

Organizational Culture and Emotionality in Knowledge-Intensive Organizations in Health: A Systematic Literature Review

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This study aims to characterize the knowledge about how emotionality is approached in the context of knowledge-intensive organizations (KIO) organizational culture using the PRISMA–ScR methodology. A search for studies published between 2017 and 2021 was carried out in the ScienceDirect, Google Scholar, and Scielo databases after evaluations of 6 articles were identified. The results revealed a tendency towards horizontalizing structures and how organizational culture guides the sense of reality. It was concluded that the relationship between KIO organizational culture and emotionality is still little explored. However, we observed in the articles the importance of leadership in conducting KIOs and how the leader can influence the construction of organizational culture. Keywords: Knowledge-Intensive Organizations. Organizational Culture. Emotionality. PRISMA-ScR.

Introduction

In the current business environment, where the economy is based on knowledge, sustaining a competitive advantage and adapting to complex environments and situations across organizations depends on the capability to use and generate new knowledge [1]. Although all productive activities require knowledge to be carried out, KIOs differ from other organizations in that their activities are predominantly intellectual, and most of their workforce comprises skilled workers [2]. These knowledge-intensive workers have sophisticated intellectual and social capital and technologically literate, global, and operationally agile skills [1] to achieve exceptionally above-average results [2]. As a socially constituted phenomenon, knowledge does not exist by itself but is dependent on social recognition that requires support or even being institutionalized by others; in this sense, it is strongly dependent on social relationships and the

formation of social ties; thus, interaction processes are the basis for carrying out intensive knowledge work [2].

We can say that KIO is "people-intensive" because systems, structures, technology, and products matter less than people. Most KIOs rely on a corporate ideology – a set of guiding ideas, beliefs, emotions, and values often more influential than formal structures in controlling people [2]. Knowledge production and management issues are closely intertwined with organizational culture [3], as culture is significant for understanding how knowledge is created, shared, maintained, and used [4]. However, unlike the individual's knowledge, the organizational culture conforms to a collective phenomenon, built-in social interactions, which form a system of meanings and symbols. Meanings refer to how an object or statement is interpreted. It is the meaning given subjectively and is related to an expectation, which, in the case of organizational culture, is shared by others [4]. A symbol is defined as an object, a word, a statement, a type of action, or a material phenomenon that ambiguously represents something else or more than the meaning itself [4].

Alvesson and Sveningsson [5] observe that organizational culture is complex, confusing, and challenging to understand and understand, as it involves a web of meanings, emotions, values,

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behaviors, technologies, systems, and structures, as well as knowledge, objectives, strategies, vocabularies, systems, identities, social relations, networks, and power relations. Thus, managing KIO implies managing social relationships in which individuals' feelings and emotions connect [1], which demands emotionality from organizations and leaders in these social interactions.

In his research on Vygotsky, Abreu [6] presents emotionality as a mental function that is interrelated with other human functions in a complex and uncontrollable way. Emotionality is a driving force that moves the subject to action that results in emotions. Thus, emotionality has a character of systematicity inherent to the human mind, and emotions result from emotionality. In organizations, emotionality is presented as the ability to generate emotional connections between individuals, thus inducing their actions [7].

Bounded emotionality is presented by Mumby and Putnam [8] as an organizational alternative in which nurturance, care, community, support, and interrelationships merge with individual responsibility for shaping organizational experiences.

Limited emotionality admits that there are intersubjective limitations because it is a mental function or even a complex and uncontrollable capacity. For this reason, there is a need for tolerance to ambiguity to preserve people's self-identity through support between individuals [9].

In this context, this research aims to characterize the current knowledge about how emotionality is approached in the context of the organizational culture of knowledge-intensive organizations through a systematic literature review.

Materials and Methods

For this research, we followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA - ScR) model, which aims to improve methodological quality, make SRL reports and research more transparent and more complete by systematizing and proposing

a minimum set of items that should compose the research [10,11].

As the PRISMA – ScR method [10,11] guides, we identified the research information bases among the available bases. The databases selected for this SRL were ScienceDirect, Scielo, and Google Scholar.

The databases were chosen based on their international scope, as they have citation indexing criteria, in addition to accessibility by any researcher, even independent researchers who are not linked to postgraduate institutions. The main research questions that guided searches in the databases were:

- Q1: In the cultural context of knowledge-intensive organizations, how do people express emotionality?
- Q2: What are the implications of emotionality for constructing organizational culture in knowledge-intensive organizations?

The guiding questions and the themes presented in the questions were the basis for identifying the string descriptors. If related terms identify the same theme, we use the "Boolean" "OR" to expand the search within the same theme. To identify the articles that presented the correlation between descriptors of different themes, we used the "Boolean" "AND" to restrict and search only articles that correlated the themes. Terms were searched in English, and initially, we used the string ("knowledge-intensive organizations" OR "knowledge-intensive firms") AND ("emotionality") AND ("organizational culture") to search for descriptors only in titles, abstracts, and keywords. However, no results were found, even without establishing a period for the search.

The research considered the entirety of each document and not just the titles, abstracts, or keywords.

