

Appendix C: Tables B-1 to B-5 (Full HLM models and Correlation Matrix)

Table B-1													
HLM Analysis													
Group Culture Scale and Physician Satisfaction													
with Various Dimensions of Group Practice													
		Managerial decision making		Practice level competitiveness		Staff and human resources		Technological sophistication		Price competition		Financial capabilities	
			p-value		p-value		p-value		p-value		p-value		p-value
	Intercept	3.12	0.00	3.89	0.00	3.32	0.00	3.57	0.00	3.25	0.00	3.11	0.00
Group-level variables	Mean group culture	0.01	0.12	0.01	0.24	0.01	0.03	0.01	0.03	0.01	0.01	0.01	0.18
	Group size	0.00	0.45	0.00	0.61	0.00	0.74	0.00	0.10	0.00	0.83	0.00	0.51
	% male	0.20	0.58	0.34	0.13	0.41	0.33	0.23	0.41	0.15	0.57	0.91	0.02
	Specialty group (1=Yes)	-0.02	0.94	0.11	0.27	-0.12	0.60	0.18	0.19	0.01	0.96	0.46	0.02
	Multispec group (1=Yes)	-0.04	0.78	-0.05	0.58	-0.03	0.77	0.02	0.80	0.14	0.05	0.12	0.41
Individual-level variables	Group culture	0.02	0.00	0.01	0.00	0.01	0.00	0.01	0.00	0.01	0.00	0.01	0.00
	Age (years)	0.00	0.02	0.00	0.07	0.01	0.00	0.01	0.00	0.00	0.68	0.00	0.01
	Gender (1=male)	0.02	0.64	-0.04	0.30	0.01	0.78	0.01	0.71	0.01	0.58	-0.03	0.44
	Primary care (1=yes)	0.06	0.23	0.02	0.59	-0.01	0.74	0.02	0.77	-0.11	0.00	0.04	0.34
	% pts HMOs PPOs	0.00	0.09	0.00	0.46	0.00	0.73	0.00	0.64	0.00	0.34	0.00	0.07
Variance explained		0.15		0.15		0.13		0.08		0.08		0.13	
Notes:													
Shading indicates p<0.05													
Referent group for type of group practice is primary care group													

Table B-2													
HLM Analysis													
Hierarchical Culture Scale and Physician Satisfaction													
with Various Dimensions of Group Practice													
		Managerial decision making		Practice level competitiveness		Staff and human resources		Technological sophistication		Price competition		Financial capabilities	
			p-value		p-value		p-value		p-value		p-value		p-value
	Intercept	3.10	0.00	3.90	0.00	3.31	0.00	3.56	0.00	3.25	0.00	3.11	0.00
Group-level variables	Mean hierarchical culture	-0.02	0.00	-0.02	0.00	-0.01	0.11	-0.01	0.26	-0.01	0.05	-0.02	0.00
	Group size	0.00	0.01	0.00	0.11	0.00	0.93	0.00	0.08	0.00	0.87	0.00	0.95
	% male	0.09	0.78	0.24	0.25	0.32	0.50	0.17	0.58	0.06	0.83	0.82	0.01
	Specialty group (1=Yes)	-0.15	0.33	0.01	0.94	-0.17	0.52	0.16	0.26	-0.02	0.87	0.30	0.10
	Multispec group (1=Yes)	-0.02	0.84	-0.02	0.78	-0.07	0.52	-0.02	0.80	0.10	0.27	0.16	0.14
Individual-level variables	Hierarchical culture	-0.02	0.00	-0.01	0.00	-0.02	0.00	-0.01	0.00	-0.01	0.00	-0.02	0.00
	Age (years)	0.00	0.10	0.00	0.12	0.01	0.00	0.01	0.00	0.00	0.57	0.00	0.02
	Gender (1=male)	0.02	0.62	-0.04	0.27	0.01	0.85	0.01	0.72	0.01	0.68	-0.03	0.40
	Primary care (1=yes)	0.05	0.14	0.02	0.61	-0.01	0.55	0.02	0.72	-0.11	0.00	0.03	0.27
	% pts HMOs PPOs	0.00	0.15	0.00	0.61	0.00	0.88	0.00	0.53	0.00	0.48	0.00	0.08
Variance explained		0.31		0.21		0.15		0.09		0.08		0.25	
Notes:													
Shading indicates p<0.05													
Referent group for type of group practice is primary care group													

Table B-3													
HLM Analysis													
Developmental Culture Scale and Physician Satisfaction with Various Dimensions of Group Practice													
		Managerial decision making		Practice level competitiveness		Staff and human resources		Technological sophistication		Price competition		Financial capabilities	
			p-value		p-value		p-value		p-value		p-value		p-value
	Intercept	3.15	0.00	3.92	0.00	3.34	0.00	3.57	0.00	3.27	0.00	3.14	0.00
Group-level variables	Mean developmental culture	0.01	0.54	0.02	0.06	0.01	0.55	-0.01	0.53	0.01	0.52	0.02	0.44
	Group size	0.00	0.70	0.00	0.72	0.00	0.67	0.00	0.53	0.00	0.63	0.00	0.59
	% male	0.29	0.43	0.39	0.08	0.45	0.32	0.24	0.41	0.14	0.61	0.99	0.01
	Specialty group (1=Yes)	0.08	0.65	0.16	0.09	-0.04	0.89	0.27	0.04	0.09	0.53	0.53	0.02
	Multispec group (1=Yes)	-0.20	0.14	-0.16	0.07	-0.18	0.10	-0.09	0.33	0.02	0.86	-0.02	0.90
Individual-level variables	Developmental culture	0.02	0.00	0.01	0.00	0.01	0.00	0.01	0.00	0.01	0.00	0.01	0.00
	Age (years)	0.01	0.00	0.00	0.03	0.01	0.00	0.01	0.00	0.00	0.84	0.01	0.00
	Gender (1=male)	-0.03	0.49	-0.07	0.12	-0.03	0.56	-0.01	0.82	-0.01	0.78	-0.06	0.12
	Primary care (1=yes)	0.12	0.00	0.06	0.20	0.03	0.21	0.05	0.31	-0.08	0.00	0.08	0.01
	% pts HMOs PPOs	0.00	0.31	0.00	0.71	0.00	0.99	0.00	0.50	0.00	0.46	0.00	0.12
Variance explained		0.07		0.06		0.05		0.03		0.01		0.10	
Notes:													
Shading indicates p<0.05													
Referent group for type of group practice is primary care group													

