

# Cultivating Effective Culture in Health Care Sector

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**Abstract - Culture is a basic attribute of society, a familiar concept, yet difficult to define. It is the subject of prodigious research and millions of words by insightful and expressive people. It has many aspects and exhibits itself in many ways. Any short definition does not capture the complex concepts suggested by the word. Our culture is inside us - it is transparent to us. It affects everything we do: the way we perceive and interact with the world, the way we relate to one another, the way we cope with our lives, the way we resolve conflicting interests. It is passed on to us through our institutions and traditions, our political and social organizations, our language, our technology, our literature and art, our music and theater, our games and entertainment, our icons. Our culture is the theatre in which we play out our lives. It is imbedded in the synaptic connections in our brains. It is a major part of who we are. Culture being too important for the development and growth of any organization, the present study was undertaken on three hospitals SKIMS, SMHS and GMC in India. The results revealed that culture in health care falls within average range. Managerial staff perceives the culture to be below satisfactory.**

**Keywords:- Culture, Openness, Confrontation, Trust, Authenticity, Proactivity, Autonomy, Collaboration, Experimentation.**

## I. INTRODUCTION

Kroeber and Parsons (1958) defined culture as the transmitted and created contents and patterns of values, ideas, and other symbolic meaningful systems as factor in shaping human behavior and the artifacts produced through behavior. Culture is the collective programming of human mind, obtained in the course of life, which is common to the member of one group as opposed to another. It is the implicit, invisible, intrinsic and informal consciousness of the organization, which guides the behavior of the individuals, and at the same time, shapes itself out of their behavior. It is a system of organizational symbols, beliefs, values and shared assumptions and it is the social force that controls the patterns of organizational behavior by shaping members' cognition and perceptions of meanings and realities. The term that summarizes all of the informal aspects of the organization is culture. In recent years, researchers have identified several levels of culture within the organization. Nested cultures are subcultures within a larger cultural system, such as teams where members have agreed to do things in a ways that are not in alignment with the organizational patterns around them. Cross cultures are those that link people across boundaries, such as the loyalty engineers and other professionals feel for their profession and the bonds it creates within and outside the organization.

**Openness:** - No openness in an organization is like the room with the lights turned off. We don't know what is out there, but whatever is out there, we need to protect ourselves from it. We tend to make up stories about what is out there and suspect the worst. That is why in a closed environment, there tend to be a lot of rumors. Since

information is either withheld or important decisions are not communicated properly, rumors take the place of facts. Generally, people want to know about the environment that they work in. If they don't have access to information about what is happening, they will make it up. The only way to bring light into the dark room is to open the door. Openness drives out the darkness and as we once again begin to see the contours of the room, we regain our trust in our environment.

**Confrontation:-** It is facing the problems, rather than escaping them. The problems should be resolved at the basic or shop floor rather than wait for the unresolved issues till the time; it creates problems for the organization as a whole. Deeper analysis of interpersonal problems; taking on challenges. Employees face the problems & work jointly with others concerned to find its solution. They face the issues squarely without hiding them or avoiding them for fear of hurting each other.

**Trust:** One shares ones personal concerns in an environment of trust. One does a favor for them because one expects them to be willing to return it one day. Employees rely on the information organization gives to make decisions that employees are held accountable for. As long as no injury comes from that vulnerability, employees trust increases. However, some individuals and groups violate trust. When one allows itself to be vulnerable, advantage of letting down is taken. The information provided proves to be unreliable or misleading. The information is used in a harming manner. As a result of distrust, less inclination to cooperate arises, whatever is said, needs to be verified, and care is taken not to share too much information.

**Authenticity:-** Organizational authenticity is a system of benchmarked practices, some tacit, some explicit, that result in measurable organizational behaviours and characteristics in the realms of accountability, branding, and coherence. An organization's authentic essence, for good or for bad, is real, and comes across in ways large and small, planned and spontaneous. Being authentic is different from being everyone's friend. Authentic leaders know themselves—their own values, strengths and weaknesses, and impact on others. This knowledge helps prepare them to manage themselves, and others, under stress in the workplace.

