Part I: Internship Report

1.1 Introduction to Organization and its Profile (History, location, area, number of departments / programmes etc.). -

PHFI

The Public Health Foundation of India (PHFI) is a response to redress the limited institutional capacity in India for strengthening training, research and policy development in the area of Public Health.

It is a public private partnership that has collaboratively evolved through consultations with multiple constituencies including Indian and international academia, state and central governments, multi & bi-lateral agencies and civil society groups.

Structured as an independent foundation, PHFI adopts a broad, integrative approach to public health, tailoring its endeavours to Indian conditions and bearing relevance to countries facing similar challenges and concerns. The PHFI focuses on broad dimensions of public health that encompass promotive, preventive and therapeutic services, many of which are frequently lost sight of in policy planning as well as in popular understanding.

India is experiencing a rapid health transition. It is confronted both by an unfinished agenda of infectious diseases, nutritional deficiencies and unsafe pregnancies as well as the challenge of escalating epidemics of non-communicable diseases. This composite threat to the nation's health and development needs a concerted public health response that can ensure efficient delivery of cost-effective interventions for health promotion, disease prevention and affordable diagnostic and therapeutic health care.

Health challenges require to be understood and acted upon. Concerted health research, policy development and analysis, programme development and evaluation, health systems organization, models of health care financing and operationalized scientific research are aids to this process.They assess and highlight the need for action, while providing insight for possible solutions.

Education and training in public health needs to be inter-disciplinary in content so that the pathways of public health action are multi-sectoral. Public health education must include subject areas like epidemiology, biostatistics, behavioral sciences, health economics, health services management, environmental health, health inequities and human rights, gender and health, health communication, ethics of health care and research. The interventions proposed need to be **evidence-based, context-specific** and **resource- sensitive**.

Believe in the power of turning knowledge to action, hence the logo...

The PHFI is working towards building public health capacity in India by:

+ **Establishing 5 -7 new institutes of public health** over the next 6 years;

+ **Assisting the growth of existing public health training institutions/ departments** and facilitating their evolution into major institutes of public health;

+ **Establishing a strong national research network** of public health and allied institutions which would undertake policy and programme relevant research that will advance public health goals in prioritized areas **- with suitable international partnerships where useful and appropriate;**

+ Engaging public health expertise to collectively undertake analytical work for **generating policy recommendations** related to public health action, in not only the health sector but also in all other sectors which impact upon health of people, and **developing a vigorous advocacy platform** to effectively communicate these recommendations to policy makers and other relevant stake holder groups (including civil society organizations which represent the interests of people's health);

are awarded by training institutions across India.

B y N a t a s h a D ' L i m a , P r o g r a m S u p p o r t A n a l y s t , P H F I .

Prof. K. Srinath Reddy is presently President, Public Health Foundation of India and till recently headed the Department of Cardiology at All India Institute of Medical Sciences (AIIMS). Having trained in cardiology and epidemiology, he is presently regarded as a global leader in preventive cardiology and a thought leader in global public health.

His contributions to public health have been recognized through several awards and honours. They include: WHO Director General's Award for Outstanding Global Leadership in Tobacco Control (World Health Assembly, 2003), Padma Bhushan (Presidential Honour, India, 2005), Queen Elizabeth Medal (Royal Society for Health Promotion, UK, 2005), Luther Terry Medal for Leadership in Tobacco Control (American Cancer Society, 2009), Membership of the US National Academies (Institute of Medicine, 2005), Fellowship of the London School of Hygiene and Tropical Medicine (2009), Fellowship of the Faculty of Public Health, UK (2009), Cutter Lecture (Harvard, 2006), Koplan Lecture (CDC, 2008), Gopalan Oration (2009) and Paul Dudley White Lecture (American Heart Association, 2010).

Prof. Reddy has also won literary awards including the ECAAR Global Peace Essay contest (adjudged by 11 Nobel Laureates in 1992) and the Times of India Essay Contest on Human Rights. He was a prize winning debater and quizzer at University level and now writes on health related issues for national news papers such as The Hindu, Indian Express, Economic Times and the Financial Express.

PHFI is committed to building partnerships with renowned organizations and agencies that enhance learning opportunities and are mutually beneficial in transforming public health education and practice.

It has partnerships with institutes all over the world with 3 in India itself, 16 in the U.S.A., 14 in the U.K. and 2 each in Canada, Europe and Australia. This list includes world-class organizations such the Harvard School of Public Health, the Johns Hopkins Bloomberg School of Public Health and the Emory University, Rollins School of Public Health in USA, the University of Oxford, Division of Public Health and Primary Health Care and the University of Cambridge, School of Clinical Medicine in the UK.

Health System Support Unit (HSSU)

Strengthening health systems is a major priority for improving the overall systems performance. The purpose of establishing a health systems support unit at PHFI is to leverage and learn from the experiences of other verticals like research, education, advocacy and training and provide a platform for handholding system strengthening initiatives across the country. The PHFI-HSSU thus initiates and develops strategic partnerships with central and state governments and other relevant stakeholders with the following mandate:

- Initiating programmatic and research activities in the arena of health system strengthening including Emergency and Disaster preparedness in hospitals and communities
- Carrying out Operational Research, Operational Improvement and Quality Improvement Activities with Private and Public agencies on themes of public health relevance
- Handholding and partnering with non-governmental organizations
- Promoting alignment of educational programmes of PHFI with present and future National Health Programme needs
- Engaging in setting up of mentoring, monitoring and management frameworks in public health systems.

The unit will develop thematic health system support projects for activities/ geographies/ stakeholders based upon:

- ❖ Standalone time lines
- ❖ Indicators, budgeting and funding support
- ❖ Ability to Dovetail projects into a long-term roadmap.

Interconnections in various themes and projects will be knitted together by the coordinating support of the unit

Engagements

The Health System Support Unit (HSSU) seeks to establish strategic partnerships with central and state governments and other stakeholders in the arena of health system strengthening.

AT NATIONAL LEVEL

The Government of India steers health sector through policy oversight, technical assistance, planning, funding and monitoring, regulations and National Disease Control programmes

HSSU proposes to engage with GoI to Support the following:

- ❖ Plan preparation, appraisal, approval, monitoring
- ❖ Managing / monitoring GoI investments in infrastructure & HR
- ❖ National Health Observatory
- ❖ Accrediting / certifying, Ombudsman functions
- ❖ Comprehensive Training Programmes.
- ❖ Training and capacity building of MoHFW
- ❖ Review Missions
- ❖ Monitoring and Evaluation of components of various programmes
- ❖ MIS, pregnant women & immunization tracking.

AT STATE LEVEL

The Health Delivery system really belongs to states – Infrastructure, HR etc.

HSSU proposes to engage with states to support the following:

- ❖ Infrastructure and HR management
- ❖ Health Service Delivery and National Health Programmes
- ❖ Strengthening of State Directorates for improving medical services in health facilities
- ❖ Outreach activities, referral connectivity, diagnostic services
- ❖ RCH Services, Immunization, School Health programmes, urban health.
- ❖ Efficiency of National Disease Control programmes
- ❖ Mentoring e-Health, Nutrition, Disaster Management
- ❖ Health Financing, Communication, IEC, BCC,Advocacy
- ❖ Innovations, Programme Management and Planning and Community action

The setting up of the HSSU has the following benefits for PHFI:

- • Participate in institutional framework of health system.

