



Need for Octapace Culture in Health Care Sector in J&K: A Comparative Study

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ABSTRACT

Culture is a system of shared meaning held by members that distinguishes the organization from other organizations. This is a set of characteristics that the organization values. It can be summarized that culture is a pattern of beliefs and expectations shared by the organization members. These beliefs and expectations produce norms that shape the behaviour of both individuals and groups within an organization. Every organization has a culture. It has its own cultural norms that constitute the expected, supported, and accepted ways of behaving. These norms are mostly unwritten and tell employees the way things really are. The present study lays stress on the Culture of the health care sector taking into consideration two hospitals i.e. SKIMS and GMC Jammu. The study revealed that SKIMS has a below satisfactory environment for OCTAPACE while as opposite holds true for GMC Jammu. The junior staff of SKIMS is less satisfied with the culture of their hospital in comparison to GMC Jammu.

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Introduction

The American heritage dictionary defines culture as, the totality of socially transmitted behaviour patterns, arts, beliefs, institutions, and all other products of human work and thought characteristic of a community or population. The sociologists define culture as the social heritage, all the knowledge, beliefs, customs, and skills that are available to members of a society. The grand total of all the objects, ideas, knowledge, ways of doing things, habits, values, and attitudes which each generation in a society passes on to the next is what the anthropologist refers to as the culture of a group. It is the collective mental programming of people in an environment. It can also be defined as the collective programming of the mind which distinguishes the members of one group from another. Kotter & Heskett of the Harvard Business School define organizational culture, as an interdependent set of values and ways of behaving that are common to a community and tend to perpetuate them, sometimes over a long period of time. Robbins defines it as a system of shared meaning held by members that distinguishes the organization from other organizations. This is a set of characteristics that the organization values. It can be summarized that culture is a pattern of beliefs and expectations shared by the organization members. These beliefs and expectations produce norms that shape the behaviour of both individuals and groups within an organization. Culture is usually long-term, strategic, and difficult to change. It is rooted in beliefs and values. An organizational culture also represents the shared sense of the way employees do things around in an organization, a critical factor in guiding day-to-day behaviour and shaping a future course of action. Culture is behavioural patterns transmitted over time to a community that are relatively stable. Robbins describes the culture of an organization as performing a

number of functions within the organization as; it provides a boundary-defining role separating one organization from another, it conveys a sense of identity, it facilitates the generation of commitment to something larger than one's own self interest, it enhances social system stability, it is the social glue that helps hold the organization together. It serves as a sense making and control mechanism that guides and shapes the attitudes and behaviour of employees. Culture defines the rules of the game.

Corporate cultures are very powerful things. Many businesses don't even realize they have a culture because their management has never really thought about it-the attitudes and approaches are just shaped around the founders or core personalities in the business. Other companies' managements take the time to sit down and strategize their culture in order to promote certain attitudes and values, such as having proactive employees. Every organization has a culture. It has its own cultural norms that constitute the expected, supported, and accepted ways of behaving. These norms are mostly unwritten and tell employees the way things really are. These influence everyone's perceptions of the business from Chief Executive to the lowest worker. It provides a sense of common direction and guidelines for day-to-day behaviors. It enables the companies to succeed because the employees can identify, embrace and act on the values of the organization. Employees know what their company stands for and what standards are to be upheld, and therefore, their decisions are in line with these. They also feel as if they are an important part of the organization. All these have a motivating effect. This is an advantage of having shared values. Culture has the potential of giving meaning and purpose to an employee's organization life, over and above just doing one's job for his salary.

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It provides the significant meanings and guiding concepts an organization imbibes in its members—for example, high quality standards, a focus on productivity improvement and innovation, meeting customer delivery requirements, a belief that problem solving and team work are important, participative style in decision making, and a belief that people are important resources to be managed. Thus it provides greater commitment to the organization's objectives. It also provides the lubrication that allows the organization's gears to mesh in high speed. It increases employee effort, pride and loyalty.

Culture is the medium by which organization expresses itself to its employees or members. The core of the culture is formed by the values which are not visible but are shared by people even when membership in group changes. It reflects the underlying belief and value structure of an organization. Members of an organization in a given cultural environment share a common set of assumptions, beliefs and values which originate from the local environment. These cultural values from the environment have a very strong impact on the behaviour of the persons within the organization. Employees and their organizations have a culture that dictates what to value and what priority to establish. Company's culture is manifested in the values and business principles that management preaches and practices, in employees' attitudes and behaviour. The organizations should aim at creating a culture of trust in organization as it is the harbinger of congenial working environment. In an organization that has interesting environment, members transmit more information with higher fidelity to a superior or work partner whom they trust. Trust provides conditions under which cooperation, higher performance and more positive attitudes are likely to occur.

