Effect of Ethical Work Culture on Operational Performance in Private Hospitals

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Abstract: The connection between professional ethics, employee involvement, and healthcare performance was investigated. It points out that the ethical conduct, commitment, motivation and engagement of healthcare workers are as important as the infrastructure and technology in ensuring healthcare performance. Studies have shown that positive ethical climate and supportive leadership have been found to increase employee engagement, professional responsibility and patient safety and poor working conditions and burnout have been shown to decrease performance. The study findings suggest that improving professional ethics and employee engagement can lead to improvements in employee performance, teamwork, patient safety and quality of healthcare services.

Keywords: Professional Ethics, Employee Engagement, Healthcare Performance

INTRODUCTION

The success or failure of healthcare organisations, and hospitals in particular, is heavily influenced by organisational culture, according to recent studies. It is crucial to comprehend the elements that drive hospital performance since the calibre of healthcare services offered by hospitals may significantly affect people's lives. When attempting to improve the efficacy and efficiency of healthcare facilities, hospital administrators and legislators may find it very beneficial to have a deeper understanding of the role of organisational culture. The purpose of the research by Gupta and colleagues (2021) entitled "Analysing the Impact of Organisational Culture on Performance: A Study of Public and Private Hospitals in India" is to investigate

how cultural norms inside hospitals affect their efficiency and effectiveness. The research polled 500 workers at 10 public and 10 private hospitals on their views on company culture and productivity.

Health indicators in India have lagged behind the country's economic growth over the last decade, highlighting the need to allocate more funds to healthcare. According to the Indian government's official 2010 budget report, public health spending in the country was 1.1% of GDP. Community health centers (CHCs), 23,458 primary care clinics, and about 146,036 health sub-centers make up the public health care system. A public tertiary care hospital with 150 beds is located at the district level. Public health care organisations are not well-respected; just 23.5 percent of city inhabitants and 30.6 percent of rural residents conduct business with them (Central Bureau of Health Intelligence, 2010).

India ranks twenty-first in the world for private health care funding, and research indicates that people pay for eighty-two percent of total medical costs (Sengupta & Nandy, 2005).

The majority of Indians still trust and utilise private health care, according to statistics from the Central Bureau of Health Intelligence, despite the fact that it is significantly more costly than public choices.

The fragmentation of the business is worsened by the fact that the unorganised sector manages more than 90% of the private health care market. The vast majority of for-profit medical facilities are either small clinics or nursing homes as they do not have more than thirty beds. Very few hospitals (less than 2% to 3%) have 200 beds or more. The percentage of 100–200 beds ranges from 6–7%. Large hospitals tend to be more prevalent in urban areas.

In spite of the substantial capital they have invested, private investors show no signs of wanting to exit the business any time soon. The tension between the need for affordable, high-quality treatments and the security of private sector actors' finances is a serious and pressing ethical problem in the health care business. Many people's health and happiness are taking a hit because of this argument.

Healthcare organisations, and hospitals in particular, are significantly impacted by organisational culture. Here we shall survey the research on hospital performance as it relates to organisational culture. According to Schein (2016), an organization's culture consists of its members' commonly held ideas, values, conventions, and practices that influence how they

behave while on the job. Organisational culture affects employee motivation, work satisfaction, and productivity, which in turn affects the organization's success (Cameron & Quinn, 2011). According to Kuo et al. (2020), healthcare organisations may have better financial results, happier employees, and better patient outcomes when their organisational culture is favourable. To study how company culture affects productivity, several theoretical frameworks have been created. According to Cameron and Quinn (2011), The Competing Values paradigm (CVF) is one example of a paradigm that classifies cultures according to their organisational structure: hierarchical, adhocracy, clan, and market. Clan cultures are characterised by cooperation and collaboration, according to the CVF, while adhocracy cultures are characterised by innovation and originality. A market culture places a higher value on performance and competition than a hierarchical one, which places a premium on stability and control.

According to earlier studies, hospital performance is greatly affected by organisational culture. Better financial performance and patient outcomes were linked to an organisational culture that prioritises cooperation, support, and communication (Jiang et al., 2019). Patient happiness and financial success were both shown to be favourably correlated with an organization's good culture, according to research by Kuo and colleagues (2020).

There has also been research on the cultural variations between for-profit and non-profit healthcare facilities. According to research by Varshney and colleagues (2017), governmental hospitals are more hierarchical and control-oriented, while private hospitals are more customer-focused and innovative. Hospital performance might be affected by cultural variations. It's possible that private hospitals are better equipped to respond to changing market circumstances and patient requirements. One of the most significant factors in a hospital's efficiency is its organisational culture.

METHODOLOGY

One kind of research is a quantitative one, and this study fits the bill. Primary data collection is being used in this study since interviews will be conducted with patients and staff at specific private hospitals in Pune. It is imperative that you complete the survey.

