

COMPETING VALUES FRAMEWORK AS A TOOL FOR MEASURING THE CULTURAL LEAN OF MEDIUM SCALE HOSPITALS

* G.Dileep

Abstract

To implement any system or improvement program, the culture prevailing in the organization should be conducive- failing which, instead of providing advantages to the organization, the new programme will bring in chaos in the organization. In the process of developing a comprehensive model to the success of medium scale hospitals, it is important to look into the cultural context of the hospitals. This helps in finding the existing level of each cultural element and identifying the factors to be considered on priority so that the culture can be modified to suit any change proposal.

Key words: group culture, developmental culture, hierarchical culture, rational culture, flexibility, control etc.

Introduction

In considering the possible role of organizational culture in error reduction, we are interested in identifying a general conceptual model of organizational culture that has been used extensively in prior research across a broad range of organizational settings. The competing values framework (CVF) (Quinn and Rohrbaugh, 1983, Cameron and Quinn, 1999), provides insight into the issue of cultural compatibility while implementing any new program in the hospital. This model of organizational culture which is represented in Fig.1 has been employed in quality management research (Detert et al., 2000), as well as in research related to the management of health care (Kalliath et al., 1999; Gifford et al.,2002), so we believe the CVF would be an appropriate conceptual model to be used to guide our exploration of the relationship between organizational culture and implementation of any quality management program

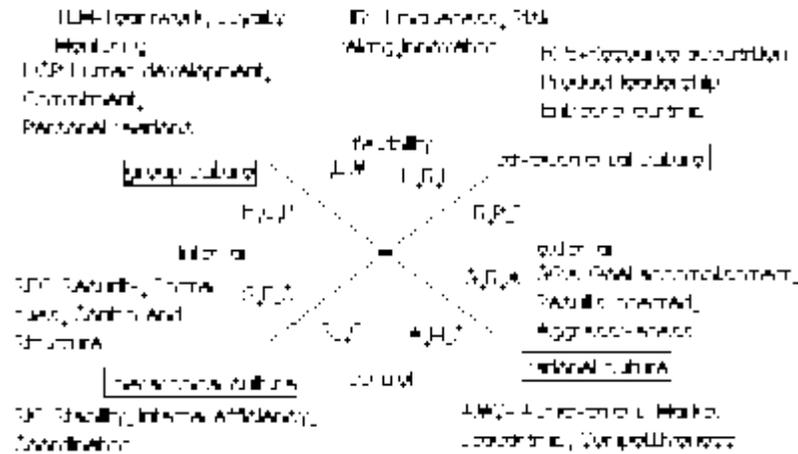


Fig.1 Competing values framework of organizational culture

The competing values model is characterized by a two-dimensional space that reflects different value orientations (Denison and Spreitzer, 1991). The first dimension in this model, the flexibility-control axis, shows the degree to which the organization emphasizes change or stability. A flexibility orientation reflects flexibility and spontaneity, while a control orientation reflects stability, control, and order.

The second dimension in this framework, the internal- external axis, addresses the organization’s choice between focusing on activities occurring within the organization (internal) and those occurring outside, in the external environment. An internal orientation reflects an emphasis on the maintenance and improvement of the existing organization, while an external orientation reflects an emphasis on

competition, adaptation, and interaction with the external environment.

This two-dimensional typology yields four cultural orientations that correspond to four major models in organizational theory.

(1) Group culture:

This corresponds to the human relations model of organizational theory, emphasizes flexibility and change and is further characterized by strong human relations, affiliation, and a focus on the internal organization.

(2) Developmental culture:

This corresponds to the open systems model, also emphasizes flexibility but is externally oriented. The focus is primarily on growth, resource acquisition, creativity, and adaptation to the external environment.

(3) Rational culture:

This corresponds to the rational goal model, which is externally focused, but it is control oriented. Such firms emphasize productivity and achievement, with objectives typically well-defined and external competition a primary motivating factor.

(4) Hierarchical culture:

This corresponds to the internal process model, emphasizes stability. However, in contrast to rational culture, the focus is on the internal organization. This orientation is characterized by uniformity, coordination, internal efficiency, and a close adherence to rules and regulations.

These cultural orientations have also been referred to as Clan, Adhocracy, Market, and Hierarchy, respectively (Cameron and Quinn, 1999). Figure 1 which was adapted from prior work by Quinn and Spreitzer (1991), Cameron and Quinn (1999), and Denison and Spreitzer (1991), provides an illustration of how these idealized orientations fit within the two-dimensional competing values framework. In each of the four quadrants shown in Figure-1, a representative (although not exhaustive) list of characteristics associated with each cultural orientation is provided.