Review of Literature

OCTAPACE Culture in Lanco-inculcated in 2001 has been found to be very good instead of excellent. There is lack of openness in Lanco which is the area of concern. The inculcation of culture at Infosys dates back to 1982. Employees are allowed to communicate with each other and higher management about interesting ideas. An open culture is found in Apple since 1980. The work environment is relaxed, unstructured and open in Facebook. The facebook offices are open, with undivided desks scattered across large rooms. The openness, encourages collaboration, team-work and an informal atmosphere and communication. The organization imbibed the culture of openness since 2005. Since 2006 Google realized the importance of openness in the organization and started laying emphasis on maintaining an open environment. Openness finds the top rank in Samsung, after realization of importance of culture in 1997. There is lack of transparency and poor communication at Mahindra Satyam. IKEA and Mahindra Satyam started developing OCTAPACE culture since 1990, initially laying stress on the element of openness. A conservative environment is prevalent in Northern Trust. There is an open culture and smooth communication in Hero Group. Transparent operating styles that are routed in core values and ethical behavior are the essence of the Raymond experience since 1999. Culture found place in Hyundai in 2000 laying stress on the element of confrontation of problems. Samsung believes in confronting the problems since 1997.

Excellent culture of confrontation has been found in Call to Connect since 2005, GAIL since 1985 and Airtel since 2006. The value of trust permeates its commitment to long

term thinking, developing people, standardization, innovation and problem solving at Toyota right from the inception of culture in 1984. The relationships—with clients, investors, colleagues and the communities in which employees live and work, in every part of the world—are truly built on trust in IBM. There is trust and personal responsibility in all relationships, the relationship among associates at Honda is based on mutual trust. Trust is created by recognizing each other as individuals, helping out where others are deficient, accepting help where they are deficient, sharing knowledge, and making a sincere effort to fulfill responsibilities at Oil and Natural Gas Corporation. There is greater trust and respect for each other since 1994. NTPC incorporated culture in the organization since 1997, since then the organization has been encouraging a culture of mutual respect and trust amongst peers, superiors and subordinates. Mother Dairy has a diverse and welcoming workplace wherein values of trust, unquestionable commitment to quality, single-minded focus on excellence and respect for individual are simply a way of life. Organizations that demonstrate the characteristics of authenticity include 3M, Doctors Without Borders, Nestle, American Express, Apple Computer, Ben & Jerry's, Berkshire Hathaway, Caterpillar, Dell Computers, British Petroleum, Natural Resources Defence Council, NASA, Merck, Federal Express, Fidelity Investments, Johnson and Johnson, L'Oreal, Northwest Mutual, Procter & Gamble, Southwest Airlines, The Ford Foundation, The McArthur Foundation, The U.S. Coast Guard, UPS. RBC bank colleagues work proactively as they strive for a balance between work and life. High degree of proactive attitude of employees is found, at Wipro. Autonomy is given to employees at Apple. However the business units have a fair degree of autonomy in Pepsi. Oil and Natural Gas Corporation encourages greater collaboration and team work. Meritocracy, integrity and teamwork since 2008 have made Evaluserve strong and sustainable.

Call to connect believes that teamwork is the key to success and work together to leverage the strength of their diverse resources to achieve the organization mission. Close working relationship with peers & superiors, collaborative & supportive working environment and informal work culture are some of the facets of GAIL which makes it a very exciting company to work for. Semtech since 1995 has been focusing on designing a collaborate culture that produces profitability, creativity, efficiency, result oriented and sharing the rewards of its labor with its team and community. The spirit of teamwork and camaraderie is imbibed into all employees – regardless of their stature or position in Mother Dairy. HP's culture emphasizes collaboration, consensus, and advanced engineering technology. Creating a culture that supports and advances innovation at its core has developed in Apple. Associates at Honda since 1955 are not bound by preconceived ideas, but think creatively and act on their own initiative and judgment, while understanding that they must take responsibility for the results of those actions. To achieve individual and organizational success, the organization fosters a culture of creativity, innovation, entrepreneurship and strong leadership at Royal Bank of Canada. Evaluserve fosters an entrepreneurial and a personal-initiative culture at all levels in the company.

Sample Organizations At A Glance

The sample organizations include; 1) SKIMS, Srinagar & 2) GMC, Jammu
 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.

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.

Objectives of the Present Study

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

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 junior staff of the two organizations towards OCTAPACE Culture.

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

Data Analysis and Interpretation

OCTAPACE Culture in the health care sector.

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 GMC Jammu (M.S=3.1). Collaboration scores the largest mean score of (M.S=3.3) for SKIMS and (M.S=3.4) for GMC. It shows that the organizations have a satisfactory environment for collaboration followed by openness with a mean score of (M.S=3.4) for GMC Jammu. The element of proactivity scores the least mean score of (M.S=2.4) for SKIMS and (M.S=2.8) for GMC Jammu. The table reveals that collaboration scores the maximum total score for the two organizations and proactivity score the least mean score for the hospitals. 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 GMC Jammu.

