

NEED FOR ENHANCEMENT OF OCTAPACE CULTURE IN HOSPITALS OF INDIA

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ABSTRACT- The concept of culture in organizations has been borrowed mostly from anthropology, although some sociologists have also been influential. In anthropology it has been defined in many ways but it broadly refers to the behavioural patterns that differentiate one group or category of people from another. Though the concept had been developed earlier, it gained popularity and the 1980's saw a resurgence of interest in organizational culture. It refers to the mix of symbol, language, ideology, belief, ritual and myth, which is unique to every organization. The present study focuses on the Culture of the health care sector taking into consideration two hospitals i.e. SKIMS and Fortis Chandigarh. The study revealed that SKIMS has a below satisfactory environment for OCTAPACE while as opposite holds true for Fortis Chandigarh. The middle level staff of SKIMS is less satisfied with the culture of their hospital in comparison to Fortis.

Keywords: Culture, Openness, Confrontation Trust, Pro-activity, Autonomy, Authenticity, Collaboration and Experimentation.

I.INTRODUCTION

Culture is made up of or includes symbols, myth, ideational system (ideology), and ritual. It has also been expressed as a group's operative communication rules. The culture of an organization influences every aspect of organizational life and behaviour as it affects the five basic processes of an organization: communication, cooperation, commitment, decision making, and implementation, but the members of the organization may not be aware of these shared assumptions that guide thought and action as they are taken for granted. The pervasiveness of culture can be understood from two of its major elements: the strength of the culture that determines the efficiency of an organization and the content of culture that determines effectiveness because content determines the direction in which culture influences behaviour. Considering these differing views, it has been

defined in various ways in the literature. It is the way things are done in an organization and refer to both the formal and informal ways of getting things done. It is a symbolic system of values, beliefs and assumptions that are interdependent and relatively enduring, which evolve as members interact with one another and are imperfectly shared by organizational members. These values, beliefs and assumptions allow members to explain, coordinate, and evaluate behaviour and enable them to respond to stimuli encountered in the organizational context. Organizational culture is considered as the glue that holds together an organization through shared patterns of meaning.

An organization's culture, which is its soul, comprises the collective values of the individuals that make up the organization (Agarwal & Tyagi 2010). Each individual has his/her beliefs that translate into personal values which, expressed collectively, shape an organization's culture (Haines 2000). Culture also operates as a 'social control system'. It communicates how things ought to be and defines the unwritten rules of the game (Scott & Murgan 1994). It can be felt in the implicit rules and expectations of behavior wherein employees know what is expected of them, even in the absence of written rules (Saxena & Shah 2008). A clear understanding of organizational culture is important for all organizational managers and leaders because it influences the way their organizations react to the changing demands of the business environment. At any given time, the culture of an organization is strongly influenced by the past successes and past learning's about how to adapt and survive. As the business environment changes, leaders must constantly anticipate the necessary changes and actively monitor the relationship between the demands of the environment and the capabilities of the

organization. However, most successful changes also require changes in mindset, in values and in behaviors of organization members. Without creating these changes, changes in basic capabilities of the organization are impossible (Agarwal & Tyagi 2010). Organizational culture has been perceived to have a great impact on a range of organizationally and individually desired outcomes.

When organization members identify with the culture, the work environment tends to be more enjoyable, boosting morale. This leads to increased levels of team work, sharing of information and openness to new ideas (Goffee & Jones 1996). It also affects the way in which people consciously and subconsciously think, make decisions and ultimately the way in which they perceive, feel and act (Hansen & Wernerfelt 1989). Koh and Boo (2001) found that three measures of organizational culture (top management support, ethical behavior and career success) are positively associated with commitment of employees. Similarly, Chusmir and Koberg (1988) found that employees' personal belief in organizational culture had a direct effect on commitment with increased empowerment. Culture has typically been defined as the traditional ideas and values of a group of people. In other words, a group of people will develop a system of shared values that guides the activities of its members. Three approaches are identified as using a holistic perspective or a cognitive perspective, both of which describe the internal state of culture members. Not all cultures agree on what is good, what is normal, and how things should be done. It consists of patterns, explicit and implicit, of and for behavior acquired and transmitted by symbols, constituting the distinctive achievement of human groups, including their embodiment in artifacts. The essential core of culture consists of traditional (i.e. historically derived and selected) ideas and especially their artifacts and social institutions, values, beliefs and assumptions, behavior of people attached values.

