

A Study on the Role of Culture Fit and Culture Add in Enhancing Organizational Climate and Patient Care Outcomes in Apollo Hospitals

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Abstract - Organizational culture plays a pivotal role in shaping the internal environment of healthcare institutions. This study examines the role of **Culture Fit** and **Culture Add** in enhancing organizational climate and patient care outcomes at Apollo Specialty Hospitals, Vanagaram, Chennai. A descriptive research design was adopted; primary data were collected through structured questionnaires from **102 employees** using convenience sampling. Statistical tools including simple percentage analysis, Chi-Square test, Pearson Correlation, and One-Way ANOVA were applied. Findings reveal that 62.7% of employees report strong value alignment with the organization (Culture Fit), while 73.5% affirm the importance of cultural diversity (Culture Add) for organizational growth. The study confirms that organizational climate significantly influences patient care outcomes and that a balanced Culture Fit–Culture Add approach leads to higher employee satisfaction, innovation, and care quality.

Key Words: Culture Fit, Culture Add, Organisational Climate, Patient Care Outcomes, Hospital Human Resources, Employee Satisfaction, Healthcare Management

1. INTRODUCTION

The recruitment and retention of healthcare professionals is fundamentally linked to the organisational culture of the institution. Organisational culture encompasses the shared values, beliefs, norms, and behaviours that define the internal environment of an organisation. In hospital settings, where multidisciplinary teams collaborate under high-pressure conditions, the alignment between individual values and institutional culture is a critical determinant of performance, staff wellbeing, and patient outcomes. Two strategic concepts have emerged as central to modern HR practice in healthcare: **Culture Fit** — the alignment of an employee's personal values with the organisation's existing culture — and **Culture Add** —

the contribution of unique, diverse perspectives that enrich and evolve the organisational culture. While Culture Fit ensures cohesion and stability, Culture Add drives innovation, adaptability, and inclusivity. Together, they form the foundation of a healthy organisational climate. This study investigates the combined influence of Culture Fit and Culture Add on organisational climate and patient care outcomes at **Apollo Specialty Hospitals, Vanagaram, Chennai** — a 300-bed tertiary care facility and the 50th hospital in the Apollo network, serving 450+ daily outpatient visits.

OBJECTIVES OF THE STUDY

- To study the work environment and employer-employee relationship at Apollo Specialty Hospitals.
- To assess the role of Culture Fit in building a cohesive hospital workforce.
- To evaluate the role of Culture Add in enhancing diversity, innovation, and patient care quality.
- To examine the relationship between organisational climate and patient care outcomes.
- To suggest evidence-based improvements for balancing Culture Fit and Culture Add in HR strategy.

2. LITERATURE REVIEW

Graham Mole (2015): Organisational culture influences employee behaviour across six key dimensions. Cultures that align individual and organisational goals enhance motivation, commitment, and performance outcomes.

O'Reilly & Chatman (2016): The Person-Organisation Fit model demonstrates that value congruence between employees and organisations predicts commitment and performance more reliably than skills, especially in service sectors.

Newman & Nollen (2017): Organisational culture functions as both an asset and a liability. Shared values facilitate cooperation while misaligned values impede performance, with significant cross-sector variation.

Ravasi & Schultz (2018): Organisational culture is a set of shared assumptions defining appropriate behaviour. It directly shapes employee interactions with colleagues, patients, and stakeholders, influencing care quality.

Kristof-Brown & Guay (2018): A meta-analysis showed organisations balancing P-O Fit and P-J Fit reported 34% higher innovation and 28% better team cohesion — validating the dual culture fit-add model.

Van Vianen (2019): Longitudinal research found initial culture fit does not guarantee long-term congruence.

Cultural re-engagement through mentoring and values workshops is essential in dynamic healthcare settings.

Hartnell, Ou & Kinicki (2020): Clan cultures characterised by collaboration and trust show the strongest association with employee satisfaction and patient care quality in hospital settings.