- Partner in planning, implementation and monitoring.
- Contribute evidence based, technical support.
- Enhance stature as a stakeholder in health reforms.
- Enhance acceptance of training courses of PHFI.
- Widen the scope of research and make it need based.
- Open new funding and support opportunities.

Sir Hurkisondas Nurrotumdas Hospital (HNH)

Was established in 1925 when it began modestly with 40 beds, 20 of them "Free". The spirit of the Founders was of service to the poor and needy, and the participation by the community was so overwhelming that this hospital came to be acclaimed as a monument of organized philanthropy. To maintain the large number of free and subsidized beds the Hospital heavily depended on public donations. Yet it continuously grew, expanded and modernized, thanks to the philanthropic community which stood by it at all times.

With increasing cost of maintenance of the services, coupled with the cost of expert personnel to man the state-of-art facilities, and a fast advancing technology which demanded continuous modernization to fight obsolescence, the expenditure was growing at faster rates year after year. Naturally, the cost of treatment per bed increased manifold over the years, and the Hospital's determined bid to maintain its large number of free and subsidized beds resulted in significant addition to its costs. An ambitious programmed of expansion including the construction of a Multistoried Tower was already on hand.

The Hospital found itself going through a financial crisis. The Managing Council held detailed deliberations on the various options and finally resolved to accept the offer received from the Dhirubhai Ambani Foundation (DAF). A Memorandum of Understanding was signed in December 1997 between the Hospital and DAF, the latter committing to bring in funds to the extent of Rs.45-60 Crores over the following 3-5 years. The Nominees of DAF were inducted on the governing bodies and steps began to be taken to improve the situation.

The Hospital continues its age old tradition of rendering every service in the Casualty free. An average annual growth rate of around 10 per cent is witnessed in the outdoor patient population during the past few years. The Hospital is equipped with state-of-the-art operation theatres optimally used for specialized surgeries.

Thousands of patients have received treatment indoors in the various wards and specialized care areas and at OPD services at P.T. Clinic, the popular Diagnostic Centre of the Hospital. The Hospital continues its age-old tradition of rendering free service to all in the casualty ward. More than 4,000 surgeries were performed during the year, of which a major portion was special and supramajor surgeries.

The Hospital carried out several Cadaver Transplants in the recent past. Further, the eye Donation drive initiated by the hospital witnessed an increased response. Some of the important outreach programmes conducted during the year included a Senior Citizen Health Screening Program in association with Rotary Club, and a medical back-up for the Special Olympics event organized by the Lions Club - International. Twice a month, the hospital continues to conduct free health check-up for senior citizens and physically challenged in Mumbai. These programmes have gone a long way in educating the community on prevention of diseases, and promoting a healthy lifestyle.

The hospital is in the process of building a multi-storied ultra modern tertiary care hospital with state-of-art facilities and infrastructure embracing the entire spectrum of health care services. Several new facilities would be added, and many of the existing facilities would be significantly upgraded in areas like Neurology and Neurosurgery, Urosurgery, Cardiology and Cardiac Surgery, Cardiovascular Surgery and Cosmetology. A chain of blood banks would be established at various centers under a new initiative by the DAF. Educational and research activities at the hospital shall receive significant boost by way of advanced acilities and better funding. The project, when completed, would be a landmark healthcare facility in this city.

At present, over 258 consultants in various areas of specialization drive and manage the activities. They are assisted by a staff of over 1,000, including paramedical and other support. The Research centre also provides free and subsidised out-patient and in-patient treatment to the needy.

HNH&RC offers tertiary level healthcare facilities that include cardiology, cardio-thoracic surgery, neurology and neuro-surgery, oncology, urology, nephrology, paediatric and neonatal surgery, gastroenterology, micro-ear surgery, retinal surgery and other services. Over 258 consultants in various areas of specialization drive and manage the activities. They are assisted by a staff of 1,000, including paramedical and other support. The centre also provides free and subsidised out-patient and in-patient treatment to the needy.

HNH&RC is recognised for its post-graduate program, leading to post-graduate diplomas in various specialties awarded by the College of Physicians & Surgeons, Mumbai and the National Board of Examinations, New Delhi. HNH&RC is also recognised by Mumbai University for its M.Sc. and Ph.D. in biochemistry, applied biology, and microbiology. The hospital also runs a nursing school.

Since its inception, HNMRS has completed 100 clinical / scientific research projects, including many multi-disciplinary ones. Over 150 research papers have also been presented at various national and international conferences based on its research projects. These research projects are selected carefully with an aim to undertake community-based studies that are relevant to society.

Reflective Learning from Internship

- Always be prepared when you go to an organization, do not be blank

- Learn how to handle different people differently

- Be flexible, the client decides what's best for him

- Top management should be enthusiastic for things to get done

- Whatever you do, customize according to the client's need

- Even if you are the most intelligent person around, but you do not present yourself well, all will be lost

- Always go about solving a problem scientifically, so that every issue is tackled systematically

Part II: Dissertation Report

B y   N a t a s h a   D ' L i m a ,   P r o g r a m   S u p p o r t   A n a l y s t ,   P H F I .

Chapter 1 Introduction

"It's not the strongest, swiftest, most ferocious who survive. It is the most adaptable." Charles Darwin

Organizational culture, sometimes also referred to as corporate culture, is a general term that outlines the collective attitudes, beliefs, common experiences, procedures, and values that are prevalent in an organization and others similar to it.

The philosophy of a good organizational culture includes the beliefs and ideas of what the goals should be. The point is to have individuals think about the collective larger good of the company, since the prospering of the company will eventually benefit the employees too.

Hence, a general behavioral standard is expected, so that to some extent, every worker knows what is expected out of them before even the first day. This helps to create unity and increase general worker efficiency. Organizational culture helps to establish the expected guidelines, expectations, and rules that will help the company achieve their goals.

A company or corporation with staff that responds strongly to organizational values and can successfully pass that on to the workers at every level are considered to be part of a "strong culture." Inversely, if overly restrictive rules, procedures, and bureaucracy are necessary to enforce the company's vision, then that is definitely considered "weak culture."

Weak organizational culture is a detriment to a company for obvious reasons. The extra supervision, rules, and bureaucracy cause the company to be less efficient and less effective. In addition, having these extra layers also tends to be much more expensive, which will obviously show on the bottom line. Weak cultures can not take advantage of an opportunity that demands quick, decisive action.

Strong organizational culture tends to be a good thing, but there are also some dangers that have to be watched. For one, if everyone is completely in line with the organizational culture

of a company, and holds the same centralized beliefs on how the goals should be accomplished, then there is a danger of "group think." This is where an entire group thinks in such similar terms that they lose the ability to become innovative or take a unique approach to a problem. To put it another way, they lose their ability to "think outside the box."

Organizational culture is still necessary for a company of any size, and a strong organizational culture combined with an openness to new creative ideas and problem solving can be the building blocks to something amazing.

When analyzing organizational culture, important quantities to figure out are

- what types of managers and workers you have on every level,
- what type of organizational culture can maximize their abilities for the larger good of the company
- if the workers and supervisors already in place simply do not have the ability to shift to the organizational culture that is best

Analyzing both strengths and weaknesses can help determine where a company is, and what direction it can most effectively head towards.

