

# EVALUATING THE EFFECT OF ORGANIZATIONAL MINDFULNESS

**IN HEALTH ORGANIZATIONS  
IN COLOMBIA**

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# Introduction

## EVALUATING THE EFFECT OF ORGANIZATIONAL MINDFULNESS IN HEALTH ORGANIZATIONS

- Strategic decision making is a vital process within organizations due to the multiple variables involved, the resources involved and the impact in the medium and long term.
- It has been described that the presence of organizational mindfulness increases the possibilities that an organization makes decisions taking into account its specific organizational context.
- Likewise, it has been suggested that mindfulness can help determine when a decision should or could be made, increase awareness of objectives, improve the coherence of the decision with fundamental values, facilitate the generation of options and promote the consideration of the entire information relevant to a decision.

# Introduction

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Currently, companies develop in an environment that poses challenges and challenges of various kinds; therefore, the decision-making process plays a fundamental role for the survival of the organization. The logic with which this process is carried out and the factors that influence it is relevant for any type of organization; and it is vital in dynamic environments and complex organizations such as healthcare institutions.

# Objectives

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1. Determine the impact of organizational mindfulness on the rationality of the strategic decision-making process.
2. Evaluate the level of organizational full awareness presence in highly complex health institutions in Colombia.



# Literature Review

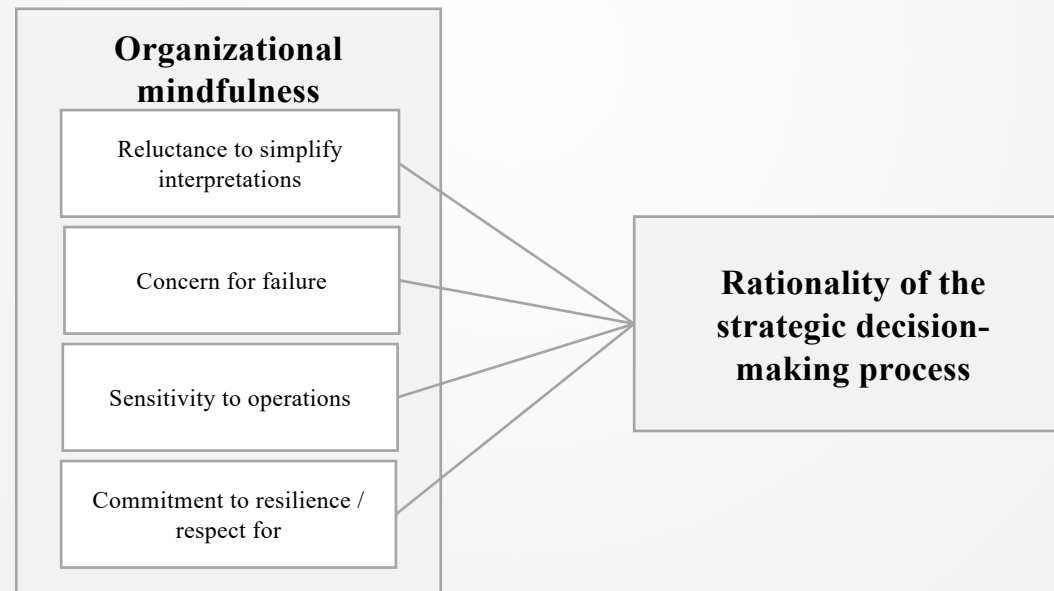
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- Organizational research has now recognized the importance of cognitive processes for highly reliable organizations.
- Organizational mindfulness originated from the work of psychologists who developed the notion of individual consciousness, being understood as "the joint ability to induce a broad awareness of discriminatory details and a capacity for action." These organizations actively seek to know what they do not know; learning from mistakes they pay attention to detail, but maintain the ability to act quickly.

