Assessing Organizational Culture At Sir Hurkisondas Nurrotamdas Hospital, Mumbai

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Reflection from Internship

- Learnt 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
- Customize everything according to the client's need
- Always go about solving a problem scientifically, so that every issue is tackled systematically

Introduction & Rationale of Study

- Established in 1925 when it began modestly with 40 beds, 20 of them "Free"
- As it expanded, the hospital found itself going through a financial crisis
- The DAF took over the reins of the hospital management in December 1997
- Profit-oriented, hence
  - Resentment
  - Lack of motivation

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

Methodology

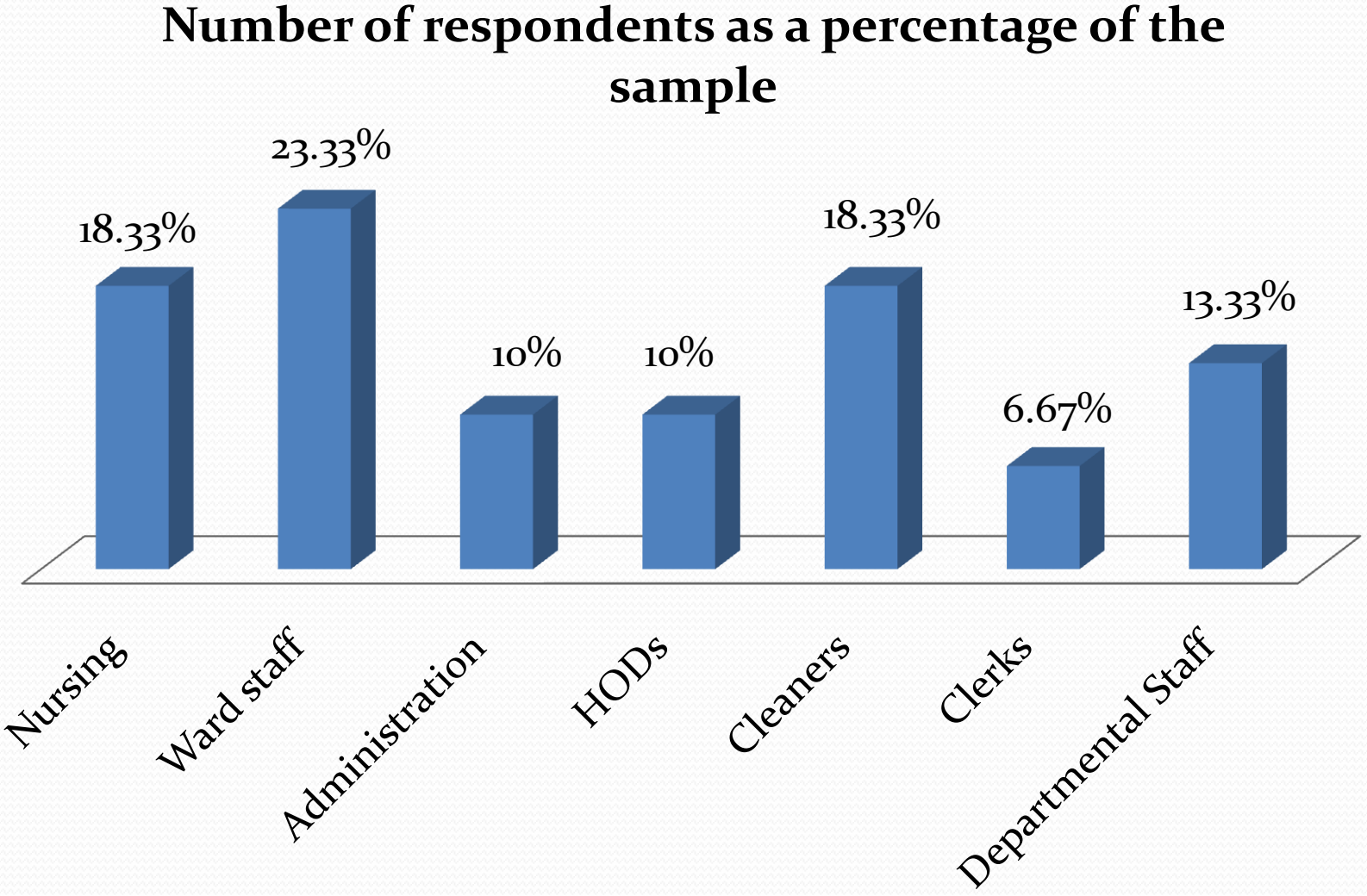
- **Study design:** cross sectional, descriptive study
- **Study area:** Sir Hurkisondas Nurrotamdas Hospital & Research Centre.
- It is a 300 bedded tertiary care superspecialty Hospital presently managed by the Dhirubhai Ambani Foundation at Girgaon in Mumbai.
- **Study population:** All the permanent staff (around 300)
- **Sample:** 20% of the study population
- **Tools and techniques:** An interview schedule