A company with a very strong culture wants to make sure it doesn't go so far that no new ideas are let into the conversation. This would kill innovation. Likewise, in a company with a weak culture, if bureaucracy is a problem, while eliminating the unnecessary layers, your company still has to function. Analyzing organizational culture can be difficult, but it is a process that is well worth undertaking.

There are varying theories about the relationship between organization structure and culture. One of the best ways to describe organizational structure is that it is a mechanism through which effort and work is coordinated with supervision to produce the results that are hoped for from organizational culture. It is the system set into place through which individuals can come together collectively in order to fulfill the expectations of the organizational culture.

Traits of a healthy organization culture

There are many different ways to measure a company's organizational culture. There are exceptionally good corporate cultures, as well as disastrously bad ones, though most companies fall somewhere in the middle of these extremes. Following are the characteristics that will be found in most healthy organizational cultures:

- **Organizational pride:** Employees who are embarrassed to mention where they work are obviously not in a good environment, whereas employees who work for a company that they are will defend against slander, libel, or just plain criticism are a good sign of a company doing something right with their culture.

- **Ambition towards being better:** The difference between ambition for the sake of power or respect and ambition to keep improving for the sake of improving is the difference between night and day. Strong company culture focuses on improving and getting better at every level.

- **Obvious teamwork and communication:** The more open discussion there is, the more open exchange of ideas and the more competitive and cutting edge that company is capable of becoming.

- **Quality leadership:** This trait is not important just at the highest echelons of the organization, because even a brilliant CEO can have his greatest plans destroyed by a few low level managers who alienate employees and can't lead by example. Good managers are really interested in the problems that others are having, and are happy to offer help when asked.

- **Constant review of profits and costs:** Nothing is taken for granted. All financial records are studied, and expenses are justified. Unless they are really effective in making the company stronger and more profitable, alternatives are sought out.

- **Employee relationships:** A cut throat environment does not bring out the best in a company. Organizations with employees who work together is far more likely to succeed than a company where it's every man for themselves. The team players will contribute to the organization far more in the long run.

- **Client and consumer relations:** The customer is always right. As annoying as this can be at times, especially when it comes to handling grumpy patients, the organization that takes customer service as their true motto and keeps that focus will succeed and create great organizational culture.

- **Honesty and safety:** No one should ever be asked to do anything unsafe or blatantly dangerous. Likewise, employees don't even think about stealing from an employer who treats them well.

- **Education and developmental programs:** The organization invests in training its employees and providing whatever education is necessary for them to succeed.
- **Cutting edge thinking:** Organizations with a healthy culture are innovative and can think outside of common trends to move ahead of the pack. New ideas are always considered, and employee participation in brain storming is encouraged.

An Organizational Climate Survey is the closest thing a business can get to a Profit and Loss statement of how well a company uses its people.

An Organizational Climate Survey:

- Helps leaders understand the connection between their actions and the climate they create for their employees
- Helps leaders understand the climate they themselves experience on a daily basis
- Can be used as part of an executive coaching intervention or any one-to-one coaching and development process
- Is typically employed as a Leadership Development tool either for individual leaders or across teams and work units

It is really valuable for leaders to be able to quantify the climate they experience and create. But measuring is only the first step. Our challenge was to hold workshops to convey to the employees that the management truly cares for them and is concerned about them, in short we were to help create the right climate.

Review of Literature:

A positive work-group climate motivates employees to improve their performance by going above and beyond job expectations. Better performing work groups contribute to better organizational performance, which in turn leads to better results. In the health sector a good work-group climate leads to improved service delivery and thus to better health outcomes[1].

The same concept applies to the health system. While reviewing the literature available it was found that a lot has been done internationally on Work Climate in health care system. To list a few, the briefing paper on "Imbalances in the health workforce" by Pascal Zurn, Mario Dal Poz, Barbara Stilwell & Orvill Adams states the issue of imbalance in health workforce. It says that Imbalance in health workforce is an issue regularly addressed by the

media, researchers and policy makers. Although the issue of imbalance is not new on the public health agenda, various elements contribute to obscure clear policy development[2].

According to a study done by the Human Resources for Health, a positive work climate creates an environment conducive to the development of trust and empowerment, which in turn leads to high-quality patient care[3].

According to Bennet, Franco and Kanfer[4] Health sector reforms influence workers motivation through their effects on organizational structure and community/ client roles. At individual level, workers' individual goals, self- concept, expectations and experience of outcomes are some of the more important individual level determinants of worker motivation.   These determinants coupled with the individual worker's technical and intellectual capacity to perform and with the physical resources available to carry out the task, result in a specific level of worker performance.

Chapter 2 Objectives of the study

General Objective: To assess the organizational culture within the organization

Specific Objectives:

1. To determine how the employees perceive their organization
2. To understand how employees tackle problems and make decisions
3. To understand how grievances are taken care of
4. To assess job satisfaction and motivation levels of staff
5. To understand the emphasis on following rules and regulations
6. To assess if the culture supports innovation
7. To assess the quality of interpersonal relations between employees

Chapter 3 Data and Methods

Study design: This study done is a cross sectional, descriptive study.

Study area: Sir Hurkisondas Nurrotamdas Hospital & Research Centre.

It is a 300 bedded Tertiary care superspeciality Hospital presently managed by the Dhirubhai Ambani Foundation at Girgaon in Mumbai.

Study population: All the permanent staff of Sir Hurkisondas Nurrotamdas Hospital, that is around 300 staff.

Sample: 20% of the study population, that is 60 staff members.

Tools and techniques: An interview schedule was designed with the help of my colleagues at the Health System Support Unit (HSSU) and a scoring key was decided upon.

Originally, a questionnaire was to be used directly with the employees, but the management pointed out that most of their employees turn very hostile when a questionnaire is involved. Hence it was decided that the information required by the questionnaire would be obtained by interviewing the employees, and their responses would then be entered and subsequently scored.

The variables on which the data was collected are as follows:

- Perception
- Organizational Goals
- Problem Solving
- Performance
- Job Description and Job Satisfaction
- Growth
- Communication
- Rules and Regulations
- Work Environment
- Decision Making
- Grievance Redressal
- Innovations
- Rewards and Appraisal
- Motivation
- Interpersonal Relations
- Trust
- Technology and equipments

For the entire questionnaire, refer to <mark>annex</mark>

Data Analysis: This was done as per objectives.