**Proactivity:** In organizational behavior and industrial/organizational psychology, proactive behavior (or proactivity) by individuals refers to anticipatory, change-oriented and self-initiated behavior in the work place. Proactive behavior involves acting in advance of a future situation, rather than just reacting. It means taking control and making things happen rather than just adjusting to a situation or waiting for something to happen. Proactive employees generally do not need to be asked to act, nor do they require detailed instructions.

**Autonomy:-** It is the degree to which a job provides an employee with the discretion and independence to schedule their work and determine how it is to be done. Higher levels of autonomy on the job have been shown to increase job satisfaction, and in some cases, motivation to perform the job. In traditional organizations, only those employees at higher levels had autonomy. However, new organizational structures, such as flatter organizations, have resulted in increased autonomy at lower levels. Additionally, many companies now make use of autonomous work teams.

**Collaboration:-** Is is the spirit of team and group work in an organization rather than working alone. Common factors and characteristics have been identified by research as influencing the collaborative process, including the skills of leadership, communication, sustainability, unity, participation, and a history of successful accomplishments. Open and honest communication within the collaboration and with stakeholders is critical to success. It often means different things to different people; it is useful to think about collaboration as a continuum. Parties may consider themselves in relationships that vary from lower-intensity exchanges, in which the groups are more independent, to higher-intensity relationships, in which they are more interdependent. People can tend not to collaborate; this may be caused by issues of understanding, time, our work environments or politics.

**Experimentation:-** It is the process of trying out new ideas and giving employees space and time to implement them. For enhancing experimentation in organizations, managers should not only encourage their employees to experiment with their ideas, but even go so far as requiring

experimentation when ideas are being developed and proposed. In addition, employees should take responsibility to engage with the experimentation process and be aware of methods and practices for conducting experiments. Employees should be trained on the basics of conducting experiments. Experiments usually don't lead to fruitful results. Focus is not just the outcomes, but also the process of experimentation. This helps advance knowledge of a domain.

## II. SAMPLE ORGANIZATIONS AT A GLANCE

The sample organizations include; 1) SKIMS Srinagar 2) SMHS and 3) GMC Jammu

Sher-i-Kashmir Institute of Medical Sciences (SKIMS), Srinagar. Sher-i-Kashmir Institute of Medical Sciences is a post graduate Institute for training, research and patient care. By an act of legislature, Institute of Medical Sciences was granted a deemed university status. SKIMS was conceived with the objectives to provide facilities of specialized medical care.

Shri Maharaja Hari Singh (S.M.H.S) Hospital, Srinagar. The S.M.H.S Hospital was established in 1948 in the heart of Srinagar city as a Government-owned General Hospital to provide patient care to needy patients. In 1959, S.M.H.S hospital became a major teaching institution imparting undergraduate and postgraduate medical training in all allied specialties of Medicine, Surgery and Gynaecology.

Government Medical College Jammu. The Govt. Medical College, Jammu, the premier institution for delivery of health care in this region was started in May, 1973 in a temporary building (Barracks), as an undergraduate institution with an aim to train sixty five medical students for MBBS course per year and to serve as referral hospital for Jammu province. At present, govt. medical college, Jammu is catering to the patients from whole of Jammu region, parts of Kashmir valley and adjoining areas of neighbouring states of Punjab and Himachal Pradesh.

## III. OBJECTIVES OF THE PRESENT STUDY

- 1) To examine the OCTAPACE Culture in the health care sector.
- 2) to examine the perception of managerial staff towards OCTAPACE culture
- 3) to draw conclusions.

### 3.1 Hypothesis

The hypotheses formulated for the present research are as under:

- 1) OCTAPACE Culture in health care sector is satisfactory.
- 2) Managerial staff has a satisfactory perception towards OCTAPACE Culture.

**IV. RESEARCH APPROACH AND DESIGN**

The tool used for obtaining the information was a ‘Structured Non Disguised Questionnaire’, a questionnaire was designed keeping in view both major and minor objectives of study. It consisted of two Sections and 39 statements. Sec “A” consisted of 38 statements, the rating for each to be done on a scale from 5 to 1,(5)=Almost always true,(4)=Mostly true,(3)=Sometimes true,(2)=Rarely true,(1)=Not at all true. Sec “B” sought for suggestions and name, gender, age, pay scale, designation of the respondent.

