 |

| | |
|-------------|-------|
| Structure | 0,844 |
| Motivators | 0,881 |
| Information | 0,806 |
| Reliability | 0,921 |
| Tangibility | 0,741 |
| Response | 0,868 |
| Assurance | 0,864 |
| Empathy | 0,836 |
| All items | 0,931 |

Source: prepared by the researchers based on AMOS V23 outputs

Table (3) above shows Cronbach's alpha values of each dimension of the study ranged between (0.741) and (0.921). as well, the alpha value for all the items was (0.931), thus, all the values were greater than (0.60), which approve the reliability of the used instrument and therefore exhibition the internal consistency among items.

- **Descriptive statistics:**

Table4. descriptive statistics

| Dimension | Mean | SD | Orientation |
|-----------------|--------|--------|-------------|
| decision rights | 2,2642 | ,86248 | Disagree |
| Structure | 2,4340 | ,87958 | Disagree |
| Motivators | 1,9607 | ,80939 | Disagree |
| Information | 2,1509 | ,76700 | Disagree |
| Reliability | 2,5009 | ,93919 | Disagree |
| Tangibility | 2,8019 | ,76458 | Neutral |
| Response | 2,7538 | ,93441 | Neutral |
| Assurance | 3,1875 | ,92679 | Neutral |
| Empathy | 3,2792 | ,90252 | Neutral |

Source: SPSS v25 outputs

Through the table, we note that:

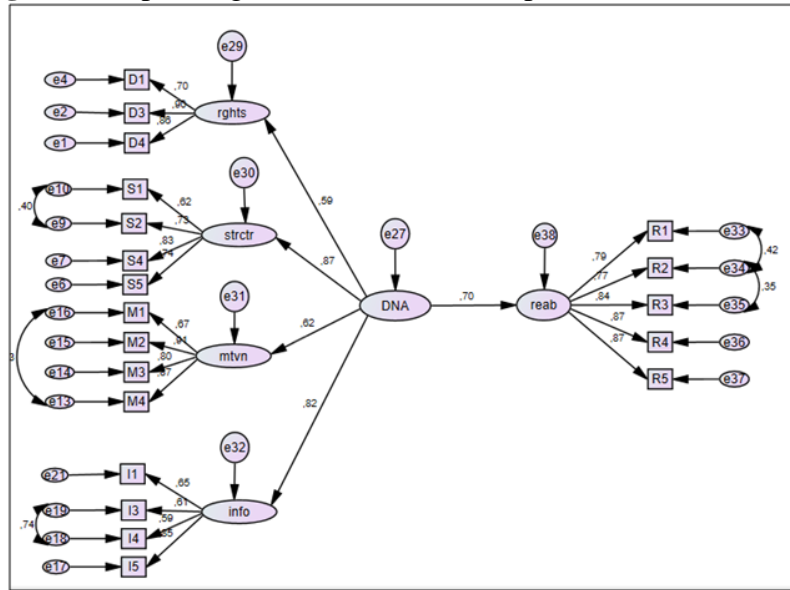
- Hospital employees are not satisfied with decision-making rights, structure, motivators, and information dimension, which means there is dysfunction in the different elements of hospital management
- The hospital employees have a neutral position for the rest of the health care quality dimension (tangibility, response, assurance, and empathy).

- **Confirmatory factor analysis:**

To test the hypotheses, we used the path analysis method and confirmatory factor analysis as follow:

a. The Impact of OrgDNA building blocks on the reliability:

Fig.3. the impact organizational DNA components on the reliability.



Source: Amos v23 outputs

While:

Table5. model fit Indices.