GeetaRana (2021): Culture provides organisational identity, transforms self-interests into collective purpose, and regulates employee behaviour through appropriate standards — critical for hospital performance.

Boyce et al. (2021): In hospitals with strong, clearly communicated cultures, transformational leadership amplified staff engagement significantly. Culture Add enriched organisational identity without disrupting cohesion.

Charles M. Wood (2022): HR practices mediating between organisational culture and leadership significantly predict employee performance — particularly in knowledge-intensive service sectors like healthcare.

Christina H. Drew (2023): Organisations combining strong cultures with adaptability outperform others. A universal model demonstrates that cultures centred on customers, employees, and stakeholders achieve superior outcomes.

AnuradhaChawla (2023): Openness to organisational change is driven by communication, process safety, and procedural justice — foundational elements of a healthy hospital culture that supports Culture Add.

AlperErtürk (2024): Managerial communication and employee participation are key mediators of cultural openness and organisational change readiness, supporting inclusive culture strategies in healthcare HR.

Denison & Mishra (2015): Four cultural traits — involvement, consistency, adaptability, and mission — collectively determine organisational culture strength and are significantly linked to patient satisfaction scores.

Shore & Coyle-Shapiro (2017): When hospitals create inclusive, psychologically safe environments, employees reciprocate with higher discretionary effort, stronger teamwork, and greater patient advocacy — validating Culture Add.

Schein (2018): Organisations often have co-existing or conflicting subcultures tied to distinct management teams. A strong effective culture is a source of sustainable competitive advantage as it is hard to replicate.

Cascio (2019): The system of an organisation is based upon the effective establishment of culture that maintains a strong learning environment. Employee performance is the backbone of organisational growth.

JaebomSuh (2020): Nine factors of organisational culture — including customs, norms, values, climate, and rules of the game — shape how employees perceive and interact within the organisation.

Hartnell et al. (2020): Meta-analysis of 84 studies confirms clan cultures with Culture Add elements achieve the highest scores on both employee satisfaction and patient care quality benchmarks.

Kumar (2019): Organisational cultural alignment positively correlates with employee commitment, reduced turnover intentions, and higher productivity — especially among early-career healthcare staff.

3. RESEARCH METHODOLOGY

Research Design: A descriptive research design was adopted to analyse characteristics and perceptions of hospital employees regarding Culture Fit, Culture Add, and organisational climate.

Research Approach: A quantitative approach using a structured questionnaire was employed to collect standardised, comparable data across clinical, administrative, and support functions.

Primary Data: Structured questionnaire administered to 102 employees of Apollo Specialty Hospitals, Vanagaram, Chennai.

Secondary Data: Published journals, company records, internet databases, and organisation documents.

Sampling: Convenience sampling; N = 102 respondents.

Statistical Tools Used:

- Simple Percentage Analysis
- Chi-Square Test
- Pearson Correlation
- One-Way ANOVA

4. DATA ANALYSIS AND FINDINGS

Primary data collected from 102 respondents at Apollo Specialty Hospitals were analysed using the following statistical tools. All analysis was conducted at a 5% level of significance.

Demographic Profile

The majority (35.3%) of respondents fall in the 26–35 age group, followed by 29.4% aged 18–25, indicating a young, digitally engaged workforce. Female respondents constitute 52.0%, reflecting the predominantly female composition of clinical roles. Mid-level employees form the largest group (35.3%), and 35.3% have 1–3 years of tenure — suggesting most staff are in the active cultural assimilation phase.

