# THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE TYPES AND OCCUPATIONAL PRESSURE VARIABLES: A RESEARCH ON FEMALE EMPLOYEES IN THE TURKISH MANUFACTURING INDUSTRY

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**Abstract:** *In this study; concepts of organizational culture, gender and gender discrimination have been explained. The main argument of this study is that cultural values have a significant effect on gender and gender discrimination. The main aim in this research is to find out the effects of organizational culture on work pressure on female employees and the relationship between organizational culture types and occupational pressure variables.*
*The research was conducted in the Turkish manufacturing industry. Organizational culture construct was used to test the hypothesis. This stage was based on 236 responses received from sample of 384 companies. Data was generated through questionnaires and was analyzed using SPSS. The findings show that the constructs are reliable and exhibit validity. The multidimensional operationalization of the construct allowed the testing of the relationship between organizational cultures and the dimensions of work pressure.*

**Keywords:** *Organizational Culture, Occupational Pressure, Manufacturing Industry.*

***ÖRGÜT KÜLTÜRÜ TÜRLERİ İLE MESLEKİ BASKI DEĞİŞKENLERİ ARASINDAKİ İLİŞKİ: TÜRK İMALAT SEKTÖRÜNDE BAYAN ÇALIŞANLAR ÜZERİNDE BİR ARAŞTIRMA***

**Özet:** *Bu çalışmada örgüt kültürü, cinsiyet ve cinsiyet ayrımcılığı açıklanmıştır. Çalışmanın temel iddiası kültürel değerlerin cinsiyet ve cinsiyet ayrımcılığı üzerinde önemli etkiye sahip olduğudur. Çalışmanın ana amacı örgüt kültürünün kadın çalışanlardaki iş baskısı üzerindeki etkisinin ve örgüt kültürü ile mesleki baskı değişkenleri arasındaki ilişkinin ortaya çıkarılmasıdır.*
*Araştırma Türk imalat sanayiinde gerçekleştirilmiştir. Hipotezlerin testinde örgüt kültürü ölçeği kullanılmıştır. Bu aşama, örnek büyüklüğü olan 384 şirketten geri dönen 236'sından alınan veriler ile gerçekleştirilmiştir. Soru formları ile alınan veriler SPSS paket programı ile analiz edilmiştir. Bulgular ölçeğin güvenilir ve geçerli olduğunu göstermektedir. Ölçeğin çokboyutluluğu sayesinde örgüt kültürü ile iş baskısı arasındaki ilişki test edilebilinmiştir.*

**Anahtar Kelimeler:** *Örgüt Kültürü, Mesleki Baskı, İmalat Sektörü.*

## I. INTRODUCTION

Culture can be defined, in a general sense, as "the whole of values transferred from generation to generation by being learned socially and being shared by the members of the society or everything that the society has" [1]. This definition is undoubtedly a quite comprehensive, and in terms of its scope, it includes almost all social and moral areas of interest of the society. Therefore, the concepts such as working, participating in economic activities, producing value are evaluated as a part of the culture; they are even evaluated as the determining factors for each other on mutual terms. In other words, while sometimes culture designates the borders of working area, sometimes the improvements related to the working area cause the culture to be reproduced or changed.

Coming into being in the historical process and improving by undergoing constant changes, culture has been effective in all areas and phases of the social structure, and at the same time it has a determining feature in defining the positions and roles of women and men. Currently, the meanings and expectations which the society and the culture attribute to men and women are expressed with the concept of social gender, and this concept corresponds to the social structure.

In sharing social role, while woman is given a passive role limited to maintenance of her house and children by emphasizing on her biological gender, man is given an active role deriving economic income and deciding. As a result, these roles, which the society attributes to woman and man, took place in cultural structure with the concept of "the role based on social gender".

Furthermore, the labor organizations which are a part of social structure include features of social culture, and even produce them. In this way, the gender ideology, a big obstacle for women, appears in working life, too. The thought that working styles, management styles and structuring styles of the labor organizations are formed by "patriarchal culture" (cultures in which men are dominant), namely "masculine culture", and the working woman come across various obstacles and so the pressures within the organization is accepted predominantly. This thought constitutes the basic hypothesis.