Chapter 4 Results and Findings

4.0 Background of participants

Of the sample of 60 participants, the type of participants is given below:

Nursing	11
Ward staff	14
Administration	6
HODs	6
Cleaners	11
Clerks	4
Departmental Staff	8

The percentage wise distribution of the responses of all staff on each variable is as follows:

4.1 Perception

S. No.	Questions	Can't Say	Disagree	Neutral	Agree
a	In this organization special care is taken that work gets top priority	0%	0%	0%	100%
b	People here generally believe that it is human warmth and feelings for each other that makes an organization prosper	0%	12%	33%	55%
c	It is believed that employees keep a sense of responsibility under the guidance and care of a good superior	27%	22%	2%	50%
d	Officers generally believe that the employees will listen to them only when they have enough power and prestige	0%	35%	15%	50%
e	Employees are helped and cared for by their superiors	0%	12%	17%	72%
f	Employees who are efficient and hard working are appreciated	12%	7%	37%	45%
g	It is believed that persons at the top are the best people to make major decisions	0%	0%	0%	100%
h	Here people maintain fair but impersonal relationships in their respective teams	3%	78%	7%	12%
i	The general impression is that even in-disciplined worker can improve by friendly support and persuasion	15%	80%	0%	5%
j	People appreciate loyal and grateful employees	2%	12%	25%	62%

Mean score = 21.77

4.2 Organizational Goals

S. No.	Questions	Can't Say	Disagree	Neutral	Agree
a	Long term plans of the organization are very clear	70%	0%	15%	15%
b	Operating personnel feel very little commitment to organizational plans	0%	100%	0%	0%
c	Officers and staff are clear about the priorities of the total organization	0%	0%	0%	100%
d	The organizational goals and objectives are clear to me	0%	0%	0%	100%
e	Employees here are committed to organizational goals	0%	0%	0%	100%

Mean score = 10.75

4.3 Problem Solving

S. No.	Questions	Can't Say	Disagree	Neutral	Agree
a	Whenever there is a problem related to the job people try to look calm and cheerful	0%	5%	12%	77%
b	Whenever one faces a problem on the job, he approaches the relevant person and tries to work out a mutually agreeable solution	0%	8%	12%	80%
c	People here take problems as challenges and try to find better solutions than anybody else	25%	18%	18%	38%
d	Usually problems are solved by superiors without involving their subordinates	0%	15%	5%	80%
e	Feelings of the people involved are also considered while dealing with problems	0%	17%	20%	63%

Mean score = 14.32

4.4 Performance

S. No.	Questions	Can't Say	Disagree	Neutral	Agree
a	People in authority have to see to it that their employees work to their respective capabilities	27%	0%	45%	28%
b	Officers here always keep track of the progress of the work	0%	0%	0%	100%
c	Officers at all levels participate extensively in periodic review of strengths, weaknesses, opportunities and threats	85%	0%	15%	0%
d	Those who can achieve results are highly trusted here	18%	0%	5%	77%
e	Employees at this organization have right skills sets to perform their job functions	12%	2%	7%	80%
f	I gain satisfaction from my current job responsibilities	0%	25%	0%	75%
g	My skills and abilities are fully utilized in my current job	0%	27%	2%	72%
h	I have the ability to further develop my skills and abilities	42%	0%	20%	38%
i	Productivity standards are highly stressed here	0%	0%	23%	77%

Mean score = 19.27

4.5 Job Description and Job Satisfaction

S. No.	Questions	Can't Say	Disagree	Neutral	Agree
a	There is a complete written description for your jobs	100%	0%	0%	0%
b	The management takes care of job satisfaction	13%	42%	12%	33%
c	I am clear about my work process	0%	0%	0%	100%
d	I understand my roles and responsibilities	0%	0%	0%	100%
e	Employees here are satisfied with what they do	0%	38%	13%	48%

Mean score = 9.75

4.6 Growth

S. No.	Questions	Can't Say	Disagree	Neutral	Agree
a	Superiors in this organization help their employees in career planning	98%	0%	0%	2%
b	Employees are helped to grow and assume greater responsibilities	2%	32%	35%	32%
c	For interested employees, the growth opportunities here are not good	0%	32%	28%	40%

Mean score = 4.10

4.7 Communication

S. No.	Questions	Can't Say	Disagree	Neutral	Agree
a	In this organization, all necessary information are provided to employees and they are allowed to find their solutions jointly	23%	65%	2%	10%
b	Communication is used as an effective way of getting relevant feedback and critical information for corrective action	13%	0%	27%	60%
c	There is clear communication within the organization	2%	7%	10%	82%
d	Communication is often selective here; people usually give or hold back crucial information as a form of control	18%	13%	48%	20%

Mean score = 7.73

4.8 Rules and Regulations

S. No.	Questions	Can't Say	Disagree	Neutral	Agree
a	We always follow standard rules and regulations in organizational matters	0%	0%	0%	100%
b	The employees are constantly monitored for rule violations	23%	0%	58%	18%
c	People here are mainly concerned with following established rules and procedures	0%	0%	37%	63%
d	We follow strict operating procedures at all times	0%	0%	13%	87%
e	There is no manual specifying the rules of the organization	82%	10%	0%	8%
f	Emphasis is laid on rules, regulations and operating procedures	0%	0%	0%	100%

Mean score = 13.57

4.9 Work Environment

S. No.	Questions	Can't Say	Disagree	Neutral	Agree
a	People here are allowed to do almost as they please	2%	13%	18%	67%
b	The goals and purpose of the work are clearly defined for the employees	0%	0%	20%	80%
c	Punctuality is maintained by most in this organization	0%	8%	0%	92%
d	Achieving goals or targets set, or excelling them, seems to be the main concern here	2%	10%	70%	18%
e	The administrative authorities of this organization are not open to suggestions	20%	13%	25%	42%
f	Instructions from higher officers are not always clear	0%	75%	2%	23%
g	Work involves reporting to multiple people	0%	57%	0%	43%
h	Being overburdened and doing others' work is a frequent occurrence	10%	22%	20%	48%

Mean score = 17.48

4.10 Decision Making

S. No.	Questions	Can't Say	Disagree	Neutral	Agree
a	Decision makers in this organization do not seem to learn from experience	92%	8%	0%	0%
b	Decisions made in this organization are not implemented promptly	70%	8%	7%	15%
c	Delays in decisions here affect the production work adversely	100%	0%	0%	0%
d	Decisions are made at higher levels on the basis of information collected from several sources	27%	8%	0%	65%
e	Decisions here are generally made without involving subordinates	15%	5%	28%	52%
f	We participate in the decisions of our work group	27%	3%	40%	30%

Mean score = 6.68

4.11 Grievance Redressal

S. No.	Questions	Can't Say	Disagree	Neutral	Agree
a	Conflicting orders are issued often from central/ state/ regional/ district office	100%	0%	0%	0%
b	Personal conflicts are sidetracked here; this is not management's headache	12%	10%	35%	43%
c	Superiors analyze the reasons behind conflicts and lay down procedures to be strictly followed in future	23%	0%	30%	47%
d	When dealing with conflicts, feelings of people are also considered	28%	0%	12%	60%

Mean score = 6.13

4.12 Innovations

S. No.	Questions	Can't Say	Disagree	Neutral	Agree
a	Officers are encouraged to experiment with new methods and approaches	0%	93%	0%	7%
b	Original thinking is valued	0%	93%	0%	7%
c	Management acts quickly on innovative ideas	93%	5%	0%	2%
d	Innovations are rewarded	93%	0%	7%	0%
e	Periodic meetings are held to review and support progress on innovative ideas	93%	0%	0%	7%
f	New ideas are evaluated against clear policies and priorities	93%	0%	7%	0%
g	Here innovation and change is primarily ordered by top management / experts & specialists	93%	2%	5%	0%

Mean score = 2.95

4.13 Rewards and Appraisal

S. No.	Questions	Can't Say	Disagree	Neutral	Agree
a	Knowledge and expertise are recognized and rewarded here	100%	0%	0%	0%
b	Superiors reward high and errorless performance; they disapprove errors	100%	0%	0%	0%

