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Diagnosing Culture and Process Gaps in Healthcare BPOS: A Case Study of El Revgen Healthcare Solutions

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ABSTRACT: The present study evaluates the organizational culture and billing process efficiency at El Revgen Healthcare Solutions Pvt. Ltd. using the OCTAPACE framework. The research aimed to measure key cultural dimensions such as openness, trust, collaboration, and proactivity, while also analyzing operational factors like billing accuracy, claim submission timeliness, and patient satisfaction. Data was collected through a structured survey administered to 50 employees, and analyzed using descriptive statistics, ANOVA, and reliability testing. The findings indicate that the workforce is predominantly young, with strong interpersonal trust and open communication practices; however, barriers such as a lack of transparent communication and billing inaccuracies were evident. ANOVA revealed significant differences in organizational culture perception across age groups ($p = 0.000$). Reliability analysis demonstrated strong internal consistency, improving from a Cronbach's Alpha of 0.796 to 0.831 after questionnaire refinement. While leadership effectiveness and cross-team collaboration are seen positively, operational gaps exist in billing software effectiveness and training consistency. The study concludes with strategic recommendations for strengthening transparent communication, upgrading systems, enhancing training, and fostering a culture of innovation. By addressing these areas, El Revgen Healthcare Solutions can further optimize its organizational environment, employee engagement, and operational

I. INTRODUCTION

Organizational culture is a key driver of employee behavior, collaboration, and operational success, especially in the healthcare sector. This study applies the OCTAPACE framework—covering Openness, Confrontation, Trust, Authenticity, Proactivity, Autonomy, Collaboration, and Experimentation—to assess the culture at El Revgen Healthcare Solutions Pvt. Ltd..

Using tools like ANOVA, descriptive statistics, and reliability analysis, the research explores employee perceptions related to trust, communication, billing efficiency, and teamwork. The goal is to identify strengths and gaps in the current culture and operational practices, offering strategic recommendations for improvement. The findings aim to help El Revgen build a stronger, more transparent, and innovative organization aligned with its mission in the healthcare industry.

II. STATEMENT OF THE PROBLEM

In today's competitive healthcare environment, maintaining operational efficiency and a strong organizational culture is critical for success. At El Revgen Healthcare Solutions Pvt. Ltd., challenges such as inconsistent communication, moderate billing accuracy, occasional trust barriers, and varying levels of employee engagement have highlighted the need for a deeper understanding of internal cultural dynamics. Despite a young and dynamic workforce, gaps transparent communication, billing process effectiveness, and cross-functional collaboration impact overall performance and client satisfaction. The purpose is to identify key areas for improvement and provide actionable insights to enhance employee engagement, billing accuracy, teamwork, and patient satisfaction, ultimately supporting the company's vision for sustainable growth and excellence in healthcare services.

III. NEED FOR STUDY

This study is aims to foster an Understanding organizational culture is essential for improving employee engagement, operational efficiency, and service quality in the healthcare sector. At El Revgen Healthcare Solutions Pvt. Ltd., challenges such as communication gaps, billing inefficiencies, and collaboration issues highlight the need for a systematic evaluation. Applying the OCTAPACE framework allows the organization to identify strengths and areas for improvement, ensuring a more transparent, proactive, and innovative work environment. This study is crucial to support El Revgen's goal of enhancing internal processes, employee satisfaction, and overall organizational growth.

OBJECTIVES
- To assess the organizational culture using the OCTAPACE framework.
- To evaluate employee perceptions of trust, openness, collaboration, and communication.
- To analyze the efficiency and effectiveness of the billing process.
- To test the reliability and internal consistency of the survey instrument.
- To identify group-wise differences in cultural perceptions using ANOVA.
- To provide actionable suggestions for improving communication, training, and billing operations.