The effect the organizational culture, which is the subsystem of social culture, has created on women is examined in this study. It is assumed that the discrimination based on gender against women is produced in labor organizations and in different dimensions. In this study, the organizational culture, social gender and the pressure which gender discrimination has created on woman employees are the basic research topics.

## II.  ORGANIZATION CULTURE

A myriad number of definitions exist for organizational culture. The common thread across definitions is that culture is composed of socially acquired shared values and assumptions used as a frame of reference by organization members to analyze their behavior and that of others. It is ideology that holds an organization together, and it is socially constructed [2]. A generally accepted definition of organization culture is a system of shared values and beliefs that interact with people, organizational structure, and systems to produce norms [3].

Organization culture is the shared understanding of an organization's employers-how we do things around here. These beliefs, values, norms and philosophies determine how things work. They define expected standards of self and "should" [4].

Organization culture has been identified as an important aspect of organizational behavior and as a concept that is useful in helping to understand how organizations function. In addition, culture helps to determine how well a person "fits" within a particular organization because the "fit" includes feeling comfortable with the culture [5].

According to [1] there is no consensus about its definition, but most authors agree on the following characteristics of the organizational culture:

- holistic,

- historically determined,

- related to anthropological concepts,

- socially constructed,

- soft,

- difficult to change.

Various organizational culture models were offered in organizational culture researches. As noted in Table 1, one axis describes the continuum from organic to mechanistic processes, that is, whether the organizational emphasis is more on flexibility, spontaneity, and individuality or on control, stability, and order.

**Table.1. Organizational Culture Types Organic Processes (Flexibility, Spontaneity)**

| Type | Clan | Adhocracy |
|---|---|---|
| Dominant Attributes | Cohesiveness, Participation, Teamwork, Sense of Family | Entrepreneurship, Creativity, Adaptability |
| Leader Style | Mentor, Facilitator, Parent-figure | Entrepreneur, Innovator, Risk Taker |
| Bonding | Loyalty, Tradition, Interpersonal Cohesion | Entrepreneurship, Flexibility, Risk |
| Strategic Emphasis | Toward Developing Human Resources, Commitment, Morale | Toward Innovation, Growth, New Resources |

**Internal Maintenance (Smoothing Activities)  External Positioning Competition, Differentiation)**

**Mechanistic Process (Control, Order, Stability)**

| Type | Hierarchy | Market |
|---|---|---|
| Dominant Attributes | Order, Rules and Regulations, Uniformity | Competitiveness, Goal Achievement |
| Leader Style | Coordinator, Administrator | Decisive, Achievement Oriented |
| Bonding | Rules, Policies, Procedures | Goal Orientation, Production, Competition |
| Strategic Emphasis | Toward Stability, Predictability, Smooth Operations | Toward Competitive Advantage and Market Superiority |

*Source: Deshpande, R.; Farley, J.U. & Frederick, E. (1993). Corporate Culture, Customer Orientation and Innovativeness in Japanese Firms: A Quadrad Analysis. Journal of Marketing, 57[1], 25 [6].*

The other axis describes the relative organizational emphasis on internal maintenance or on external positioning. This means there are four types of organizational culture. Clan culture (organic and internal)

is characterized by loyalty, teamwork and tradition while market culture (mechanistic and external) is characterized its emphasis on competitive advantage and market superiority. Adhocracy culture (organic and external) focuses on innovation, entrepreneurship and dynamism. Finally, hierarchy culture (mechanistic and internal) is characterized by orders, rules, regulations, and effectiveness [6].

It is important to note that these culture types are modal or dominant ones rather than mutually exclusive ones. Most firms may have elements of several types of cultures, perhaps between product groups even within the same strategic business unit. However, overtime, one type of culture emerges as the dominant one. Also, a strategic business unit might not have a consistent culture type [7].

