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RELATIONSHIP ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT IN HEALTH INSTITUTIONS

M.Serhat SEMERCİOĞLU¹, Derya ÇETİN², Abdülaziz Ali PEKSOY³

¹Lecturer, Gumushane University, serhat_semercioglu@hotmail.com, Turkey

²Student, Gumushane University, deryacetin@hotmail.com, Turkey

³Master Student, Mugla University, abdulazizali.peksoy@outlook.com, Turkey

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Abstract

Shared and learned values, norms, believes, behaviors and symbols which are known as organization culture; is a holistic element that describes organizational aims and helps organization members to understand organizational objectives within and beyond the organizational environment. From this point of view, successful firms have to establish an organization which is powerful and unique in their organizational cultures. One of the critical factors for the organizations to be consistent or to expand its existence to the long term in a competitive environment, is that; for the each individual to adopt organization as an independent phenomenon and to feel commitment to the identity, policy and the vision of the organization for which they work. At this stage, it would not be wrong to perceive the organizational commitment which is the basic determinant of the identity, the mission and the vision of the organization. From this point purpose of this study of relationship between

organizational culture and organizational commitment to determine the effects in the health sector. The study, conducted in the Aegean and Black Sea region has tried to work in this sector. Applied to the field research and statistical analysis of the data obtained in tests, the levels of organizational culture on organizational commitment has revealed the extent.

This survey was applied to 200 people randomly selected from the employers in Farabi Hospital and Nazilli State Hospital. Survey method was utilized as data collection method. The main issue of the research is constituted from the question as “Do the organizational culture and organizational culture dimensions of Hofstede have an effect on the organizational commitment and organizational commitment factors?” As a result of the research, It is concluded that the all five dimensions of the culture affect the commitment and the organizational commitment significantly changes according to the sex.

Introduction

1. THE CONCEPT OF ORGANIZATIONAL CULTURE

1.1 The Concept of the Organization

Many different definitions of the organization are made. Barnard, (1938) describes organization as “ a system of two or more individuals to consciously coordinated activities or forces and suggests that an organization is willing to contribute to action in order to achieve a common goal and they are individuals that communicate with each other (Erdem, 2007). According to Hasanoğlu, “the organization is expressed as an organic system that constantly renovated of regulation and functioning of human material resources in order to resolve one or more requirements of individuals. In this system, supplying the goals and needs of the organization of those who govern and management purposes (Hasanoğlu, 2004).

1.2 The Conception of Culture

The first time, the meaning of lifestyle human has been installed in 1750s. According to definition of Tylor, “culture is a whole that include knowledge, belief, art and ethics, customs and traditions, habits that individual connects (Nişancı, 2012). As a concept, culture is a word that not agreed definition of it, having a wide area and range. The culture which is a concept related to the human is expressed a meaning system that formed in date.

1.3 The Concept of Organizational Culture

The concept of organizational culture; is one the working area under organizational behavior and consisting of behavioral disciplines such as Psychology, sociology, social psychology, anthropology and political science. The organizational behavior in business is indicative of the business culture. Organizational culture can be regarded as valued and encouraged the kind of behavior in organization.

Deal and Kennedy define organizational culture as “ doing business and the execution format and state values of the elements of the organizational culture, practices in the workplace, heroes and the stories told with more indirect communication channels (Kaya, 2008:122).

2. THE CONCEPT OF ORGANIZATIONAL COMMITMENT

2.1 The Definition of Organizational Commitment

It is the sum of internalized normative pressures to move to meet organizational interests (Wiener, 1982). As an attitude, devotion is identification with organization. As the behavior, devotion is the change in the direction of joining the organization to benefit from organizations such as pensions or wages (Shaw and Reyes, 1992).

The organizational commitment is an important issue for organizations and according to managers, always is seen as giving rise to significant consequences such as being late, poor performance and absenteeism (Ceylan and Şenyüz, 2003). Researches showed that employee has organizational commitment have high share more effort in fulfilling their responsibilities, they stay longer in the organization and the person who seeing the positive aspects of communication with organizations and continue to contribute to the organizations increased efficiency.

3. ORGANIZATIONAL CULTURE AND THE RELATIONSHIP OF ORGANIZATIONAL CULTURE

The organizations have a strong organizational culture an increase the organizational commitment of employees by knowing what is the organizational commitment, the reasons behind and how to develop. This situation is very important for organizations (Tiryaki, 2005). In today, the most important factors will create a competitive advantage for organizations is that members of the organization have high organizational commitment. In this context, the contribution of the organizational culture cannot be ignored in the creation of organizational commitment of employees by establishing a link between employee’s goals and organization objectives. In that it contributes to the formation of a sense of belonging among members of the organization.