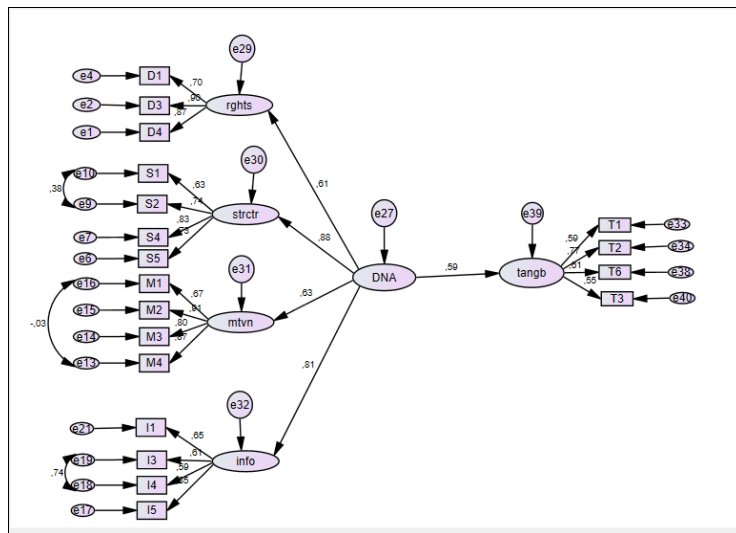
| fit indices | CMINDF | P | RMSEA | CFI | GFI | NFI |
|-------------------|----------------------------------|-------|--------------------------------------|------|------|------|
| output value | 1,468 | ,000 | ,047 | ,972 | ,902 | ,919 |
| Recommended value | <5 acceptable fit <2 good fit | <0.05 | <0,08acceptable fit <0,05good fit | >0,9 | >0,9 | >0,9 |

Source: prepared by the researchers based on Amos v23 outputs

Through the above table for the confirmatory factor analysis, we note that all the values of the indicators were good, for the value of $DF/CMIN = 1,468$ was less than 2, and the Root Mean Square Error of Approximation was estimated at $RMSEA=0,047$ which is less than the upper limit of 08.0, as for the rest of the indicators, all of them exceeded the threshold Required 0,09. Therefore, the model offers a good fit and suitable and can be relied upon in testing the proposed research model.

b. The Impact of OrgDNA building blocks on the tangibility:

Fig.4. the impact organizational DNA components on the tangibility.



Source: Amos v23 outputs

While:

Table6. model fit Indices.

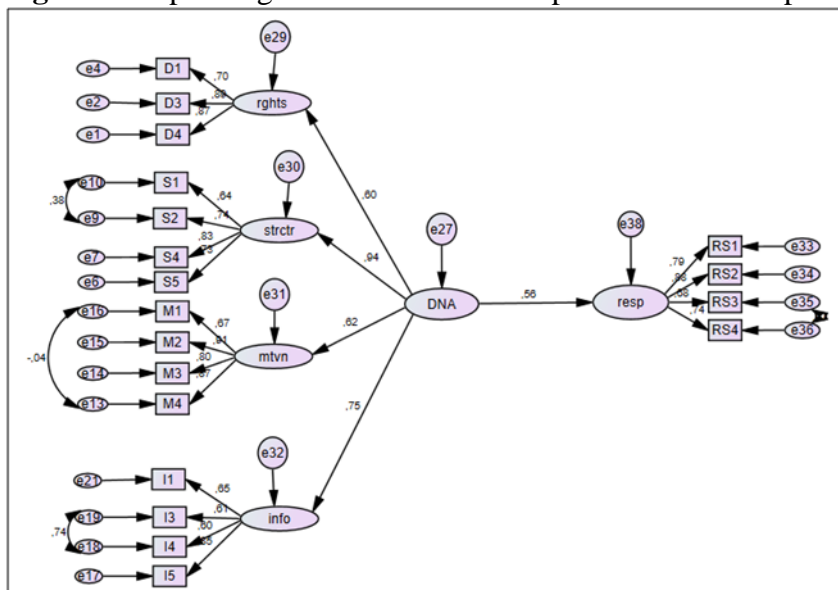
| CMINDF | P | RMSEA | CFI | GFI | NFI | Judgment |
|--------|------|-------|------|------|------|----------------|
| 1,463 | ,000 | ,048 | ,966 | ,904 | ,901 | Model accepted |

Source: prepared by the researchers based on Amos v23 outputs

As shown in Table (6), the model offers a good overall fit and suitable for interpretation since all indexes come close to the acceptable range.

c. The Impact of OrgDNA building blocks on the response:

Fig.5. the impact organizational DNA components on the response.



Source: Amos v23 outputs.

While:

Table7. model fit Indices.

