Outpace Culture in Hospitals of India

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ABSTRACT: *Culture is a set of attributes shared by the organization members. Culture is something found within us, it's transparent and influences how we work and behave, which in turn effects the working environment of the organization. Culture provides the organization employees with a sense of direction and creative thinking. Cultural values differ with the level of qualification. Service sector is one of the most important sectors of every society so the present study is focussed on the Culture of the health care sector taking into consideration four hospitals i.e. SKIMS, SMHS, GMC and Fortis. The study revealed that the hospitals have a satisfactory environment for OCTAPACE and the senior level staff perceives the culture of the hospitals to be conducive for working.*

I.   INTRODUCTION

Development is dependent on the prevailing culture of the organization as it plays a vital role in the development of a learning organization. Culture provides the organization employees with a sense of direction and creative thinking. Cultural values differ with the level of qualification. No uniform culture is found in the organization, it varies with the rank and size of the organization. There are significant variations among managers in the private, public and international sectors. Organization culture profile can provide a reasonable mapping of organization culture. Commitment of employees is found when their values are similar to those of the organization. Management support plays a vital role in the perception of OCTAPACE culture. Experience has an effect on the level of trust in the organization. OCTAPACE culture is comprised of eight components which will be discussed as under.

Openness: Openness refers to sharing the information with blue collar employees in the organization. Employees feel free to express their ideas & the organization is willing to take risks & experiment with new ideas & new ways of doing things. The degree of openness of the organization is an important factor in determining the nature of various dimensions of HRD being designed.

Confrontation: confront is simply to come face to face with, especially in a bold fashion. Confrontation is a communication model to be used, not avoided. Exploring it in current and classic business literature reveals many recommendations for their use and effective communications to practice.

Trust: trust is an extremely important ingredient in the institution building processes. The outcome of it includes higher empathy, timely support, reduced stress, and reduction and simplification of forms and procedures. Such simplification is an indicator of trust and of reduced paper work, effective delegation and higher productivity.

Authenticity: means demonstrating consistency between words and actions, and being coherent in the various roles that organizations play. Workers don't expect bosses to be perfect, but they do need to trust that their leaders are acting in their interest.

Proactivity: is grounded in facing reality but also understanding that they have the power to choose a positive response to their circumstances. Organizations of every kind can be proactive by combining the creativity and resourcefulness of proactive individuals to create a proactive culture within the organization. Proactive attitudes of decision-makers have positive impact on firms' performance.

Autonomy: having autonomy in the workplace can have benefits for employees, teams, managers, and the company as a whole, but it also may have drawbacks. Increased autonomy should make employees feel a greater responsibility for the outcomes of their work, and therefore have increased work motivation.

Collaboration: it is a relatively new concept and is unfamiliar to many people. It reflects a point of view: that by working together partners, formal or informal, can bring different perspectives to bear to solve a problem and bring about change. In order for collaboration to occur successfully within an organization there needs to be a supportive culture and work environment, encouragement from senior managers and a rewards system that reflects the importance of collaborative practices.

Experimenting: it as a value emphasizes the importance given to innovation and trying out new ways of dealing with problems in the organization. The stronger a company's growth performance, the more likely it will prefer experimentation as the first step to identify an opportunity. The effort to move experimentation beyond the R&D labs needs to be a conscious one.

II. SAMPLE ORGANIZATIONS AT A GLANCE

The sample organizations include; 1) SKIMS Srinagar 2) SMHS Hospital Srinagar 3) GMC Jammu & 4) Fortis Chandigarh.

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, after the inauguration of Government Medical College on the same campus, 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.

Fortis Health Care: - The Fortis Hospital at Mohali in Punjab with a 209 - bed capacity was the first facility of its kind in the region. Amongst other specialties, it runs the largest cardiac program in North-West India. The hospital is a super specialty cardiac hospital. It is the largest cardiac care hospital in the region.

III. OBJECTIVES OF THE PRESENT STUDY

1) To study the OCTAPACE Culture in the hospitals i.e. (a) SKIMS Srinagar (b) SMHS Srinagar (c) GMC Jammu and (d) Fortis, Chandigarh.
2) to examine the difference in the perception of senior level staff towards OCTAPACE culture
3) to draw conclusions.