## III. OCCUPATIONAL PRESSURE

In this research, the problems that female employees face in the work life and the barriers that they confront while they work were defined as 'occupational pressure' and grouped into six groups as follows:

**Work environment pressure:** This group consists of the variables such as the degree of workload, working conditions, the nature of work, and the structure of conditions at work. Whether organizational culture types have an effect on this kind of work environment variables of the female employees was examined.

***The pressure related to subordinates' management:*** In this group, problems that female employees in the management position face from managing subordinates were examined. This group includes variables such as the responsibility of management, the relationship with the subordinate, using authorization.

***The pressure resulting from being managed:*** In this group, the problems that female employees face in their relationships at work from being managed by superiors were examined in terms of whether they are supported and encouraged by the top management, and the pressure from these issues.

***The pressure resulting from business relations:*** This group determines the work relationships of the female employees with the different level employees and examines whether these relationships cause any pressure at work.

***The pressure based on gender:*** This group examines whether female employees confront any pressure at work because of their gender. More specifically, this group includes issues such as gender related discrimination and prejudice against females at

work. Also whether female employees face any pressure because of these issues was examined.

***Work-private life balance pressure:*** The accepted view in the society is that the main role of a female is to take care of the family as a mother and wife. It was also internalized and accepted by females that the principle task of them are to look after the children and family even when they are in the work life and have professions. Therefore, female workers need to achieve their necessary tasks in the work life and the traditional roles in the family life. This way, their mother – wife role can be in conflict with their manager – employer roles. Work - life balance issues cover private and work life roles of the female employees. As discussed by [8,9,10] work-life balance is also important for academic women.

## IV. METHODOLOGY

An exploratory strategy was chosen for the first stage in order to gain a clear understanding of the key issues, to understand the current status of manufacturing companies in the area, and to provide the industry with the opportunity to register their interest and involvement in this research. A descriptive strategy was found appropriate for the second stage of the research. The reason of focusing on this method is that descriptive studies rest on specific hypotheses, and they are often concerned with the frequency of occurrence or association between two or more variables [11]. They are used when the research is intended to describe characteristics of groups or to make prediction on a relationship between variables [12]. The objective of descriptive research is drawing a picture of an organization, person, group or fact [13]. The research was conducted with manufacturing companies by employing a survey using cross-sectional data.

### IV.1. Sampling Method

The sample was drawn from the records of 'Chamber of Commerce' in 4 cities of Thrace Region, Turkey (Edirne, Kirklareli, Tekirdag and Istanbul). Since all companies that function in this region are and must be registered to the Chambers, this record is complete and accurate as a sample population. Based on the complete record, sampling was made by taking manufacturing firms out of the sample population. There were 2751 registered manufacturing companies in the list. Representative sample size was determined as 384 with a 95 % level of reliability and a 5 % sampling error and the response rate was 61.45 % with 236 responses.

The determination of a sample size is directly dependent upon the value of the standard error, the width of the confidence interval, and the statistical analysis that is set by the researcher. A total of 384 companies were

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selected from 2751 registered companies with the confidence level 95 %:

$$n = p.\ q.\ Z^2\ /\ e^2$$

In this equation:

p = probability

q = 1-p,

e = sampling error

In this research, Z as 1.96 is taken from the table according to 95 % level of reliability and a 5 % sampling error.

$$0.5 \times 0.5\ (1.96)^2\ /\ (0.05)^2 = 384$$

## IV.2. Data Collection

To be able to explore the link between organizational culture and occupational pressure, two measurement instruments were utilized. The research questionnaire was based on the measures of [14] "organizational culture" and [15] "occupational pressure" because their instruments had been developed, tested, refined and had yielded reliable results.

The questionnaire was originally designed in English. But since this specific research was undertaken in Turkey, it was translated into Turkish. Before the questionnaire was sent out, it was pre-tested and refined with a number of managers and academics, thus ensuring that the questions were relevant and phrased in a meaningful manner.

### Organizational Culture Scale

Organizational culture part of the questionnaire helps to determine:

- Basic properties of the organization,
- Types of leadership,
- Elements bonding the organization together,
- Strategic importance of the organization.

Respondents were asked to distribute 100 points among the four answers of questions in the organizational culture section; this is because some organizations have multiple organizational cultures.

