

## Evaluation of Organizational Culture in the Context of Strategic Planning Attitude

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### Abstract

*Developments in the economy have led to competitive and strategic thinking in organizations. In order to keep up with the developments in this sense, organizations should give importance to organizational culture and strategic planning activities. Strategic planning refers to a set of efforts that are disciplined to generate actions and make decisions that would guide what an organization is, what it does, and why. Organizational culture is an important element in strategic planning studies. Organizations adopting strategic thinking and planning in their organizational culture carry out this process more effectively and efficiently. Strategic planning activities of organizations are important for the implementation of strategic management. In this study, 120 people from the managers and employees of the international logistics company operating in the center of Trabzon were selected as samples to examine the effect of organizational culture on strategic planning attitude. The data obtained by the survey method were analyzed by SmartPLS software and the findings obtained from the analyses were interpreted. In the analysis of Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach, path models were established between the sub-dimensions of the organizational culture scale and the sub-dimensions of the strategic planning attitude scale. According to the results of the research, the effect of organizational culture on strategic planning attitude has been put forward. According to these results; hierarchy, a sub-dimension of organizational culture that has an independent variable position, is effective on organizational development, distrust, productivity, and effectiveness which are sub-dimensions of strategic planning as the dependent variable.*

**Keywords:** organization, culture, organization culture, strategic plan.

## Örgüt Kültürünün Stratejik Planlama Tutumu Bağlamında Değerlendirilmesi

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### Öz

Ekonomilerde meydana gelen gelişmeler örgütlerde rekabetçi ve stratejik düşünmeye yol açmıştır. Örgütlerin bu anlamda gelişmelere ayak uydurabilmeleri için stratejik planlama çalışmalarına önem vermeleri gerekmektedir. Stratejik planlama, bir organizasyonun ne olduğuna, neyi niçin yaptığına rehber olacak eylemleri ve kararları üretebilmek için disipline edilen çabalar bütünüdür.

Örgüt kültürü stratejik planlama çalışmalarında önemli bir unsurdur. Örgütsel kültürlerinde stratejik düşünceyi ve planlamayı benimseyen örgütler bu süreci daha etkin ve verimli bir şekilde yürütmektedir. Stratejik yönetimin uygulanabilmesi için ise örgütlerin stratejik planlama çalışmaları önem taşımaktadır. Bu çalışmada örgüt kültürünün stratejik planlama tutumu üzerindeki etkisinin incelenmesi amacıyla Trabzon ili merkezinde faaliyet gösteren uluslararası lojistik şirketi yönetici ve çalışanları arasından seçilen 120 kişi örneklem olarak belirlenmiştir. Anket yöntemiyle elde edilen veriler SmartPLS programı aracılığıyla analiz edilmiştir. Kısmi en küçük kareler (KEKK) yaklaşımı ile yapısal eşitlik modellemesine (YEM) ilişkin yapılan analizlerde örgüt kültürü ölçeğinin alt boyutları ile stratejik planlama tutumu ölçeğinin alt boyutları arasında yol modelleri kurulmuştur. Araştırma sonuçlarına göre, örgüt kültürünün stratejik planlama tutumu üzerindeki etkisi tespit edilmiştir. Bu sonuçlara göre bağımsız değişken konumuna sahip örgüt kültürünün alt boyutu olan hiyerarşi, bağımlı değişken konumuna sahip stratejik planlamanın alt boyutları olan örgüt geliştirme, güvensizlik, verimlilik ve etkililik üzerinde etkilidir.

**Anahtar Kelimeler:** örgüt, kültür, örgüt kültürü, stratejik plan

## Introduction

Until today, there have been improvements in economic, social, and technological domains. Nonetheless, it has become inevitable to integrate the organizational culture and strategic planning comprehension, which have an impact on the competitive advantage among the organizations, into organizations over time. All organizations wish to be at the top of their fields of activity. Organizations strive to fulfill their duties regarding the subjects within their fields of activity in the most proper manner and to achieve the desired basic goals. Organizations are required to have effective strategic planning in order to efficiently perform their functions pertinent to their activities. In this context, in order for strategic planning to become successful, it is necessary to benefit from the organizational culture throughout the preparation and implementation phases of the strategic plan.

There have been studies conducted on the fields of organizational culture and strategic planning in the literature in recent years. These studies have been conducted on the association and impacts of organizational culture and strategic planning both between themselves and with other issues.

In this study, the impact of organizational culture on strategic planning attitude has gained a theoretical framework by courtesy of the literature review. Within the scope of the study, first of all, the concepts of organization, culture, and organizational culture are tried to be explained. In the second part, a conceptual analysis of strategic planning is carried out. Besides, a theoretical framework is constructed by presenting the relationship between organizational culture and strategic planning. Subsequently, the obtained findings are discussed and interpreted within the scope of the research study.

## Organizational Culture

The organization is expressed as the rational allocation of human activities through a division of labor within the framework of authority and responsibility hierarchy to achieve a common goal (Schein, 1978). Culture, on the other hand, refers a set of values, attitudes, and connotations that emerged through a community and affected the material as well as the moral lifestyle of the society (Tayeb, 1992). Organizational culture, pertaining to the structuring and management of organizations, is one of the channels through which the differences among social cultures are reflected (Kandemir, 2020).

