
EXPLORING THE IMPACT OF ORGANISATIONAL CULTURE ON PEOPLE ANALYTICS AT HOSPITALS

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ABSTRACT

In the topic of “EXPLORING THE IMPACT OF ORGANISATIONAL CULTURE ON PEOPLE ANALYTICS AT HOSPITALS” evolving landscape of healthcare, hospitals are increasingly turning to people analytics as a strategic tool to optimize operations, enhance patient care, and improve organizational performance. However, the successful implementation and utilization of people analytics in hospitals are contingent upon the prevailing organizational culture. This study aims to explore the impact of organizational culture on the adoption, implementation, and effectiveness of people analytics initiatives in hospitals. Drawing upon a combination of qualitative and quantitative research methods, this study seeks to uncover the intricate interplay between organizational culture and people analytics within hospital settings. Through interviews, surveys, and data analysis, we will examine how cultural factors such as leadership support, communication norms, data literacy, and employee engagement influence the utilization of people analytics tools and insights.

Keywords: Organisational culture, People Analytics, Organisation performance, Leadership, Communication, Profitability, Employee retention, Technological adaptations.

1. INTRODUCTION

The Organisation culture on people analytics at hospitals are evolving healthcare landscape, hospitals face increasing pressure to optimize patient care, streamline operations, and improve organizational efficiency. Amidst these challenges, the emergence of people analytics—the use of data-driven insights to inform decision-making related to human resources—holds tremendous promise for healthcare organizations. However, the successful implementation and utilization of people analytics in hospitals are not solely determined by technological capabilities or data availability. Rather, the organizational culture within hospitals plays a pivotal role in shaping how people analytics initiatives are perceived, adopted, and integrated into daily operations. The organizational culture of a hospital encompasses its shared values, beliefs, norms, and practices, which influence the behaviour and attitudes of employees at all levels. Understanding how organizational culture impacts the utilization of people analytics is essential for unlocking its full potential to drive positive outcomes in healthcare delivery, workforce management, and strategic decision-making.

2. REVIEW OF LITERATURE

1. People analytics—A scoping review of conceptual boundaries and value propositions

Author: Aizhan Tursunbayeva, Stefano Di Lauro, Claudia Pagliar

Journal: International journal of information management 43, 224-247, 2018

This mixed-method ‘scoping review’ mapped the emergence of the term People Analytics (PA), the value propositions offered by vendors of PA tools and services and the PA skillsets being sought by professionals. Analysis of academic research and online search traffic since 2002 revealed changes in the relative trajectory of PA and conceptually related terms over the past fifteen years, indicating both the re-branding of similar innovations and a differentiation of priorities and communities of practice. The market in commercial PA tools and services is diverse, offering numerous functional and strategic benefits, although published evidence of these outcomes remains sparse. Companies marketing PA systems and services emphasise benefits to employers more than to personnel. Across the sources examined, including specialised online courses, PA was largely aligned with HRM, however its development reflects the shifting focus of HR departments from supporting functional to strategic organisational requirements. Consideration of ethical issues was largely absent.

2. Organizational culture as a primary driver for utilizing big data analytics in organizations

Author: Atilla Paul Alpar Sjusdal, Trygve Åse Lunde Universitetet i Agder;

Journal: University of Agder, 2019

Context During this last decade we have witnessed a wave of digital disruption, where big data has had a central part. This has gotten many organizations to pay attention and investing in analytic tools for big data. Big data analytics can

provide organizations with more knowledge from more data sources that can have a big impact on how organizations act. Many of the organizations that have purchased big data analytics have failed to derive benefits from it and this is demonstrated in the literature. Organizational culture is mentioned as being an important part of achieving success when adopting big data. Organizational Culture Profile (OCP) Results suggest that the dimensionality of individual preferences for organizational cultures and the existence of these cultures are interpretable. Further, person-organization fit predicts job satisfaction and organizational commitment a year after fit was measured and actual turnover after two years. This evidence attests to the importance of understanding the fit between individuals' preferences and organizational cultures.

3. HR analytics: why it matter

Author: Susmita Ekka

Journal: The journal of contemporary issues in business and government 27 (2), 2283-2291, 2021

In today's data driven world, HRM strategies are changing in terms of HR metrics and HR analytics being used in the organization for better decision making. This digitalization will help the organization to become more reliable towards data driven decision making rather than intuition. Which can assist organizations to take up present strategic and operational data and turn it into an effective approach to the HR problems of tomorrow.