Hypothesis

Taking into consideration above objectives, the hypotheses formulated for the present research are as under:
1) OCTAPACE Culture in the hospitals is satisfactory.
2) There is a no difference in the perception of senior level staff 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. This questionnaire is proposed by Dr. Udai Pareek. 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 400-500.

V. DATA ANALYSIS AND INTERPRETATION

OCTAPACE Culture in the hospitals.

Table 1 reveals that the total mean for the four organizations is (M.S=3.10, 52.68%), which shows that the health sector has an OCTAPACE Culture which falls above average. SKIMS scores a mean score of (M.S=2.95, 48.96%) which falls below average, showing an unsatisfactory OCTAPACE Culture for SKIMS. SMHS scores a mean of (M.S=3.09, 52.42%) showing an above average OCTAPACE culture. Mean of (M.S=3.17, 54.48%) and (M.S=3.20, 55.12%) is scored by GMC Jammu and Fortis Chandigarh respectively depicting an above average environment for OCTAPACE culture. The analysis shows that among the sample study organizations SKIMS again shows the least satisfactory culture, followed again by SMHS and GMC Jammu. Fortis in comparison to the other three organizations has highest values for OCTAPACE culture. It

came into focus that Statement 13 *"Team spirit is of high order in this organization"*, scores the highest mean score for SKIMS (M.S=3.33, S.D=1.25, 58.25%) and SMHS (M.S=3.60, S.D=1.17, 56%). This shows that the employees in the sample study organizations like to work in teams. Statement 1 "People *are helpful to each other"* scores the highest mean of (M.S=3.41, S.D=1.12, 60.25%) for GMC Jammu. Statement 6 *"Weaknesses of employees in this organization are communicated to them in a non threatening way"* scores the highest mean score of (M.S=3.41, S.D=0.80, 60.25%) for Fortis. The results reveal that SKIMS has an above average OCTAPACE culture in comparison to other three organizations where in satisfactory culture is found.

Some statements score the least score in the sample study organizations depicting poor culture. SKIMS scores the least mean of (M.S=2.44, SD=1.21, 36%) 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"*. Statement 5, *"Employees in this organization are encouraged to experiment with new methods and try out creative ideas",* scores the least score of (M.S=2.65, SD=1.65, 41.25%) for SMHS. A least score of (M.S=2.84, SD= 1.16, 46%) is scored by GMC Jammu 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"*. (M.S=2.87, SD=1.12, 46.75%) is the least mean score for statement 8, *"Employees in health care sector are not afraid to discuss or express their feelings with their supervisors"*, for Fortis Chandigarh.

It is observed that maximum number of statements in SKIMS score a mean value <50, only statement (1, 4, 8, 9, 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 and Fortis have a better culture. It is clear from table 1 that only statement 5 & 10 have the percentage score of <50 for GMC Jammu and statement 8 has the mean percentage score <50 for Fortis. This result depicts a better cultural environment in GMC and Fortis.

