

## **ORGANIZATION CULTURE -A CATALYST FOR QUALITY MANAGEMENT SYSTEM IMPLEMENTATION IN HOSPITALS: LITERATURE REVIEW**

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### **Abstract**

The purpose of this literature review was to examine the literature related to organization culture and hospital quality management implementation with an objectives to identify the significance of organization culture in implementation of sustainable quality management system in hospital. Three themes were emerged out after the review of related literature, i.e Organization Culture and its classification, Organization culture and quality management system, Significance of Organization Culture and quality management system in hospitals. Majority of studies shows positive relationship between quality management system implementation in hospital and organization culture. No single culture can influence the implementation of quality management

**Keywords:Organization Culture, Quality Management System, Hospital, Catalyst.**

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## 1. Introduction

Organizations worldwide striving for quality in order to gain the confidence of their customers. Organizations like hospitals are also implementing quality management system to achieve the desired quality. (Shortell SM et al 1995) .Term organization culture is being used widely in management Roethlisberger and Dickson (1939) has described organization culture as an amplification of human relation however Parsons (1977) has explained the organization culture as social systems approaches. Schein (2004) has defined organization culture as “a climate and practices that organizations develop around their handling of people, or to the promoted values and statement of beliefs of an organization”.According to Watson (2006) organization culture was actually derived from the metaphor/symbol of the organizations as “something cultivated”

## 2. Research Method

This review was done to investigate the literature related to organization culture and quality management system (QMS) with special emphasis on its relevance in hospitals .Literature was searched through GALE library database of British library e-journals access and Google scholar. Organization culture, quality management system, total quality management, quality improvement and hospital these search term were used and only free text peer reviewed studies published in english language were included. After the review of relevant literature Following themes were emerged out Organization Culture and its classification, Organization culture and quality management system, Role of Organization Culture and quality managementsystem in hospital.

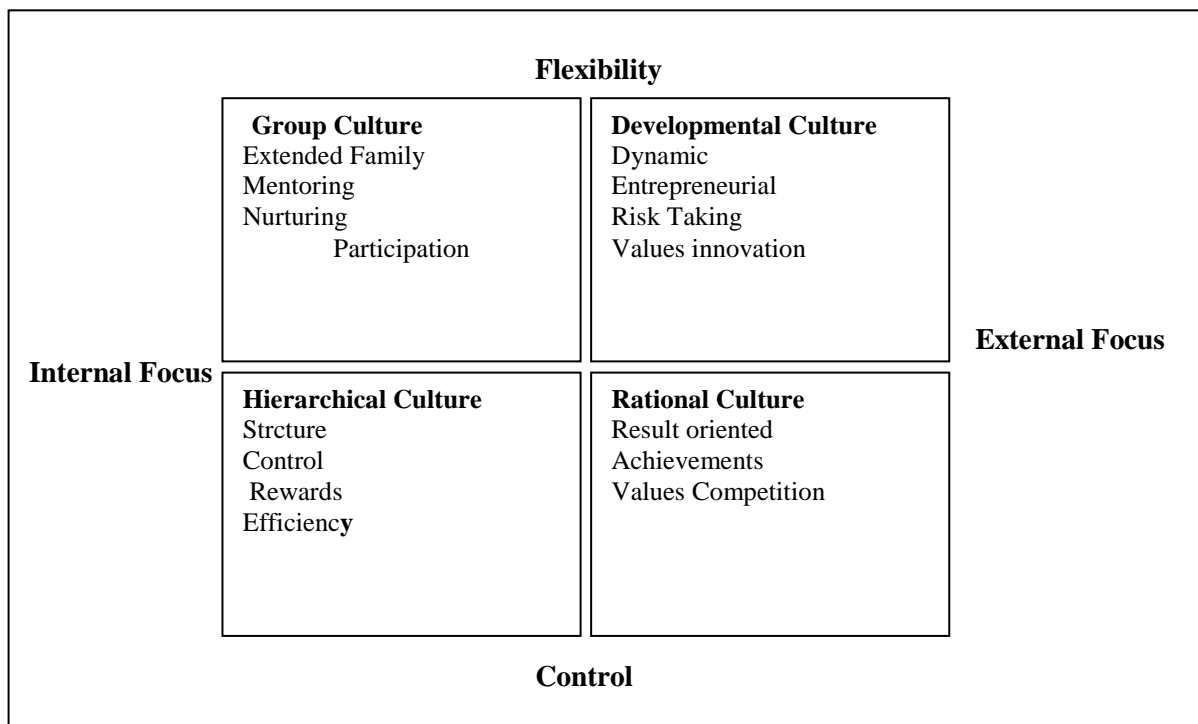
## 3. Results and Analysis

Result of this review is described under the following three headings :