An important assumption underlying this framework is that each quadrant is a specific orientation (Denison and Spreitzer, 1991). It is likely that an organization will exhibit a combination

of different culture orientations, although one type may be more dominant than the others. An organization's culture would be characterized by a profile in the two-dimensional space, rather than a single point (Denison and Spreitzer, 1991). Therefore, a high rating on one dimension (e.g. internal orientation) does not exclude a high rating at the other end (e.g. external orientation). In addition, a second assumption of the CVF is that an effective organization will exhibit some degree of balance between the different orientations. An overemphasis on one dimension or quadrant at the expense of another would likely restrict the organization's ability to respond to the demands of different environmental conditions.

Research study:**An application to Medium Scale Hospital:**

A study was conducted with 60 respondents from medium scale hospitals who are working in different areas in the hospitals.

This study was conducted with the following objectives:

1. To find the lean of the culture of these hospitals using competency value framework, so that the extent of ease of implementation of any quality system can be identified.
2. To study the individual culture dimensions of such hospitals, so that

the possibility of implementation of any quality system can be analyzed.

Table: 1 Group Culture

Sl.no	Dimension	0	1	2	3	4	5	Weighted score	Index
1	Personal place	3	4	8	3	15	27	224	0.75
2	Mentoring, facilitating, nurturing	12	10	17	9	6	6	125	0.42
3	Teamwork and participation	2	2	3	12	18	23	231	0.77
4	Loyalty and mutual trust	5	9	12	15	11	8	162	0.54
5	Human development	4	6	17	9	8	16	129	0.43
6	Commitment and concern for people	3	7	9	15	12	14	188	0.63
Total weighted score								1059	0.59

Source: Primary data

Table: 2 Developmental Culture

Sl.no	Dimension	0	1	2	3	4	5	Weighted score	Index
1	Dynamic and entrepreneurial place	5	12	16	17	3	7	142	0.47
2	Entrepreneurship, innovating	12	15	13	5	6	9	125	0.42
3	Individual risk-taking, innovation	8	17	12	8	9	6	131	0.44
4	Commitment to innovation	16	12	10	9	8	5	116	0.39
5	Acquiring new resources	12	7	11	10	9	11	150	0.50
6	Having the most unique products	9	14	8	9	11	9	146	0.49
Total weighted score								810	0.45

Source: Primary data

Table: 3 Rational Culture

Sl.no	Dimension	0	1	2	3	4	5	Weighted score	Index
1	Results oriented	2	6	5	7	19	21	218	0.73
2	No-nonsense, aggressive	3	5	8	9	18	17	205	0.68
3	Competitiveness and high demands	5	4	12	14	16	9	219	0.73
4	Emphasis on goal accomplishment	1	3	7	18	12	19	214	0.71
5	Competitive actions and achievements	2	12	16	11	7	12	165	0.55
6	Winning in the marketplace	1	3	11	14	17	14	205	0.68
Total weighted score								1226	0.68

Source: Primary data

Table: 4 Hierarchical Culture

Sl.no	Dimension	0	1	2	3	4	5	Weighted score	Index
1	Controlled and structured	2	12	14	16	7	9	161	0.54
2	Coordinating, organizing	3	7	5	8	14	23	212	0.71
3	Security of employment and conformity	6	10	12	14	10	8	156	0.52
4	Formal rules and policies	3	14	18	11	6	8	147	0.49
5	Permanence and stability	5	11	9	16	12	7	160	0.53
6	Efficiency	1	8	12	11	19	9	186	0.62
Total weighted score								1022	0.57

Source: Primary data

The Friedman test of the four culture dimensions (GC – Group Culture, DC – Developmental Culture, RC – Rational Culture & HC – Hierarchical Culture) gave the following results.

Ranks		Test Statistics ^a	
	Mean Rank		
GC1	4.32	N	60
GC2	2.27	Chi-Square	58.475
GC3	4.35	df	5
GC4	3.06	Asymp. Sig.	.000
GC5	3.51	a. Friedman Test	
GC6	3.50		

Ranks

	Mean Rank
DC1	3.84
DC2	3.28
DC3	3.46
DC4	3.20
DC5	3.65
DC6	3.57

Test Statistics^a

N	60
Chi-Square	5.256
df	5
Asymp. Sig.	.385

a. Friedman Test

Ranks

	Mean Rank
RC1	4.12
RC2	3.74
RC3	2.92
RC4	3.87
RC5	2.72
RC6	3.64

Test Statistics^a

N	60
Chi-Square	31.028
df	5
Asymp. Sig.	.000

a. Friedman Test

Ranks

	Mean Rank
HC1	3.30
HC2	4.50
HC3	3.17
HC4	2.97
HC5	3.19
HC6	3.88

Test Statistics (Friedman Test)

N	59
Chi-Square	31.566
df	5
Asymp. Sig.	.000

Findings from the study

1. The index of group culture is 0.59 and the sub dimensions are having different indices. The flexibility dimensions, Team work, Loyalty and Mentoring are having indices 0.77, 0.54, and 0.42 respectively which explains the scope of the dimensions in the group culture for improvement. This gives a hope that team work is already better there and by establishing a mentoring role by the doctors the flexibility dimension can be properly achieved.
2. The index of developmental culture is 0.45 and the sub dimensions are

having different indices. The flexibility dimensions, Uniqueness, Risk taking and Innovation are having indices 0.49, 0.44, and 0.39 respectively which explains the wide gap from unity and the relative difficulty for implementing any change.