Table I. OCTAPACE Culture in the health care sector.

St. No	Statements	SKIMS (No. 106)		GMC Jammu (No. 100)	
		M.S	S.D	M.S	S.D
1	People in this organization are helpful to each other	3.2	1.0	3.4	1.1
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	3.2	1.1
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	3.0	1.1
4	People in health care sector do not have any fixed mental impressions about each other.	3.0	1.1	3.2	1.0
5	Employees in this organization are encouraged to experiment with new methods and try out creative ideas.	2.8	1.2	2.9	1.2
6	Weaknesses of employees in this organization are communicated to them in a non threatening way.	2.9	1.0	3.0	1.1
7	People trust each other in this organization.	2.9	1.1	3.1	1.1
8	Employees in health care sector are not afraid to discuss or express their feelings with their supervisors.	3.1	1.1	3.3	1.1
9	Employees in health care sector are not afraid to discuss or express their feelings with their subordinates	3.0	1.1	3.4	1.1
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	2.8	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	3.0	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	3.2	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 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.

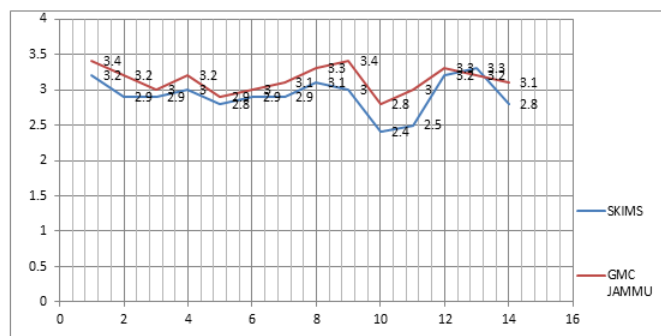


Figure I. OCTAPACE Culture in the health care sector.

Table II reveals the status of OCTAPACE Culture in the sample study organizations using T values for evaluating the significance level. T test reveals that H_0 i.e. "OCTAPACE Culture in health care is satisfactory" is accepted at 5% level of significance for five dimensions of OCTAPACE while as H_a i.e. "OCTAPACE Culture is dissatisfactory in the health care sector" is accepted for the dimension of openness, confrontation and autonomy.

TABLE II. OCTAPACE Culture in the health care sector with Z values.

Variables	SKIMS N. 106	GMC Jammu N. 100	T Value	P value
	M.S	M.S		
Openness	2.9	3.2	-2.4	0.01**
Confrontation	2.8	3.1	-2.1	0.03**
Trust	2.9	3.1	-1.3	0.17*
Authenticity	3.0	3.2	-1.2	0.21*
Proactivity	2.7	2.9	-1.6	0.10*
Autonomy	2.9	3.2	-2.2	0.02**
Collaboration	3.2	3.3	-0.3	0.71*
Experimentation	2.8	2.9	-0.7	0.43*
TOTAL	2.9	3.1		

Notes

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

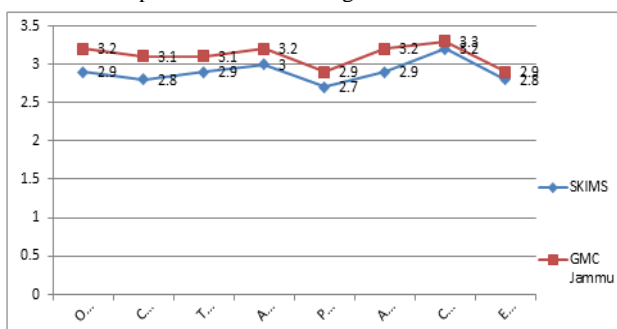


Figure II. OCTAPACE Culture in the health care sector with Z values.

Table III reveals the perception of junior staff towards OCTAPACE Culture. Junior staff of SKIMS shows a dissatisfactory response towards OCTAPACE Culture with a mean score of (M.S=2.9) in comparison to GMC wherein the junior staff shows satisfaction towards OCTAPACE Culture (M.S=3.2). Junior staff of SKIMS is satisfied with the fact that when seniors in their organization delegate authority to juniors, use it as an opportunity for development (Statement 12, M.S=3.3). Junior staff of GMC believes that people are helpful to each other in their hospital (statement 1, M.S=3.6). Junior staffs of both the organizations, (SKIMS M.S=2.3 & GMC M.S=2.9) are least satisfied that employees in their

health care are not allowed to take initiative and do things on their own and have to wait for instructions from their supervisors (statement 10).