**3.1.Organization Culture and its classification:** Organization culture is defined by various philosophers as a system of shared value and belief on which any organization functions. Organization Culture leads to the practices which is accepted by members of organization in general. According to Deal and Kennedy (2000), a strong culture is a system of informal rules that spells out how people are to behave most of the time. In a weak culture, employees waste a good deal of time just trying to figure out what they should do and how they should do it (p. 15). Management plays a vital role in creating culture in the organization. That is why quality

management system implementation is a top bottom approach. Organizations acquire identity and determination from its culture (Orla O'Donnell Richard Boyle:2008 ) Schein (2004) describes a very interesting aspect of organization culture "as a concept that points us to phenomena that are below the surface and powerful in their impact but invisible and to a considerable degree unconscious"(p.8). There are various theories and models which describes different types of organization culture also within an organization there may be more than one culture. Bradley and Parker's (2006) proposed Competing Values Framework (CVF) based on the work of Quinn and Rohrbaugh (1983) which has four dimensions, flexibility, control, internal and external forces. Various theories on organization culture conclude mainly four types of organization culture i.e. group, developmental, rational and hierarchical culture.

Provide a statement that what is expected, as stated in the "Introduction" chapter can ultimate



**Fig : 1 Competing Values Framework (CVF) based on the work of Quinn and Rohrbaugh (1983)**

**A.Group culture :** Bradley and Parker's (2006) defined group culture as a human resource model which is more internal to the organization and people oriented. Which value

cohesiveness, participatory decision making and considerate support among coworkers and leverages these values to empowerment and mentoring the support of team work.

**B.Development culture:** Development culture is more focused on creativity and growth of organization via resource acquisitions. Here individual initiatives are acknowledge and rewarded and organization has more focus on entrepreneurial venture.

**C.Rational Culture :** Rational Culture is a goal oriented organizational culture. It aims towards value productivity, achievement and completion toward established criteria.

**D.Hierarchical Culture:** Hierarchical Culture is strongly adhere to hierarchy. Reward based on and rule enforcement are main aspect of hierarchy culture.

**3.2.Organization culture and quality management system:** Wardhani et al(2009) have reported in their review of determinants of quality management system that organization culture is one of the most strong determinant of quality management system implementation in hospital.Lee et al (2000) , Shortell et al (1995) Carman JM(1996) Wakefield BJ et al(2001)has reported positive association between organization culture with degree of quality management system implementation in hospital. Everywhere organization culture is defined as shared value,belief norm and behavior of the organization means every organization functions on some belief and values that is called culture and organization like hospital where multidisciplinary heterogeneous teams work together to satisfy their customers there attainment of this objective hospital has to establish a culture of quality. When any organization believes and values a quality system then it is very easy to implement that quality management system. Because of the significant role of organization culture few researchers' (Cameron & Sine, 1999; Cameron, 1991; Powell, 1995) work focus to understand the cultural phenomenon than the tools and techniques of quality management system. Quality culture pattern developed by Cameron (1991) includes three different point of views namely error culture, anticipation culture and creative culture. Theses different point of view explains organization's point of view about quality culture how they think and value the quality management system. People and policies forms any organization. Receptiveness to change of these people ensures the implementation of quality management system and then belief of people contribute in sustainability of system.

**3.3.Role of Organization Culture and quality management system in hospital :**Many research shows linear relationship between organization culture and quality management system implementation. A study done by Brain et al(2008) in U. S. and data collected from 99 top hospitals of single owner companies and Sunshee Lee et al (2000) research of 67 Korean hospital shows that organization that values their employees and encourages group culture, such organization's patient has higher level of satisfaction. Similarly Dutch hospital also show the same relationship. This is similar to hypothesis proposed by Denison's(1984,1990) that "the group domain has a significant impact on the effectiveness of the organization. A survey conducted in 61 hospitals managed by Hospital corporation of America by T Speroff et al (2006) reported that hierarchal culture scores lower safety climate score than group culture . Whereas balanced cultured hospitals scored more than hierarchical culture but lower than the group culture. Rowena Jacobs et al(2005) reported that senior management team culture of the healthcare organizations like NHS Acute hospitals shows association with organizational performance. It shows the variation in culture over the period of time. Initially clan or group culture was dominant than hierarchical culture. Whereas one year later rational culture took over the clan culture but balanced culture is always helps in the improvement in performance of any organization. In the contrary of the above mentioned studies related to organizational culture a prospective cohort study of 3045 Coronary artery bypass graft patient done by shortell et al (1993) shows very little relation of organization culture with quality of care. Existing literatures do not reveal much information about the relationship between the quality management system implementation in small sized ( 50 bed or less) hospital and the type of organization culture. Most of the studies were conducted in western countries and in large hospital more than 400 bed capacity. Brain et al(2008) described in their study of 99 top hospitals of single owner companies in U. S. that group and developmental culture influence the organization to implement quality management system more than remaining two types of cultures.

**4. Conclusion :** Different types of organization has different beliefs and values that creates their organization culture. This differentiation in culture distinguish one organization from other. Positive group and developmental culture helps organizations in quality management system implementation. None of the organizational culture can stand alone and helps in quality management system implementation but combination is required for sustainable implementation.

But still it is very important to know how to change hierarchical and rational culture in to more people and result oriented group and development culture. Organization culture act as a catalyst in implementation of successful quality management system. It helps top management to set a system related to quality management and motivate employees to become a part of that system.

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