The concept of organizational culture is expressed as a road map for determining the extent to which an organization would follow a strategic path, set goals, achieve those goals, sustain its improvement, measure such an improvement, and generate the product and the market. Moreover, organizational culture is described as a set of rules that determine to what extent individuals would react whenever they encounter a situation they are unfamiliar with (Peters and Waterman, 1987).

Schein, on the other hand, explains organizational culture as a model of hypotheses that are revealed by members to solve external and internal adaptation problems, which are learned, developed, and conveyed to members who would join the organization as a way of perceiving, thinking and feeling those problems (Schein, 2006). Organizational culture looms large especially in cases where written policies do not exist and it indicates an important quality that is essential for decision-making (Cinel and Kandemir, 2020).

Each organization has a culture, either strong or weak. The strength of culture is associated with the homogeneity of group members as well as the abundance of common experiences of the group. Acquiring a strong and distinctive culture depends solely on the sustainability of organizations, having a profound history, being able to cope with the difficulties, and eventually succeed (Schein, 1984).

Organizational culture is a frequently discussed and considered concept in terms of organizations and management. Culture has a unifying feature that enables individuals to coexist (Ott, 1989). Besides being an organizational variable, this concept strongly affects organizational behavior and performance as a factor that forms other variables within the organization (Scholl, 1981).

In order for an organization to activate its mission and strategy, it is necessary to ensure efficiency and productivity in terms of organization, and at the same time, members must sincerely believe in organizational culture (Simpson and Cacioppe, 2001). Such a belief accompanies commitment towards the organization. According to Kandemir (2017), the culture of the organization is among the factors influencing organizational commitment (Kandemir, 2017).

Organizational culture not only enables the employees of the organization to apprehend how things work, but also contributes to the formation of the

organization's character and, hence, the manner in which the employees conduct business (Hartmann, 2006).

The types of culture included in Cameron and Quinn's Competitive Values model can be listed as follows:

*Clan Culture:* This culture can be defined as the type of culture in which employees share many things and have a friendly working atmosphere. Its organizational goal involves the formation of a group and commitment to the measure of success. In organizations with this type of culture, the roles of unification, participation, group work, and family consciousness prevail (Paylı, 2017).

*Adhocracy Culture:* Innovation and entrepreneurship are supported in the adhocracy culture. A dynamic and entrepreneurial working environment prevails. It is compatible with the matrix organizational structure. The strength that holds the organization together involves being open to innovations and the courage to implement them. Leaders are entrepreneurial and innovative people and they motivate employees to become innovative and take risks. Employees consist of people who are pervious to innovation and improvement. Leaders are prepared for various unexpected situations to happen, they are expected to be constantly ready for the change and new opportunities. In extreme cases, it leads to an environment of anarchy (Goodman et al., 2001).

*Hierarchy Culture:* Formality is dominant in the hierarchy culture, and there is a coordinator or organizer. Formal policies and rules are what protect people as a whole. Besides being able to remain unchanged and stable, hierarchy is the main characteristic of this type of culture. Time is insignificant, task acceptance is essential. All transactions are carried out according to procedures. It is aimed to generate a problem-free and perpetual system. In the long-run, it is crucial to make decisions regarding stability, productivity, and the future. In extreme cases, it causes rigid bureaucracy (Hooijberg & Petrock, 1993).

*Market Culture:* Market culture is defined as a type of culture that accepts productivity and efficiency as the main components of success in order to achieve a certain goal (Berrio, 2003; Pennington et al., 2003). In organizations that prevail this type of culture, there are especially target achievements and

competition (Masood et al., 2006). Also, it concentrates on activities with the environment outside the organization instead of on internal protection (Yu and Wu, 2009). Employees in organizations with market culture tend to act by considering their personal interests (Ouchi, 1987).

### **Strategic Planning Attitude**

Strategy refers to a program that enables the organization to achieve its goals which is expressed as the process of determining long-term goals and objectives of the company as well as the selection of the means to achieve these goals of the organization (Dinçer, 2011).

Planning, on the other hand, corresponds to a knowledge-based effort in terms of activating resources for effective and efficient usage and obtaining results in order to achieve the predetermined goals (Waterson, 1965).

Today's changes are closely associated with the future of organizations and have caused managers to make strategic plans in order not to be adversely affected by those changes. Strategic planning is described as a principled effort to create a set of activities and develop behaviors by making basic decisions about what an organization is, what it does, how, and why it does it (Bryson, 1995).

In other words, strategic planning involves developing alternative strategies as well as determining the goals and strategies that would enable the organization to achieve its goals (Yüzbaşıoğlu, 2004).

Strategic planning is the managerial process of developing and maintaining a strategic harmony between the organization and the changing market opportunities. Strategic planning is based on developing a business portfolio consisting of missions or strategic direction, goals and objectives, growth strategies, markets, and outputs (Paley, 2006).