The search was conducted in the Science Direct, Google Scholar, and Scielo databases in March 2022. The initial survey identified 36 results in Science Direct and 55 in Google Scholar, making 91 articles. No articles with

the string were found in the Scielo database. A selection by period was carried out; in this way, articles published between 2017 and 2021 were selected to select current works since the activity of the ICO is strongly dependent on current knowledge and impacted by technological advances. This screening identified 3 articles in the Science Direct database and 14 in the Google Scholar database. Among the SRL stages using the PRISMA-ScR model [10,11], the evaluation consists of identifying the eligibility criteria of the articles that will be analyzed in the research. The following criteria were adopted to select the most relevant articles for the research (Table 1).

Articles in which the themes appear only in the bibliographic references were excluded.

At the end of the article eligibility process, we obtained 5 articles (Table 2). However, three

articles were selected for analysis. They were read in full, seeking to understand the relationships between the presented results and identify patterns, divergences, and research opportunities to answer the guiding questions.

Results and Discussion

The article by Alvesson and Blom [12] is a theoretical article that presents 6 ways in which an organization operates: 3 verticals that concern the hierarchy (whether formal or not) and 3 horizontals that concern the equality and influence of the actors. For the authors, there is a utopia in seeking that all managers be leaders in their respective areas because what will determine the best mode of organization will be the situations faced and the internal or external environment of the organization. The article by Al-Kurdi, El Haddaeth, and Eldabi

Table 1. Filters and justifications applied to the selection of SRL articles.

Order	Filter	Justificative	N° of Exclusions
1	Duplicates	Duplicate articles between databases were excluded.	1
2	Modality	Only scientific articles published in full in peer-reviewed journals were selected.	7
3	Accessibility	Only open access articles were deliberately included to allow the dissemination of knowledge and replication of the study to the greatest number of researchers.	2
4	Article analysis	Articles in which the themes appear only in the bibliographic references were excluded.	1

Table 2. Papers selected after eligibility criteria.

References	Title
[12]	Beyond leadership and followership: Working with a variety of modes of organizing
[13]	The role of organizational climate in managing knowledge sharing among academics in higher education
[14]	Exploring linkages between organizational culture and gender equality work—An ethnography of a multinational engineering company
[15]	Influence mechanism of jobsatisfaction and positive affect on knowledge sharing among project members: Moderator role of organizational commitment.
[16]	A holistic approach to knowledge risk

[13] is a quantitative research that evaluates the factors that may contribute to or inhibit the practice of knowledge sharing among academics from higher education institutions in the United Kingdom, Saudi Arabia, United Arab Emirates, Bahrain, Kuwait, Qatar, Oman, Jordan, and Egypt. The article by Utoft [14] is an action research that presents how cultural traits of the organizational culture of a Danish engineering company influenced the implementation of a gender equality program. Although they use different methodologies, it is possible to draw a parallel between the articles based on the keywords used in the string: Knowledge-Intensive Organizations, Emotionality and Organizational Culture. The three articles present us with the characteristics of knowledge-intensive professionals. The articles present characteristics such as a tendency to horizontalize hierarchies in knowledge-intensive organizations [12] and the knowledge worker prefers autonomous work [12,13]. In the three articles, the theme of knowledge-intensive organizations only touches on the research, and the theme needs to be deepened in any of the articles. Emotionality is a theme that only touches the articles and is not deepened. In the articles by Alvesson and Blom [12] and Al-Kurdi, El Haddaadh, and Eldabi [13], emotionality touches on the role of the leader in emotionally inspiring his followers. In Utoft's article [14], emotionality is addressed in the methodology as an aspect of the researcher's narrative. Organizational culture was the theme that was best worked on in the three articles. The objective of the articles was not to deepen concepts of organizational culture but to present how organizational culture can shape the sense of reality of individuals and organizations. In the different research, we observed how organizational culture impacts the organization of work; it can define the style of leadership or non-leadership, how culture impacts the success or failure of projects, and how culture impacts knowledge sharing. We observe a convergence between the articles in working on leadership, and although the

methodologies are different, there is a certain complementarity between them. The theoretical article by Alvesson and Blom [12] makes it possible to analyze the contexts in which each of the modes of organization can be applied and even combined when leadership should be exercised as a tool to achieve an expected result and which profile is most appropriate for an organization intensive in knowledge. Quantitative research by Al-Kurdi, El Haddaadh, and Eldabi [13] identifies a professional segment in different countries, academics from higher education institutions, when leadership is an essential tool to foster desired behaviors, such as knowledge sharing, even in knowledge-intensive organizations that present a more autonomous and less hierarchical work characteristic. Finally, Utoft's [14] action research looks at a knowledge-intensive organization with a magnifying glass. It identifies how outstanding leadership can reverberate the organization's behavior and how leadership commitment can impact project implementation.

Conclusion

The relationship between the organizational culture of Knowledge-Intensive Organizations and emotionality still needs to be explored. However, the importance of leadership in the conduction of Knowledge-Intensive Organizations is perceived as how the leader can influence the construction of organizational culture and the need to develop, together with leaders, emotional intelligence to deal with their own emotions and the emotions of their subordinates. As future research, it is suggested to deepen research on the role of leadership and how the emotional intelligence of leaders enables a better result in the context of Intensive Organizations in Knowledge. Still, as future research, we suggest further research on how training leaders in Knowledge-Intensive Organizations takes place, where learning for generating and using knowledge is the primary interest of knowledge-intensive professionals.

However, these professionals have little interest in following the career of leaders in this segment.

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