



ASSESSING CULTURAL COMPETENCE OF MANAGERIAL STAFFS IN HEALTHCARE FACILITIES

Management

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ABSTRACT

Proper Communication between manager and other staffs is an essential part to establish organizational success. It is very much important to understand the diverse staffs and customers' needs and expectations from healthcare providers. As evidence diversity in hospitals or healthcare settings can be seen and have significant scope to manage very diligently and motivate them properly. The aim of this study is to survey cultural competence among managerial category of staffs and relates it to motivation of employee in selected hospitals. Methods: Six tertiary care hospitals were approached including public and private hospitals. The participants of these hospitals were from supervisory level staffs including medical, nonmedical, paramedical and nursing department. Data were collected by visiting targeted hospitals by using structured questionnaire to examine the validity and reliability. The questionnaire consisted of 23 questions related to cultural competence, language; nationality, equal job opportunity (gender, age, languages, etc.), communication and others related questions. Data were summarized using descriptive statistical methods. Findings: According to analysis of data no significant difference for the all staffs level of cultural awareness, knowledge, skills and cultural competence in the public and private hospitals so that their cultural Awareness, knowledge, and skills in the training and private hospitals are same; also their cultural competence in both types of hospital were the same; thus they were classified as cultural competence level. Conclusion: Effective communication and interaction between all levels of staffs is an essential task for organization success. Cultural competence is known as a strategy for effective communication and a key factor in management for any organization.

KEYWORDS:

Cultural Competence, Healthcare Workers, Healthcare Management

1. Introduction

Hospitals are considered one of the major industries after information technology and it is growing rapidly. People from different cultural background are now available in different part of the world and working with the hospitals. Since most of the activities and processes in every hospital are based on interpersonal communication and interaction, optimal distribution/ presentation of services and process improvement is possible only with participation of all category of hospital staff. For this purpose, one should need to reach the goal of cultural, racial and ethnical diversity in hospital staff that shapes the communication and interaction between the people from different cultural and socioeconomic backgrounds¹.

Background of Cultural Competency and Diversity

Cultural background effects on the behavior of an individuals. Employee satisfaction is also an important area that needs to be covered by hospital managerial or supervisory staffs. It is considered that, if staff is satisfied, it will lead to greater business and will make healthy environment culture within the organization. As world are shifting to globalization and exchange of staff worldwide, managing cultural competence is so important that may lead to success of an organization. Management shall give attention to the needs of diversified and culturally motivated staffs weather it is religion, race, gender, age etc.... According to Cross (1989) cultural competence is a set of congruent behaviors, attitudes and policies that come together in a system, agency, or among professionals, and enables that system, agency, or those professionals to work effectively in a cross-cultural situation². According to Dreachslin (1998) diversity is "the full range of human similarities and differences in group affiliation including gender, race and social class, role within an organization, age, religion, physical ability, and other group identities"³.

Cultural competence is inspect as the continuous process in which the health care provider continuously attempt to achieve the ability to effectively work within the cultural context of the client including individual, family and the community by Campinha-Bacote's in model of cultural competence in health care delivery. Campinha-Bacote's assessed and her assumption was a five-component system for cultural competence in healthcare delivery, which focuses on cultural awareness, cultural knowledge, cultural skills, cultural encounters and cultural desire⁴.

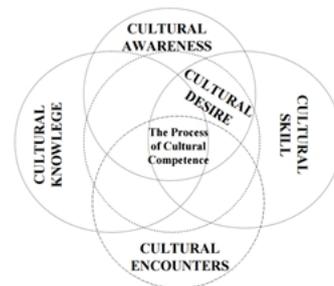


Figure 1. : Cultural Competence in the Delivery of Health Care Services.

Courtesy: Campinha-Bacote / process of cultural competence

Universally communication competence is famously known as the knowledge, motivation and skills to interact effectively and appropriately with the members of different cultures staffs within the organization⁵. Ineffective multicultural communication between the managers and staff can lead to stress, anxiety, poor performance, conflict, and job dissatisfaction^{1,6}. Therefore, it is necessary that managers continuously develop their skills, knowledge and awareness in cultural and social issues to create an environment in which hospital staff is able to do their best to achieve the goals of the hospital⁷.

