

## EBS 수능특강 영어독해연습 10강 1번 지문 원문

(Transcultural Health Care: A Culturally Competent Approach - Larry D Purnell)

### Workforce Issues Culture in the Workplace

Because many Appalachians value family above all else, reporting to work may become less of a priority when a family member is ill or other family obligations are pressing. When family illnesses occur, many Appalachian individuals willingly quit their jobs to care for family members. For some, the preferred work pattern is to work for an extended period of time, take some time off, and then return to work. Although work patterns may change, a deep-seated work ethic exists. Liberal leave policies for funerals and family emergencies are seen as a necessary part of the work environment. Because personal space is important, many Appalachians use a greater distance when communicating in the workplace. Close, face-to-face encounters; hugs; and the like are rarely seen. A harmonious environment that fosters cooperation and agreement in decision making is valued and desired. Health-care providers who come from outside the area may have some difficulty establishing rapport in the workplace if they lack an understanding and appreciation for Appalachian workplace etiquette. Appalachian individuals usually wish to maintain independent lifestyles and often frown upon or not engage in the latest fads of the larger macroculture. Although most people want progress, they also wish to remain isolated from the mainstream. Thus, more traditional Appalachians may be slower to assimilate the values of middle-class society into their daily work habits.

### Issues Related to Autonomy

In general, [여기서부터 EBS 지문입니다.] a lack of leadership is not uncommon because ascribed status is more important than achieved status and because there is an attempt to keep hierarchical relationships to a minimum (Coyne et al., 2006). The Appalachian ethic of neutrality and the values of individualism and nonassertiveness, with a strong people orientation, may pose a dichotomous perception at work for outsiders who may not be familiar with the Appalachian way of life. However, when conflicts occur, mutual collaboration for seeking agreement is consistent with the ethic of neutrality. Because many Appalachians align themselves more closely with horizontal rather than hierarchical relationships, they are sometimes reluctant to take on management roles. When they do accept management roles, they take great pride in their work and in the organization as a whole. [여기까지가 EBS 지문입니다. EBS지문에서 마지막 줄은 EBS 자체적으로 추가한 것으로 보입니다.] Most middle-class Americans gain self-actualization through work and personal involvement with doing. Appalachians seek fulfillment through kinship and neighborhood activities of being. To foster positive and mutually satisfying working relationships, organizations should capitalize on individual strengths such as independence, sensitivity, and loyalty, which are recognized values in the Appalachian culture. Many Appalachians prefer to work at their own pace, devising their own work rules and methods for getting the job done. Some local factories, mines, lumber mills, and health-care facilities that hire managers and administrators from outside the region often provide educational seminars about the Appalachians' world view, work culture, and way of life in order to foster cultural sensitivity and a general understanding of the people with whom they work.