The four culture scores were computed by adding all four values of the;

- A items for Clan,
- B items for Adhocracy,
- C items for Hierarchy,
- D items for Market

### Occupational Pressure Scale

The measures included the below items (there were 73 items in total):

- Work environment pressure (23)
- The pressure related to subordinates' management (8)
- The pressure resulting from being managed (4)
- The pressure resulting from business relations (7)
- The pressure based on gender (16)
- Work-private life balance pressure (15) In this research, all items were scored on a 7 point Likert scale, ranging from "strongly disagree" to "strongly agree".

## V.   ANALYSIS

### V.1.   Reliability

The reliability of a measure refers to its consistency and questionnaire is said to be "reliable" if it is consistent. Reliability measure varies on a scale from 0 to 1, where 0 shows no internal consistency and 1 shows complete consistency. The emphases within occupational pressure were measured by utilizing each of the six scale dimensions separately to ascertain the extent to which items making up each dimension shared a common core. The Table.2 shows the internal consistency of all [15] scales. All subdivisions of this instrument exceeded 0.7 the threshold for acceptable reliability [16]. The combined reliability of the 73 items is 0.961.

**Table 2. Scale Reliability Values**

| Variables | Items | Cronbach's Alpha |
|---|---|---|
| Work environment pressure | 23 | 0.868 |
| The pressure related to subordinates' management | 8 | 0.655 |
| The pressure resulting from being managed | 4 | 0.847 |
| The pressure resulting from business relations | 7 | 0.920 |
| The pressure based on gender | 16 | 0.943 |
| Work-private life balance pressure | 15 | 0.891 |

## V.2. Validity

Assessing the content validity of a scale is qualitative rather than quantitative. Content validity was established by a comprehensive literature review and by consulting experienced academicians and practitioners. Before the questionnaire was dispatched, it was pre-tested and refined with a number of managers and academicians and this provided evidence of face validity. Sampling validity concerns whether the content of the instrument adequately represent the property being measured. Therefore, the procedures used in developing the instrument satisfy the "face validity" and "sampling validity" requirements, and based on these procedures it was concluded that the scale could be considered to possess "content validity".

Dimensions of the organizational culture (clan, adhocracy, hierarchy, market) will be regressed with the dimensions of the occupational pressures (work environment pressure, the pressure related to subordinates' management, the pressure resulting from being managed, the pressure resulting from business relations, the pressure based on gender, work-private life balance pressure).

## V.3. Factor Analysis

Using principal component analysis reduces the dimensions of the occupational pressure variables. As described earlier, occupational pressure scale is a multi-dimensional scale with 6 dimensions and 73 questions. Before quoting them in the regression model, factor analysis has been employed to 73 questions to get one variable for each of the 6 dimensions to use them as dependent variables in the model and then multi-regression was employed.

**Table 3. The Criterions for the Factor Analysis of the Occupational Pressure Scale**

| Occupational Pressure Scale | KMO Values | Bartlett's Test of Sphericity |
|---|---|---|
| Work environment pressure | 0.879 | Sig: 0.000 |
| The pressure related to subordinates' management | 0.687 | Sig 0.000 |
| The pressure resulting from being managed | 0.791 | Sig: 0.000 |
| The pressure resulting from business relations | 0.885 | Sig: 0.000 |
| The pressure based on gender | 0.904 | Sig: 0.000 |
| Work-private life balance pressure | 0.834 | sig: 0.000 |

The criteria of KMO's sampling adequacy coefficients for the factor analysis can be seen in the below table. The KMO values for this scale are highly satisfactory when compared to the intervals declared in the literature (0.50 or more). The other criterion for measuring sampling adequacy is Bartlett's test of sphericity. The calculated values can be seen in the Table.3.