Simple Random Sampling Method (SRSM) was used to cover employees from Medical, Administrative, Supportive and Technical cadres in the sample selected organizations. A sample of 100-125 was targeted from each organization. Thus the total sample for the study was 300-325.

**V. DATA ANALYSIS AND INTERPRETATION**

**5.1 OCTAPACE Culture in health care sector.**

Health sector has an OCTAPACE Culture which falls within an average range. SKIMS scores a mean score of (M.S=2.9) which falls below average, showing an unsatisfactory OCTAPACE Culture for SKIMS. Mean of (M.S=3) and (M.S=3.1) is scored by SMHS and GMC Jammu respectively depicting an above average environment for OCTAPACE culture. Among the sample study organizations SKIMS shows the least satisfactory culture. GMC has highest values for OCTAPACE

culture. Statement 13 “*Team spirit is of high order in this organization*”, scores the highest mean score for SKIMS (M.S=3.3) and SMHS (M.S=3.6). Statement 9 “*Employees in health care sector are not afraid to discuss or express their feelings with their subordinates.*” scores the highest mean score of (M.S=3.4) for GMC.

Some statements score the least score in the sample study organizations depicting poor culture. SKIMS and GMC score the least mean of (M.S=2.4) and (M.S= 2.8) respectively for statement 10, “*Employees in health care sector are encouraged to take initiative and do things on their own without having to wait for instructions from their supervisors*”. A least score of (M.S=2.6) is scored by SMHS for statement 5, “*Employees in this organization are encouraged to experiment with new methods and try out creative ideas*”.

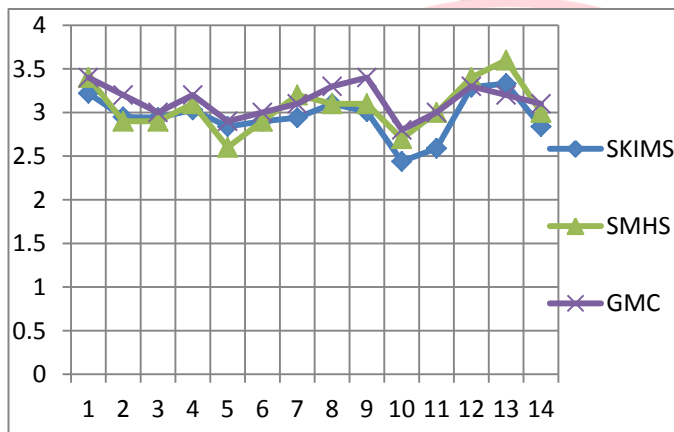
It is observed that maximum number of statements in SKIMS score a mean value <50, only statement (1,8,12 & 13) score a mean percentage value >50, depicting below average OCTAPACE Culture in SKIMS. While statement (2, 3, 5, 6 & 10) in SMHS score a percentage value <50, depicting an above average cultural environment. In comparison to SKIMS and SMHS, GMC has a better culture. It is clear from table 1 that only statement 5 & 10 have the percentage score of <50 for GMC Jammu.