Research

This scientific research is made in random by selected 200 people from the employees of KTU Medical School Farabi hospital and Nazilli state

Hospital. As the data collection method, the survey methods were applied. In front of the questionnaire used to gather data, there are gender, education level, work time and demographic questions showing of the living. There are 26 questions about organizational culture and commitment on the other side of survey.

4.1 Status of Problem

The main problem of the research investigates the question “do the organizational culture and the organizational cultural dimensions of Hofstede (1980) have an impact on the organizational commitment factors? The survey was aimed to investigate this problem.

4.2 Importance and Aim of The Issue

In today’s rapidly changing conditions, it is stated that should give importance to the concept of organizational culture and organizational commitment in order to the realization goals of the organization, maintain their survival and development. Because, the most important factor that will create a competitive advantage over other organizations “employees” are accepted to organizations. As the reason of this, the technology, products and other similar factors can be easily imitated, but the human element cannot be imitated opinion is showed.

4.3 Assumptions

There must be an investigation that may affect the assumptions and for the cases excluded in the study. Situations which may affect our research and the situations excluded in the study: It is considered that KTU and Nazilli State Hospital have the organizational culture. It was admitted that research method appropriate to subject and its aim. The responses received to the questionnaire is one of the another assumptions that reflect the actual views of the respondents.

4.4 Limitations of The Research

The research that made to determine the impact of organizational culture of KTU Farabi Hospital and Nazilli State Hospital on organizational commitment is limited to personnel who served during the period surveyed. Another thing that limits me in research is that I have only been able to apply in two provinces due to the difficult accessibility.

4.5 Universe and Sample

The feature of the source of data collection is to be important for the results of the research is available, reliable and to be available. The most accurate result is results obtained from all of the sources obtained the information sought. However, this is not always possible. Especially, when the source is very large and widespread to make it extremely is difficult and rigorous. Therefore, instead examine all of the resource will be required to work on a specific example. While some examples is adequate to fully represent the universe, this representation is not available in some examples. The sample must be selected smoothly for it. In the Aegean and Blacksea, health workers constitutes the universe of the research. On the other hand, in Trabzon and Aydın, in a total, 200 health care workers in hospitals I chose consist the resampling.

4.6 Data Collection Facility and Methods

Firstly, literature search have been related to the organizational culture and organizational commitment issues, secondly, the survey was conducted in two hospitals in the two cities of Blacksea and the Aegean Region. The all data’s for research have been tried to collect with the questionnaire method. Taşkın Kılıç’s individual and collective qualification process survey was used for the survey questions.

The survey was applied to 200 patients. A total of 26 questions were asked in the survey. Questions are 5 choices (strongly disagree, disagree, unstable, agree, strongly agree) and answers were asked according to likert scale. SPSS 16 package was utilized during the evaluation of results. All of the participants respond to all questions in the survey were made. Reliability analysis, correlation analysis, regression analysis, frequency analysis, T-test and anova analysis were made in the evaluation of data obtained in the research.

Findings and Comment

5.1 Reliability Test

	Number of questions	Number of Participation	Reliability degree
Organizational culture and organizational commitment	26	200	0,91

Chart:5.1 Reliability Test

Before interpreting the survey stage the level of reliability was measured. Confidence level was measured as 91 in the 26-question survey that applied to 200 people. The survey was considered as reliable because of exceeding 70 level.

5.2 H1 Hypothesis Analysis and Correlation and Regression Analysis

	Masculinity-Femininity	Power Distance	Uncertainty avoidance	Individualism Approach	The Orientation
Commitment	,016	,00	,00	0,00	0,00

Chart:5.2 H1 hypothesis, correlation analysis

It is determined to understand whether there is a significant relationship between the dimensions of the culture and commitment. There is a significant relationship between culture and commitment because of $0,016 < 0,05$. The significant value of another 5 size was found as 0,00. Another 5 size have a strong significance relationship with comment due to increase the level of relations when approaching to “O”. Our H1 hypothesis was admitted 5 dimensions of culture affects the commitment.

Masculinity Femininity	Power Distance	Uncertainty avoidance	Individualism Approach	The Orientation
0,24	0,64	,283	0,318	0,422

Chart:5.2 H2 hypothesis regression analysis

The five dimensions of culture creates a positive effect on the commitment was seen with the above regression analysis. To increase 1 unit the commitment, how much value should is on the chart. 0,422 time orientation commitment is the highest value is the most affecting size.

5.3 H2 Hypothesis analysis and t-test

	Masculinity Femininity	Power Distance	Uncertainty avoidance	Individualism Approach	Time Orientation
Aegean	2,79	2,78	3,59	3,52	3,67
Black sea	2,78	2,61	3,43	3,38	3,52

Chart5.3 H2 hypothesis analysis and t-test

T-test was used to see whether five dimensions of culture has significantly changed according to region and the significance levels were found as the values on the chart. As it can be seen from this, we determines that the organizational culture has not change according to geographic region and no significant relationship because all values are great from 0,05. Our H2 hypothesis was rejected.