HR analytics has become a significant instrument for achieving success; taking advantage of present data to anticipate future ROI as a source of strategic advantage.

The current study is an attempt to give an overview of developments in HR analytics at present by briefly focusing to identify the shift in the HR roles in different perspective. This paper also discusses the importance of understanding the implications of HRA. In addition, article also highlighted the future need for HR analytics, befitting for today's world of business industry.

4. Role of ethical organisational culture on employee job satisfaction: an empirical study

Author: Shaji Joseph, Anil Jadhav, Bhamini

Journal: Vispute International Journal of Business Governance and Ethics 16 (3), 337-354, 2022

The aim of this study is to understand impact of ethical culture of information technology (IT) organisation on employee job satisfaction. In this study, we have identified the constructs of ethical culture of IT organisations on the basis of review of literature and proposed a model indicating the relationship between the identified constructs and job satisfaction.

The study is done especially for employees of IT organisations in Pune, India, based on a survey of 124 employees working in IT firms. We have analysed the impact of organisations' ethical culture constructs namely equal opportunity, fairness in promotion process, impartiality in grievance handling, ethical leadership, and ethical policy on employee job satisfaction. Results of the analysis revealed that ethical policy, impartiality in grievance handling, and fairness in promotion process have significant impact on job satisfaction of the employees, whereas equal opportunity and ethical leadership has no significant impact on job satisfaction of employees.

5. A New Look at HR Analytics.

Author: Debaprasad Chattopadhyay, Debanjana Deb Biswas, Saswati Mukherjee Globsyn

Journal: Management lobsyn Management Conference 2018, 2017

Human Resource Analytics is a domain in the area of analytics which implies applying analytic process to the Human Resource Department in an organization with a view to improve employee performance and in the process earn a better yield in terms of Return on Investment.

Human Resource Analytics does not merely deal with gathering data on employee efficiency but additionally aims to provide insight into each processes by gathering data and then using it to make relevant decisions about to improve these processes. This paper will throw light on how HR Analytics can address issues such as high attrition, employment branding, work-life balance, congenial reporting relationships.

Organisation Culture:

Organizational culture refers to the shared values, beliefs, attitudes, and behaviours that characterize an organization and guide the interactions of its members. It encompasses the unwritten rules and norms that influence how people within the organization think, feel, and act. Organizational culture shapes employee perceptions, decisions, and actions, and it plays a significant role in determining the overall work environment, employee satisfaction, productivity, and organizational success.

People Analytics:

People analytics, also known as HR analytics or workforce analytics, refers to the practice of analyzing and interpreting data related to employees and the workforce to make informed decisions and improve various aspects of human resources management. This data can include information on employee performance, productivity, engagement, retention, recruitment, training, and other relevant metrics. By using advanced analytics techniques, such as statistical analysis, data mining, and machine learning, organizations can gain insights into patterns and trends within their workforce, identify areas for improvement, and make strategic decisions to optimize talent management and enhance overall organizational performance.

Organisation Culture on People Analytics at Hospitals:

Organizational culture in the context of people analytics at hospitals refers to the shared values, beliefs, attitudes, and behaviours within the hospital setting that influence how data about employees (such as performance, satisfaction, and engagement) is collected, analysed, and utilized. In hospitals, where the focus is on patient care, the organizational culture plays a significant role in how people analytics is perceived, adopted, and integrated into decision-making processes.

IMPACTS OF ORGANISATION CULTURE ON PEOPLE ANALYTICS**• Data-driven vs. Intuition-based Cultures:**

Organizational cultures that prioritize data-driven decision-making are more likely to embrace people analytics. In contrast, cultures reliant on intuition or gut feeling may be resistant to adopting analytics-based approaches.

• Transparency and Trust:

Cultures that value transparency and trust tend to be more receptive to using people analytics. Employees are more likely to participate in data collection and share relevant information when they trust that their data will be used responsibly and ethically.

• Risk-Taking and Innovation:

Cultures that encourage risk-taking and innovation are more likely to experiment with new analytics tools and techniques. They are also more likely to interpret and act upon analytics insights in creative ways to drive organizational improvement.

• Hierarchical Structures vs. Flat Hierarchies:

Hierarchical organizational cultures may encounter challenges in implementing people analytics if decision-making is centralized and access to data is limited. In contrast, organizations with flat hierarchies and decentralized decision-making structures may find it easier to implement and act upon analytics insights.