Mean score = 0.00

4.14 Motivation

S. No.	Questions	Can't Say	Disagree	Neutral	Agree
a	Employees are motivated enough to work	0%	25%	27%	48%
b	Organization considers it as important to address basic needs of its employees to keep them motivated	0%	97%	3%	0%
c	There is a sense of identity and belonging to the organization	0%	12%	12%	77%
d	Employees feel motivated when their work is valued by their superior	100%	0%	0%	0%
e	Employees feel their work is important and tend to improve their performance the next time they are given the same task	5%	0%	42%	53%

Mean score = 8.35

4.15 Interpersonal Relations

S. No.	Questions	Can't Say	Disagree	Neutral	Agree
a	My work group operates effectively as a unit	0%	5%	7%	88%
b	I feel my inputs are valued by my peers	20%	5%	7%	68%
c	A spirit of team work is active in this organization	0%	5%	7%	88%
d	People have a high concern for one another and tend to help one another spontaneously when such help is needed	12%	12%	0%	77%
e	Meaningful personal relationships is an evident concern here	0%	5%	2%	93%
f	The dominant concern here is to maintain friendly relations with others	0%	95%	0%	5%
g	Knowledge and information sharing is a group norm across the organization	18%	20%	0%	62%

Mean score = 16.35

4.16 Trust

S. No.	Questions	Can't Say	Disagree	Neutral	Agree
a	Those who can achieve results are highly trusted	100%	0%	0%	0%
b	Here a general helping attitude generates mutual trust	100%	0%	0%	0%
c	There is more trust in organization, systems and procedures than in people	0%	0%	0%	100%
d	Here a high value is placed on trust between supervisors and subordinates	0%	0%	100%	0%
e	A general attitude of helping generates mutual trust here	0%	12%	0%	88%

Mean score = 7.77

4.17 Technology and equipments

S. No.	Questions	Can't Say	Disagree	Neutral	Agree
a	We have all the needed equipment to do our job	12%	0%	0%	88%
b	The equipments provided to us are up to date	12%	0%	0%	88%
c	Proper training is given to us to handle these equipments	12%	0%	0%	88%
d	We are updated about the new technologies	12%	0%	0%	88%

Mean score = 10.60

Chapter 5 Discussion

Across the survey it was noticed that for certain variables, most of the participants gave similar answers. The variables and the specific questions with their responses were as follows:

- Perception
    - In this organization special care is taken that work gets top priority – 100% of the employees surveyed agree.
    - It is believed that persons at the top are the best people to make major decisions – 100% of the employees surveyed agree.

- Organizational Goals
    - Long term plans of the organization are very clear – 70% can't say, 15% neutral, 15% agree.
    - Operating personnel feel very little commitment to organizational plans – 100% of the employees surveyed disagree.
    - Officers and staff are clear about the priorities of the total organization – 100% of the employees surveyed agree.
    - The organizational goals and objectives are clear to me – 100% of the employees surveyed agree.
    - Employees here are committed to organizational goals – 100% of the employees surveyed agree.

- Performance
    - Officers here always keep track of the progress of the work – 100% of the employees surveyed agree.
    - Officers at all levels participate extensively in periodic review of strengths, weaknesses, opportunities and threats – 15% were neutral on the issue, while 85% couldn't say.

- o I gain satisfaction from my current job responsibilities – 75% agree, 25% disagree.
- o Productivity standards are highly stressed here – 23% remained neutral on the issue while, 77% agreed.

- Job Description and Job Satisfaction
  - o There is a complete written description for your jobs – 100% of the employees surveyed said that they couldn't say.
  - o I am clear about my work process – 100% of the employees surveyed agree.
  - o I understand my roles and responsibilities – 100% of the employees surveyed agree.

- Growth
  - o Superiors in this organization help their employees in career planning – 98% couldn't say, 2% agrees.

- Rules and Regulations
  - o We always follow standard rules and regulations in organizational matters – 100% of the employees surveyed agree.
  - o People here are mainly concerned with following established rules and procedures – 37% of staff remained neutral on the issue, while 63% agree.
  - o We follow strict operating procedures at all times – 13% of staff remained neutral on the issue, while 87% agree.
  - o There is no manual specifying the rules of the organization – 82% couldn't say, 10% disagree, 8% agree.
  - o Emphasis is laid on rules, regulations and operating procedures – 100% of the employees surveyed agree.

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- Work Environment
    - The goals and purpose of the work are clearly defined for the employees – 20% remained neutral on the issue while, 80% agree.
    - Punctuality is maintained by most in this organization – 8% disagree, 92% agree.
    - Work involves reporting to multiple people – 57% disagree, 43% agree.

- Decision Making
    - Decision makers in this organization do not seem to learn from experience – 92% couldn't say, 8% disagree.
    - Delays in decisions here affect the production work adversely – 100% of the employees surveyed couldn't say.

- Grievance Redressal
    - Conflicting orders are issued often from central/ state/ regional/ district office – 100% of the employees surveyed couldn't say.

- Innovations
    - Officers are encouraged to experiment with new methods and approaches – 93% disagree, 7% agree.
    - Original thinking is valued – 93% disagree, 7% agree.
    - Management acts quickly on innovative ideas – 93% couldn't say, 5% disagree, 2% agree.
    - Innovations are rewarded – 93% disagree, 7% agree.
    - Periodic meetings are held to review and support progress on innovative ideas – 93% disagree, 7% agree.
    - New ideas are evaluated against clear policies and priorities – 93% disagree, 7% agree.
    - Here innovation and change is primarily ordered by top management / experts & specialists – 93% couldn't say, 2% disagree, while 5% remained neutral on the issue.

- Rewards and Appraisal
    - Knowledge and expertise are recognized and rewarded here – 100% of the employees surveyed couldn't say.
    - Superiors reward high and errorless performance; they disapprove errors – 100% of the employees surveyed couldn't say.

- Motivation
    - Organization considers it as important to address basic needs of its employees to keep them motivated – 97% disagree, 3% neutral.
    - Employees feel motivated when their work is valued by their superior – 100% of the employees surveyed couldn't say.

- Interpersonal Relations
    - A spirit of team work is active in this organization – 5% disagree, 7% neutral, 88% agree.
    - Meaningful personal relationships are an evident concern here – 5% disagree, 93% agree, while 2% remained neutral on the issue.
    - The dominant concern here is to maintain friendly relations with others – 95% disagree, 5% agree.

- Trust
    - Those who can achieve results are highly trusted – 100% of the employees surveyed couldn't say.
    - Here a general helping attitude generates mutual trust – 100% of the employees surveyed couldn't say.
    - There is more trust in organization, systems and procedures than in people – 100% of the employees surveyed agree.
    - Here a high value is placed on trust between supervisors and subordinates – All participants were neutral regarding this question.
    - A general attitude of helping generates mutual trust here – 12% disagree, while 88% agree.

- Technology and equipments
  - We have all the needed equipment to do our job – 12% couldn't say, while 88% agree.
  - The equipments provided to us are up to date – 12% couldn't say, while 88% agree.
  - Proper training is given to us to handle these equipments – 12% couldn't say, while 88% agree.
  - We are updated about the new technologies – 12% couldn't say, while 88% agree.