**Table 1. OCTAPACE Culture in health care sector.**

St. No	Statements	SKIMS	SMHS	GMC Jammu
		N=106 MS, (SD) & %age*	N=121 MS, (SD) & %age*	N=100 MS, (SD)& %age*
1	People in this organization are helpful to each other.	3.2 (1.0) 55.5*	3.4 (1.1) 60.2*	3.4 (1.1) 60.2*
2	Employees in the health care sector are very informal and do not hesitate to discuss their personal problems with their supervisors.	2.9 (1.2) 48.7*	2.9 (1.2) 48.7*	3.2 (1.1) 55.5*
3	The psychological climate of the health care sector is very conducive for any employee interested in developing himself by acquiring new knowledge and skills.	2.9 (1.0) 48.5*	2.9 (1.2) 47.5*	3.0 (1.1) 50.5*
4	People in health care sector do not have any fixed mental impressions about each other.	3.0 (1.1) 50.7*	3.1 (1.2) 52.5*	3.2 (1.0) 55.5*
5	Employees in this organization are encouraged to experiment with new methods and try out creative ideas.	2.8 (1.2) 46*	2.6 (1.3) 40*	2.9 (1.2) 49.5*
6	Weaknesses of employees in this organization are communicated to them in a non threatening way.	2.9 (1.0) 47.5*	2.9 (1.2) 47.5*	3.0 (1.1) 52.2*
7	People trust each other in this organization.	2.9 (1.1) 48.5*	3.2 (1.1) 57.2*	3.1 (1.1) 54*
8	Employees in health care sector are not afraid to discuss or express their feelings with their supervisors.	3.1 (1.1) 52.5*	3.1 (1.1) 52.5*	3.3 (1.1) 58*
9	Employees in health care sector are not afraid to discuss or express their feelings with their subordinates.	3.0 (1.1) 50.2*	3.1 (1.1) 52.5*	<b>3.4 (1.1) 60*</b>
10	Employees in health care sector are encouraged to take	2.4 (1.2)	2.7 (1.0)	2.8 (1.1)

	initiative and do things on their own without having to wait for instructions from their supervisors.	36*	42.5*	46*
11	Delegation of authority to encourage juniors to develop and handle higher responsibilities is quiet common in this organization.	2.5 (1.1) 39.7*	3.0 (0.9) 50.7*	3.0 (1.0) 51*
12	When seniors in health care sector delegate authority to juniors use it as an opportunity for development.	3.2 (0.9) 57.25*	3.4 (0.9) 60*	3.3 (1.0) 59.5*
13	Team spirit is of high order in this organization.	<b>3.3</b> <b>(1.2)</b> <b>58.2*</b>	<b>3.6</b> <b>(1.1)</b> <b>65*</b>	3.2 (1.1) 56*
14	When problems arise in health care sector, people discuss these problems openly and try to solve them rather than keep accusing each other behind their backs.	2.8 (1.1) 46*	3.0 (1.2) 50.7*	3.1 (1.2) 54.7*

Figure 1. OCTAPACE Culture in health care sector.



5.2 OCTAPACE Culture in health care sector using F Values.

Table 2 depicts the status of OCTAPACE Culture in health care sector using ANNOVA values for evaluating the significance level. It is inferred from the table 2, that OCTAPACE Culture in the hospitals is above satisfactory for all dimensions of culture. F test reveals that Ho i.e.

“OCTAPACE Culture is satisfactory in health care sector” is accepted at 5% level of significance for six dimensions of OCTAPACE while as Ha is accepted for the dimension of openness and autonomy.

Variables	SKIMS	SMHS	GMC	F Value	P value
	N. 106 M.S	N. 121 M.S	Jammu N. 100 M.S		
Openness	2.9	3	3.2	3.3	0.03**

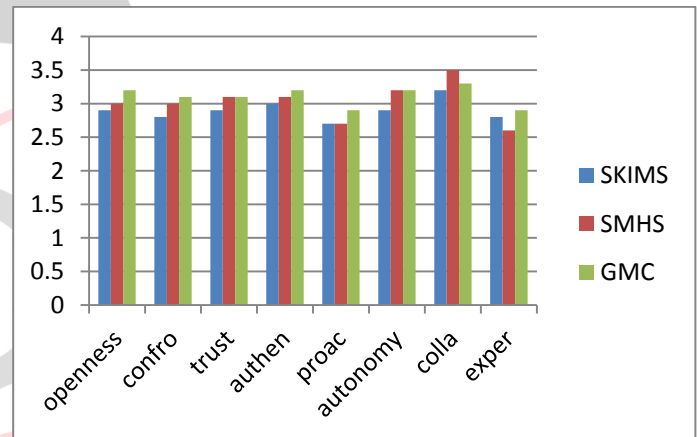
Confrontation	2.8	3	3.1	2.2	0.11*
Trust	2.9	3.1	3.1	1.6	0.19*
Authenticity	3.0	3.1	3.2	0.7	0.47*
Proactivity	2.7	2.7	2.9	1.6	0.19*
Autonomy	2.9	3.2	3.2	4	0.01**
Collaboration	3.2	3.5	3.3	2.3	0.09*
Experimentation	2.8	2.6	2.9	1.7	0.17*

TABLE 2: OCTAPACE Culture in health care sector using F values.