IV. REVIEW OF LITERATURE

The study draws on several key theories and research findings to frame the importance of organizational culture, particularly through the OCTAPACE model (Pareek, 1987), which emphasizes Openness, Confrontation, Trust, Authenticity, Proactivity, Autonomy, Collaboration, and Experimentation. Maslow's (1943) hierarchy highlights affiliation as critical for motivation, while Golembiewski (1989) stressed that experimentation fosters adaptability. Bass (1990) linked transformational leadership with promoting autonomy and proactivity. Research by Katzenbach & Smith (1993) underlined trust and collaboration as drivers of high-performing teams. Dunphy & Stace (1993) emphasized the role of confrontation and proactivity in managing organizational change. Other studies (Amabile, 1996; Edmondson, 1999) emphasized that openness and experimentation are crucial for innovation. Schein (2010) pointed out that culture-building strategies must be adapted to specific organizational contexts. Overall, prior literature supports the idea that a strong OCTAPACE culture leads to better employee engagement, innovation, and operational effectiveness.

V. RESEARCH METHODOLOGY

Research Design : Descriptive and Correlation Research
Sample Design : Convenience Sampling
Design Sample Size : 50
Data Source : Primary Data
Instrument : Questionnaire

STATISTICAL TOOLS:
- Reliability
- Descriptive statistics
- ANOVA

RELIABILITY

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded[a]	0	.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

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Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.796	.771	19

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.589	1.620	3.980	2.360	2.457	.412	19

Original reliability score (with all questions): 0.796

After removing the question "How regularly do billing staff receive training on policy changes and new codes?", the reliability score increased to 0.831.

Conclusion:

Removing that specific question improved the overall reliability of the survey or assessment.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.831	.815	18

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded[a]	0	.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.541	1.620	3.980	2.360	2.457	.390	18

Interpretation:

The original analysis of the survey, which included all 19 questions, showed a Cronbach's Alpha of 0.796, indicating acceptable internal consistency among the items. However, when the question "How regularly do billing staff receive training on policy changes and new codes?" was removed, the Cronbach's Alpha increased to 0.831.

This increase suggests that the removed question was not strongly aligned with the overall construct being measured by the survey. Its presence likely introduced some inconsistency or variance that was unrelated to the main focus of the other items. By removing it, the survey items became more homogenous and better measured the intended concept, thus improving reliability.

VI. DESCRIPTIVE STATISTICS

	Mean	Std. Deviation	Analysis N
How well you think mutual trust is established within your team ?	1.700	.8144	50
How comfortable do you feel in openly sharing ideas and concerns with your team members ?	1.740	.9858	50
How effectively does leadership in your organization promote trust within teams ?	1.740	1.0654	50
How effectively does your organization encourage open communication across teams ?	1.660	.8947	50
How well do different departments collaborate and share information ?	1.840	.9971	50
How comfortable do you feel in reaching out to colleagues from other teams when needed ?	1.620	.9666	50
How accurate are the medical Bills generated by your facility?	2.560	1.2480	50
How timely are the insurance claims submitted after patient visits	3.080	1.4405	50
How effective is the billing software system used in your organization ?	2.800	1.1952	50
How frequently are claims denied due to billing issues or coding errors?	2.420	1.2304	50
How would you rate the clarity of billing statements provided to patients ?	2.760	1.1350	50
How satisfied are patients with the billing process at your facility?	2.840	1.1669	50
How often do patients raise complaints related to billing issues ?	2.500	1.1824	50
How skilled are billing staff in handling medical coding and insurance processes ?	2.660	1.2875	50
How regularly do Billing staff receive training on policy changes and new codes?	3.460	1.0343	50
How effectively are billing errors corrected when identified ?	2.780	1.2002	50
How accessible is billing support for patient queries or complaints ?	2.720	1.2296	50
How transparent is the cost breakdown provided on bills ?	2.820	1.1373	50
How often are billing disputes resolved without escalation ?	3.980	.8687	50
Overall how would you rate the efficiency of the healthcare billing system at your facility ?	3.220	1.1830	50

In summary, the removal of this particular question enhanced the internal consistency of the survey, indicating it may not have fit well with the other items and should be excluded to strengthen the assessment tool.