Of 95 questions, participants responded to 21 questions with the same opinion, and 28 questions received an overwhelming majority of answers.

Scoring:

The responses of the participants were assigned the following values:
  - 0 = Can't say
  - 1 = Disagree
  - 2 = Neutral
  - 3 = Agree

Accordingly, the scores from each category were calculated, which then contributed to the overall score.

For the overall score,
  - 0-95 = Poor
  - 96-190 = Average
  - 191-285 = Good

Per person, the possible minimum score was 0, the possible average score was 190 and the possible maximum score was 285.

The means of all the scores per variable is as follows:

Variable	Mean Score	Rating of the score
Perception	21.77	Good
Organizational Goals	10.75	Good
Problem Solving	14.32	Good
Performance	19.27	Good
Job Description and Job Satisfaction	9.75	Average
Growth	4.10	Average
Communication	7.73	Average
Rules and Regulations	13.57	Good
Work Environment	17.48	Good
Decision Making	6.68	Average
Grievance Redressal	6.13	Average
Innovations	2.95	Poor
Rewards and Appraisal	0.00	Poor
Motivation	8.35	Average
Interpersonal Relations	16.35	Good
Trust	7.77	Average
Technology and equipments	10.60	Good
TOTAL	**177.57**	**Average**

Findings:

Of 60 participants, 39 participants found the organization culture of the hospital to be average, while 21 participants found it to be good.
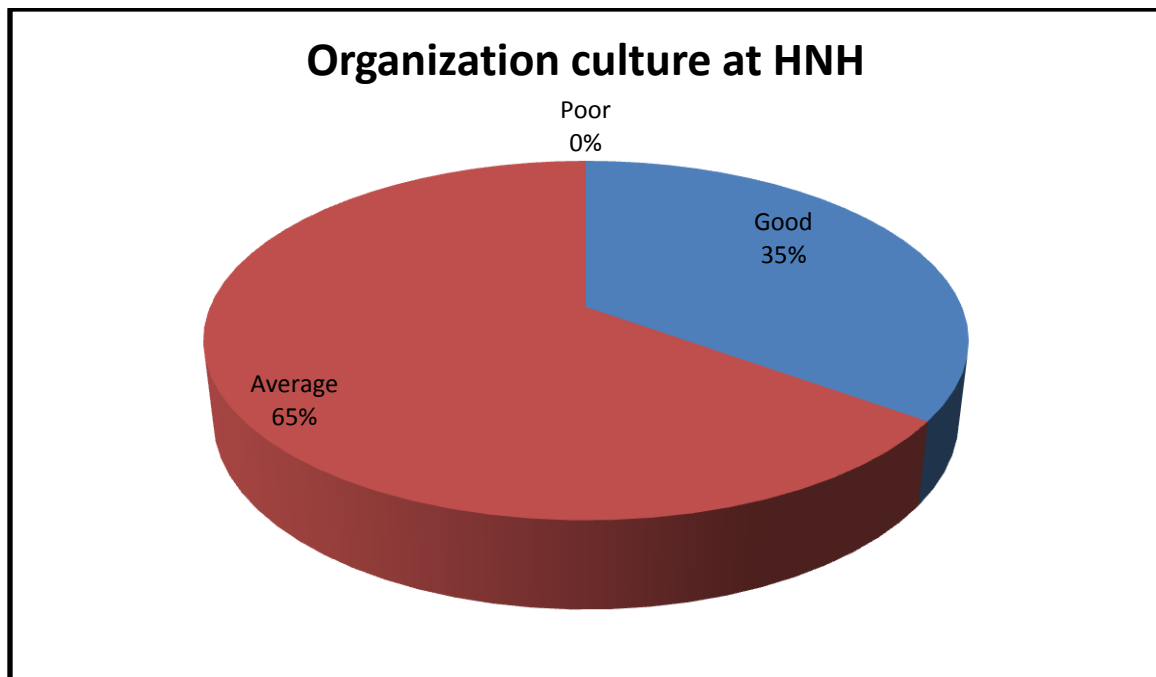
Our original objective was to determine the organizational culture at the hospital and to assess the need for the motivation and training of the staff. As seen from the figure above, 35% of the staff interviewed consider the culture to be good, while 65% of them feel that the culture is average.

Chapter 6

Recommendations

- Reinforce the belief that catering to patients' needs is the topmost priority
- Brief the heads of departments on a regular basis about the long term plans of the organization and they in turn should percolate the message to their staff.
- The organization goals and objectives should be translated into what staff need to do daily to achieve them
- Officers at all levels should conduct a periodic peer review of their strengths, weaknesses, opportunities and threats
- Ensure that all employees have a complete written job description and that they follow it to the best of their ability
- Superiors and higher management officials should advice their staff on career planning and growth
- Reinforce the belief that for all those who take their job seriously, the growth prospects are numerous
- Open, non-selective communication should be encouraged
- Employees should be given a free hand to try to solve problems on their own and then report the incident to their superiors
- Reinforce the attitude of following standard rules and regulations in organizational matters, but also give staff the authority to bend the rules, if it involves the welfare of patients
- Decision makers in the organization should consider past experiences, before making future decisions
- Staff should be encouraged to experiment with new methods and approaches, as long as they benefit the patient
- Since the staff is highly capable and is interested in the welfare of the patients, they should be encouraged to come up with innovative ideas that will smoothen daily operations and/or benefit the hospital

- Since not all innovations will have a good long term effect, they should be evaluated against clear policies and priorities
- Knowledge and expertise need to be recognized and rewarded
- The hospital should consider addressing the basic needs of its employees to keep them motivated
- A spirit of team work needs to be encouraged
- Encourage a "people-trusting" culture
- Motivation is absolutely essential, even if it is small gestures of recognizing a hardworking employee
- Enforce a culture where jobs are not taken for granted
- Encourage growth opportunities at various levels
- Problem solving needs to be encouraged at individual levels, rather than passing the buck

Conclusion

The staff are basically doing what they have done all these years and do not realize that over the years, the kind of patients they receive has changed. They need to understand that today's patients have lesser time, are more savvy and more demanding. Failure to cater to the needs of this new breed of patients will eventually result in a decline in customer loyalty and thus a decrease in revenue. The topics that need to be covered in the training of the staff are service standards and achieving customer satisfaction, among others.