Notes:- \*P Value >0.05= statement is accepted at 5% level of significance.

\*\*Ha is accepted at 5% level of significance

Figure 2: OCTAPACE Culture in health care sector using F values.



5.3 Perception of managerial staff towards OCTAPACE Culture.

Table 3, represents the OCTAPACE Culture, with respect to managerial staff in the hospitals. The table represents that the perception of managerial staff towards OCTAPACE culture falls below satisfactory level in SKIMS and SMHS with a mean of (M.S=2.9). The overall mean values for managerial staff in GMC (M.S=

3.0) is satisfactory. Managerial staff scored the highest mean score of (M.S=3.2) in SKIMS for statement 12 i.e. “When seniors in health care sector delegate authority to juniors use it as an opportunity for development” and statement 13 i.e. “Team spirit is of high order in this organization”. Statement 12 also scores highest mean (M.S=3.4) for GMC. Statement 1 “People in this organization are helpful to each other”, scores the highest mean of (M.S=3.5) for GMC.

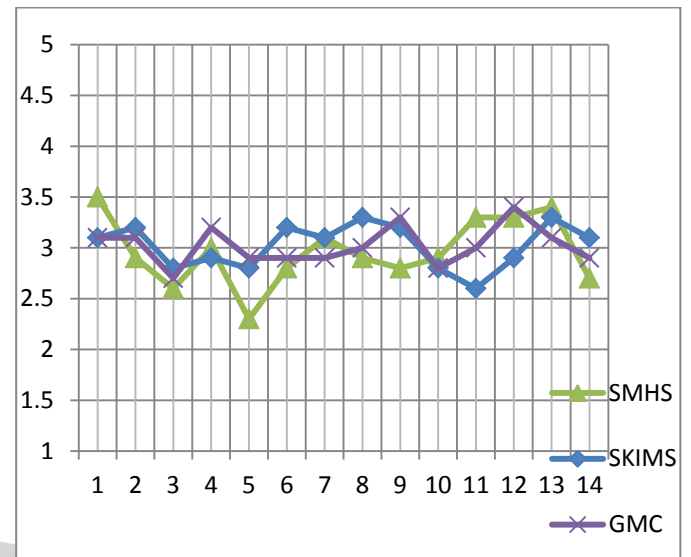
For some statements the perception of managerial staff falls below satisfactory level in the hospitals i.e. statement 10, “Employees in health care sector are encouraged to

take initiative and do things on their own without having to wait for instructions from their supervisors”, (M.S=2.4) for SKIMS, statement 3 i.e. “The psychological climate of the health care sector is very conducive for any employee interested in developing himself by acquiring new knowledge and skills.” for GMC (M.S=2.7). For SMHS, statement 5 i.e. “Employees in this organization are encouraged to experiment with new methods and try out creative ideas.” scores the least mean score of (M.S=2.3).

**Table 3: Perception of managerial staff towards OCTAPACE Culture**

St. No	Managerial Staff					
	SKIMS N=63		SMHS N=54		GMC Jammu N=50	
	M.S	S.D	M.S	S.D	M.S	S.D
1	3.1	0.9	3.5	1.1	3.1	1.1
2	3.1	1.1	2.9	1.1	3.1	1.1
3	2.8	1.0	2.6	1.2	2.7	0.9
4	3.0	1.0	3	1.2	3.2	1.1
5	2.8	1.2	2.3	1.3	2.9	1.0
6	3.0	1.0	2.8	1.3	2.9	1.2
7	2.9	1.0	3.1	1.2	2.9	1.0
8	3.1	1.0	2.9	1.1	3	1.1
9	3.0	0.9	2.8	1.1	3.3	1.1
10	2.4	1.1	2.9	1.0	2.8	1.1
11	2.6	0.9	3.3	0.7	3	1.0
12	3.2	0.9	3.3	0.7	3.4	1.1
13	3.2	1.1	3.4	1.2	3.1	1.0
14	2.8	1.1	2.7	1.2	2.9	1.1