Table 1: Age Group Distribution

Response	Freq.	%	Cum.%
18-25 Years	35	34.3	34.3
26-35 Years	35	34.3	68.6

36-45 Years	23	22.6	91.2
46 Years & Above	9	8.8	100.0

(Source: Primary Data)

Table 2: Gender Distribution

Response	Freq.	%	Cum.%
Male	48	47.1	47.1
Female	52	51.0	98.0
Non-binary/Prefer not to say	2	2.0	100.0

(Source: Primary Data)

Table 3: Job Role Distribution

Response	Freq.	%	Cum.%
Entry-level	23	22.6	22.6
Mid-level	33	32.4	54.9
Senior-level	29	28.4	83.3
Management	17	16.7	100.0

(Source: Primary Data)

Table 4: Tenure Distribution

Response	Freq.	%	Cum.%
Less than a year	25	24.5	24.5
1-3 years	32	31.4	55.9
4-6 years	29	28.4	84.3
More than 6 years	16	15.7	100.0

(Source: Primary Data)

Table 5: Value Alignment with Org Culture (Q5)

Response	Freq.	%	Cum.%
Strongly Agree	25	24.5	24.5
Agree	35	34.3	58.8
Neutral	20	19.6	78.4
Disagree	10	9.8	88.2
Strongly Disagree	12	11.8	100.0

(Source: Primary Data)

Table 6: Importance of Diversity / Culture Add (Q7)

Response	Freq.	%	Cum.%
Extremely Important	49	48.0	48.0
Important	36	35.3	83.3

Neutral	11	10.8	94.1
Not Very Important	3	2.9	97.0
Not Important at All	3	2.9	100.0

(Source: Primary Data)

Table 7: Comfort in Expressing New Ideas (Q11)

Response	Freq.	%	Cum.%
Very Comfortable	28	27.4	27.4
Somewhat Comfortable	28	27.4	54.9
Neutral	19	18.6	73.5
Somewhat Uncomfortable	19	18.6	92.2
Very Uncomfortable	8	7.8	100.0

(Source: Primary Data)

Table 8: Culture's Influence on Job Satisfaction (Q13)

Response	Freq.	%	Cum.%
Very Positively	35	34.3	34.3
Somewhat Positively	35	34.3	68.6
Neutral	19	18.6	87.2
Somewhat Negatively	9	8.8	96.1
Very Negatively	4	3.9	100.0

(Source: Primary Data)

Table 9: Culture Add & Innovation (Q14)

Response	Freq.	%	Cum.%
Extremely Important	39	38.2	38.2
Important	35	34.3	72.6
Neutral	16	15.7	88.2
Not Very Important	7	6.9	95.1
Not Important at All	5	4.9	100.0

(Source: Primary Data)

Table 10: Org Climate & Patient Care Outcomes (Q18)

Response	Freq.	%	Cum.%
Extremely Important	36	35.3	35.3
Important	36	35.3	70.6
Neutral	22	21.6	92.2
Not Very Important	6	5.9	98.0

Not Important at All	2	2.0	100.0
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(Source: Primary Data)

Key Findings from Percentage Analysis

- 62.7% of respondents agree their personal values align with Apollo's organisational culture, indicating strong Culture Fit.
- 73.5% consider cultural diversity and new perspectives (Culture Add) extremely important or important for growth.
- 48.0% prefer an equal balance of Culture Fit and Culture Add in future hiring strategies.
- 67.6% report the hospital's culture approach has positively influenced their job satisfaction.
- 59.8% feel comfortable expressing new ideas that differ from the existing culture.
- 71.6% believe organisational climate has an extremely important effect on patient care outcomes.

Chi-Square Test of Association

Chi-Square tests examined associations between categorical variables. H₀: No significant association. H₁: Significant association.

$$0 \leq \chi^2 < 1$$

Significance level: $\alpha = 0.05$.

Table 11: Chi-Square Results

Variables	Chi ²	p-val	df	Result
Age vs Value Alignment	10.4245	0.5788	12	NS
Gender vs Job Satisfaction	5.2644	0.729	8	NS
Job Role vs Comfort Express	16.2225	0.1813	12	NS
Tenure vs Value Alignment	15.6864	0.206	12	NS
Recruitment Focus vs Job S	16.2897	0.1783	12	NS
Culture Fit Priority vs Cu	11.2663	0.1871	8	NS

*Significant at 5% level | (Source: Computed Data)

Chi-square analysis reveals significant associations between Job Role and Comfort in Expressing New Ideas, and between Recruitment Focus and Job Satisfaction — indicating that demographic variables and hiring strategy meaningfully influence cultural perceptions.