# Methodology

## EVALUATING THE EFFECT OF ORGANIZATIONAL MINDFULNESS IN HEALTH ORGANIZATIONS

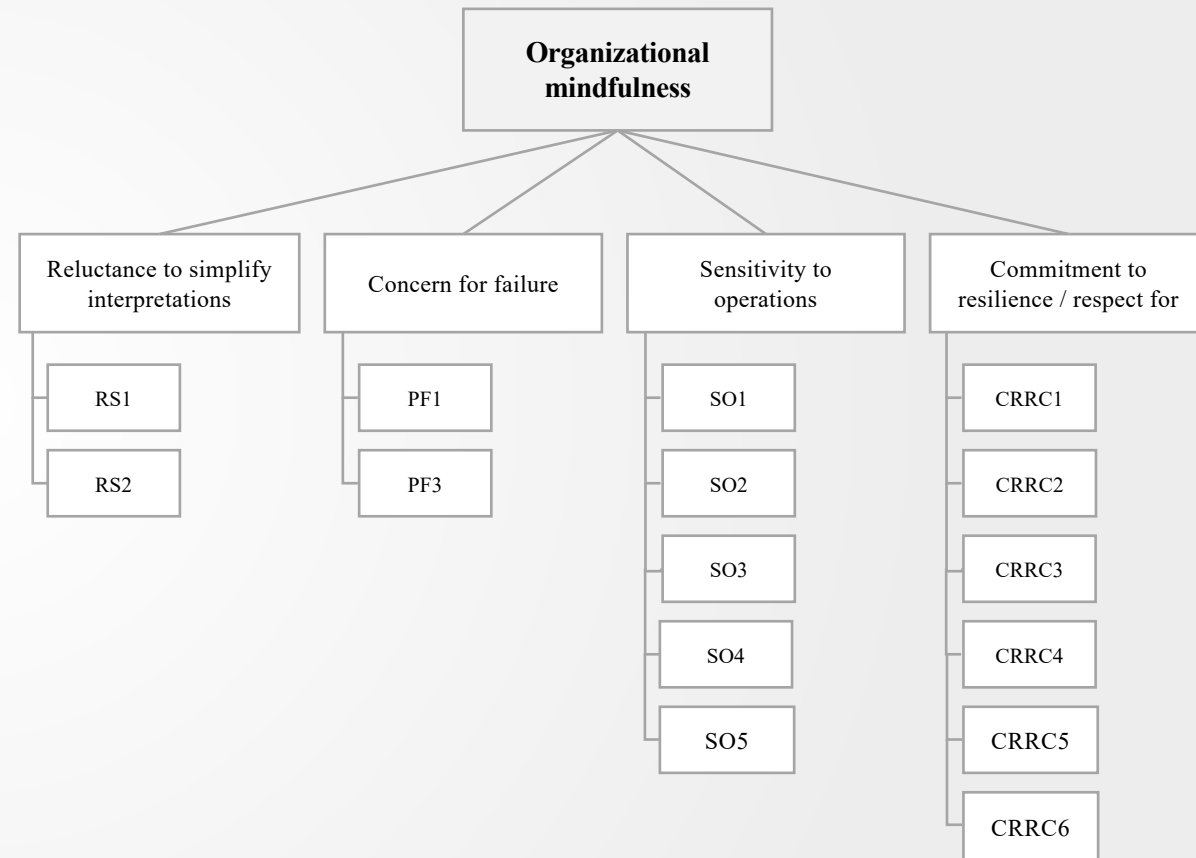
- To measure collective mindfulness in institutions, the instrument established by Mu & Butler (2009) was used. And for rationality the framework established by Dean Dean & Sharfman (1993).
- In order to fulfill the first objective, a regression analysis is carried out to establish the relationship of each and every one of the dimensions of organizational full consciousness with the rationality of the strategic decision-making process.



# Methodology

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To evaluate the processes of organizational mindfulness in health institutions, the Hierarchical Analytical Process (AHP) is used.



# Results

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- 143 executives from 20 highly complex health institutions were invited to participate, of which 117 answered the questionnaire.
- The questionnaire was designed so that all questions about the variables studied are mandatory. Thus there were no missing responses and all questionnaires were usable. For this reason, the response rate was 82%.
- For each of the dimensions, a simple regression analysis was carried out with the rationality (RC) of the decision as the dependent variable to determine that there was a significant positive effect.



# Results

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<i>Variable</i>	<b>B</b>	<b>SEB</b>	<b>Beta</b>	<b>R<sup>2</sup></b>	<b>R<sup>2</sup> Change</b>
<b><u>Model 1</u></b>				,036	,036
<i>RSI12</i>	,154	,076	,190 +		
<b><u>Model 2</u></b>				,048	,048
<i>PF13</i>	,216	,092	,219 +		
<b><u>Model 3</u></b>				,044	,044
<i>SO12345</i>	,241	,109	,209 +		
<b><u>Model 4</u></b>				,028	,028
<i>CRRC123456</i>	,227	,129	,167 +		

+p < 0.1, \*p < 0.05, \*\*p < 0.01 (N = 110)

**The results show a statistically significant relationship for the coefficients of:** the dimension of reluctance to simplify the interpretations RSI12  $p = 0.047 < 0.1$ , concern about failure PF13  $p = 0.021 < 0.1$ , sensitivity to operations SO12345  $p = 0.028 < 0.1$  and Commitment to resilience and respect for knowledge CRRC123456  $p = 0.082 < 0.1$ .