## V.4. Multiple Regression Analysis

The research objective was to provide an understanding of the link between the organizational culture and the occupational pressure in the Turkish manufacturing industry. In particular, dimensions of the constructs, the nature of the relationship and the relative importance of the dimensions of organizational culture in the relationship were to be investigated. Therefore, dimensions of organizational culture as independent variables were regressed with occupational pressure as dependent variables. Stepwise regressions were conducted to hypothesize differing strengths of influences of the dimensions of organizational culture on the occupational pressure. The reason to use a form of stepwise regression is that it is one of a number of approaches that can be used in deciding how and whether independent variables should be entered in the equation, and it is probably the most commonly used approach.

The generic equation for the analysis is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \ldots + b_nX_n + e$$

Work environment pressure = $a + b_1$ Clan + $b_2$ Adhocracy + $b_3$ Hierarchy + $b_4$ Market

The pressure related to subordinates' management = $a + b_1$ Clan + $b_2$ Adhocracy + $b_3$ Hierarchy + $b_4$ Market

The pressure resulting from being managed = $a + b_1$ Clan + $b_2$ Adhocracy + $b_3$ Hierarchy + $b_4$ Market

The pressure resulting from business relations = $a + b_1$ Clan + $b_2$ Adhocracy + $b_3$ Hierarchy + $b_4$ Market

The pressure based on gender = $a + b_1$ Clan + $b_2$ Adhocracy + $b_3$ Hierarchy + $b_4$ Market

Work-private life balance pressure = $a + b_1$ Clan + $b_2$ Adhocracy + $b_3$ Hierarchy + $b_4$ Market

The results of regression analysis which are significant are demonstrated in Table 4.

According to Table.4:

There is a significant and positive relationship between clan culture and the pressure which arises from being managed and gender. When clan culture increases, the pressure comes up according to being managed and gender rises.

**Table 4. Summary of the Equations for the Organizational Culture and Occupational Pressure Relationship**

| Occupational Pressure Variables | Org. Culture Variables | B | Std.Err | Beta | t | Sig |
|---|---|---|---|---|---|---|
| Work environment | Adhocracy | -.009 | .001 | -.416 | -6.317 | .000 |
| Relationships at work as a manager | Adhocracy | -.007 | .001 | -.368 | -5.741 | .000 |
| Relationships at work being managed by superiors | Clan | .004 | .001 | .192 | 3.102 | .002 |
| | Hierarchy | .007 | .001 | .413 | 6.674 | .000 |
| Relationships at work in general | Market | -.003 | .001 | -.153 | -2.316 | .021 |
| Gender equity issues | Clan | .003 | .001 | .148 | 2.160 | .032 |
| Work-life balance issues | Adhocracy | -.003 | .002 | -.183 | -1.993 | .049 |

**Table 5. The Relationships Between the Types of Organizational Cultures and Occupational Pressure Variables**

| | Clan | Adhocracy | Hierarchy | Market |
|---|---|---|---|---|
| Work environment pressure | No relation | There is (-) directional relation. | No relation. | No relation. |
| The pressure related to subordinates' management | No relation. | There is (-) directional relation. | No relation. | No relation. |
| The pressure resulting from being managed | There is (+) directional relation. | No relation. | There is (+) directional relation. | No relation. |
| The pressure resulting from business relations | No relation. | No relation. | No relation. | There is (-) directional relation. |
| The pressure based on gender | There is (+) directional relation. | No relation. | No relation. | No relation. |
| Work-private life balance pressure | No relation. | There is (-) directional relation. | No relation. | No relation |

It can be realized that there is a negative and significant relationship between adhocracy culture and business environment pressure, pressure comes up from managing staff, the pressure arises from trying to balance private and working life. When adhocracy culture increases, business environment pressure, pressure comes up from managing staff; the pressure arises from trying to balance private and working life decrease.

It can be seen that there is a positive and significant relationship between hierarchy culture and the pressure which arises from being managed. The increase in hierarchy culture causes rising of pressure associated with being managed.

Also a negative and significant relationship between marketing culture and the pressure which comes up from business relationships can be viewed. When market culture increases the pressure associated with business relationships declines.

The findings of the relationship between the types of organizational cultures and occupational pressure are shown in Table.5.