Appendix 1 – References

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[15] As mention by Unni Krogstad, Dag Hofoss, Marijke Veenstra and Per Hjortdahl in their article Predictors of job satisfaction among doctors, nurses and auxiliaries in Norwegian hospitals: relevance for micro unit culture

[16] Charles Hongoro and Charles Normand Health Workers: Building and Motivating the Workforce

[17] Ahmad Azam Malik, Shelby Suzanne Yamamoto, Aurélia Souares, Zeeshan Malik, Rainer Sauerborn "Motivational determinants among physicians in Lahore, Pakistan"

Appendix 2 – Interview Schedule

Tick what you feel is most suitable to you. This is just a tool to assess the work climate within your organization. Your responses will be kept confidential and will not be disclosed to anyone within or outside the organization. Please feel free to respond.
1- Strongly Agree, 2- Agree, 3- Neutral, 4- Disagree, 5- Strongly Disagree

S. No.	OC Questions	1	2	3	4	5
1	**Perception:**					
1.1	In this organization special care is taken that work gets top priority					
1.2	People here generally believe that it is human warmth and feelings for each other that makes an organization prosper					
1.3	It is believed that employees keep a sense of responsibility under the guidance and care of a good superior					
1.4	Officers generally believe that the employees will listen to them only when they have enough power and prestige					
1.5	Employees are helped and cared for by their superiors					
1.6	Employees who are efficient and hard working are appreciated					
1.7	It is believed that persons at the top are the best people to make major decisions					
1.8	Here people maintain fair but impersonal relationships in their respective teams					
1.9	The general impression is that even in-disciplined worker can improve by friendly support and persuasion					
1.10	People appreciate loyal and grateful employees					
2	**Organizational Goals**					
2.1	Long term plans of the organization are very clear					
2.2	Operating personnel feel very little commitment to organizational plans					
2.3	Officers and staff are clear about the priorities of the total organization					
2.4	The organizational goals and objectives are clear to me					
2.5	Employees here are committed to organizational goals					
3	**Problem Solving:**					
3.1	Whenever there is a problem related to the job people try to look calm and cheerful					
3.2	Whenever one faces a problem on the job, he approaches the relevant person and tries to work out a mutually agreeable solution					

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3.3	People here take problems as challenges and try to find better solutions than anybody else					
3.4	Usually problems are solved by superiors without involving their subordinates					
3.5	Mainly the experts are involved in solving problems					
3.6	Feelings of the people involved are also considered while dealing with problems					
4	**Performance:**					
4.1	People in authority have to see to it that their employees work to their respective capabilities					
4.2	Officers here always keep track of the progress of the work					
4.3	Officers at all levels participate extensively in periodic review of strengths, weaknesses, opportunities and threats					
4.4	Those who can achieve results are highly trusted here					
4.5	Employees at this organization have right skills sets to perform their job functions					
4.6	I gain satisfaction from my current job responsibilities					
4.7	My skills and abilities are fully utilized in my current job					
4.8	I have the ability to further develop my skills and abilities					
4.9	Productivity standards are highly stressed here					
5	**Job Description and Job Satisfaction**					
5.1	There is a complete written description for your jobs					
5.2	The management takes care of job satisfaction					
5.3	I am clear about my work process					
5.4	I understand my roles and responsibilities					
5.5	Employees here are satisfied with what they do					
6	**Growth:**					
6.1	Superiors in this organization help their employees in career planning					
6.2	Employees are helped to grow and assume greater responsibilities					
6.3	For interested employees, the growth opportunities here are not good					
7	**Communication**					
7.1	In this organization, all necessary information are provided to employees and they are allowed to find their solutions jointly					
7.2	Communication is used as an effective way of getting relevant feedback and critical information for corrective action					
7.3	There is clear communication within the organization					

7.4	Communication is often selective here; people usually give or hold back crucial information as a form of control					
8	**Rules and Regulations**					
8.1	We always follow standard rules and regulations in organizational matters					
8.2	The employees are constantly monitored for rule violations					
8.3	People here are mainly concerned with following established rules and procedures					
8.4	We follow strict operating procedures at all times					
8.5	There is no manual specifying the rules of the organization					
8.6	Emphasis is laid on rules, regulations and operating procedures					
9	**Work Environment**					
9.1	People here are allowed to do almost as they please					
9.2	The goals and purpose of the work are clearly defined for the employees					
9.3	Punctuality is maintained by all in this organization					
9.4	Achieving goals or targets set, or excelling them, seems to be the main concern here					
9.5	The administrative authorities of this organization are not open to suggestions					
9.6	Instructions from higher officers are not always clear					
9.7	Work involves reporting to multiple people					
9.8	Being overburdened and doing others' work is a frequent occurrence					
10	**Decision Making**					
10.1	Decision makers in this organization do not seem to learn from experience					
10.2	Decisions made in this organization are not implemented promptly					
10.3	Delays in decisions here affect the production work adversely					
10.4	Decisions are made at higher levels on the basis of information collected from several sources					
10.5	Decisions here are generally made without involving subordinates					
10.6	We participate in the decisions of our work group					
11	**Grievance Redressal**					
11.1	Conflicting orders are issued often from central/ state/ regional/ district office					
11.2	Personal conflicts are sidetracked here; this is not management's headache					
11.3	Superiors analyze the reasons behind conflicts and lay down procedures to be strictly followed in future					
11.4	When dealing with conflicts, feelings of people are also considered					

12	**Innovations**					
12.1	Officers are encouraged to experiment with new methods and approaches					
12.2	Original thinking is valued					
12.4	Management acts quickly on innovative ideas					
12.5	Innovations are rewarded					
12.6	Periodic meetings are held to review and support progress on innovative ideas					
12.7	New ideas are evaluated against clear policies and priorities					
12.9	Here innovation and change is primarily ordered by top management / experts & specialists					
13	**Rewards and Appraisal**					
13.1	Knowledge and expertise are recognized and rewarded here					
13.2	Superiors reward high and errorless performance; they disapprove errors					
13.3	In rewarding people, undue importance is given to knowledge and expertise					
14	**Motivation**					
14.1	Employees are motivated enough to work					
14.2	Organization considers it as important to address basic needs of its employees to keep them motivated					
14.3	There is a sense of identity and belonging to the organization					
14.4	Employees feel motivated when their work is valued by their superior					
14.5	Employees feel their work is important and tend to improve their performance the next time they are given the same task					
15	**Interpersonal Relations**					
15.1	My work group operates effectively as a unit					
15.2	I feel my inputs are valued by my peers					
15.3	A spirit of team work is active in this organization					
15.4	People have a high concern for one another and tend to help one another spontaneously when such help is needed					
15.5	Meaningful personal relationships is an evident concern here					
15.6	The dominant concern here is to maintain friendly relations with others					
15.7	Knowledge and information sharing is a group norm across the organization					
16	**Trust**					
16.1	Those who can achieve results are highly trusted					
16.2	Here a general helping attitude generates mutual trust					

16.3	There is more trust in organization, systems and procedures than in people					
16.4	Here a high value is placed on trust between supervisors and subordinates					
16.5	A general attitude of helping generates mutual trust here					
17	**Technology and equipments**					
17.1	We have all the needed equipment to do our job					
17.2	The equipments provided to us are up to date					
17.3	Proper training is given to us to handle these equipments					
17.4	We are updated about the new technologies					

Appendix 3 – Review of literature

A supportive organizational culture is often cited as a key component of successful quality improvement initiatives in a variety of industries, including healthcare. Ferlie and Shortell (2001) discuss four levels of intervention to influence organizational culture: individual, team or micro-system, organization, and environmental levels of intervention. In the landmark work, *Crossing the Quality Chasm* (2001), the Institute of Medicine asserts that all interventions must address these four dimensions. As cited above Buono et al in an extended case study described culture as the nature of beliefs and expectations about organizational life, climate is an indicator of whether those benefits and expectations are being fulfilled.