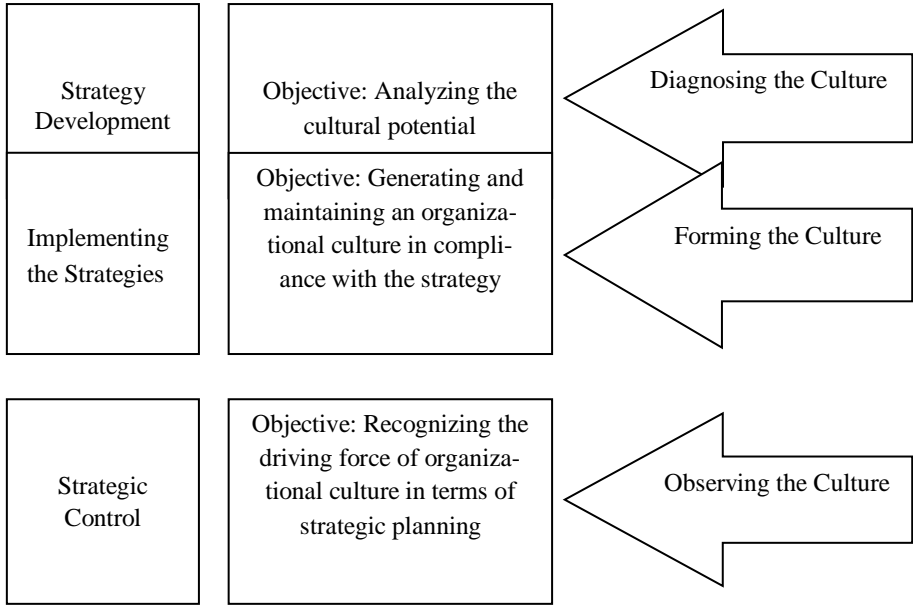
Strategic planning, which is known to provide various benefits to organizations, is among the indispensable components for the public sector as well as the private sector. Organizations that attach the necessary importance to the strategic planning process and realize these stages, carefully and meticulously maintain their progress on the path toward success in a much more confident and healthy manner (Renkal, 2012).

## **The Relationship between Organization Culture and Strategic Planning Attitude**

As of today, organizational culture plays a quite crucial role in providing institutions and organizations with competitive advantages. Organizational culture has a powerful impact on the formation of the goals, strategies, and policies of the company. As to managers, it would be claimed to be an instrument that either facilitates preferred strategies or renders them difficult to be realized. While making strategic plans; beliefs, values, assumptions, and related results are taken into consideration, and alternatives are evaluated. Strategies are based upon shared values regarding the structure of the corporate environment. The validity of these values has a significant impact on the success of the organization. Since the change in strategy often requires a change in organizational culture, it has become necessary to explicate this issue in detail. Essentially, the change starts out with beliefs and values. Strategies are built on this fact. Therefore, those who would determine the strategies in the organization examine the domains on which culture is focused within the organization. Because the strategies of organizations are directly proportional to their structures. Organizational culture is quite effective in developing the organization's mission and strategies, creating organizational activity, and managing the change. The more the harmony of strategy and culture of an organization, the higher its management capability. Therefore, organizations that can determine strategies compatible with their culture would be able to achieve success (Şahinyan, 2011).

An aspect of organizational culture has always been encountered at each stage of strategic planning. For instance, the aspects of culture that render strategic planning easier and more difficult are determined throughout the strategy development phase. During the next phase, that is, the implementation of the strategies, the aim is to ensure and preserve the formation of an organizational culture that would comply with the chosen strategy. In this phase, the differences between the organizational culture to be applied and the current organizational culture are determined, and the necessary arrangements are made. The driving force undertaken by the organizational culture in terms of strategic management is recognized at the final phase (Eşki, 2009).

The relationship between organizational culture and strategic planning is illustrated in Figure 1 in detail.



*Figure 1. The Place and Importance of Organization Culture Throughout the Planning Process*

As a result of the studies conducted to comprehend the importance of the relationship between organizational culture and strategic planning, it is determined that behaviors, attitudes, common values, etc. that constitute the components of organizational culture have common features with vision and mission, which are evaluated within the elements of strategic planning. Mission and vision express the common values and behaviors shared by individuals within the organization. To be able to mention organizational culture; values, attitudes, and behaviors are required to be shared by individuals within the organization (Dursun, 2013).

As a result, the company cares about the extent to which the organizational culture is reflected effectively and efficiently into the strategic plan. Along with the realization of the necessary changes and developments in terms of organizational culture in companies, as well as the increase of unity and com-



mitment to the organization, it would be possible for the members of the organization to improve their careers and adapt more easily to environmental conditions (Paylı, 2017).

## **Research Methodology**

The methodology part of the research study includes the aim, methods, population, and sample as well as the obtained findings.

