The alignment between medical subculture and hospital managerial subculture: a study of the impact of the risk perception of the power system on the perception of the leader by physicians in Algerian hospitals

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Introduction

Perspective of the agency theory

- Medical subculture
- Professional subculture
- Managerial subculture

Positive integration

Responsible hospital structure

EFQM model

- Reduce the agency conflicts between leader-physicians
- Consideration of needs, interests and perceptions of physicians
- Identify the risks of a negative perception of the power system
- Negative influences of power and authority
- Negative perception of leader by physicians
Outline of the presentation

- Impact of risk of negative influences of power on the perception of leader by physicians;

- Research question and hypotheses;

- Method;

- Discussion of results.
Perception of leader by physicians

A construct of interactional influences leader-physicians

Feelings, ideas, needs and behaviors of leader-physicians

Perception of leadership’s orientations

Risk of emergence of negative influence of power

Values /norms of organisational culture in hospital

Perception of cultural dimensions

System of power
  - Powerful groupes’ influences of power (leader and physicians)
  - Ability of leader to
    - valorise,
    - Delegate equitably
    - collaborate transparently

Imbalance of power and authority

Values /norms of organisational culture in hospital

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Outline of the presentation

- Impact of risk of negative influences of power on the perception of leader by physicians;

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- Method;

- Discussion of results.
Applied cultural dimensions

Negative influences of authority’s power

Positive perception of leader by physicians

- H1: The influences of authority’s power generated by organizational culture influence positive perception of leader by physicians
- H2: The influences of authority’s power generated by each cultural dimension influence positive perception of leader by physicians

H2a: Level of decentralisation of decision-making
H2b: Valorisation of physicians’ interests
H2c: Managerial orientations
H2d: Level of uncertainty control
H2e: Centralisation of authority power
H2f: Strength of personal relationships
H2g: Managerial flexibility
H2h: Emphasis on teamwork
H2i: Criterion of physician’s valorisation
H2j: Participation of physicians in cross-cutting activities
H2k: Temporal vision

Generates influences of authority’s power that impact perception of leader
Outline of the presentation

- Impact of risk of negative influences of power on the perception of leader by physicians;

- Research question and hypotheses;

- Method;

- Discussion of results.
20 variables

11 variables on the perceived cultural dimensions (Hofstede and Trompenaars)

09 variables on the perception of leader (Lewin and Dorfman)

380 physicians in different Algerian hospitals

Anonymous surveys by questionnaires

Multiple linear regression

size and power of the multivariate significance of effects

Test of hypotheses, (Fisher, p = 0.05)

Determine significant relationships between cultural dimensions and perception of leader
Outline of the presentation

- Impact of risk of negative influences of power on the perception of leader by physicians;

- Research question and hypotheses;

- Method;

- Discussion of results.
Test of Hypotheses

- **H1**: The influences of authority’s power generated by organizational culture influence positive perception of leader by physicians *(confirmed, p=0.00<0.05)*

- **H2**: Influences of authority’s power generated by each cultural dimension influence positive perception of leader by physicians *(rejected, p≥0.05)*

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Description</th>
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<tbody>
<tr>
<td>H2a</td>
<td>Level of decentralisation of decision-making <em>(rejected, p≥0.05)</em></td>
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<tr>
<td>H2b</td>
<td>Valorisation of physicians’ interests <em>(confirmed, p=0.00&lt;0.05)</em></td>
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<tr>
<td>H2c</td>
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Cultural dimensions

- High valorisation of physicians’ interests
- Competitive managerial orientation
- Anxiety and high opposition to change
- High centralisation of authority
- Strong personal relationships
- High managerial flexibility
- High participation of physicians in cross-cutting activities

Negative influences of power

Negative impact on system of power

Opposition between medical subculture and managerial subculture

Negative perception of leader

Negative exchange relationship between leader-physicians

Partisanship

Burn-out, stress and demotivation
Conclusion

A negative perception induces:
- non-conformism behavior;
- increase of minority groups’ influence;
- multiplication of influential actors.

The alignment of medial and managerial subculture requires a regulation of influences of authority’s power.

Identify the risk of emergence of negative influences of authority’s power that affect the perception of power system.

Contribution to the Algerian hospital context.
Thank you for your attention

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