Culture systems may, on the one hand, be considered as products of action, and on the other, as conditioning elements of further action. The Indian

perspective of culture suggests that culture consists of totality of assumptions, beliefs, values, social systems and institutions, physical artifacts and behavior of people, reflecting their desire to maintain continuity as well as to adapt to external demands. It is a hidden but unifying force that provides meaning and direction to a system of shared meanings, or systems of beliefs and values that ultimately shapes employee behavior (Mehta, Nagar & Chauhan 2011). It is a pattern of basic assumptions invented, discovered or developed by a given group as it learns to cope with its problem of external adaptation and internal integration. These values are then taught to new members in the organization as the correct way to think and feel in relation to those problems. It is the sum of all the shared, taken for granted assumptions that a group has learnt throughout its history. Also, culture is determined to be the residue of success. It is also the structure and control system to generate behavioral standards. A more formal definition of culture that the researcher identifies with is that organizational culture is a pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be taught to new members as the correct way to perceive, think and feel in relation to those problems. It can be a set of key values, assumptions, understandings and norms that is shared by members of an organization (Mehta, Nagar & Chouhan 2011).

II. REVIEW OF LITERATURE

At **RBC**, employees communicate better, which has increased the interpersonal relationship. Employees exchange ideas among themselves with the initiation of **OCTAPACE** culture since 1905. There is no open environment in **Wipro**. The organization fosters a non-hierarchical and transparent working atmosphere at **Evalueserve** since the year 2008. **Call to connect** conduct business in an open manner, ensuring business secrecy and security. To encourage a more open and communicative culture, **Hitachi's** employees are encouraged to dress in polo shirts and other casual wear rather than in formal business attire. The company is also

breaking the long tradition of calling each other by title. Instead, employees are now asked to call each other by name. Even when employees talk to the chairman or the president, they should use their names. At **RBC**, employees communicate better, which has increased the interpersonal relationship. There is a sense of community in the organization. Openness, motivation and team work is found at **Nokia**. **Coca Cola** and **Nestle** foster an open environment. Year 1985 marked the beginning of following open culture at **GAIL** and **Dell**. An open culture is prevalent in **NTPC**, **ONGC** and **LG**. Element of Confrontation is prevalent in **LG** since 1967. Apart from these organizations, good environment of confrontation has been found at **Lanco**, **Infosys**, **Mahindra Satyam**, **Royal Bank of Canada**, **Wipro**, **ONGC**, **NTPC**, **ABC Café Coffee Day**.

HP has trust and respect for individuals. Element of trust finds a place of prime importance in **Infosys**, while as in **Facebook**, **Raymond**, **Arvind** and **Evalueserve** it finds a secondary place. **Samsung** in 1997, **Mahindra Satyam** in 1989, **Northern Trust** in 1950, **South Indian Mills Association (SIMA)** in 1995, **LG** in 1967, **Ford** in 1992, **ABC Café Coffee Day** in 2006 and **Dell** in 1985 included trust as an important cultural element in their organization. **Walt Disney** has an average element of trust. **Pepsi** in 1952 started maintaining an average level of trust in their organization. Business is conducted in an honest and straightforward manner at **Call to Connect**. The organization conducts all its dealings in a very ethical manner and with the highest business standards. **Bharti Airtel** complies with the highest level of integrity and ethical practices since 2006. **Mother diary** values transparency in organizations. Fair working environment is found at **Coca Cola**. Highest level of authenticity has been found in **Infosys**, **Wipro** since 1995, **LG** since 1967, **ONGC** since 1994 and **NTPC** since 1997. While as organizations like **Toyota**, **Samsung**, **Northern Trust** and **Evalueserve** have been found to have a good culture of authenticity. **Lanco** believes in proactively involving communities. **IBM** in

1993 started imbining a proactive environment in the organization.