• Learning Culture:

Organizations that foster a culture of continuous learning and development are more likely to leverage people analytics to identify skill gaps, personalize learning experiences, and optimize talent management strategies.

• Alignment with Organizational Goals and Values:

People analytics initiatives are most effective when they are aligned with the organization's goals and values. Cultures that emphasize alignment and clarity of purpose are better positioned to integrate analytics into strategic planning and decision-making processes.

• Change Management and Adaptability:

Cultures that are adaptable and open to change are better equipped to overcome resistance and implement people analytics successfully. Change management efforts should focus on addressing cultural barriers and promoting a shared understanding of the benefits of analytics.

• Ethical Considerations:

Organizational cultures that prioritize ethical conduct and social responsibility are more likely to establish clear guidelines and safeguards for the ethical use of people analytics. This includes ensuring data privacy, preventing bias, and promoting fairness in decision-making processes.

BENEFITS OF ORGANISATION CULTURE ON PEOPLE ANALYTICS**• Enhanced Employee Engagement:**

A positive culture fosters higher levels of employee engagement, which in turn generates more accurate and valuable data for people analytics. Engaged employees are more likely to participate in surveys, provide honest feedback, and contribute actively to organizational goals.

- **Improved Data Quality:**

A strong culture promotes transparency, trust, and open communication. When employees feel comfortable sharing their thoughts and experiences, it leads to richer and more reliable data for people analytics initiatives. High-quality data enables better decision-making and more precise insights into workforce dynamics.

- **Effective Talent Management:**

People analytics relies on data to identify and develop talent within an organization. A supportive culture that values continuous learning and development encourages employees to invest in their growth, making it easier to identify high-potential individuals and provide targeted development opportunities.

- **Better Retention Rates:**

A positive organizational culture enhances employee satisfaction and reduces turnover rates. When employees feel connected to the company's values and vision, they are more likely to stay with the organization for the long term. This stability provides consistency in data collection and allows for more accurate trend analysis in people analytics.

- **Cultural Alignment with Business Objectives:**

People analytics can help identify whether the organization's culture aligns with its strategic goals. By analyzing cultural data alongside business performance metrics, leaders can gain insights into areas where cultural adjustments may be necessary to support organizational objectives.

- **Enhanced Diversity and Inclusion:**

A strong culture that values diversity and inclusion contributes to a more diverse workforce. People analytics can help track progress toward diversity goals, identify areas for improvement, and measure the impact of diversity initiatives on employee satisfaction and performance.

- **Data-Driven Decision Making:** A culture that embraces data-driven decision-making provides a fertile ground for leveraging people analytics effectively. Leaders are more likely to rely on data and insights to inform their decisions when there is a cultural norm of using evidence and analysis to drive business outcomes.

CHALLENGES OF ORGANISATION CULTURE ON PEOPLE ANALYTICS

- **Data Accessibility and Quality:**

Organizational culture may affect the availability and accuracy of data necessary for people analytics. If there's a lack of transparency or trust within the culture, employees may be hesitant to provide accurate data, or data may be siloed within departments, making it challenging to get a comprehensive view.

- **Resistance to Change:**

Culture often dictates how open employees are to change. Implementing people analytics initiatives requires a cultural shift towards data-driven decision-making, which may face resistance from employees accustomed to traditional methods or sceptical of analytics.

- **Leadership Buy-In:**

Without support from leadership, it's difficult to drive cultural change towards embracing people analytics. If leaders don't see the value in data-driven HR decisions or aren't willing to invest in analytics tools and training, it can hinder progress.

- **Privacy and Ethics Concerns:**

Culture influences attitudes towards data privacy and ethics. Employees may have concerns about how their data is being used and whether analytics initiatives respect their privacy rights. Addressing these concerns requires clear communication and robust privacy policies aligned with cultural values.

- **Interpretation and Bias:**

Cultural biases can influence how data is interpreted and acted upon. Without awareness of these biases, people analytics efforts may lead to flawed conclusions or reinforce existing cultural stereotypes, rather than driving positive change.

- **Skill and Knowledge Gaps:**

Implementing people analytics effectively requires a combination of technical skills and HR expertise. In cultures where there's a lack of training or understanding of analytics concepts, there may be skill gaps among HR professionals, hindering the successful implementation of analytics initiatives.