Table 1:- OCTAPACE Culture in the hospitals

St. No	Statements	SKIMS N=106 MS, (SD) & %age*	SMHS N=121 MS, (SD) & %age*	GMC Jammu N=100 MS, (SD) & %age*	Fortis N=70 MS, (SD) & %age*
1	People in this organization are helpful to each other.	3.22 (1.069) 55.5*	3.47 (1.148) 61.75*	3.41 (1.120) 60.25*	3.21 (1.089) 55.25*
2	Employees in the health care sector are very informal and do not hesitate to discuss their personal problems with their supervisors.	2.95 (1.222) 48.75*	2.94 (1.227) 48.5*	3.22 (1.160) 55.5*	3.01 (1.257) 50.25*
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.	2.94 (1.085) 48.5*	2.94 (1.280) 48.5*	3.02 (1.101) 50.5*	3.31 (1.071) 57.75*
4	People in health care sector do not have any fixed mental impressions about each other.	3.03 (1.125) 50.75*	3.17 (1.267) 54.25*	3.22 (1.060) 55.5*	3.39 (1.003) 59.75*
5	Employees in this organization are encouraged to experiment with new methods and try out creative ideas.	2.84 (1.296) 46*	2.65 (1.346) 41.25*	2.98 (1.263) 49.5*	3.37 (1.299) 59.25*
6	Weaknesses of employees in this organization are communicated to them in a non threatening way.	2.90 (1.077) 47.5*	2.90 (1.261) 47.5*	3.09 (1.164) 52.25*	3.41 (0.807) 60.25*
7	People trust each other in this organization.	2.94 (1.137) 48.5*	3.20 (1.100) 55*	3.16 (1.126) 54*	3.03 (1.262) 50.75*
8	Employees in health care sector are not afraid to discuss or express their feelings with their supervisors.	3.10 (1.171) 52.5*	3.12 (1.127) 53*	3.32 (1.197) 58*	2.87 (1.128) 46.75*
9	Employees in health care sector are not afraid to discuss or express their feelings with their subordinates.	3.01 (1.125) 50.25*	3.12 (1.112) 53*	3.40 (1.119) 60*	3.16 (1.002) 54*
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.	2.44 (1.212) 36*	2.72 (1.097) 43*	2.84 (1.161) 46*	3.03 (1.167) 50.75*
11	Delegation of authority to encourage juniors to develop and handle higher responsibilities is quiet common in this organization.	2.59 (1.102) 39.75*	3.06 (0.951) 51.5*	3.04 (1.024) 51*	3.24 (1.055) 56*
12	When seniors in health care sector delegate authority to juniors use it as an opportunity for development.	3.29 (0.946) 57.25*	3.40 (0.988) 60*	3.38 (1.071) 59.5*	3.39 (1.081) 59.75*
13	Team spirit is of high order in this organization.	3.33 (1.255) 58.25*	3.60 (1.172) 65*	3.24 (1.147) 56*	3.31 (1.161) 57.75*
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.	2.84 (2.84) 46*	3.07 (1.283) 51.75*	3.19 (1.203) 54.75*	3.14 (1.231) 53.5*
	TOTAL	2.95 48.96*	3.09 52.42*	3.17 54.48*	3.20 55.12*

Notes: M.S: mean score, S.D: standard deviation, %age to mean scores.

Figure 1:- OCTAPACE Culture in the hospitals.
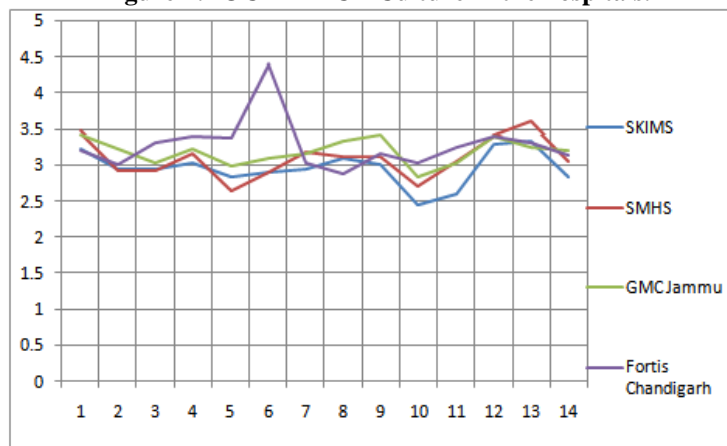
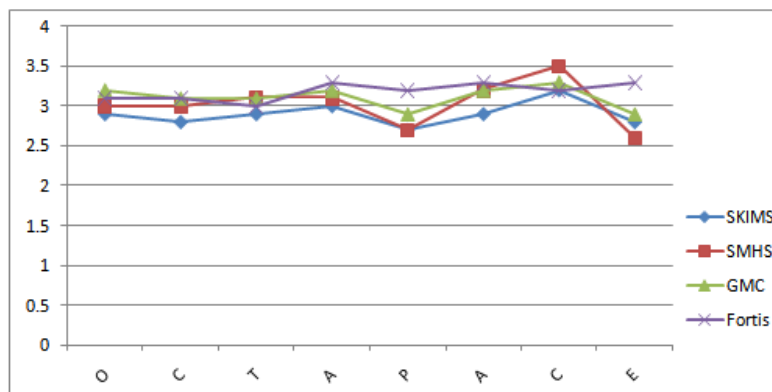**OCTAPACE Culture in the hospitals using F Values.**

Table 2 reveals the status of OCTAPACE Culture in the hospitals using ANNOVA values for evaluating the significance level. It is inferred from the table 2, that OCTAPACE Culture in the hospitals falls above satisfactory level for all dimensions of culture. F test reveals that Ho i.e. "OCTAPACE Culture is satisfactory in hospitals" is accepted at 5% level of significance for five dimensions of OCTAPACE while as Ha i.e. "OCTAPACE Culture is dissatisfactory in hospitals" is accepted for the dimension of proactivity, autonomy and experimentation.