A fair degree of proactive culture is found in **Infosys**, **Apple**, **Samsung**, **Hyundai**, **Arvind Mills**, **LG**, **ONGC** and **NTPC**. High degree of autonomy is found in **Infosys**, **Mahindra Satyam** and **ABC Café Coffee Day** where it was initiated in 2006. Average level of autonomy has been found in **Lanco**, **Toyota**, **Apple**, **Samsung**, **LG** and **NTPC**. **Disney** believes that employees having fun facilitates teamwork. It's an organization that emphasizes teamwork, balancing work and play, and energy. **Nestle** believes in collaboration and mutual respect, and this has resulted in the organization creating a culture of brilliant people pulling together across diverse business areas. **Samsung** and **NTPC** have believed in collaborative culture as of prime importance in their organizations since 1997. Other organizations which lay stress on collaborative culture in the organization include **Toyota** since 1984, **Honda** since 1955, **Hyundai** since 2000, **Hero group** since 1985, **ABC Cafe Coffee Day** since 2006, **Hitachi** since 1912, **Royal Bank of Canada**, **Mahindra Satyam**, **Google** and **Lanco**. Fair culture of collaboration is found in **Infosys**, **Northern Trust**, **South Indian Mills Association**, **Wipro**, **Arvind Mills**, **LG**, **Nokia**, and **Dell**. Spirit of experimentation has helped bring ideas into the market at **Simtech** right from 1995. Employees are motivated and rewarded to give and inculcate creative work thoughts at **Mother Diary**. There is freedom for creativity with minimal rules & regulations, innovation & creation at **Nokia**. Very clear framework that **Coca Cola** works within, gives it plenty of room for creativity and, critically, the freedom to experiment with new ideas in. **Hyundai** since 2000, **Hero Group** and **Call to Connect** since 1985, **NTPC** since 1997, **Lanco**, **Infosys**, **Google**, **Mahindra Satyam**, **HP**, **Walt Disney** have been experimenting with new ideas and supporting innovations in their organizations. Average degree of culture of experimentation is found in **Samsung**, **LG**, **ONGC**, **ABC Café Coffee Day**, **Royal Bank of Scotland**.

III. SAMPLE ORGANIZATIONS AT A GLANCE

The sample organizations include; 1) SKIMS, Srinagar & 2) Fortis, Chandigarh

Sher-i-Kashmir Institute of Medical Sciences Srinagar.

The Institute was partially commissioned on 5th December 1982. Sher-i-Kashmir Institute of Medical Sciences is a post graduate Institute for training, research and patient care. It provides facilities of specialized medical care and particularly super specialties that provide tertiary health-care, need oriented education in medical sciences and clinical research. It had developed a referral linkage between the primary, secondary and tertiary health-care Institutions of the State to achieve an optimum health delivery system.

Fortis Mohali Chandigarh. The Fortis Hospital at Mohali in Punjab was the first facility of its kind in the region.. The hospital is a super specialty cardiac hospital. Here cardiologists, heart surgeons, nurses and other healthcare professions provide the latest treatment and the best care for all forms of heart disease. The hospital has been designed and equipped with the latest technology, information technology systems, a telemedicine program and carefully selected doctors, nurses and support staff. The hospital has been designed and equipped with the latest technology, information technology systems, a telemedicine program and carefully selected doctors, nurses and support staff.

IV. OBJECTIVES OF THE PRESENT STUDY

- 1) To find out the difference in the OCTAPACE Culture of the sample study organizations i.e. (a) SKIMS Srinagar and (b) Fortis Chandigarh.
- 2) to examine the perceptual difference in the opinion of middle level staff of the hospitals and
- 3) to draw conclusions and to provide result oriented guidelines and suggestions to the sample study hospitals.

V. Hypothesis

In consonance to the above objectives, the hypotheses formulated for the present research are as under:

- 1) OCTAPACE Culture in the health care is satisfactory.
- 2) There lies no difference in the perception of middle level staff of the two organizations towards OCTAPACE Culture.

VI. 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. A close format questionnaire was used. 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 (SRS) 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 covering -**Doctors** including HOD's, Professors, Associate Professors, Asst Professors, Lecturers-**Officers** including Administrative Section, Materials Management, Library etc-**Engineers** including Civil, Electric, Mechanic, Architect-**Nurses** covering Superintendents, Nursing aids-**Others** covering Operators, Attendants, Technicians, Technologists, Drivers, Gardeners and other fourth class employees. Thus the total sample for the study was 200-250.