Study findings

Overall findings

- Non –threatening work environment with friendly employees
- Mostly permanent employees, backed by unions. Hence, they take their jobs for granted and take liberties
- Jobs have limited or no growth prospects, making them dull and monotonous
- A strict chain of command is followed through the hospital
- Problem solving is encouraged to a certain extent, but mostly it is reported to those in-charge to deal with it
- Management is supportive to changes instituted as long as it benefits the patient

Background of participants



Perception

- 100% of staff feel that work is given top priority
- 100% believe that the top management are the best people to make major decisions
- 80% agree that an in-disciplined worker cannot improve by friendly support and persuasion

Innovations

- 93% of staff feel
  - original thinking is not valued
  - experimentation with new methods and approaches is discouraged

Organizational Goals

All staff feel committed to the organizational plans
& are clear about the organization's priorities

Problem Solving

80% of staff say that problems are usually solved by superiors without involving their subordinates

Motivation

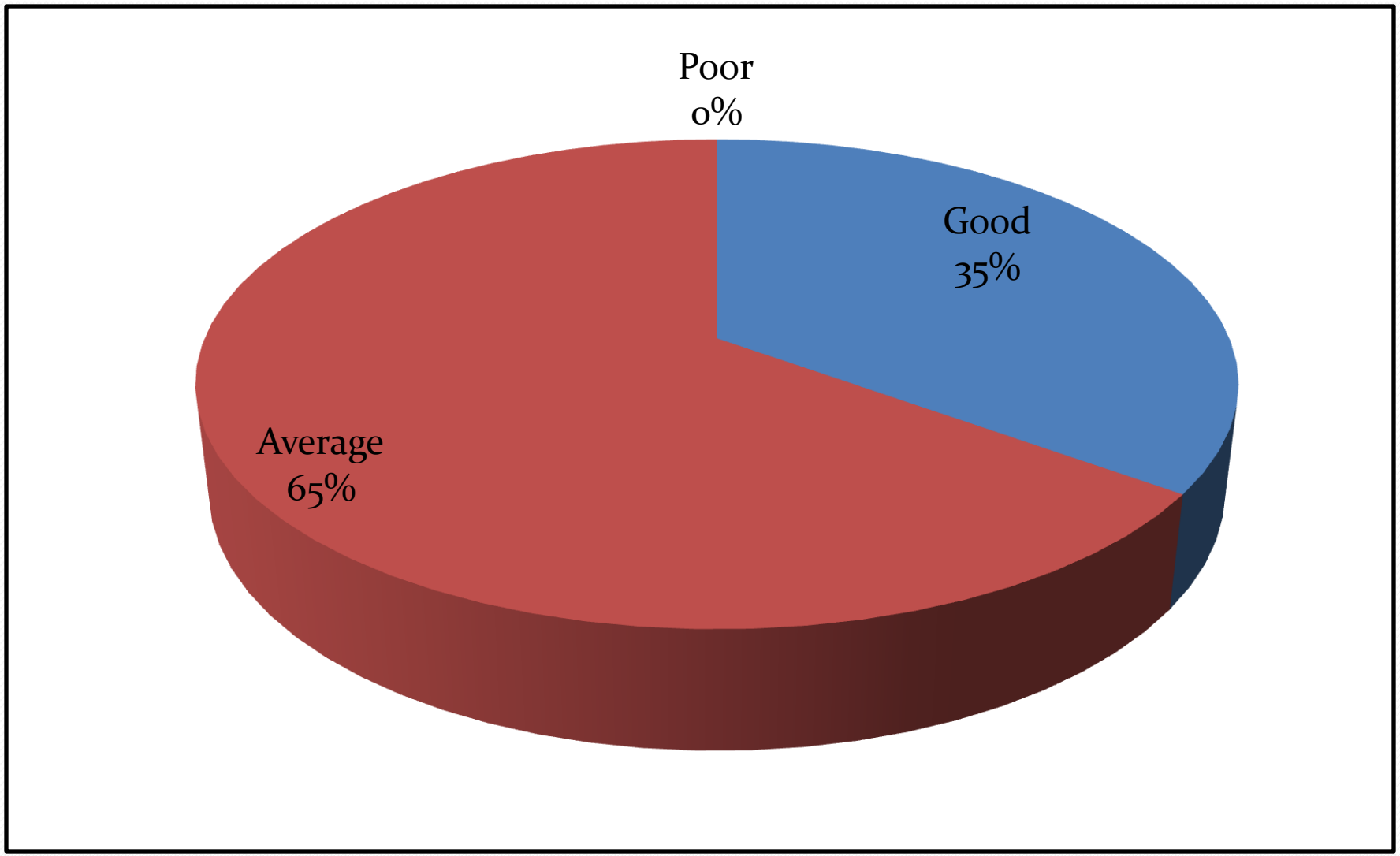
97% of staff feel that the organization does not address basic needs of its employees to keep them motivated

Trust

100% of staff feel that there is more trust in organization, systems and procedures than in people

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**

Organization culture at HNH



Recommendations

- Encourage a “people-trusting” culture
- Motivation is absolutely essential, even if it is small gestures
- 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

Thank you...