TABLE 2: OCTAPACE Culture in the hospitals using F values.

Variables	SKIMS N. 106	SMHS N. 121	GMC Jammu N. 100	Fortis N. 70	Total M.S	F Value	P value
	M.S	M.S	M.S	M.S			
Openness	2.9	3.0	3.2	3.1	3.0	2.3	0.07*
Confrontation	2.8	3.0	3.1	3.1	3.0	1.6	0.18*
Trust	2.9	3.1	3.1	3.0	3.0	1.1	0.33*
Authenticity	3.0	3.1	3.2	3.3	3.1	1.4	0.22*
Proactivity	2.7	2.7	2.9	3.2	2.8	5.6	0.00**
Autonomy	2.9	3.2	3.2	3.3	3.1	3.5	0.01**
Collaboration	3.2	3.5	3.3	3.2	3.3	1.8	0.13*
Experimentation	2.8	2.6	3.3	3.3	2.9	4.6	0.00**

1. Notes Scoring Scale : same as in table 1
2. *P Value >0.05= statement is accepted at 5% level of significance.
3. **Ha is accepted at 5% level of significance.

Figure 2: OCTAPACE Culture in hospitals using F values.

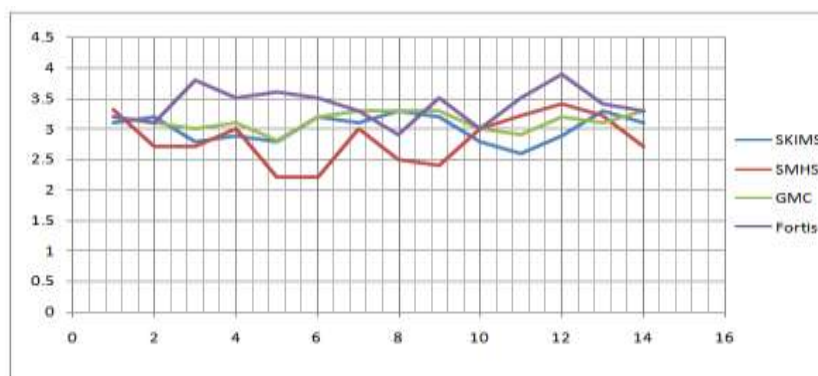**Perception of senior level staff towards OCTAPACE Culture.**

Table 3, represents the OCTAPACE Culture, with respect to senior staff in the hospitals. The table represents that the perception of senior level staff towards OCTAPACE culture falls within satisfactory level. The overall mean values for senior staff in SKIMS is (M.S=3), which falls within an average level, followed by GMC (M.S= 3.13) which is above satisfactory. Fortis has an above satisfactory level of culture with the mean score of (M.S= 3.39). SMHS scores a least mean of (M.S=2.8) depicting a dissatisfactory environment for OCTAPACE culture. Senior level staff scored the highest mean score of 3.4(60%) in SMHS and Fortis for statement 12 i.e. *"When seniors in health care sector delegate authority to juniors use it as an opportunity for development"*. Statement 13 i.e. *"Team spirit is of high order in this organization"* and statement 8 i.e. *"Employees in health care sector are not afraid to discuss or express their feelings with their supervisors"* score the highest score of 3.3(57.5%) for SKIMS. Statement 7 i.e. *"People trust each other in this organization"*, statement 8 i.e. *"Employees in health care sector are not afraid to discuss or express their feelings with their supervisors"* and statement 9 i.e. *"Employees in health care sector are not afraid to discuss or express their feelings with their subordinates"* score the highest mean of (M.S=3.3) for GMC Jammu.