VII. DATA ANALYSIS AND INTERPRETATION

Table I reveals that the mean score for OCTAPACE Culture falls below satisfactory range for

SKIMS (M.S=2.9) and above satisfactory level for Fortis (M.S=3.1). Collaboration scores the largest mean score of (M.S=3.3) for SKIMS for statement No13 i.e. “Team spirit is of high order in this organization” and openness scores the largest mean of (M.S=3.4) for Fortis for statement No 6 i.e. “Weaknesses of employees in this organization are communicated to them in a non threatening way”. The element of proactivity scores the least mean score of (M.S=2.4) for SKIMS for statement No. 10 i.e. “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” and statement No 8 i.e. “Employees in health care sector are not afraid to discuss or express their feelings with their supervisors” scores the least score of (M.S=2.8) for Fortis. Maximum statements for SKIMS score a total mean score <3 depicting an unsatisfactory OCTAPACE culture in the hospital while as maximum statements score a total mean >3 depicting an above satisfactory organizational culture in Fortis.

Table I: OCTAPACE Culture in sample study hospitals.

St. No	Statements	SKIMS (No. 106)		Fortis Chandigarh (No. 70)	
		M.S	S.D	M.S	S.D
1	People in this organization are helpful to each other	3.2	1.0	3.2	1.0
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	3.0	1.2
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	3.3	1.0
4	People in health care sector do not have any fixed mental impressions about each other.	3.0	1.1	3.3	1.0
5	Employees in this organization are encouraged to experiment with new methods and try out creative ideas.	2.8	1.2	3.3	1.2
6	Weaknesses of employees in this organization are communicated to them in a non threatening way.	2.9	1.0	3.4	0.8
7	People trust each other in this organization.	2.9	1.1	3.0	1.2
8	Employees in health care sector are not afraid to discuss or express their feelings with their supervisors.	3.1	1.1	2.8	1.1
9	Employees in health care sector are not afraid to discuss or express their feelings with their subordinates	3.0	1.1	3.1	1.0
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	2.4	1.2	3.0	1.1
11	Delegation of authority to encourage juniors to develop and handle higher responsibilities is quiet common in this organization	2.5	1.1	3.2	1.0
12	When seniors in health care sector delegate authority to juniors use it as an opportunity for development.	3.2	0.9	3.3	1.0
13	Team spirit is of high order in this organization.	3.3	1.2	3.3	1.1
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	3.1	1.2
Total		2.9	1.0	3.1	1.0

Notes

1. M.S: mean score, S.D: standard deviation
2. Statements: - Openness= 2, 6, 8, 9, 14. Confrontation=14. Trust=7. Authenticity=4. Proactivity=3, 5, 10. Autonomy=11, 12. Collaboration=1, 13 and Experimentation=5.

Figure I: OCTAPACE Culture in sample study hospitals.