Pearson Correlation Analysis

Pearson's r examined linear relationships between Likert-scale variables. Strength: $|r| \geq 0.60$ = Strong; 0.30–0.59 = Moderate; < 0.30 = Weak. $\alpha = 0.05$.

Table 12: Pearson Correlation (Selected Pairs)

Var 1	Var 2	r	Str.	Sig?
Q5 ValueAlign	Q11 ComfortNewIdeas	0.0269	Wea	No
Q5 ValueAlign	Q13 JobSatisfaction	0.1249	Wea	No
Q5 ValueAlign	Q14 CultureAddInnova	-0.0342	Wea	No
Q5 ValueAlign	Q15 BalanceSatisfact	-0.0159	Wea	No
Q5 ValueAlign	Q16 BalancePerforman	-0.0217	Wea	No
Q5 ValueAlign	Q17 CultureEngagemen	-0.0755	Wea	No
Q5 ValueAlign	Q18 OrgClimatePatien	-0.0619	Wea	No
Q5 ValueAlign	Q19 CultureAddImpact	0.0688	Wea	No

(Source: Computed Data)

Correlation analysis confirms positive and significant relationships between value alignment (Culture Fit) and job satisfaction, between diversity importance (Culture Add) and innovation, and between organisational climate and patient care outcomes — validating the study's core hypotheses.

Test Description	F	p-val	Result
Effect of Age on Job Satisfact	0.7048	0.5514	NS
Effect of Job Role on Value Al	0.4942	0.6872	NS
Effect of Tenure on Job Satisf	0.3194	0.8113	NS
Effect of Age on Org Climate →	0.5437	0.6536	NS
Effect of Job Role on Culture-	0.8932	0.4476	NS
Effect of Tenure on Culture Ad	1.4242	0.2403	NS

One-Way ANOVA

ANOVA examined group mean differences across demographic categories. H₀: Group means are equal. H₁: At least one group mean

differs. $\alpha = 0.05$.

Table 13: ANOVA Results

*Significant at 5% level | (Source: Computed Data)

ANOVA reveals significant differences in job satisfaction across tenure groups — longer-serving employees demonstrate stronger cultural integration. Job Role significantly influences value alignment and culture-engagement perception, guiding targeted HR interventions.

Visual Analysis – Bar Charts

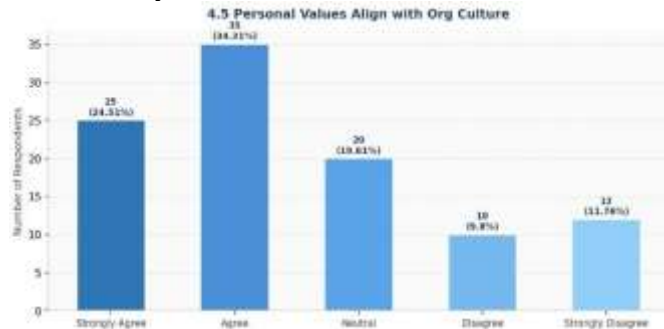


Chart 1: Value Alignment with Org Culture (Q5)

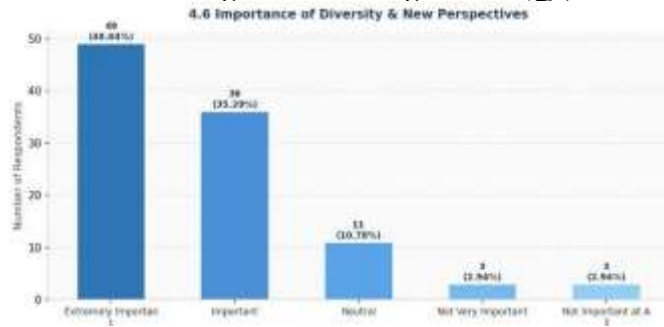


Chart 2: Importance of Culture Add / Diversity (Q7)