### *Aim of the Study*

In this study, the impact of the organizational culture of the international logistics company operating in Trabzon province on the strategic planning attitude is tried to be measured. As a result of the literature reviews, the relationship between the sub-dimensions of organizational culture (hierarchy, adhocracy, clan, and market cultures) in the model developed by Quinn and Cameron and the sub-dimensions of strategic planning (organizational development, productivity, efficiency, distrust, and resistance) developed by Baloğlu, Karadağ, and Karaman is tried to be examined by establishing hypotheses. With this study, it is thought that the relationship between organizational culture and strategic planning attitude would contribute to organizations.

### *Research Models and Hypotheses*

In the study, the sub-dimensions of the organizational culture, namely, hierarchy culture, market culture, clan culture, and adhocracy culture are included in the model as independent variables; whereas organizational development, distrust, productivity, efficiency, and resistance, which are the sub-dimensions of strategic planning attitude, are included in the model as dependent variables. The diagram of the research model is illustrated in Figure 2 in detail.

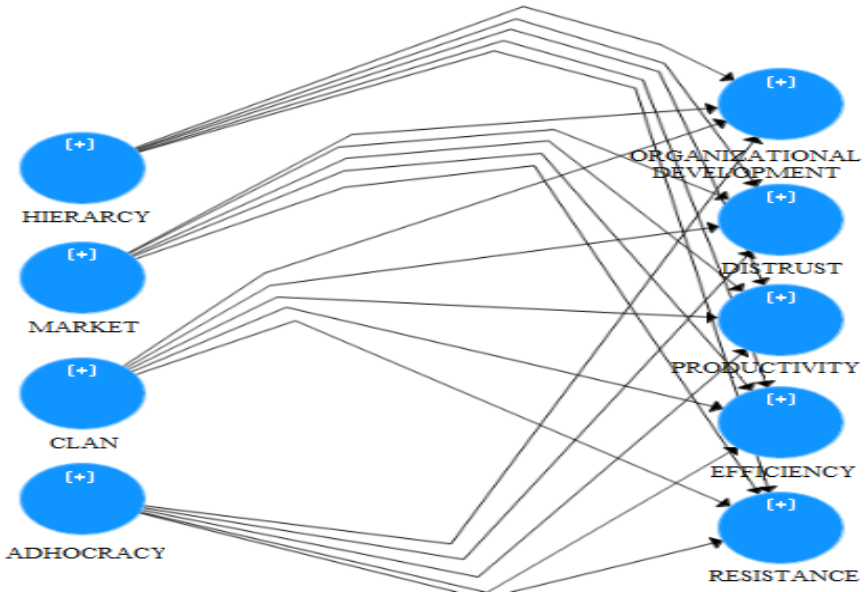


Figure 2: Research Model

Research Hypotheses:

- H<sub>1.1</sub>: Hierarchy culture has an impact on organizational development.
- H<sub>1.2</sub>: Hierarchy culture has an impact on distrust.
- H<sub>1.3</sub>: Hierarchy culture has an impact on productivity.
- H<sub>1.4</sub>: Hierarchy culture has an impact on efficiency.
- H<sub>1.5</sub>: Hierarchy culture has an impact on resistance.
- H<sub>2.1</sub>: Market culture has an impact on organizational development.
- H<sub>2.2</sub>: Market culture has an impact on distrust.
- H<sub>2.3</sub>: Market culture has an impact on productivity.
- H<sub>2.4</sub>: Market culture has an impact on efficiency.
- H<sub>2.5</sub>: Market culture has an impact on resistance.
- H<sub>3.1</sub>: Clan culture has an impact on organizational development.
- H<sub>3.2</sub>: Clan culture has an impact on distrust.
- H<sub>3.3</sub>: Clan culture has an impact on productivity.
- H<sub>3.4</sub>: Clan culture has an impact on efficiency.
- H<sub>3.5</sub>: Clan culture has an impact on resistance.
- H<sub>4.1</sub>: Adhocracy culture has an impact on organizational development.
- H<sub>4.2</sub>: Adhocracy culture has an impact on distrust.

- H<sub>4.3</sub>: Adhocracy culture has an impact on productivity.
- H<sub>4.4</sub>: Adhocracy culture has an impact on efficiency.
- H<sub>4.5</sub>: Adhocracy culture has an impact on resistance.

## Research Methodology

A survey questionnaire method is used as a data collection tool in the study. The questionnaire consists of 3 parts. In the first part, there are scale questions developed by Cameron and Quinn (2006) whose validity and reliability were made by Karakılıç (2019) to test the sub-dimensions of organizational culture (adhocracy culture, clan culture, market culture, and hierarchy culture) (Cameron and Quinn, 2006; Karakılıç, 2019). Out of 16 questions, each of 4 consequent questions are used to measure the adhocracy culture dimension, the clan culture dimension, the market culture dimension, and the hierarchy culture dimensions of the organizational culture, respectively.

In the second part of the questionnaire, the Strategic Planning Attitude Scale, consisting of 32 questions in total, is developed by Baloğlu N., Karadağ E., and Karaman H. (2008) to measure the sub-dimensions of strategic planning attitude (Baloğlu et al., 2008).

In the last part of the questionnaire; there are 5 questions pertaining to the demographic characteristics (gender, age, education level, duration of employment, employment position) of the participants in the research study. A 5-point Likert-type scale is utilized to respond to the questions in the questionnaire used in the research study (1: Strongly Disagree, ....., 5: Strongly Agree).

