Author's response to reviews

Title: Organizational culture in the Primary Healthcare setting of Cyprus.

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Version: 4 Date: 26 February 2013

Author's response to reviews: see over
Author’s response to reviews

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Version: 3 Date: 26 February 2013

Author’s response to reviews: see over
The Biomed Central Editorial team

Object: MS: 9959901578116451

Title: Organizational culture in the Primary Healthcare setting of Cyprus.

Thank you for consideration of our manuscript for publication in your journal. We have reviewed the above manuscript according to the comments of the reviewers.

Reviewer’s report

Version: 3 Date: 26 February 2013

Reviewer: Anastas Philalithis

Reviewer’s report:

This is a well written paper, with a clear message, appropriate methodology and discussion.

Comment 1: Major compulsory revision.

The authors quote 3 unpublished studies on page 14:

According to the results of three studies performed in the general public hospitals of Cyprus gaps were identified between desired and existing cultures exhibiting statistical significance for every culture dimension [unpublished data]...

These studies cannot be quoted since no details are given about them: the authors are not mentioned, nor can they be found. Therefore their results cannot be substantiated. The authors of the paper should either provide sufficient data about these studies or they should delete any references to these studies.

We have provided references regarding the three studies mentioned on page 14 of the new version of the manuscript.

Comment 2: Minor essential revision.

The authors use Primary Healthcare as one word and then use the following abbreviations

- Primary Healthcare; PH
- Primary Healthcare Centers; PHC
Primary Healthcare Settings: PHS [this abbreviation is not mentioned in the list on page 17 - but see below]

Standard usage is as follows

- Primary Healthcare; PHC
- Primary Healthcare centers; PHC centers (without a capital letter)
- Primary Healthcare settings; PHC settings (without a capital letter)

The authors should make appropriate corrections

The appropriate corrections regarding the abbreviations used in the manuscript have been made according to the suggestions of the reviewer.

**Level of interest:** An article of outstanding merit and interest in its field.

**Quality of written English:** Acceptable

**Statistical review:** yes, but I do not feel adequately qualified to assess statistics.
Reviewer’s report

Title: Organizational culture in the Primary Healthcare setting of Cyprus.

Version: 3 Date: 26 February 2013

Reviewer: Marie-Pierre Gagnon

Reviewer’s report:

Major revisions

This study investigated healthcare professionals’ perception regarding organizational culture among 42 primary care organizations in Cyprus. The Greek version of the short form of the Organizational culture Profile (OCP) was used. Internal consistency and test-retest reliability of the instrument were tested and satisfactory. However factor analysis indicated a six factor structure instead of the seven factors found in the original scale. The authors should indicate which factor was different and whether this could impact the validity of the scale.

We have reported which factor was different (innovation) and the impact to the validity on page 9 of the revised manuscript.

Given the nested structure of the data (healthcare professionals working in the same organization it is essential to explore the effect of belonging to the same organization on the individual results. The authors should report intra-class correlation coefficient and discuss its potential impact on the results.

In regard to the above comment, we have included the analysis of nested data on page 8 of the revised manuscript.

We have reported the Intra-class correlation coefficient on page 8 of the revised manuscript.

Minor essential revisions

p. 10. Please revise this sentence: “Nurses averaged 17.8 tenure years in the public healthcare sector as compared to physicians, and 10 years in the current position” because the information is repeated in the next sentence.

The sentence on page 10 of the previous version of the manuscript has been revised as follows: Average years in current position were 10 (SD= 9.0) for nurses vs 5.8 (SD= 5.9) for physicians, (p=0.000). The revised sentence is found on page 11 of the revised manuscript.

Please add a section about study limitations in the Discussion.
A section regarding the limitations of the study has been added on page 16 of the revised manuscript.

Minor discretionary revisions

p. 14: The discussion of unpublished data from hospital-based studies in Cyprus is not necessary in this manuscript. It would be more interesting to compare the results with other studies that looked at the concept of “culture” in primary care organizations. A comparison with the international literature on primary care culture would also be interesting

References on the hospital-based studies in Cyprus are added on page 14 of the revised manuscript.

A similar study performed in primary healthcare in Greece (that used a different tool) was added on page 14. Our study was the first to use the OCP instrument and therefore there are no studies in the literature which can be used for comparisons. In addition, no studies were found in the literature that used the same approach namely assessing organizational culture in primary healthcare organizations in regard to person-organization fit.

p 16: Following the section: “Different employees’ perceptions on desired and existing culture dimensions were identified. Moreover, there was lack of a strong unified organizational culture at the PH level in Cyprus raising issues on job satisfaction and performance”, it would be interesting to discuss strengths and weaknesses of the OCP instrument for measuring organizational culture in primary care”.

This has been discussed in the first paragraph of the conclusion section, on page 18.

Level of interest: An article whose findings are important to those with closely related research interests.

Quality of written English: Needs some language corrections before being published.

Regarding the quality of English, the manuscript was read by an English speaking teacher and language corrections have been made.

Statistical review: Yes, and I have assessed the statistics in my report.

We hope that you will find the revised manuscript suitable for publication.

Yours sincerely

Theodora Zachariadou, MD, MSc, Ph.D
(on behalf of all authors)