Some statements fall below satisfactory level in the hospitals i.e. statement *11, "Delegation of authority to encourage juniors to develop and handle higher responsibilities is quiet common in this organization* (M.S=2.6) for SKIMS, statement 6 i.e. *"Weaknesses of employees in this organization are communicated to them in a non threatening way."* for SMHS (M.S=2.2) and statement 5 i.e. "Employees in this organization are encouraged to experiment with new methods and try out creative ideas" for both SMHS and GMC (M.S=2.8). For Fortis, statement 8 i.e. *"Employees in health care sector are not afraid to discuss or express their feelings with their supervisors"* scores the least mean score of 2.9.

Table 3: Perception of senior level staff towards OCTAPACE culture.

St. No	Statements	Senior Level staff			
		SKIMS N=26 MS, (SD) & %age*	SMHS N=14 MS, (SD) & %age*	GMC Jammu N=13 MS, (SD) & %age*	Fortis N=17 MS, (SD) & %age*
1	People in this organization are helpful to each other.	3.1 (0.8) 54*	3.3 (1.2) 59.7*	3.2 (1.0) 55.5*	3.2 (0.9) 55.5*
2	Employees in the health care sector are very informal and do not hesitate to discuss their personal problems with their supervisors.	3.2 (0.8) 55.5*	2.7 (1.0) 42.5*	3.1 (1.1) 54*	3.1 (1.1) 54*
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.	2.8 (0.8) 46.7*	2.7 (1.1) 42.5*	3.0 (0.6) 50*	3.8 (1.0) 70*
4	People in health care sector do not have any fixed mental impressions about each other.	2.9 (0.9) 47.5*	3.0 (1.3) 50*	3.1 (1.0) 54*	3.5 (0.8) 62.5*
5	Employees in this organization are encouraged to experiment with new methods and try out creative ideas.	2.8 (1.0) 46.7*	2.2 (1.2) 30*	2.8 (1.4) 46.7*	3.6 (1.3) 65*
6	Weaknesses of employees in this organization are communicated to them in a non threatening way.	3.2 (1.1) 55.5*	2.2 (1.1) 30*	3.2 (1.2) 55.5*	3.5 (0.7) 62.5*
7	People trust each other in this organization.	3.1 (0.9) 54*	3.0 (1.2) 50*	3.3 (0.8) 59.7*	3.3 (1.4) 59.7*
8	Employees in health care sector are not afraid to discuss or express their feelings with their supervisors.	3.3 (0.7) 59.7*	2.5 (1.3) 37.5*	3.3 (1.0) 59.7*	2.9 (1.0) 47.5*
9	Employees in health care sector are not afraid to discuss or express their feelings with their subordinates.	3.2 (0.8) 55.5*	2.4 (1.2) 35*	3.3 (1.1) 59.7*	3.5 (0.7) 62.5*
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.	2.8 (0.9) 46*	3.0 (1.0) 50*	3.0 (1.0) 50*	3.0 (1.0) 50*
11	Delegation of authority to encourage juniors to develop and handle higher responsibilities is quiet common in this organization.	2.6 (0.7) 41.2*	3.2 (0.4) 55.5*	2.9 (1.1) 47.5*	3.5 (1.1) 62.5*
12	When seniors in health care sector delegate authority to juniors use it as an opportunity for development.	2.9 (0.8) 47.5*	3.4 (0.6) 60*	3.2 (1.0) 55.5*	3.9 (1.0) 72.5*
13	Team spirit is of high order in this organization.	3.3 (0.9) 59.7*	3.2 (1.3) 55.5*	3.1 (1.2) 54*	3.4 (1.4) 60*
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.	3.1 (1.0) 54*	2.7 (1.3) 42.5*	3.3 (1.0) 59.7*	3.3 (1.3) 59.7*
TOTAL		3.0 50.5*	2.8 45.5*	3.1 53.3	3.3 59.8

Figure 3: Perception of senior level staff towards OCTAPACE culture.

Perception of senior level staff towards OCTAPACE Culture in the hospitals using F values.

Table 4 reveals that trust and collaboration scores the maximum mean score for all the hospitals. On the other hand, least satisfaction is seen for the dimension of proactivity and experimentation.