*Work Environment Pressure*: There is a meaningful and reverse directional relationship between work environment pressure and adhocracy culture. In other words, in organizations where adhocracy culture is intense, work environment pressure decreases. In adhocracy culture, which has organic organization structure, there is a flexible, harmonizing, reacting and innovative structure. These organizations are stereotyped hierarchies related to the management of affairs and problem solving. Also, they are organic structures in which standardization is low, the definitions of job are extensive and job flexibility is much instead of constant parts and formalization of rules. The employees are supported for the success of organization; arranging working conditions which affects the motivation of the employees negatively is an organization policy. Therefore, it is expected that there shouldn't be work environment pressure in such organizations. According to the result of the research, it is seen that there is a meaningful and reverse directional relationship between work environment pressure and adhocracy culture.

*The Pressure Related to the Subordinates' Management:* There is a meaningful and reverse directional relationship between the pressure related to the subordinates' management and adhocracy culture. In businesses which have adhocracy culture organizations, the authority is based on charisma. Instead of employees' obedience and rigid rules, leadership features of the manager are important. The organizations having adhocracy cultures are constituted of specialized people who are organized around a problem to be solved, harmony easily and have different professional abilities. The fact that employees are specialized, professional and this situation causes lateral diversification, leads the managers to use coordination among their managerial functions. Therefore, managerial hierarchy is based on co-operation and it is purpose-focused. Also, in these organization structures, giving importance to devolution

of authority requires the management people to share the responsibility with the subordinate. Therefore, the management makes the subordinates to participate in decision-making process which prevents the problems of communication and inspection. In his study, Gordon asserts that sharing power of authority in management will increase its own powers. The fact that the subordinates share the responsibilities of managers facilitates the affairs of management [17]. Thus, in organizations in which adhocracy cultures are intensified, the pressure related to subordinates' management is not the expected result. According to the result of this research, there is a meaningful and reverse directional relationship between the pressure related to the subordinates' management and adhocracy culture.

*The Pressure Resulting From Being Managed:* There is a meaningful and positive directional relationship between the pressure resulting from being managed and clan and adhocracy culture. Hierarchic organizations are designed in the way of working in a decisive environment where complexity and variability is little and ambiguity doesn't exist. In such organizations; an authority defined strictly, definitely and the hierarchy formalized in a high rank are point at issue. In such organizations, the aims are defined clearly; the positions are arranged in a pyramidal hierarchy, and the authorities increase as to top. In such organizations, the authorities are related to the positions; they are not the individual's. The employees are evaluated with criteria defined in a formal way. The formalization in high rank and the obedience to formal decisions and applications shape the employees' behaviors and render uniformity. The employees in hierarchic organizational cultures are constantly under inspection and observation, and it is expected that definite rules should be obeyed. They don't have the right to object to rules and applications. Obeying the management order is the most important condition; thus especially in hierarchic culture, it is expected that the pressure resulting from being managed is high. According to the findings, the pressure resulting from being managed is experienced in hierarchic organizational structures.

On the other hand, in businesses in which clan culture is dominant, it is natural that clan culture resembles hierarchic culture in places where general features of social structure is very similar to hierarchic culture. The managers in this environment will shape their perception of management with the effect of this culture. Furthermore, when these situations were analyzed in terms of the relations between the managing and the managed, masculine culture is emphasized in the clan organizational structures in which being fatherly and loyal are important. For this reason, woman employees can think that they are not sufficiently supported or encouraged. In organizations where clan culture is intense, it can be expected that the pressure resulting from

being managed is high. The findings confirm this statement.

*The Pressure Resulting From Business Relations:* There is a meaningful and negative directional relationship between the pressure resulting from business relations and market culture. The basic values in market cultures having mechanic and external organizational structure are rivalry and productivity. In businesses having market culture, the main function of the management is to lead employees to productivity, result and decisiveness. Employees' performances are evaluated based on their productivity concretely. In an environment where rivalry and impulsiveness stand in the front, it seems that employees are in a competition with each other. For this reason, in the organizations where market culture is intense, it doesn't seem that the pressure resulting from business relations will not be experienced. However, according to these findings, it is stated that in businesses where market culture is intense, the pressure resulting from business relations is not experienced; in other words, there is a meaningful and negative relationship between the pressure resulting from business relations and market culture. The relation between employees is rendered through realization of the target aim. The fact that the realization of the target aim becomes shared aim strengthens cooperation between employees. It can be thought that negative directional relationship between the pressure resulting from business relations and market culture is born because of such reasons.