5.4: H3 Hypothesis analysis and t-test

	Number of person	Number of percent	Significant Degree	The average of the answers
Aegean	100	50	0,151	3,25
Blacksea	100	50	0,151	3,11
Total	200	100	0,151	3,18

Chart:5.4 H3 hypothesis analysis and t-test

As it can be seen from this chart, 100 person from Aegean Region an 100 person from Blacksea Region participate to survey. The significance level was found 0,151. Nonetheless, there is no a significant relationship between living geographical area and the commitment.

5.5: H4 Hypothesis analysis and t-test

	Number of person	Number of Percent	Significant Degree	The average of the answers
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Female	102	51	0,005	3,04
Male	98	49	0,005	3,32
Total	200	100	0,005	3,18

Chart:5.5 H4 hypothesis analysis and t-test

As it can be seen above chart, 102 is female and 98 is male from 200 person who participate to survey. The significance level among the genders is 0,005. There is a significant diversity due to $0,005 < 0,05$. Dependence of men are more different significantly than women. Consequently organizational commitment is changing according to gender and our H4 hypothesis was admitted.

CONCLUSIONS AND FUTURE PROJECTIONS

Organizations are in a constant competition in order to maintain their existence in today with the effect of globalization and keep in the same level or raise their market share falling due to the new rival enterprises in the market. There are almost no opportunities in which the high market share can be acquired. It is very important for organizations to realize the ‘human’ factor and its significance which is the hearth of the matter for having a successful tendency vision. In this sense, as the efficiency of the employers is the part of the achievement of the organization, it is necessary to have a strong organizational culture that helps developing the organizational commitment level. In today’s world, together with the foundation of multinational enterprises and the necessity to make business in various cultural environment, organizational culture and organizational commitment issues have become a strategical factor in the organizational management. At this point, the organization culture provides consistency within the organization by differentiating the enterprises from other organizations a well as expressing the whole cultural elements that help gaining an identity status, and through the development of the sense of self of the employers. The success rate of a structure with employers whose commitment level are raised through a deeply rooted organization culture, is certainly higher comparing to the other organizations. The sympathizer culture within the organization is reflected to the commitment and a strong organization structure can be developed.

According to Freel (2003), men have a higher dependence on organizations than women. Similarly, rooted organizations with settled procedures and routines have a difficulty in complying with basic changes. The aforementioned routines and procedures pose an obstacle for innovation (Freel, 2003).

The study that was conducted by Scheepers et al. (2008) shows that some of cultural dimensions within an organization increase the profitability, performance and organizational dependence of the organization in the long term and they also increase the

general value of the organization. In this sense, the results of this study tally with the findings of the study that was conducted by Scheepers et al. (Scheepers, 2008). Tiryaki (2005) and Atan (2001) carried out a study similar to my study and acquired similar results. In the study applied in the banking sector, Güçlü also reached nearly same results. Özcan (2011) measured the relation between the organization culture and commitment at Uludag University and found no significant relationship.

The organization culture that shaping on organization is an important factor which may have a chance to be noticed among her competitors. As institutions that collect the people who come from different cultures, organizations have an important mission in understanding the importance of organizations culture and ensuring emphasis on people in organizations issues. The success rate of a foundation created by the people who raised the level of commitment with the foundation of a strong organizational culture will be high compared to other organizations undoubtedly. A strong organization structure that reflected will occur reception culture commitment in institutions.

This study has been made to explain whether the relationship between organizational culture and commitment in health institutions what it is. Literature review, various studies have benefited from Works written about it. Various questions were posed by choosing two provinces over two regions by the survey method to hospitals in here. The answers were analyzed with SPSS and reached the following conclusions.

- There is a relationship between the organization culture and the commitment.

- There is no significant relationship between organization culture and living geographical region.
- There is no significant relationship between organizational commitment and living geographical region.
- The organizational commitment is significantly changing according to gender.

It is necessary to pay attention to the time orientation at which the culture affects the commitment in a significant way. Punctuality can be given as an example to this dimension. For instance; In America punctuality is very important while in countries such as Turkey, Italy, Spain, punctuality is much flexible. When it is concluded that in terms of institutional structure, the ignorance of time concept affects the organizational commitment, it should be provided for all of the employers in an organization to pay attention to this dimension in a maximum level.

According to the result obtained in the study as “the organizational commitment of men are much higher than women”, it is necessary not to be irrelevant to the demands of the women and to be provided for women to use their rights related to maternity leave, breast feeding leave and other maternal rights that are the primary family responsibilities of women.

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