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A Study on Organizational Learning in Health Care

Organization: Role of Organizational Culture

By

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ABSTRACT

The successful survival of present day organizations depends on their ability to learn and adapt to pressures as well as prospects presented by such environment (Burke, 2002; Katz & Kahn, 1978). This is more applicable to healthcare organizations as they face continuous pressure both from within and without to extend the best healthcare delivery to patients. In this context, it is imperative for such organizations to adopt organizational learning, not as a onetime intervention, but as a continuous process that occurs through formal and informal learning (Ratnapalan & Uleryk, 2014). At the same time, successful implementation of organizational learning requires conducive contextual factors like organizational culture which will allow the organizations to develop the learning processes. Considering these observation, the present study was conducted with the objectives, *firstly*, to use the organizational learning framework to understand how the complex interconnected dynamic systems function in healthcare organizations and *secondly*, to examine the relationship between organizational learning and organizational culture. The data for the present study were collected from 246 employees in private healthcare organization in the north-eastern part of the country (23% of the respondents were male and 77% were female) who are professional doctors, nurses, administrative staffs, human resource, technician lab, front office assistants, and frontline workers etc. The research study was conducted using a questionnaire which comprised of two sections: Organizational Learning and Organizational Culture (Patient Safety Culture). Data was analysed using SPSS version 17.0 software for computation of correlation and multiple regression analysis. Results of the present study have thrown light on the nature of organizational learning that exist in health care organization. The framework of organizational learning which exist in this sector emphasizes the need for continuous *upgradation of knowledge* to meet the prime agenda of providing the best health care services. The *system and practices* that exist in such organization also play vital role in facilitating their well-coordinated functioning which contributes to better delivery of outcomes both at the individual and organizational level. This study has also highlighted the importance of organizational culture with the foundation on *teamwork, emphasis on continuous improvement and the management's support* in facilitating the learning process.