*The Pressure Based on Gender:* There is a meaningful and positive directional relationship between the pressure based on gender and clan culture. In businesses having clan culture, there is a structure resembling a wide family environment. The manager supports employees like mother-father, and the use of authority in decision mechanisms can be mostly informal. The important points in this culture are loyalty and traditions. In organizations where clan culture is intense, patriarchal structure dominant in our society can be produced within business again. In clan organizational cultures in which it is thought that patriarchal and traditional structure is intense, women can be externalized, thought of second rank. Thus, experiencing the pressure based on gender is an expected situation. A positive directional relationship between the pressure based on gender and clan culture is found in researches.

*Work-private Life Balance Pressure:* A meaningful and negative directional relationship between work-private life balance pressure and adhocracy culture is found. Flexibility and tolerance are the basic elements of culture in adhocracy culture. Therefore, employees can balance their work-private life more easily in organization. The fact that definitions of job and working hours are flexible is an advantage for the women to

balance their work and private life. In such organizations, it is expected that work-private life balance pressure is not experienced. According to findings, there is a meaningful and negative directional relationship between work-private life balance pressure and adhocracy culture.

In each model established, it is seen that at least one type of culture is related to these models and the model established is meaningful. At the same time, the meaningful independent variable is low in expressing occupational pressure variable such as clan, adhocracy and hierarchy and market culture. Actually, the occupational pressure which is tried to be explained as a dependent variable can be affected by organizational culture and other factors such as socio-economic level which effects work life of woman employees, the level of becoming a society, general structure of sector, and the extent of the organization.

## VI. CONCLUSION

According to the findings, there is a meaningful and reverse directional relationship between some types of organizational culture such as the adhocracy culture which deals with external issues and market types and some occupational dominance variables. This statement means that business environment pressure, the pressure related to the subordinates' management and the pressure of the balance between business and private life decreases in the businesses where adhocracy organizational culture intensifies. On the other hand, in businesses where market culture is very intense, the pressure resulting from business relations decreases. Also, in clan and hierarchy cultures based on internal issues, there is a meaningful and positive directional relationship between some occupational pressure variables. Namely, in businesses where the clan management is intense, the pressure resulting from being managed and the pressure based on gender are experienced. Moreover, in businesses where hierarchy culture is used intensively, the pressure resulting from being managed is experienced.

### Limitations of the Research

The organizational culture and the occupational pressure relationship has been examined cross-sectional and in a single time period. Certainly some of the variables measured may change over time and this may alter the results. A longitudinal study would provide a richer and clear understanding of the proposed relationship.

In this research $R^2$ values are relatively low in the suggested relationship between organizational culture types and occupational pressure. It should be noted that occupational culture is influenced by other factors (e.g. socio economic structure, socialization process, industry's general structure, company size) as well as the type of organizational culture. But because of the financial and time constraints in this research, these other variables have not been taken into consideration. Therefore the $R^2$ value can be increased by taking more variables in the model.

This study is limited to the national boundaries of Turkey. It should be noted that the study of organizations in a single country may produce findings that are culture specific and dangerous to generalize to other settings. Therefore the findings have restricted external validity. The findings and conclusions of this study are limited by the industry specific focus of the research. The sampled companies are manufacturing companies so the conclusion is suitable for these companies.

### Recommendations for the Further Research

The cross sectional nature of the data limits the results in terms of cause-effect inferences. Future research providing longitudinal studies and considering the problem of direction of causality would contribute to management theory. The research reported here may be the basis of a longitudinal study to assess practices over time thus gaining a richer understanding of the constructs.

Future studies may involve extending the results beyond Turkish environment in order to capture management practices in different cultures and business environments. A replication of this study across a variety of industries would help to establish the stability of the results.

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