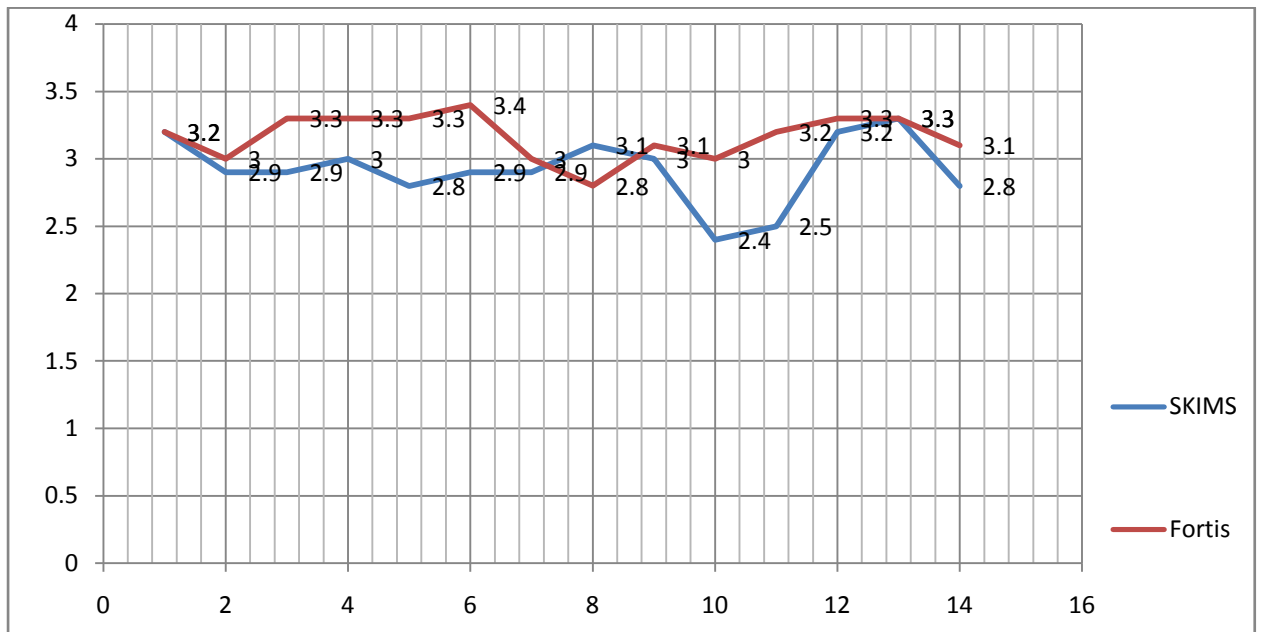


Table II reveals the OCTAPACE Culture in the sample study hospitals with respect to T values, for evaluating the significance level. T test reveals that Ho i.e. “OCTAPACE Culture in health care is satisfactory” is accepted at 5% level of significance for four dimensions

of OCTAPACE while as Ha i.e. “OCTAPACE Culture is dissatisfactory in the health care sector” is accepted for the dimension authenticity, proactivity, autonomy and experimentation.

TABLE II: OCTAPACE Culture in the sample study hospitals with Z values.

Variables	SKIMS N. 106		Fortis Chandigarh N. 70		T Value	P value
	M.S	S.D	M.S	S.D		
Openness	2.9	0.8	3.1	0.7	-1.3	0.18*
Confrontation	2.8	1.1	3.1	1.2	-1.6	0.09*
Trust	2.9	1.1	3.0	1.2	-0.4	0.64*
Authenticity	3.0	1.1	3.3	1.0	-2.1	0.03**
Proactivity	2.7	0.8	3.2	0.8	-3.6	0.00**
Autonomy	2.9	0.8	3.3	0.8	-2.7	0.00**
Collaboration	3.2	1.0	3.2	0.9	0.0	0.9*
Experimentation	2.8	1.2	3.3	1.2	-2.6	0.00**
Total	2.9	0.9	3.1	0.9		

Notes

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

Figure II: OCTAPACE Culture in sample study hospitals with Z values.

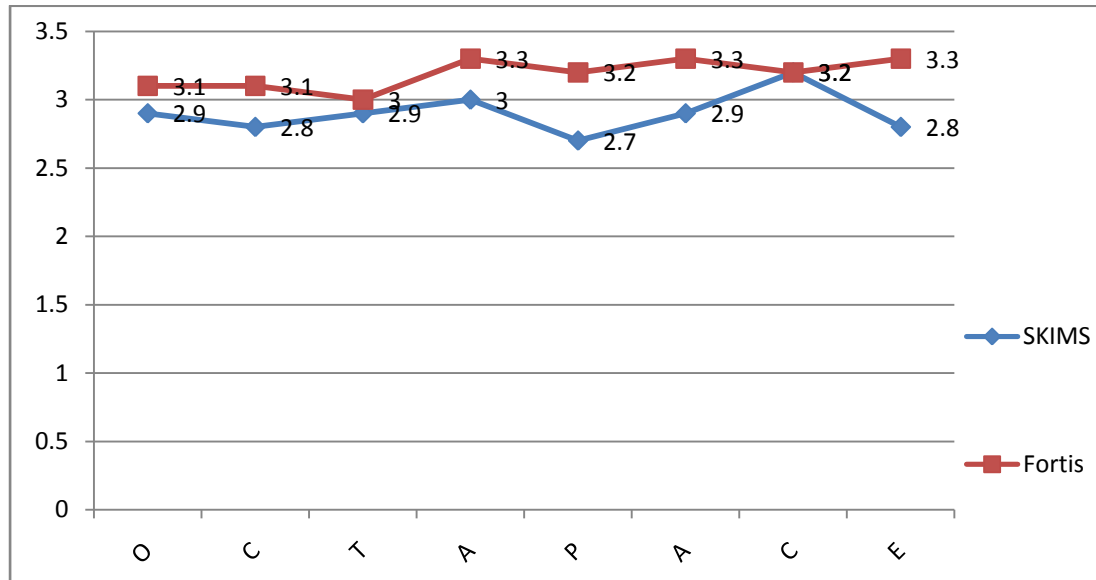


Table III reveals the perception of middle level staff towards OCTAPACE Culture. Middle level staff of SKIMS shows a dissatisfactory response towards OCTAPACE Culture with a mean score of (M.S=2.8) in comparison to Fortis wherein the middle level staff shows satisfaction towards OCTAPACE Culture (M.S=3.0).