To study the similarities, differences, and causes and consequences of variables, quantitative researchers systematically gather numerical data and use statistical methodologies. According

to Kothari (2004), when testing a hypothesis and producing objective, quantifiable, and generalisable findings are the goals of quantitative research, this method is best suited. Demanding empirical data to back decision making is prevalent in healthcare, management, educational, and social scientific research.

Data collecting begins with sampling design, which is choosing a subset of the population to represent the whole. In order to guarantee that the findings may be applied to a representative target population, it specifies the sampling procedure, sampling unit, sample size, and research region.

The participants in this research were doctors working in private, multi-specialty hospitals in the Pune, Maharashtra area. Data was collected from medical professionals using both online and offline structured questionnaires. We received and analysed 352 valid replies.

Study participants filled out a standardised questionnaire as part of a cross-sectional online quantitative survey. To fully grasp the present state of affairs around the topic at hand, it was critical to collect up-to-the-minute information from respondents utilising this method. Both closed-ended and open-ended questions were included in the carefully designed questionnaire to gather both quantitative and qualitative data.

To assess the study's findings, the correlations between the variables, and their predictive impacts, the researcher used Independent Samples t-test, One-Way ANOVA, Simple Linear Regression,Pearson Correlation Analysis, and Cronbach's Alpha Reliability Analysis. These statistical procedures' outcomes were used to assess data, test theories, make judgements, and provide suggestions.

DATA ANALYSIS AND INTERPRETATION

Among the 352 healthcare professionals, Pearson's correlation analysis was carried out to explore the correlations between workplace ethics dimensions, professional values, and performance-related outcomes. The findings indicate that all relationships reported were positive and significant at the 1% level. This suggests that better ethical practice and more positive professional values were always linked to more positive perceptions of employee and organisational performance.

Table 1: Correlations between ethics and performance

Variables	51	52	53	54	55	66
51. Ethical behaviour improves staff performance	1	.548**	.619**	.617**	.622**	.283**
52. Ethics-driven professionals deliver better patient outcomes	.548**	1	.604**	.573**	.622**	.332**
53. Ethical adherence leads to fewer professional conflicts	.619**	.604**	1	.652**	.566**	.256**
54. Ethical culture increases team productivity	.617**	.573**	.652**	1	.637**	.262**
55. Professionals with strong ethics outperform their peers	.622**	.622**	.566**	.637**	1	.315**
66. Ethical clarity reduces errors and enhances efficiency	.283**	.332**	.256**	.262**	.315**	1

Note: N = 352. **Correlation is significant at the 0.01 level (2-tailed).

The results are in line with a positive correlation between ethical conduct and professional achievement. The highest correlation was found between ethical adherence and an ethical culture ($r = .652$, $p < .01$), which indicates that the more ethical standards are consistently followed in the workplace, the more likely an ethical environment is to be created. Noticeable also was a relatively strong association with professionals doing better than their peers ($r = .637$, $p < .01$) in the ethical culture. The same went for ethical behavior and staff performance ($r = .548$, $p < .01$) and patient outcomes ($r = .548$, $p < .01$). The relationships with ethical clarity were somewhat less robust, but were statistically significant with correlations ranging

from .256 to .332. As a whole, the findings indicate that ethical behavior is conceptually linked to increased professional performance, collaboration, patient outcomes and efficiency in the work environment.

As seen in Table 2, professional values also have strong relationships with various work performance areas. Consistently high value professionals and shared values for increasing team performance had the highest correlation ($r = .621$, $p < .01$). Shared values was also found to be related to professional accountability at .615 ($p < .01$). Personal values was significantly correlated with daily job performance ($r = .519$, $p < .01$) and value alignment was significantly correlated to patient care quality ($r = .531$, $p < .01$). The results suggest that values congruence between employees' personal values and professional values is related to consistency, accountability, teamwork, and perceived patient-care performance.

Table 2: Correlations relationship between values and performance

Variables	56	57	58	59	60
56. Personal values influence daily job performance	1	.519**	.598**	.569**	.535**
57. High-value professionals maintain consistent performance	.519**	1	.621**	.594**	.562**
58. Shared values increase team efficiency	.598**	.621**	1	.548**	.615**
59. Value alignment improves patient care quality	.569**	.594**	.548**	1	.531**
60. Work values influence professional accountability	.535**	.562**	.615**	.531**	1

Note: N = 352. **Correlation is significant at the 0.01 level (2-tailed).

CONCLUSION

According to the study, healthcare performance is enhanced when staff members are actively involved and professional ethics are upheld. Ethical leadership, fostering work settings that encourage accountability, and staff involvement may all contribute to improved commitment, cooperation, patient safety, and service quality. Healthcare organisations should prioritise creating a moral and encouraging workplace for their employees if they want to see better performance from their staff and better healthcare outcomes in the long run.

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