**Figure 3: Perception of managerial staff towards OCTAPACE culture.**



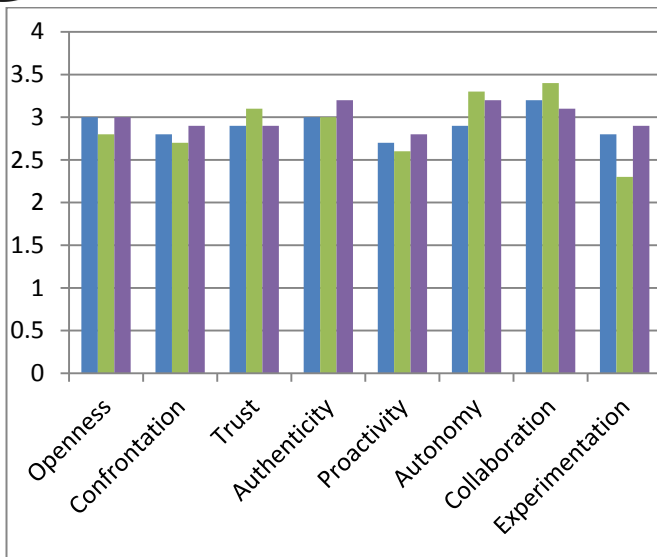
**5.4 Perception of managerial staff towards OCTAPACE Culture in the health care using F values.**

Application of T test revealed that all the dimensions of OCTAPACE Culture scored the P Value > 0.05 except dimension of autonomy and experimentation hence Ho i.e. “there is no difference in the perception of managerial staff towards OCTAPACE Culture is accepted at 5% level of significance. Ha i.e. “there is difference in the perception of managerial staff towards OCTAPACE Culture” is accepted for dimension of autonomy and experimentation.

**Table 4: Perception of managerial staff towards OCTAPACE Culture in health care sector using F values.**

Variables	SKIMS No. 63 M.S	SMHS No. 54 M.S	GMC No. 50 MS	F Value	P value
Openness	3.0	2.8	3	0.7	<b>0.4*</b>
Confrontation	2.8	2.7	2.9	0.2	<b>0.7*</b>
Trust	2.9	3.1	2.9	0.9	<b>0.3*</b>
Authenticity	3	3	3.2	0.7	<b>0.4*</b>
Proactivity	2.7	2.6	2.8	0.7	<b>0.4*</b>
Autonomy	2.9	3.3	3.2	3.4	<b>0.03**</b>
Collaboration	3.2	3.4	3.1	2.0	<b>0.1*</b>
Experimentation	2.8	2.3	2.9	4.4	<b>0.01**</b>

**Figure 4: Perception of managerial staff towards OCTAPACE Culture in health care sector using F values**



## VI. CONCLUSION

- 1) Health sector has an OCTAPACE Culture which falls within an average range.
- 2) SKIMS has an unsatisfactory OCTAPACE Culture.
- 3) GMC Jammu and SMHS has an above average environment for OCTAPACE culture.
- 4) SKIMS shows the least satisfactory culture among the three hospitals and GMC has highest values for OCTAPACE culture.
- 5) SKIMS has the highest team spirit among employees.
- 6) Employees in GMC are not afraid to discuss or express their feelings with their subordinates.
- 7) Employees in SKIMS and GMC are not encouraged to take initiative and do things on their own without having to wait for instructions from their supervisors.
- 8) Employees in SMHS are not encouraged to experiment with new methods and try out creative ideas.
- 9) Perception of managerial staff towards OCTAPACE culture falls below satisfactory level in SKIMS and SMHS.
- 10) Perception of managerial staff is satisfactory for GMC.
- 11) Managerial staff in SKIMS believes that when seniors in health care sector delegate authority to juniors use it as an opportunity for development.
- 12) Team spirit is of high order for managerial staff in SKIMS.
- 13) Managerial staff in GMC believes that people in the health care sector are helpful to each other.
- 14) Managers in SKIMS are not encouraged to take initiative and do things on their own without having to wait for instructions from their supervisors.
- 15) The psychological climate of GMC is not conducive for any employee interested in developing himself by acquiring new knowledge and skills.
- 16) Employees in SMHS are not encouraged to experiment with new methods and try out creative ideas.

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