## Research Population and Sample

The research population consists of the employees and managers of the international logistics company operating in the city center of Trabzon province. The survey questionnaire forms are applied to 120 out of 500 employees. The questionnaires are administered via face-to-face interviews on a voluntary basis over the period March-May, 2019.

According to Yazıcıoğlu and Erdoğan (2004), a sample size of 80 to 217 in population size of 100-500 with 0.05 sampling error is sufficient. This indicates that 120 individuals who constitute the sample of the research study are

qualified to represent the population. Findings obtained from the 120 questionnaires applied in the research study are presented below.

## Research Findings

The research findings consist of demographic findings and findings related to the path analysis that is performed via the Partial Least Squares (PLS) method.

### *Demographic Findings*

The demographic findings resulting from the performed analysis are presented in Table 1.

*Table 1. Demographic Findings of the Employees*

n=120		f	%
<b>Gender</b>	Female	20	16.7
	Male	99	82.5
<b>Age</b>	18-24	4	3.3
	25-35	38	31.7
	36-49	46	38.3
	50-65	32	26.7
<b>Education Level</b>	High School	47	39.2
	Undergraduate	64	53.3
	Graduate	9	7.5
<b>Duration of Employment</b>	Less than 1 year	14	11.7
	1-5 years	25	20.8
	6-10 years	29	24.2
	11-15 years	21	17.5
	16 years and longer	31	25.8
<b>Employment Position</b>	Manager	20	16.7
	Employee	100	83.3

As seen in Table 1, 16.7% of the employees participating in the research study are female, whereas 82.5% are male. The low rate of female employees is noteworthy. Upon considering the age ranges, the share of employees between the ages of 18-24 is 3.3%, the rate of those between the ages of 25-35 is 31.7%, the rate of those between the ages of 36-49 is 38.3%, and the rate of those between the ages of 50-65 is 26.7%. It can be claimed that the vast majority of the employees are between the ages of 25-49, and therefore, they have

a certain level of experience. Upon examining the distribution of the education level of the employees, the share of those with high school diplomas is 39.2%, the share of those with an undergraduate degree is 53.3%, and the share of those with a graduate degree is 7.5%. Upon considering the duration of employment, the shares of those with employment experiences up to 1 year, between 1-5, 6-10, 11-15, and 16 years and longer are found as 11.7%, 20.8%, 24.2%, 17.5%, and 25.8%, respectively. Consequently, upon evaluating the obtained data in accordance with the employment positions, 16.7% of the participants in the survey questionnaire are managers, whereas 83.3% are salaried employees.

### *Analysis Findings of the Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) Approach*

**Reliability and Validity:** The reliability and validity values for the sub-dimensions of the organizational culture (adhocracy culture, clan culture, market culture, and hierarchy culture) and the sub-dimensions of strategic planning attitude (organization development, productivity, efficiency, distrust, and resistance) of the international logistics company participating in the study are presented in Table 2. The Cronbach's Alpha value is frequently used in the Likert-type scales. The acceptable ranges of Cronbach's Alpha values are as follows (Yıldız & Uzunsakal, 2018):

No reliability if  $0 < \alpha < 0.40$ , Low reliability if  $0.40 < \alpha < 0.60$ , Moderate reliability if  $0.60 < \alpha < 0.80$ , and High reliability if  $0.80 < \alpha < 1.00$ .

**Table 2. Cronbach's Alpha Values**

Dimensions	Cronbach's Alpha Values
Hierarchy Culture	0.816
Organizational Development	0.912
Distrust	0.663
Productivity	0.804
Efficiency	0.728

Table 2 is formed as a result of excluding the dimensions whose reliability coefficients' factor loadings are lower than 0.40 from the analysis. Following the exclusion of the values with Cronbach's Alpha value below 0.40 from the analysis, it is seen that all of them are within the ranges of  $0.80 < \alpha < 1.00$  and

$0.60 < \alpha < 0.80$ , and therefore, the scales are reliable in measuring the construct. These values are indicated as highly reliable for hierarchy culture ( $0.80 < 0.816 < 1.00$ ), organizational development ( $0.80 < 0.912 < 1.00$ ), and productivity ( $0.80 < 0.804 < 1.00$ ); whereas they are quite reliable for distrust ( $0.60 < 0.663 < 0.80$ ) and efficiency ( $0.60 < 0.728 < 0.80$ ).