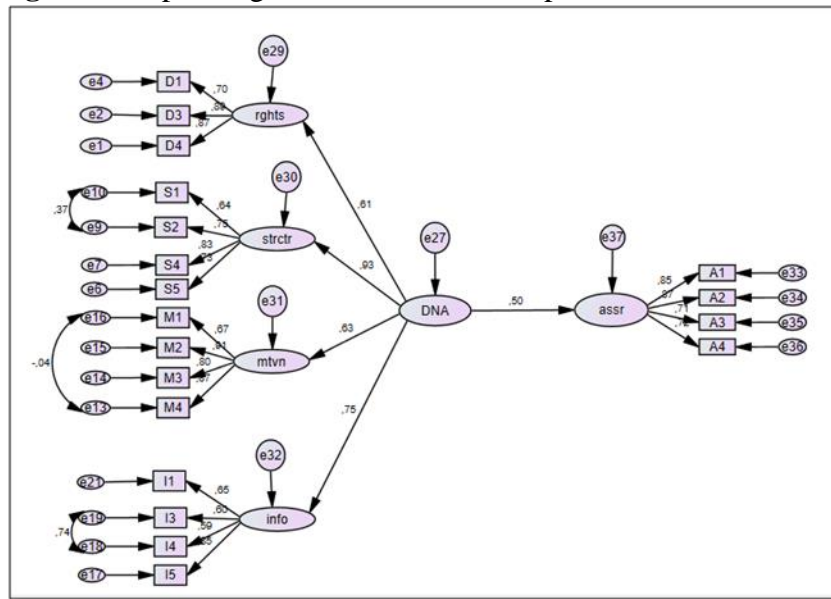
| CMINDF | P | RMSEA | CFI | GFI | NFI | Judgment |
|--------|------|-------|------|------|------|----------------|
| 1,413 | ,001 | ,045 | ,974 | ,909 | ,916 | Model accepted |

Source: prepared by the researchers based on Amos v23 outputs.

As shown in Table (7), the model offers a good overall fit and suitable for interpretation since all indexes come close to the acceptable range.

d. The Impact of OrgDNA building blocks on the assurance:

Fig.6. the impact organizational DNA components on the assurance.



Source: Amos v23 outputs

While:

Table8. model fit Indices.

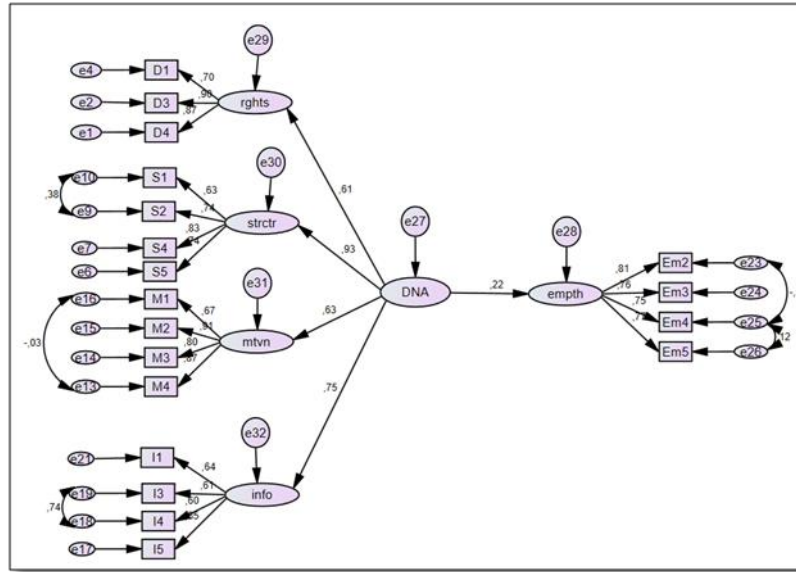
| CMINDF | P | RMSEA | CFI | GFI | NFI | Judgment |
|--------|------|-------|------|------|------|----------------|
| 1,447 | ,000 | ,047 | ,971 | ,904 | ,912 | Model accepted |

Source: prepared by the researchers based on Amos v23 outputs

As shown in Table (08), the model offers a good overall fit and suitable for interpretation since all indexes come close to the acceptable range.

e. The Impact of OrgDNA building blocks on the empathy:

Fig.7. the impact organizational DNA components on the empathy.