Methodology:

This study was a descriptive-analytic study and was conducted during 2015-2016 considering determining the hospital managers' level of cultural competence including cultural awareness, knowledge, and skills. The study populations were the managerial and supervisory staffs of six tertiary care including public and private hospitals located in Makkah region, Saudi Arabia. Data were collected via structured questionnaire. The participants of these hospitals were from medical, nonmedical, paramedical and nursing department.

The questionnaire consisted of 23 questions related to language, nationality, equal job opportunity (gender, age, languages, etc.) and other culturally awareness, knowledge and skills. Data were summarized using descriptive statistical methods. More than 80 questionnaires have been distributed among all approached hospital according to the size of hospitals.

Results:

The results of this research, studying cultural competence in the managerial/ supervisory staffs of public and private hospitals, are shown in Tables 1 and 2.

80(100%) of the senior managers completed the questionnaires, 42 (52.5%) were male and 38 (47.5%) female. The age range of managers was from 25 to 60 years.

Work Experience of approached participants was 2-more than 15 years. 2.5% of the staffs were having Intermediate degree, 41.25 % staffs were holding bachelor degree and 50% as well as 6.25% were holding master and PhD degree respectively. The details of demographic characteristics of the respondents are presented in Table 1.

Gender	Number	Percentage
Male	42	52.5
Female	38	47.5
Total	80	100
Age		
25-29	12	15
30-39	16	20
40- 49	13	16.25
50-60	39	48.75
Total	80	100
Work Experience		
2-5 Years	5	6.25
6-10 Years	15	18.75
11-15 Years	25	31.25
More than 15 Years	35	43.75
Total	80	100
Education		
Intermediate	2	2.5
Bachelor	33	41.25
Master	40	50
Doctorate	5	6.25
Total	80	100
Culturally Diversified Staffs		
Local	12	15
National	54	67.5
International	14	17.5
Total	80	100

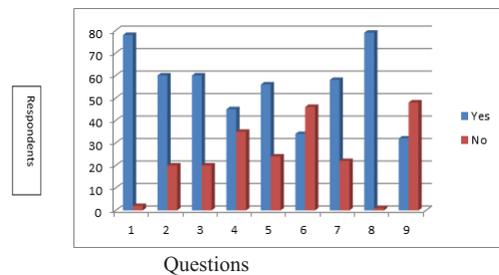
Table 1: Socio-demographic characteristics of participants

Cultural competence related question and responses:

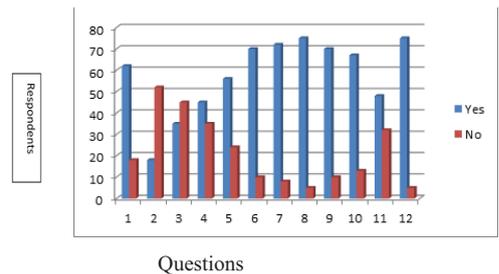
Questions
Does your organization, have an explicit commitment or contractual agreement to serve all racial, ethnic, and cultural groups?
Do your management processes acknowledge and respect the various contributions and strengths, and different cultural work styles of your staff?
Are consumers involved in the planning and design of the services you provide?
Have you ensured that your consumer representation is diverse?
Are services provided in the languages preferred by your consumers at key points of contact such as reception, informed consent for treatment, evaluation, treatment, referral, and contact with family?
Do you maintain formal or informal links with community service systems?
Does your hospital identify cultural support and language need of staffs within the hospital?
Does your hospital made available of educational materials for different cultural & language groups?
Does your hospital made available the clinical assessments forms for different cultural language groups?
Do you familiar with other cultural diversified languages staffs?

Your hospital has translator or translation office?
Your hospitals give equal opportunity for all groups (gender, age, language etc...) for jobs?
Your hospitals recruit culturally diversified staffs and orient them according to the need of society and hospitals.
Based on your assessment of your organization, cultural competency status and needs, identify specific training that would be helpful?
Do you believe that cultural competence improves staff motivation?
Do you consider language is main barrier in your organization for communication?
You defend your staff during the meeting if they do not understand well as maximum time meeting are held in national common language?
Do you believe your appraisal system is fair and not biased for all categories of staff including all nationality?
Your training policy is clear and it gives everyone equal opportunity to learn?
You encourage your sub-ordinate to participate in all cultural activities within the organization?
You provide equal resources to all of your staffs?