Interpretation

The analysis shows that employees at El Revgen Healthcare Solutions Pvt. Ltd. generally feel positive about organizational trust, leadership support, open communication, and collaboration, with mean scores around 1.6 to 1.8, indicating strong agreement. However, concerns emerge around billing operations: billing accuracy (mean 2.56), insurance claim timeliness (mean 3.08), and billing software effectiveness (mean 2.80) suggest moderate satisfaction.Training on policy changes (mean 3.46) is infrequent, and billing errors, patient complaints, and cost transparency are moderate concerns. The overall healthcare billing efficiency is rated as average (mean 3.22), highlighting a need for operational and process improvements to enhance employee and client satisfaction.

Null **Hypothesis (H$_0$):** There is **no significant difference** between groups in how comfortable individuals feel in openly sharing ideas and concerns based on designation

Alternative Hypothesis (H₁): There is a **significant difference** between groups in how comfortable individuals feel in openly sharing ideas and concerns.

Interpretation:
- F-value = 1.272
- p-value (Sig.) = 0.295
- If the alternative hypothesis were supported (i.e., if the p-value was less than 0.05), it would indicate that:
  There is a statistically significant difference among the groups in how comfortable they feel when openly sharing ideas and concerns.

ANOVA

How effectively does your organization encourage open communication across teams

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.697	4	1.924	2.747	.040
Within Groups	31.523	45	.701		
Total	39.220	49			

Null Hypothesis (H₀): There is **no significant difference** between groups in their perception of how effectively the organization encourages open communication based on designation.

Alternative Hypothesis (H₁): There **is a significant difference** between the groups in how effectively the organization encourages open communication across teams.

Interpretation:
- F-value = 2.747
- p-value (Sig.) = 0.040

There is a statistically significant difference between the groups in their perception of how effectively the organization encourages open communication.
This suggests that at least one group perceives the organization's communication openness differently than others—possibly due to role, department, or other group-level factors.

VII. FINDINGS

The study conducted at El Revgen Healthcare Solutions Pvt. Ltd. highlighted that 86% of employees are aged between 20–25 years, and 82% have less than one year of experience, indicating a young and fresh workforce. Leadership effectiveness in promoting trust was rated very high by 62% of respondents, and 58% felt that open communication is strongly encouraged. Around 56% of employees felt very comfortable sharing ideas, and 64% reported high comfort in collaborating across teams. Billing operations showed concerns, with only 22% rating billing accuracy as high and just 20% confirming insurance claims were always submitted on time. Billing software was rated moderately effective by 40% of the staff, and claims denial due to billing issues was reported very frequently by 30%. Patient satisfaction remained average, with 42% being neutral, while 48% of employees rated the overall billing system efficiency as merely One-way ANOVA revealed no significant difference between groups in comfort with sharing ideas and concerns (F = 1.272, p = 0.295) , One-way ANOVA showed a significant difference between groups in perceptions of how effectively the organization encourages open communication (F = 2.747, p = 0.040).

VIII. SUGGESTION

To strengthen the organizational culture at El Revgen Healthcare Solutions Pvt. Ltd., it is recommended to enhance transparent communication, conduct regular cross-functional meetings, and clearly define roles and responsibilities. Leadership development programs should be expanded to promote trust and collaboration, while billing staff training on coding and insurance processes must be intensified. Upgrading billing software, improving billing statement clarity, and
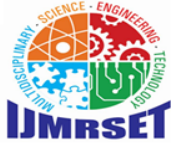
making billing support more accessible can boost operational efficiency. Additionally, recognizing employee contributions and introducing regular feedback mechanisms will further enhance employee engagement and patient satisfaction.

IX. CONCLUSION

The study on El Revgen Healthcare Solutions Pvt. Ltd. using the OCTAPACE framework revealed that the organization has successfully cultivated an environment of trust, collaboration, and open communication among its largely young and new workforce. However, gaps in billing accuracy, timeliness of claim submissions, and staff training were identified as critical areas needing improvement. Significant differences inperceptions across age groups were highlighted through ANOVA analysis, suggesting a need for targeted cultural initiatives. Despite strong leadership support and a positive working environment, operational efficiencies must be strengthened through better technology adoption, clearer billing processes, and enhanced employee skill development. Addressing these key areas will enable El Revgen to improve client satisfaction, boost employee engagement, and sustain long-term organizational growth.

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