Middle level staff of both the hospitals score high value for the element of autonomy (Statement 12, M.S=3.4). Staffs of both the organizations, (SKIMS M.S=2.2 & Fortis M.S=2.6) are least satisfied with the proactive culture prevailing in their hospital (statement 10).

TABLE III: Perception of middle level staff towards OCTAPACE Culture

St. No	Middle level staff			
	SKIMS N. 39		Fortis N. 21	
	M.S	S.D	M.S	S.D
1	3.1	1.3	2.9	1.0
2	3.0	1.4	3.2	1.2
3	2.7	1.2	3.2	1.0
4	2.8	1.1	3.2	0.9
5	2.9	1.4	3.0	1.4
6	2.7	1.1	3.4	0.7
7	2.6	1.2	2.8	0.9
8	2.9	1.4	3.1	0.7

9	2.8	1.2	3.1	0.9
10	2.2	1.2	2.6	1.3
11	2.5	1.1	2.8	0.9
12	3.4	1.0	3.4	0.8
13	3.3	1.3	3.1	1.2
14	2.7	1.2	3.1	1.0
Total	2.8	1.2	3.0	0.9

Figure III: Perception of middle level staff towards OCTAPACE culture

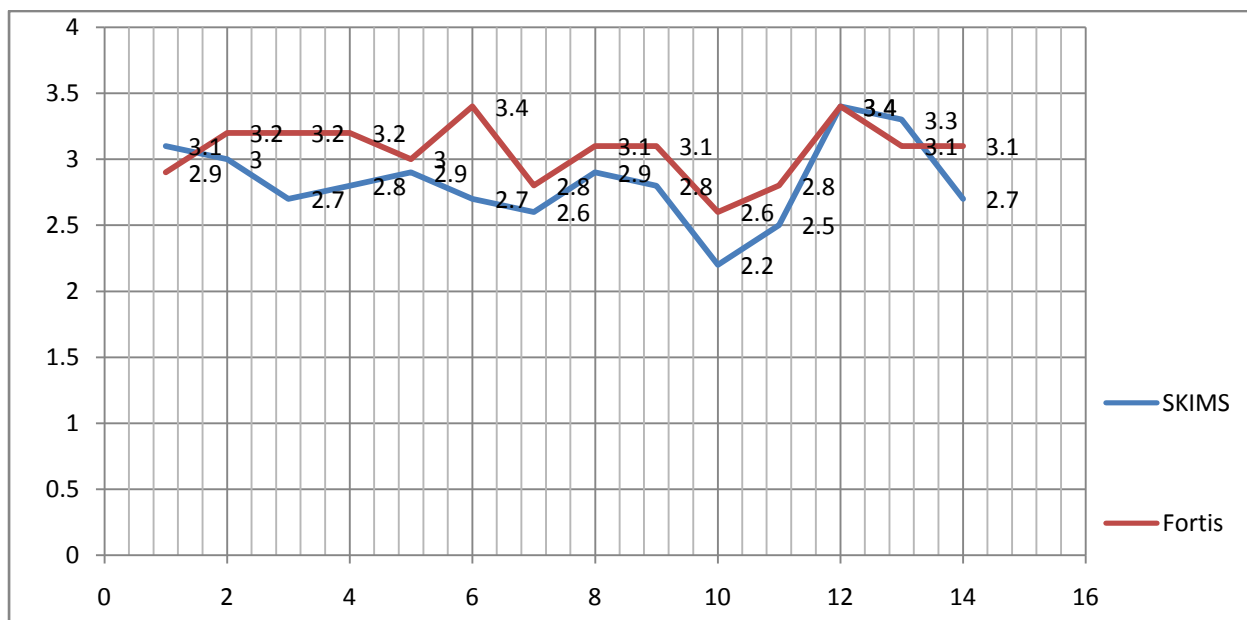


Table IV reveals that collaboration scores the maximum mean score (M.S= 3.2) for the middle level staff of SKIMS while as openness and authenticity scores the maximum mean (M.S=3.2) for the same staff in Fortis. Application of T Test revealed that all the

dimensions of OCTAPACE scored the P Value> 0.05 hence Ho that “there lies no perceptual difference among the middle level staff towards OCTAPACE Culture is accepted”.