- **Alignment with Organizational Goals:**

Organizational culture shapes priorities and goals. If people analytics initiatives are not aligned with these cultural priorities or if there's a lack of clarity about how analytics can contribute to broader organizational objectives, it can be challenging to secure resources and support.

FACTORS INFLUENCING THE IMPACT OF ORGANISATION CULTURE ON PEOPLE ANALYTICS

- **Leadership Style:**

The leadership style within an organization can greatly influence how people analytics are perceived and utilized. Supportive leadership fosters a culture of data-driven decision-making, whereas autocratic or traditional leadership may hinder the adoption of analytics.

- **Organizational Structure:**

The structure of the organization, including its hierarchy and communication channels, can affect how data is collected, analyzed, and acted upon. Flat organizational structures may allow for more agile responses to insights gathered from people analytics.

- **Employee Engagement:**

The level of employee engagement with analytics initiatives is crucial. A culture that values transparency, continuous learning, and employee involvement in decision-making processes tends to have higher adoption rates of people analytics.

- **Data Literacy:**

The organization's overall level of data literacy among employees plays a significant role. A culture that promotes data literacy through training and development programs enables employees to understand and leverage people analytics effectively.

- **Ethical Considerations:**

Ethical guidelines and practices surrounding the collection and use of employee data impact the trust employees have in the organization. A culture that prioritizes data privacy and respects ethical boundaries fosters a positive perception of people analytics.

- **Change Management:**

The organization's approach to change management can either facilitate or impede the integration of people analytics into everyday practices. A culture that embraces change and encourages experimentation is more likely to successfully implement analytics initiatives.

- **Technology Infrastructure:**

The availability and usability of technology platforms for data collection, storage, and analysis affect the organization's ability to leverage people analytics effectively. A culture that invests in cutting-edge technology and infrastructure supports advanced analytics capabilities.

- **Strategic Alignment:**

The alignment of people analytics initiatives with the organization's strategic objectives is crucial. A culture that values alignment ensures that analytics efforts are focused on addressing key business challenges and driving desired outcomes.

- **Risk Tolerance:**

The organization's tolerance for risk influences its willingness to experiment with new analytics approaches and technologies. A culture that encourages calculated risk-taking fosters innovation and exploration in the realm of people analytics.

- **Incentives and Recognition:**

The presence of incentives and recognition programs for employees who contribute to and utilize people analytics can drive engagement and adoption. A culture that rewards data-driven decision-making reinforces the importance of analytics in driving business success.

3. FINDINGS OF THE STUDY

- ❖ Relationship between Organizational Culture and Adoption of People Analytics.
- ❖ Impact of Organizational Leadership on People Analytics Implementation.
- ❖ Alignment of People Analytics with Organizational Goals and Values.

- ❖ Employee Perception and Engagement with People Analytics.
- ❖ Organizational Culture and Data Governance Practices.
- ❖ Barriers and Facilitators to Cultural Change for People Analytics Adoption.
- ❖ Role of Communication and Training in Shaping Organizational Culture for People Analytics.
- ❖ Organizational Culture and Patient Outcomes in the Context of People Analytics.
- ❖ Comparative Analysis of Organizational Culture across Different Hospital Settings.
- ❖ Long-term Sustainability of People Analytics Programs in Hospitals.

4. EXAMPLE FOR THE STUDY

"Health First Hospital"

Organization Culture On People Analytics:

Health First Hospital fosters a culture of continuous improvement and innovation. The hospital values transparency, collaboration, and data-driven decision-making. Employees are encouraged to share ideas and feedback openly, and there is a strong emphasis on professional development and learning. The leadership at Health First Hospital actively promotes a supportive environment where employees feel empowered to contribute to the hospital's success.

5. CONCLUSION

Organizational culture serves as the foundation upon which people analytics initiatives are built, influencing every aspect from data collection to interpretation and application. A supportive and conducive culture fosters trust, transparency, and collaboration among healthcare professionals, facilitating the integration of data insights into daily operations. Conversely, a culture that lacks these elements may hinder the adoption and utilization of people analytics, limiting its potential to drive positive outcomes.

In hospitals where organizational culture prioritizes innovation, continuous learning, and accountability, people analytics thrives as a strategic tool for improving patient care, optimizing resource allocation, and enhancing operational efficiency. Leaders play a pivotal role in shaping this culture by championing data-driven decision-making, providing adequate resources and support, and fostering a culture of experimentation and learning.

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