Table B-4													
HLM Analysis													
Rational Culture Scale and Physician Satisfaction with Various Dimensions of Group Practice													
		Managerial decision making		Practice level competitiveness		Staff and human resources		Technological sophistication		Price competition		Financial capabilities	
			p-value		p-value		p-value		p-value		p-value		p-value
	Intercept	3.18	0.00	3.92	0.00	3.36	0.00	3.59	0.00	3.28	0.00	3.16	0.00
Group-level variables	Mean rational culture	-0.01	0.29	-0.01	0.45	-0.02	0.02	-0.01	0.07	-0.02	0.02	-0.01	0.55
	Group size	0.00	0.93	0.00	0.96	0.00	0.61	0.00	0.44	0.00	0.54	0.00	0.42
	% male	0.25	0.51	0.38	0.11	0.52	0.22	0.30	0.31	0.22	0.42	0.93	0.02
	Specialty group (1=Yes)	0.12	0.51	0.20	0.02	-0.03	0.91	0.26	0.05	0.09	0.55	0.59	0.01
	Multispec group (1=Yes)	-0.16	0.24	-0.13	0.15	-0.12	0.18	-0.06	0.46	0.06	0.46	0.01	0.96
Individual-level variables	Rational culture	0.00	0.06	0.00	0.00	0.00	0.01	0.00	0.03	0.00	0.01	0.00	0.04
	Age (years)	0.01	0.00	0.00	0.02	0.01	0.00	0.01	0.00	0.00	0.74	0.01	0.00
	Gender (1=male)	-0.01	0.86	-0.06	0.15	-0.01	0.78	0.00	0.98	0.00	0.95	-0.05	0.20
	Primary care (1=yes)	0.11	0.02	0.05	0.19	0.02	0.51	0.04	0.49	-0.09	0.01	0.08	0.07
	% pts HMOs PPOs	0.00	0.11	0.00	0.54	0.00	0.66	0.00	0.67	0.00	0.28	0.00	0.08
Variance explained		0.00		0.03		0.04		0.03		0.03		0.04	
Notes:													
Shading indicates p<0.05													
Referent group for type of group practice is primary care group													

Table B-5													
Pearson Correlations among Study Variables													
Individual Level Variables	1	2	3	4	5	6	7	8	9	10	11	12	13
1 Satisfaction with managerial decision making													
2 Satisfaction with practice competitiveness	0.59												
3 Satisfaction with staff & human resources	0.57	0.54											
4 Satisfaction with technological sophistication	0.46	0.51	0.45										
5 Satisfaction with price competition	0.42	0.40	0.38	0.33									
6 Satisfaction with financial capabilities	0.65	0.55	0.56	0.43	0.44								
7 Perception of culture - group	0.47	0.46	0.41	0.28	0.30	0.43							
8 Perception of culture - developmental	0.35	0.24	0.27	0.21	0.16	0.31	0.09						
9 Perception of culture - hierarchical	-0.61	-0.47	-0.47	-0.32	-0.30	-0.50	-0.62	-0.49					
10 Perception of culture - rational	-0.13	-0.20	-0.17	-0.12	-0.14	-0.17	-0.60	-0.25	-0.05				
11 Physician age	0.07	0.06	0.10	0.14	0.02	0.08	0.07	0.04	-0.06	-0.04			
12 Physician gender (1=male)	0.03	-0.01	0.04	0.04	0.03	0.04	-0.01	0.08	0.00	-0.03	0.28		
13 Primary care (1=yes)	0.01	0.01	0.04	-0.03	-0.06	0.02	0.09	-0.03	-0.10	0.01	-0.09	-0.12	
14 % patients from HMOs& PPOs	0.02	-0.01	0.00	-0.04	0.02	0.02	-0.02	0.01	0.02	-0.02	-0.02	0.04	0.10
Shading indicates correlation are statistically different from zero (p<.05) (all those above/below +/- 0.061)													
Group Level Variables	1	2	3	4	6	8							
1 Group culture													
2 Developmental culture	0.18												
3 Hierarchical culture	-0.65	-0.70											
4 Rational culture	-0.86	-0.18	0.32										
5 Group size	-0.26	-0.22	0.34	0.16									
6 % male	-0.15	-0.19	0.12	0.22									
7 Primary care group	0.31	0.07	-0.26	-0.21	-0.07								
8 Specialty group	0.38	0.19	-0.39	-0.24	-0.21								
9 Multispecialty group	-0.52	-0.18	0.48	0.35	0.20	-0.40							
Shading indicates correlations are statistically different from zero (p<.05) (all those above/below +/- 0.31)													