Bar Chart Representation of Respondent for Q-1 to Q-09 of Cultural competence related question



Bar Chart Representation of Respondent for Q-10 to Q-21 of Cultural competence related question



Statistical Descriptive Analysis of obtained data:

	Yes	No
Mean	56.90476	Mean 22.61905
Standard Error	3.719258	Standard Error 3.493856
Median	60	Median 20
Mode	60	Mode 20
Standard Deviation	17.04378	Standard Deviation 16.01086
Sample Variance	290.4905	Sample Variance 256.3476
Kurtosis	-0.30679	Kurtosis -0.97812
Skewness	-0.66708	Skewness 0.435639
Range	61	Range 51
Minimum	18	Minimum 1
Maximum	79	Maximum 52
Sum	1195	Sum 475
Count	21	Count 21

Table-2: Statistical Descriptive Analysis of obtained data

t-Test: Two-Sample Assuming Unequal variances	Variable 1	Variable 2

Mean	56.90476	22.61905
Variance	290.4905	256.3476
Observations	21	21
Hypothesized Mean Difference	0	
df	40	
t Stat	6.718827	
P(T<=t) one-tail	2.31E-08	
t Critical one-tail	1.683851	
P(T<=t) two-tail	4.63E-08	
t Critical two-tail	2.021075	

To contrast the conclusion independent t-test was performed, and the results showed no significant difference for the all staffs level of cultural awareness, knowledge, skills and cultural competence in the public and private hospitals so that their cultural Awareness, knowledge, and skills in the public and private hospitals are same; also their cultural competence in both types of hospital were the same; thus they were classified as cultural competence level.

Proposed Competence Model:

Assumption of Culture Competence Model (proposed)

Cultural competence comes after fulfilling all the desire by diversified staffs at working place. The six main areas (Knowledge, Awareness, Proper Communication, Understanding, Building Relationship, and Motivation) need proper attention in proposed competence model that can fulfill the desire of diversified staffs if followed properly.

1. Knowledge: General information about culture and tradition
2. Awareness: Awareness about habits, sensitivity, strength and weakness, faith, skills, gender feelings etc.
3. Proper Communication: Communicate in intermediate language to transmit proper information
4. Understanding: Understand the requirements of staffs, like cultural, gender, age, leaves, extra workloads etc.
5. Building Relationship: Mutual Respect, Trust, Welcoming Diversity, Open Communication
6. Motivation: Appreciate, Recognition, Rewards, Payments

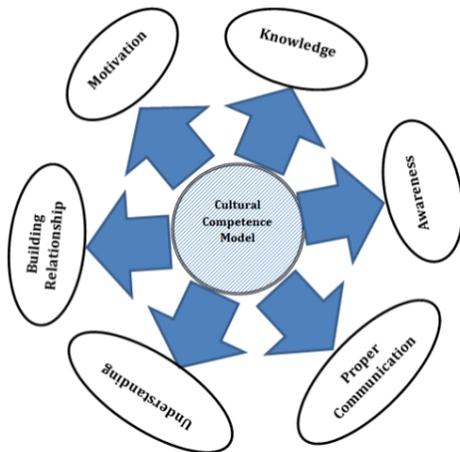


Figure: Kamal Competence Model for working professional

Conclusion:

Proper and effective communication as well as interaction between all levels of staffs is an essential task for organization success. Cultural competence is known as a strategy for effective communication and a key factor in management for any organization. Based on our study and other researches, cultural competence is playing a vital role in success of every healthcare organization and it is critical elements for effective interaction and communication between people, the Campinha-Bacote process of cultural competence should be used for evaluating and achieving high level of cultural competence⁴. It is also assessed and understood that if all staffs who are working in healthcare organization are satisfied with their cultural respect/ support given by managerial staffs or management, it may lead to great motivation which directly connect to the success of organization. After having extensive

evaluation and researches the proposed model ‘Kamal Cultural Competence Model’ (Knowledge, Awareness, Proper Communication, Understanding, Building Relationship, and Motivation) can help organization to have proper communication that will defiantly lead to motivate staffs and success.

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