# Results

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Reluctance to simplify interpretations

	1	2	3	4
RC1	,899			
RC2	,873			
RC3			,770	
RC5		,430	,604	
RC4#			,432	
RSI1		,900		
RSI2		,774		,468
RSI3				,900
RSI4			,616	

Concern for failure

	1	2	3
RC1	,929		
RC2	,866		
RC3			,767
RC5			,460
RC4#			,805
PF1		,816	
PF2		,641	
PF3		,688	

Sensitivity to operations

	1	2	3
RC1		,091	
RC2		,842	
RC3			,719
RC5			,496
RC4#			,824
SO1	,738		
SO2	,770		
SO3	,746		
SO4	,725		
SO5	,760		

Commitment to resilience and respect for knowledge

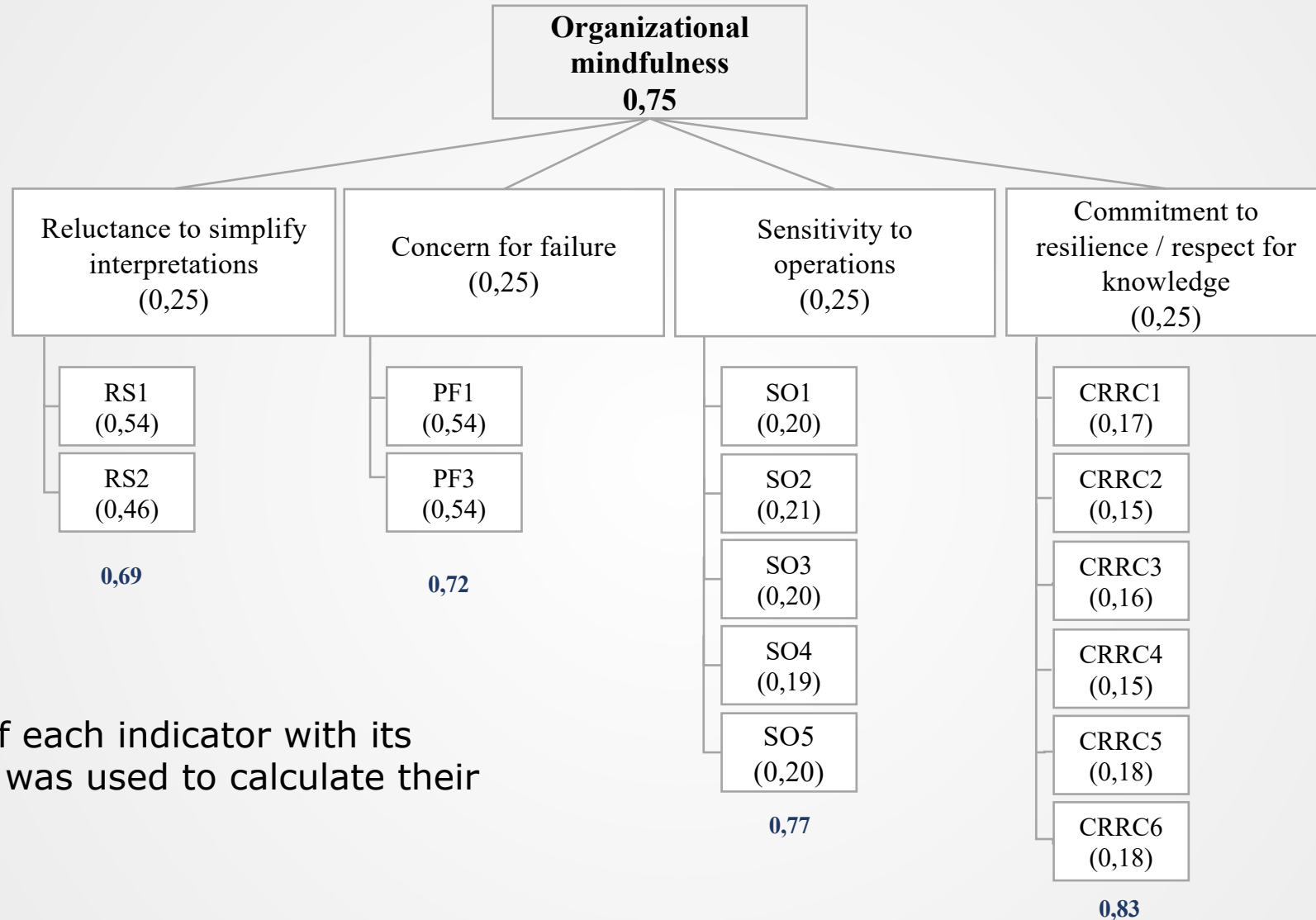
	1	2	3
RC1		,922	
RC2		,867	
RC3			,772
RC5			,579
RC4#			,756
CRRC1	,844		
CRRC2	,753		
CRRC3	,805		
CRRC4	,746		
CRRC5	,867		
CRRC5	,898		