TABLE III. Perception of junior staff towards OCTAPACE Culture

St. No	Junior Staff			
	SKIMS N. 41		GMC N. 52	
	M.S	S.D	M.S	S.D
1	3.2	0.9	3.6	1.1
2	2.7	1.1	3.3	1.1
3	3.2	1.0	3.1	1.2
4	3.2	1.2	3.1	1.0
5	2.7	1.3	3.0	1.2
6	2.8	0.8	3.1	1.1
7	3.1	1.0	3.2	1.1
8	3.1	1.0	3.5	1.1
9	2.9	1.1	3.4	1.1
10	2.3	1.2	2.9	1.2
11	2.6	1.2	3.0	1.0
12	3.3	0.8	3.3	1.0
13	3.2	1.3	3.3	1.1
14	2.7	1.0	3.3	1.2
Total	2.9	1.0	3.2	1.1

Notes

1. Scoring Scale : same as in table

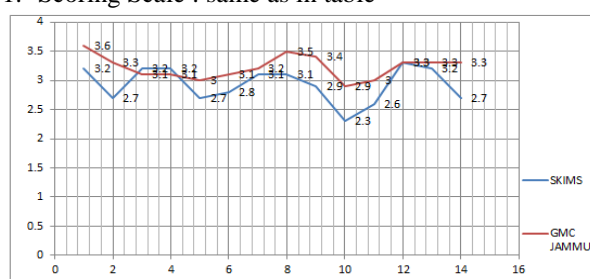


Figure III. Perception of junior staff towards OCTAPACE culture.

Table IV reveals that Authenticity and Collaboration scores the maximum mean score (M.S= 3.2) for the junior staff of SKIMS while as Collaboration scores the maximum mean (M.S=3.4) for the junior staff. Application of T Test revealed that all the dimensions except Openness and Confrontation scored the P Value > 0.05 hence H_0 that "there lies no perceptual difference among the junior staff towards OCTAPACE Culture is accepted". For rest of the statements i.e. Openness and Confrontation, H_a "there lies a perceptual difference among the junior staff towards OCTAPACE culture" is accepted.

Table IV. Difference in the Perception of junior staff towards OCTAPACE Culture in the sample study organizations with Z values.

Variables	SKIMS N. 41	GMC Jammu N. 52	T Value	P value
	M.S	M.S		
Openness	2.8	3.3	-2.9	0.0**
Confrontation	2.7	3.3	-2.2	0.0**
Trust	3.1	3.2	-0.7	0.4*
Authenticity	3.2	3.1	0.2	0.7*
Proactivity	2.8	3.0	-1.2	0.2*
Autonomy	2.9	3.1	-1.1	0.2*
Collaboration	3.2	3.4	-0.9	0.3*
Experimentation	2.7	3.0	-1.0	0.3*
TOTAL	2.5	3.1		

Notes

1. Scoring Scale : same as in table I

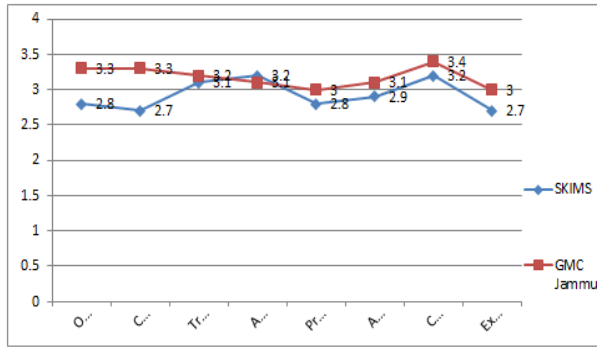


Figure IV. Difference in the Perception of junior staff towards OCTAPACE Culture.

Conclusions and Suggestions

An overview of the study is that,

- GMC has a satisfactory OCTAPACE Culture in comparison to SKIMS.
- Both the organizations have a satisfactory environment of Collaboration.
- SKIMS has the environment of Proactivity and Autonomy falling below the level of satisfaction.
- GMC is found more Open in culture in comparison to SKIMS.
- Proactivity falls in an unsatisfactory level for both the organizations.
- Junior staff of SKIMS shows a dissatisfactory response towards OCTAPACE Culture in comparison to junior staff of GMC.
- Junior staff of SKIMS are highly satisfied with the fact that when seniors in their organization delegate authority to juniors, use it as an opportunity for development.
- Junior staff of GMC believes in that the employees are helpful to each other in the hospital.

- Junior staffs of both the organizations are not allowed to take initiative and do things on their own and have to wait for instructions from their supervisors.

Culture is a vital integral part of any organization. It gives an organization a special recognition. Organizations are differentiated and characterized by unique cultures they possess. Organization without culture is like a mismanaged and incomplete place. Today organizations are focussing on all dimensions of OCTAPACE culture, any element found missing or at a weaker end is a matter of concern which is discussed, addressed and the problem quickly sought out. Culture demands time, attention and evaluation on the part of management and employees as well.

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