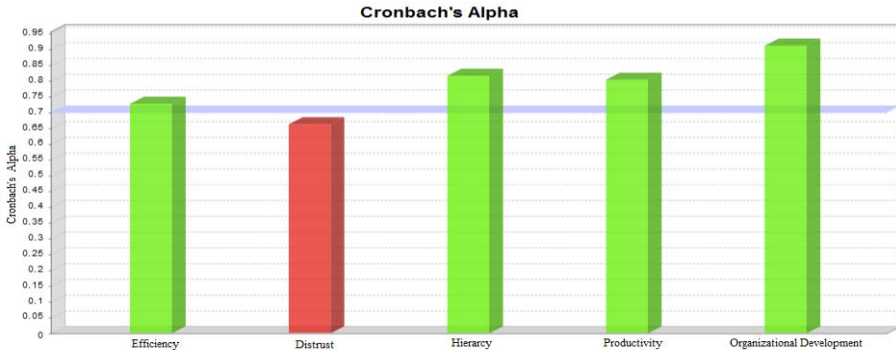


Chart 1. Cronbach's Alpha Values

As seen in Chart 1, Cronbach's Alpha values indicating internal reliability are higher than 0.70 except for the distrust dimension which is the sub-dimension of strategic planning in the model. From these results, the measurement model is asserted to be highly reliable, and it reveals that the variables used to measure each factor measure only one factor.

As a result of the performed analyses, the validity coefficients of the sub-dimensions of both clan and market cultures are lower than 0.60, so these dimensions are excluded from the analysis. The validity coefficient of the adhocracy culture sub-dimension is sufficient, however, since the regression paths leading to the strategic planning dimension in the model are insignificant in terms of "p" values and there is no variable with any impact left in the model, it is again excluded from the analysis.

The 4<sup>th</sup> expression of the hierarchy culture dimension in the study is excluded from the analysis since it is lower than the 0.40-factor loading coefficient. The resistance variable, the sub-dimension of strategic planning attitude, is excluded from the analysis since it does not have a sufficient level of validity coefficient.

*Average Variance Extracted (AVE) Values:* Convergent validity theories (AVE) are found by dividing the squares of factor loadings by the number of items. Here, all factors are evaluated separately. The AVE value indicates the average amount of change that a latent construct can explain in the variables with which it is theoretically associated (Farrell, 2010). According to this analysis, the average variance extracted (AVE) value must be higher than 0.50 to fulfill convergent validity (Fornell and Lacker, 1981).

If the AVE values presented in Table 3 exceed 0.50, it indicates that the convergent validity of the reflective model is sufficient. The AVE value presented in Table 3 is also known as the communality value, and it reveals to what extent the latent variable explains the change in its observed variable.

*Table 3. Average Variance Extracted (AVE) Values*

Dimensions	AVE Values
Hierarchy Culture	0.732
Organizational Development	0.511
Distrust	0.440
Productivity	0.506
Efficiency	0.542

In this case, the AVE value, which is the most important value of the model, is within the acceptable limits for the sub-dimensions of hierarchy culture (0.732), organizational development (0.511), productivity (0.506), and efficiency (0.542) in the model established for the employees participating in the research study. It remains lower than the value of 0.50 only for the distrust (0.440) sub-dimension, but it is included in the model since it is quite close to 0.50. This situation is depicted in detail in Chart 2 and the value(s) lower than 0.50 are shown in red color.

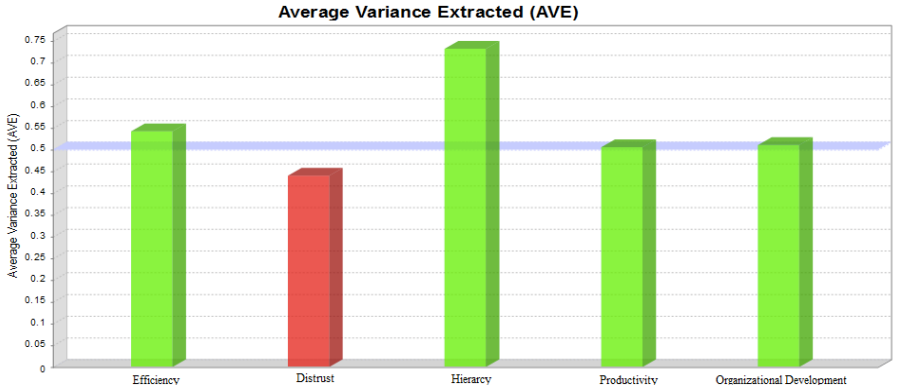


Chart 2: AVE Values

**Composite Reliability Values (CR):** Upon estimating actual reliability is estimated using structural equation modeling, the resulting estimate is typically referred to as composite reliability (CR). The composite reliability value (CR) must exceed 0.70.

Table 4. Composite Reliability (CR) Values

Dimensions	Composite Reliability (CR) Values
Hierarchy Culture	0.891
Organizational Development	0.925
Distrust	0.742
Productivity	0.859
Efficiency	0.822

Upon considering Table 4, all CR values including hierarchy culture [CR (0.891) > 0.70], organizational development [CR (0.925) > 0.70], distrust [CR (0.742) > 0.70], productivity [CR (0.859) > 0.70], and efficiency [CR (0.822) > 0.70] are within the acceptable limits.