Application of ANNOVA revealed that five dimensions (openness, confrontation, trust, authenticity, and collaboration) scored the P Value> 0.05 hence Ho i.e. "there is no difference in the perception of senior level staff towards OCTAPACE Culture is accepted" while as Ha i.e. "there is a difference in perception senior staff towards OCTAPACE Culture is accepted" for three dimensions (proactivity, autonomy and experimentation).

Table 4: Perception of senior level staff towards OCTAPACE Culture in the hospitals using F values.

Variables	Senior Level staff M,S				F Value	P value
	SKIMS N. 26	SMHS N.14	GMC N.13	Fortis N. 17		
Openness	3.2	2.6	3.2	3.3	2.6	**0.05***
Confrontation	3.1	2.7	3.3	3.3	0.8	**0.45***
Trust	3.1	3.0	3.3	3.3	0.3	**0.80***
Authenticity	2.9	3.0	3.1	3.5	1.1	**0.33***
Proactivity	2.8	2.6	2.9	3.6	4.4	**0.00****
Autonomy	2.7	3.3	3.0	3.7	4.9	**0.00****
Collaboration	3.2	3.3	3.1	3.3	0.1	**0.95***
Experimentation	2.8	2.2	2.8	3.6	3.2	**0.02****

Scoring Scale: same as in table 2

Table 4: Perception of senior level staff towards OCTAPACE Culture in the hospitals using F values
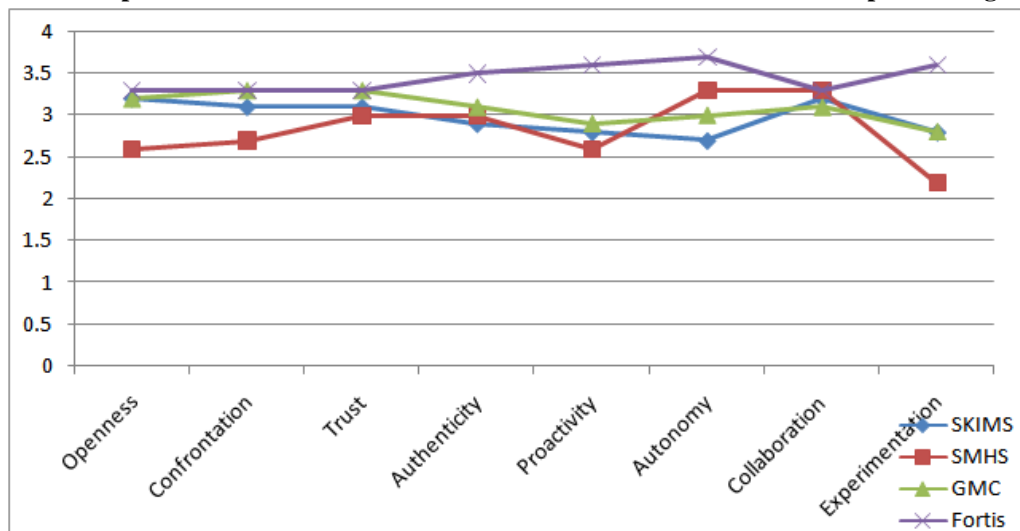
VI. CONCLUSION

The following conclusion is drawn from the study,

Hospitals have a satisfactory OCTAPACE Culture. Culture in SKIMS falls below average, showing an unsatisfactory OCTAPACE Culture for the hospital. SMHS has an above average OCTAPACE culture. GMC Jammu and Fortis Chandigarh depict an above average environment for OCTAPACE culture. Team spirit is encouraged in the hospitals. Employees in the hospitals like to work in teams and are helpful to each other. Weaknesses of employees in hospitals. are communicated to them in a non threatening way. Employees in hospitals are not encouraged to take initiative and do things on their own. They are not encouraged to

experiment with new methods and try out creative ideas. Employees in health care sector are afraid to discuss or express their feelings with their supervisors.

When seniors in hospitals delegate authority , juniors use it as an opportunity for development. Team spirit is of high order in health care. People trust each other in the organizations. Delegation of authority to encourage juniors to develop and handle higher responsibilities is not encouraged.

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