The correlation of each indicator with its respective factor (factor loadings) must meet the following:

- Be greater than 0.4
- Do not load in 2 factors at the same time
- Only indicators that meet these conditions are considered

# Results

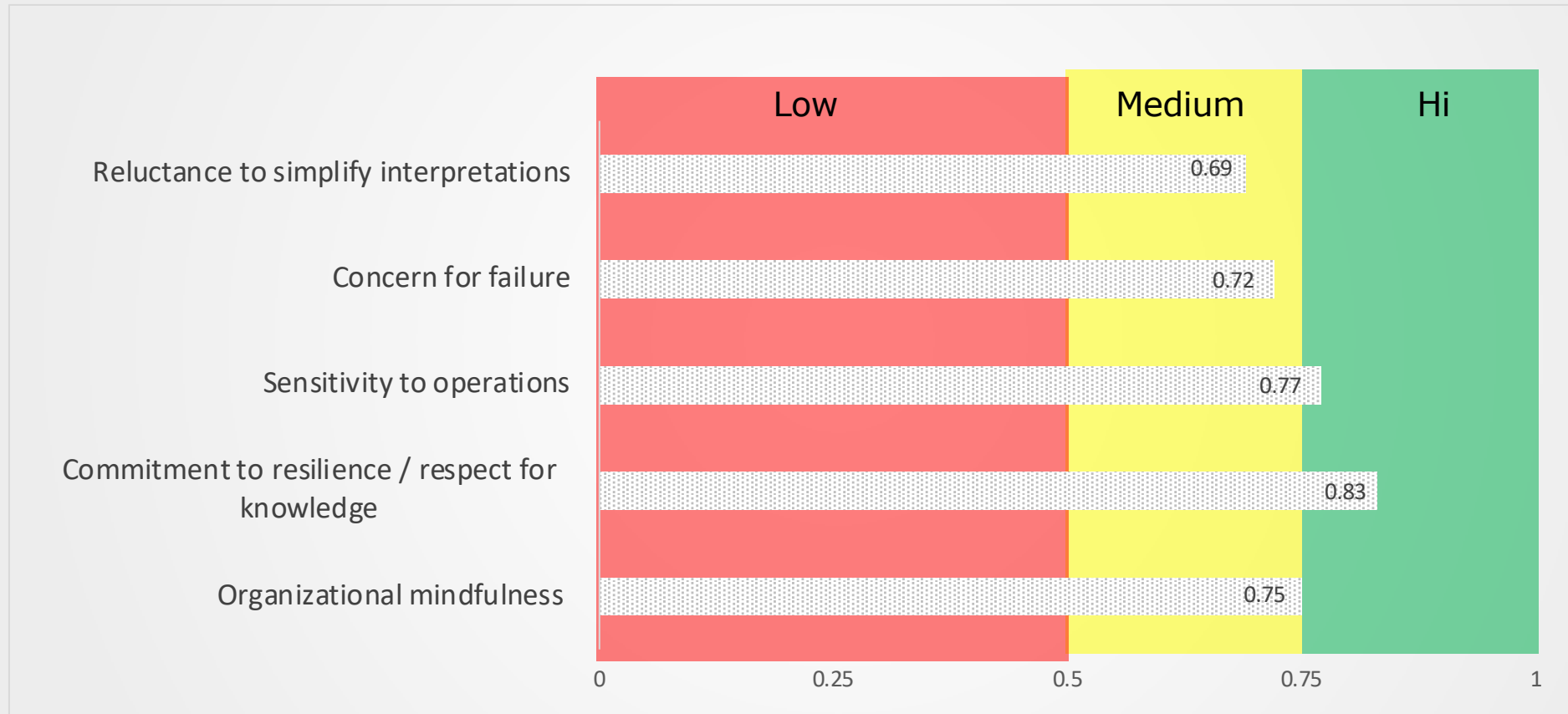
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The correlation of each indicator with its respective factor was used to calculate their relative weights

# Results

## EVALUATING THE EFFECT OF ORGANIZATIONAL MINDFULNESS IN HEALTH ORGANIZATIONS



# Conclusions

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- The results show that the 4 dimensions of organizational mindfulness have a positively significant effect on the rationality of the decision.
- The global assessment of mindfulness in health organizations was found at a medium level with the highest scores in the dimensions of commitment to resilience and respect for knowledge and sensitivity to operations, which is related to the nature of medical care, characterized by formal care processes, constant search for best practices and continuous learning.
- It was also evidenced that the reluctance to simplify the interpretations was the dimension with the worst score while the combination of commitment to resilience with respect to knowledge had the best score.

**Thanks**