Table IV: Difference in the Perception of middle level staff towards OCTAPACE Culture in the hospitals with Z values.

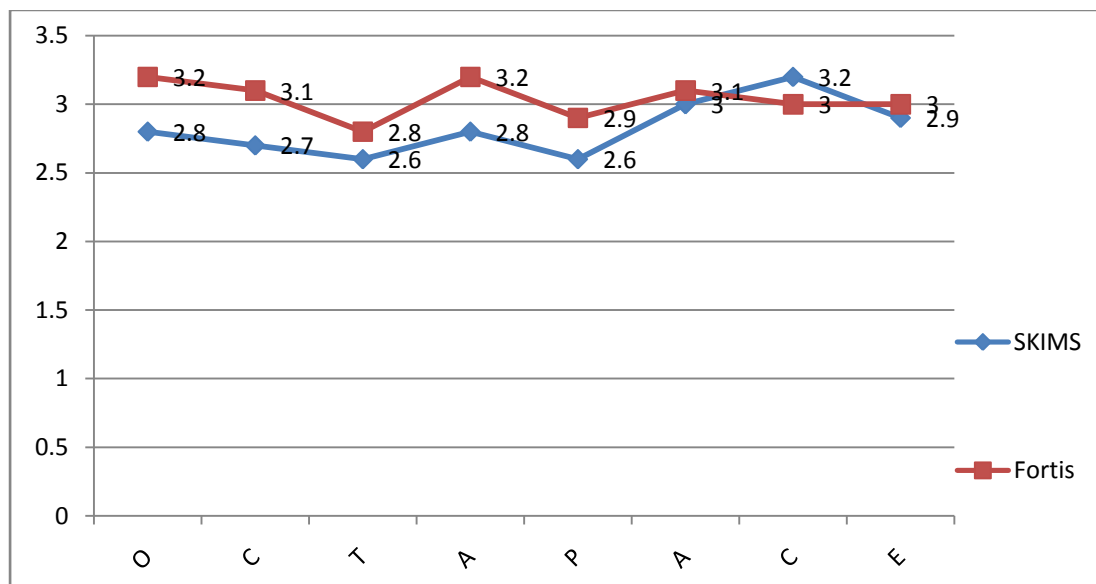
Variables	SKIMS N. 39		Fortis N. 21		T Value	P value
	M.S	S.D	M.S	S.D		
Openness	2.8	1.0	3.2	0.6	-1.4	0.1*
Confrontation	2.7	1.2	3.1	1.0	-1.3	0.1*

Trust	2.6	1.2	2.8	0.9	-0.7	0.4*
Authenticity	2.8	1.1	3.2	0.9	-1.1	0.2*
Proactivity	2.6	0.9	2.9	0.9	-1.4	0.1*
Autonomy	3.0	0.8	3.1	0.5	-0.6	0.5*
Collaboration	3.2	1.2	3.0	1.0	0.6	0.4*
Experimentation	2.9	1.4	3.0	1.4	-0.3	0.7*
TOTAL	2.8	1.1	3.0	0.9		

Notes

1. Scoring Scale : same as in table I. * Statement accepted at 5% level of significance.

Figure IV: Difference in the Perception of middle level staff towards OCTAPACE Culture in the hospitals.



VIII. CONCLUSION

An overview of the study is that,

- Fortis has a satisfactory OCTAPACE Culture in comparison to SKIMS.
- SKIMS has a satisfactory environment of collaboration and autonomy.
- SKIMS has the environment of proactivity falling below the level of satisfaction.
- Fortis is found more open in culture in comparison to SKIMS.
- Middle level staff of SKIMS shows a dissatisfactory response towards OCTAPACE Culture in comparison to same staff of Fortis.
- Culture of proactivity is discouraged while as autonomy is encouraged in both the hospitals.
- Middle level staff of both the hospitals is highly satisfied with the fact that when seniors in their organization delegate

authority to juniors, use it as an opportunity for development.

- Middle level staffs of both the organizations are not encouraged to take initiative and do things on their own but have to wait for instructions from their supervisors

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