Source: Amos v23 outputs

While:

Table 9. model fit Indices.

| CMINDF | P | RMSEA | CFI | GFI | NFI | Judgment |
|--------|------|-------|------|------|------|----------------|
| 1,572 | ,000 | ,053 | ,962 | ,904 | ,903 | Model accepted |

Source: prepared by the researchers based on Amos v23 outputs

As shown in Table (9), the model offers a good overall fit and suitable for interpretation since all indexes come close to the acceptable range.

- Test hypotheses:

In order to test the hypotheses of the study and to know the nature of the relationship between the variables of the study, the values of the standard estimates and the value of CR were relied on, which are shown in the following table:

Table10. Regression weights of the effect relationships between the variables.

| Hypothesis | Relationship | Impact | C.R | P | Judgment |
|------------|--------------|--------|-------|-----|----------|
| H1 | DNA → REAB | 0,70 | 6,415 | *** | Accepted |
| H2 | DNA → TANG | 0,59 | 5,228 | *** | Accepted |
| H3 | DNA → RESP | 0,56 | 5,130 | *** | Accepted |
| H4 | DNA → ASSR | 0,50 | 4,794 | *** | Accepted |

| | | | | | |
|----|----------|------|-------|-------|----------|
| H5 | DNA→EMPH | 0,22 | 2,597 | 0,009 | Accepted |
|----|----------|------|-------|-------|----------|

Source: prepared by the researchers based on Amos v23 outputs.

The results shown in the above table indicate that all model estimates were statistically significant at $p < 0.05$ where CR values were greater than 1,96, thus we can accept all the following hypotheses H1, H2, H3, H4, H5.

5. RESULTS AND DISCUSSION:

In this research paper, we tried to study the impact of the four building blocks of OrgDNA (decision rights, structure, motivators and, information) on the healthcare quality services dimensions in terms of (reliability, tangibility, response, assurance and, empathy). The field study conducted in the university hospital center of Sidi-Belabbas revealed that:

- There is a positive impact of the components of OrgDNA on the healthcare quality dimension, where the greatest effect occurs on the reliability of services delivered, and the weak effect appears on the empathy of health services providers.

Otherwise:

- ✓ The analysis of OrgDNA of this organization indicates that it is unhealthy because it has problems with each element of its organizational DNA as follow:
- ✓ hospital employees are not satisfied with decision-making rights, which means that decisions are not really clear to everyone and they cannot either share their opinions or participate in making decisions.
- ✓ the majority of workers do not agree about the organizational structure axis which means that the hospital has a defect in the organization, that prevents the interdependence of activities between hospital units.
- ✓ Both the medical, para-medical, and administrative staff are not properly motivated which brings to light the absence of an equitable and motivating performance evaluation system for workers.
- ✓ The workers' disapproval of the information dimension indicates a defect in the hospital's information system as well as demonstrates the reason for their disagreement with the 3 previous axes.
- ✓ The healthcare services provided by this hospital are not reliable in the eyes of the services' providers.
- Thus, if the foundations of the organization suffer from problems, typically the quality of its services will not be satisfactory.

6. CONCLUSION:

The organizational DNA is one of the modern management methods, which is based on coordination and integration between the rules: the organizational structure, decision-making rights, incentives, and information, where their good or bad operation leads to determining the identity of the institution and thus the ability to solve its problems,

It should be noted here that, unlike human DNA, the organizational DNA can be optimized in accordance with the underlined goals.

This is exactly what the hospital under-study needs because as we previously emphasized, there is a strong impact relationship between the regulatory DNA and the quality of health services, where the elements of organizational DNA can be considered as inputs to the process of providing health service, while its outputs are the quality of health service delivery. This confirms that Failure to implement the method the organizational DNA by the hospital administration negatively affected the quality of its services. according to these results, we suggest the following points:

- in order to realize a good performance and satisfying quality of services, hospitals should use new metrics that focus on indicators of efficacy and modernity in all aspects of the organizational process (decision making, motivators, information, organizational structure).
- The necessity of transparency and clarity in making decisions while allowing department heads to suggest their opinions because they are the most knowledgeable of the actual reality of the service provision process.
- Focus on the moral motivation of workers in public establishments because their characteristics may not usually allow the adoption of material motivation.
- setting up a modern information system that facilitates coordination between the different hospital units and ensures the protection of patients' secrets and information

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