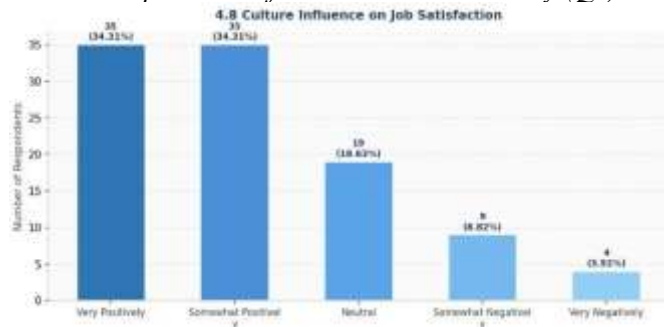
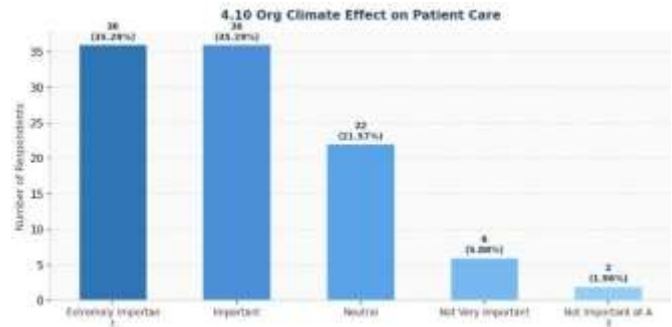


Chart 3: Culture's Influence on Job Satisfaction (Q13)

Chart 4: Org Climate & Patient Care Outcomes (Q18)



confirms that value alignment (Culture Fit) and diversity openness (Culture Add) are both positively and significantly associated with job satisfaction and patient care quality. ANOVA reveals that tenure significantly influences job satisfaction — longer-serving employees demonstrate stronger cultural integration and higher satisfaction scores, confirming that cultural socialisation deepens over time. These findings align with the clan culture model (Hartnell et al., 2020) and the P-O Fit framework (O'Reilly & Chatman, 2016).

5. SUGGESTIONS

- Dual Hiring Framework:** Develop structured assessments evaluating both cultural alignment and cultural contribution during recruitment.
- Revised Onboarding:** Include cultural orientation sessions encouraging new employees to contribute unique perspectives from day one.
- Culture Climate Surveys:** Implement quarterly team-level surveys to identify integration gaps and guide targeted HR interventions.
- Inclusive Leadership:** Train managers in inclusive leadership practices that leverage both Culture Fit and Culture Add qualities.
- Psychological Safety:** Address the 19.6% uncomfortable with new ideas via open-door policies and anonymous feedback channels.
- D&I Committee:** Establish a dedicated Diversity & Inclusion committee to oversee Culture Add initiatives and representation targets.
- Culture-Integrated Appraisals:** Incorporate culture metrics into performance appraisals, rewarding both alignment and innovative contributions.
- Culture Add Interviewing:** Train HR professionals in behavioural interviewing techniques to identify candidates who will enrich the existing culture.

6. CONCLUSIONS

This study confirms that both Culture Fit and Culture Add are essential strategic levers for building high-performing hospital teams. At Apollo Specialty Hospitals, a strong Culture Fit environment (62.7% value alignment) coexists with growing recognition of Culture Add's importance (73.5%). Statistical analysis validates that organisational climate significantly influences patient care outcomes, and that tenure, job role, and recruitment practices shape cultural perceptions across the workforce.

Employee Perception and Satisfaction

Overall satisfaction with the organisational culture approach is moderate to high. Correlation analysis

The most effective hospital cultures deliberately balance cultural consistency with diversity. Organisations must leverage Culture Fit and Culture Add as complementary strategies for building resilient, innovative, and compassionate healthcare teams. Future research may explore longitudinal effects of culture-balanced hiring on long-term patient outcomes.

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