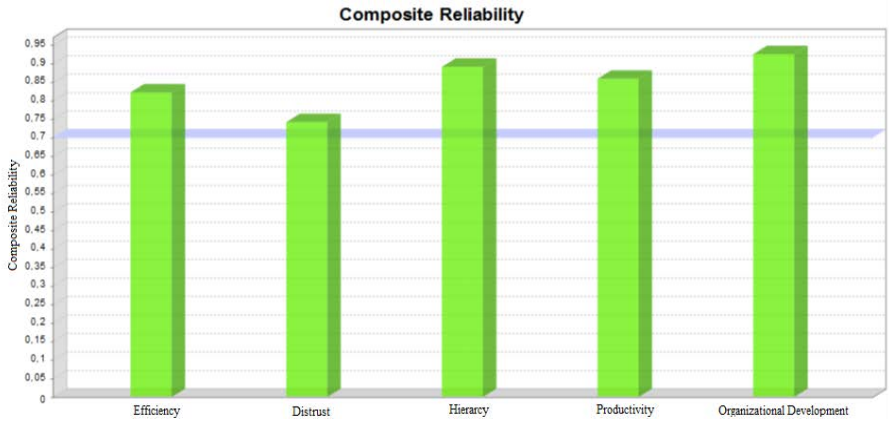


Chart 3. Composite Reliability Values (CR)

As can be seen in Chart 3, the dimensions of the construct are consistent in terms of methodology, and they are included in the analysis in terms of the CR value.

***R<sup>2</sup> (R-Squared) Values:***  $R^2$  (R-Squared) value is the most common coefficient of determination used to evaluate the model (Hair et al., 2016). This coefficient is a measure of the predictive power of the model and is calculated as the square correlation between the actual and predicted values of a given endogenous construct. The coefficient represents the combined impacts of exogenous latent variables on the endogenous latent variable. Hence, the coefficient represents the amount of variance in endogenous constructs. The  $R^2$  value is expected to range between 0 and 1. A powerful impact is seen as the  $R^2$  value approaches 1, and a low impact is observed as the  $R^2$  value approaches 0 (Özdevicioğlu & Karaca, 2015).

Table 5.  $R^2$  (R-Squared) Values

Dimensions	$R^2$ Values
Organizational Development	0.290
Distrust	0.212
Productivity	0.212
Efficiency	0.359

As seen in Table 5,  $R^2$  values for organizational development (0.290), for distrust (0.212), for productivity (0.284), and for efficiency (0.359) are closer to 0. Therefore, it can be claimed that a weak impact is present.

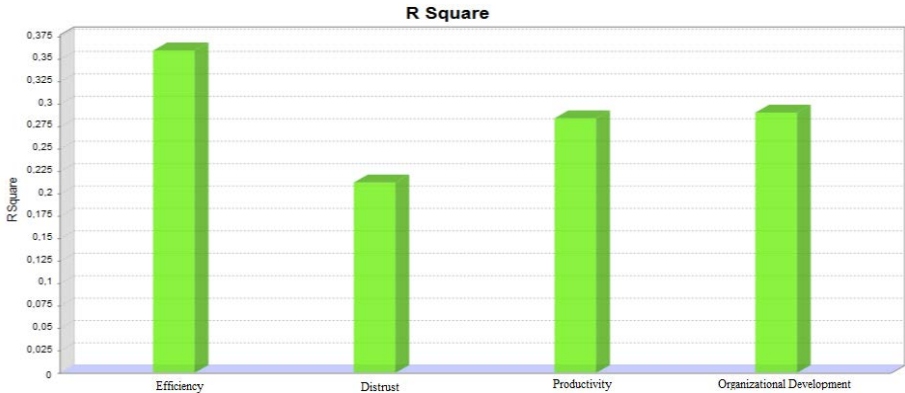


Chart 4.  $R^2$  Values

It is seen that the sub-dimension of the organizational culture, hierarchy, which has the position of the independent variable for  $R^2$  values in Chart 4, affects organization development by 29%, distrust by 21.2%, productivity by 28.4%, and efficiency by 35.9%, which are sub-dimensions of strategic planning that have a dependent variable position.

**SEM Path Coefficients and Significance Results of Path Coefficients:** In the research study, the impact of organizational culture on strategic planning attitude is examined, and the path analysis results are illustrated in Figure 3.

Figure 3 below illustrates the partial least squares path analysis results and the model established in compliance with the study. The circular shapes in Figure 3 represent the independent and dependent variables of the model. The arrows between dependent and independent variables represent regression paths. These regression paths indicate the predictive power of the independent variable on dependent variables. The model also tests whether or not the constructs in the analysis have mediating effects based on the literature.