3. The index of rational culture is 0.68. The control dimensions, Achievement, Market leadership and Competitiveness are having indices 0.55, 0.68 and 0.73 respectively which are fairly high showing the stability of these hospitals in their focus on the existing operating processes.

4. The index of hierarchical culture is 0.57. The control dimensions Stability, Internal efficiency and Coordination are having indices 0.53, 0.62 and 0.71 respectively. These values give a confidence that if the top management is convinced of the change required then with little difficulties change can be implemented.
5. The indices of the internal orientation dimensions of group culture, human development, commitment and personal relations are 0.43, 0.63 and 0.75 respectively which clearly indicates these hospitals show little interest on human development which affects the development of internal processes which is a key factor for implementation of any new system.
6. The hierarchical culture dimensions which relates to internal orientation, security, Formal rules and Control & structure have indices 0.52, 0.49 and 0.54 respectively which explains the gap to be filled by these organizations to stick on to a structured system of operations.
7. The external orientation dimensions under developmental culture, resource acquisition, product leadership and entrepreneurship are having indices 0.50, 0.47 and 0.42 respectively. This explains the scope for these hospitals to establish in the environment they embed.
8. The rational culture dimensions which indicate the external orientation, Goal accomplishment, Results-oriented and aggressiveness have indices 0.71, 0.73 and 0.68 respectively. This gives relief to the process improvement team that the general orientation of employees are more towards achieving the goal.
9. The cultural profile given by the indices of all four cultures give a more lean towards the control & stability region than flexibility with almost equal internal and external orientation.

Inferences:

From the outcomes of Friedman test:

1. Since the significance .000 is less than .05 the null hypothesis of there is no significant difference between the factors of group culture is rejected. Hence there is a significant difference among the mean values of the factors of the group culture in the medium scale hospitals.
2. Since the significance .385 is not less than .05 the null hypothesis of there is no significant difference between the factors of developmental culture is accepted. Hence there is no significant difference among the mean values of the factors of the developmental culture in the medium scale hospitals.
3. Since the significance .000 is less than .05 the null hypothesis of there is no significant difference between the factors of rational culture is rejected. Hence there is a significant difference among

- the mean values of the factors of the rational culture in the medium scale hospitals.
4. Since the significance .000 is less than .05 the null hypothesis of there is no significant difference between the factors of hierarchical culture is rejected. Hence there is a significant difference among the mean values of the factors of the hierarchical culture in the medium scale hospitals.
 5. From the rank tables the order of importance of the independent variables in group culture have been identified and are listed below:
 - Mentoring, facilitating, nurturing,
 - Loyalty and mutual trust,
 - Commitment and concern for people
 - Human development
 - Personal place
 - Teamwork and participation
 6. From the rank table the order of importance of the factors for improvement in developmental culture have been identified and are listed below:
 - Commitment to innovation
 - Entrepreneurship, innovating
 7. From the rank table the order of importance of the factors for improvement in rational culture have been identified and are listed below:
 - Individual risk-taking, innovation
 - Having the most unique products
 - Acquiring new resources
 - Dynamic and entrepreneurial place
 8. From the rank table the order of importance of the factors for improvement in hierarchical culture have been identified and are listed below:
 - Competitive actions and achievements
 - Competitiveness and high demands
 - Winning in the marketplace
 - No-nonsense, aggressive
 - Emphasis on goal accomplishment
 - Results oriented

- Coordinating, organizing

Conclusion:

From the literature review and the study conducted to check the cultural factors compatible for implementation of any quality management/improvement system in medium scale hospitals, the following are suggested.

1. Improve the index of the relevant culture element by looking into the order of importance of the various independent variables of the element
2. Conduct more awareness programs related to the benefits of quality improvement programs to the employees.(more to change the attitude)
3. Structure modification to suit improvement in project handling.
4. Visually show the commitment and interest of top management in implementation.

These will bring the cultural compatibility in the medium scale hospitals to implement any improvement program.

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About the Author:

G.Dileep is Professor & Head, Dept. of Management Studies, SRR Engineering College, Chennai

Quotable Quotes

- A ship is safe at harbour, but that's not what ships are meant for.
- A man without goal is like a ship without destination.
- The only safe ship in a storm is leadership.
- It's not the towering sail but the unseen wind, that moves the ship.
- If the ship sails away from sight, it doesn't mean my journey ends; it simply means the river bends.
- It is not the ship so much as the skillful sailing that assures successful voyage.
- We must sail, sometimes with the wind and sometimes against it- but sail we must - and not drift, nor lie at anchor.