Organizational culture consists of the shared beliefs, values and assumptions that exist in an organization. These beliefs, values, and assumptions determine the norms that develop the patterns of behavior that emerge from these norms. A supportive organizational culture is often cited as a key component of successful quality improvement initiatives in a variety of industries, including healthcare. Ferlie and Shortell (2001) discuss four levels of intervention to influence organizational culture: individual, team or micro-system, organization, and environmental levels of intervention. In the landmark work, *Crossing the Quality Chasm* (2001), the Institute of Medicine asserts that all interventions must address these four dimensions. As cited above Buono et al in an extended case study described culture as the nature of beliefs and expectations about organizational life, climate is an indicator of whether those benefits and expectations are being fulfilled.

According to Bennet, Franco and Kanfer Health sector reforms influence workers motivation through their effects on organizational structure and community/ client roles.

At individual level, workers' individual goals, self- concept, expectations and experience of outcomes are some of the more important individual level determinants of worker motivation. These determinants coupled with the individual worker's technical and

intellectual capacity to perform and with the physical resources available to carry out the task, result in a specific level of worker performance.

Worker motivation also depends upon the organizational context in which the worker is situated. Organizational structures, resources, processes and culture as well as organizational feedback about performance, contribute to the motivational process occurring at the individual level. These affect the individual's real and perceived ability to carry out his task, and stimulate worker adoption of organizational goals.

Although not part of the organizational context, communities also influence worker motivation through community expectations for how services should be delivered, the interactions that workers have with individual clients and formal and informal client feedback on health worker performance.

Often an employee knows how to perform correctly, the process is good, and all resources are available, but for one reason or another, chooses not to do so, which normally means it is a motivational issue. These motivational problems could arrive from family pressures, personality conflicts, a lack of understanding on how the behavior affects other people or process, etc.

<u>Motivation, Pride, Performance and Competence: A continual cycle</u>

According to Peyvand Khaleghian, Monica Das Gupta Organizational "mystique" arises when workers feel that they acquire prestige and a good reputation by working for their organization, and when their organization has a reputation for competence, respect and social contribution. Health staff high degree of pride in their organization and a personal commitment to maintaining its good reputation by contributing to the quality of services delivered (Grindle 1997). Key elements of this "mission and mystique" factor included a strong sense of service among staff; identification with norms and values that were thought to have universal validity such as honesty and political non-involvement; a sense that the organization and its employees were somehow unique, whether in their practice or the nature

of their mission; a sense that staff selection was based on competence or skill (and thus, a sense of pride in being part of the organization); and absorption of the organization's mission by staff, making it a personal mission as well as an organizational one.

The responsibility for change and performance improvement rests squarely on the shoulders of leaders at all levels. Dr. Edwards Deming said, "The aim of leadership should be to improve the performance of man and machine, to improve quality, to increase output, and simultaneously to bring pride of workmanship to people." A motivating environment is one that gives workers a sense of pride in what they do. To show executives and business owners how to accelerate performance and build a more productive work environment, a five step process called PRIDE system was created by Greg Smith

P- Provide a positive working environment

R- Reward and recognition

I- Involve and increase employee engagement

D- Develop the skills and potential of your workforce

E- Evaluate and make continuous improvements

The studies indicated that health workers take pride and are motivated when they feel they have the opportunity to progress. Bennett S. et al in their study said that self-efficacy, pride, management openness, job properties, and values had significant effects on motivational outcomes. A positive work culture brings pride in employees working for the organization. Increasing worker pride is possible when recognition is developed, both internal and external. Greater linkages and accountability to communities are methods for improving performance and increasing community feedback and thus worker pride.

Bidwell et al also quoted in their paper from the similar study that job definition was also important, not only in terms of affecting general satisfaction and organizational commitment, but also for supervision and how staff assessed how they were getting along.

According to Eddie Davies two key skills are required to sustain improved performance from motivated staff – setting challenging objectives and providing effective feedback on performance. The theorists Edwin Locke and Gary Latham identified this powerful combination as a key ingredient for motivating people at work.

When an employee takes him/ her as a part of the system and takes work a play, s/he tends to continuously improve his/ her performance. Whenever s/he succeeds in the task given there is a pride feeling which works as an intrinsic motivator.

The phrase "the assessment of competence" is frequently used in medical education as is the word "performance". The two terms are generally taken to refer to what one can do and what one does do. Performance is behaviour which can be observed, and from which competence can be inferred, just as it is an observable performance on so called intelligence tests from we infer a construct we call intelligence. Thinking of competence as a construct avoids the assumption that measurements of performance in a "controlled test setting" produce pure measures of competence. Performance in such context is affected by different, perhaps fewer, variables (time limitations, examinee expectations about observer standards etc.) than performance in a busy clinical practice settings although performance in a controlled test setting may be closer to demonstrating true competence, it remains a measure of performance rather than a direct measure of competence.

A positive work-group climate motivates employees to improve their performance by going above and beyond job expectations. Better performing work groups contribute to better organizational performance, which in turn leads to better results. In the health sector a good work-group climate leads to improved service delivery and thus to better health outcomes.

The same concept applies to the health system. While reviewing the literature available it was found that a lot has been done internationally on Work Climate in health care system. To list a few, the briefing paper on "Imbalances in the health workforce" by Pascal Zurn, Mario Dal Poz, Barbara Stilwell & Orvill Adams states the issue of imbalance in health workforce. It says that Imbalance in health workforce is an issue regularly addressed by the

media, researchers and policy makers. Although the issue of imbalance is not new on the public health agenda, various elements contribute to obscure clear policy development.

An operation research was conducted in Mali by Marjolein Dieleman, Jurrien Toonen, Hamadassalia Touré and Tim Martineau to identify the motivating factors among their health workers and to determine whether the existing performance management activities were appropriately implemented. The aim was to identify opportunities for improvement of HR activities implemented by managers within the facilities, and the study had therefore a managerial focus, as opposed to a political focus in which power and interests were analyzed.

The study revealed that the main motivators for health workers were related to recognition or appreciation, responsibility and training. These can be influenced by performance management (job descriptions, supervisions, continuous education and performance appraisal). The researchers agreed that salaries and incentives are important factors for health workers and should not be neglected; the study showed that gains in motivation could be made by giving greater responsibility to staff, by holding staff responsible and by improving mechanisms for recognition. These gains in motivation, which would ultimately contribute to improving quality of care and accessibility, could be achieved through improved performance management activities matched to these motivating factors.

Schein identifies three different but interdependent levels of culture: the first level he calls artifacts. This is what we see: actions and representations, visible for observers and openly communicated. At the second level he places beliefs and values that include evaluations and judgements. These are not visible but mostly accessible by questionnaires or other methods. The third level of culture, which he calls assumptions, are the deep formatting of mind - values so internalized in individuals and organizations that they are taken for granted. While pay and job security are clearly important determinants of morale, many organizations in developing countries have been able to significantly improve performance by cultivating a participatory, open, performance-oriented culture in which the workforce is deployed.

Charles Hongoro and Charles Normand states that getting the size of the health workforce right is important in its own right, but that alone is insufficient for improving health workers' motivation and productivity.

Article by Ahmad Azam Malik, Shelby Suzanne Yamamoto, Aurélia Souares, Zeeshan Malik, Rainer Sauerborn states that "Human resource crises in developing countries have been identified as a critical aspect of poor quality and low accessibility in health care. Worker motivation is an important facet of this issue. Specifically, motivation among physicians, who are an important bridge between health systems and patients, should be considered."