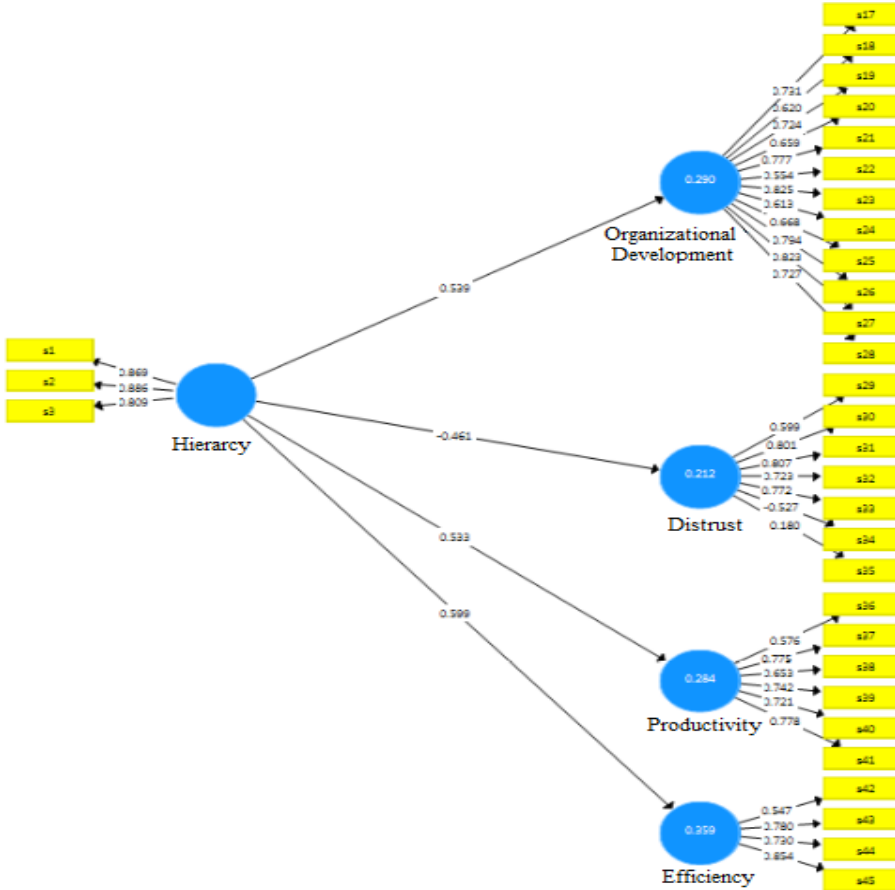


Figure 3: Partial Least Squares (PLS) Path Analysis Results

According to the performed analysis, it is seen that hierarchy, which is the sub-dimension of organizational culture that has an independent variable position, affects organization development, distrust, productivity, and efficiency, which are sub-dimensions of strategic planning with a dependent variable position. The numerical values on the arrows are called path coefficients and indicate the factor loads representing the explanation power of one variable over another.

**Table 6. SEM Path Coefficients and Significance Results of Path Coefficients**

Path	Path Coefficient	T	p
Hierarchy Culture-Organizational Development	0.539	9.697	0.000
Hierarchy Culture-Distrust	-0.461	6.933	0.000
Hierarchy Culture-Productivity	0.533	8.329	0.000
Hierarchy Culture-Efficiency	0.599	8.000	0.000

Since the path coefficients in the model are found to be statistically significant, some of the hypotheses are accepted ( $H_{1.1}$ ,  $H_{1.2}$ ,  $H_{1.3}$ ,  $H_{1.4}$ ); whereas others are rejected. Upon considering the path coefficient values presented in Table 6, the greatest impact of the hierarchy sub-dimension is detected to be on the efficiency sub-dimension, followed by the organizational development and productivity sub-dimensions. Again, upon examining the path coefficients, it is seen that the hierarchy culture has an adverse impact on the distrust sub-dimension.

## Conclusion and Evaluation

As there is a reason for the existence of every individual and society, there is a reason for the emergence of organizations. Organizations sustain their activities by acting within some plans in order to realize and maintain their purpose of emergence. Nonetheless, organizations must have a solid organizational culture in order to implement their plans.

There are various features that render the organization different from other organizations, and the organizational structure is one of these features. The organizational culture and strategic planning are intertwined in line with the idea that people do everything. Because they are the members of the organization that make and implement the strategic plans. Organizations, whose organizational structure is based on dynamic and solid foundations, may be more successful and effective compared to other organizations. Organizations should make and implement their strategic plans by devoting the necessary sensitivity to the organizational culture and making the necessary changes and positioning.

As a result of the statistical analysis performed in the research study, it is found that the sub-dimensions of the organizational culture have impacts on the sub-dimensions of strategic planning. In the path analysis, the impact of

hierarchy, which is the sub-dimension of the organizational culture, on the sub-dimensions of strategic planning is statistically predicated.

According to these results, the H<sub>1.1</sub> hypothesis is accepted. Accordingly, it is concluded that hierarchy culture affects the organizational development dimension (path coefficient: 0.539, t: 9.697,  $p < 0.05$ ). In this case, it can be stated that acquiring a hierarchy culture would contribute to the organizational development of the employees and a 1-unit rise in the hierarchy culture has a 53% positive impact on the employees in the direction of organization development.

The H<sub>1.2</sub> hypothesis included in the study is also accepted. Accordingly, it is concluded that the hierarchy culture negatively affects the distrust dimension (path coefficient: - 0.461, t: 6.933,  $p < 0.05$ ). In this case, it can be stated that acquiring a hierarchy culture lowers the distrust of employees compared to strategic planning studies, and a 1-unit rise in the hierarchy culture has a 46% negative impact on the distrust of the employees. Again, the H<sub>1.3</sub> hypothesis is accepted in the study. Upon examining the path coefficients and significance results, it is concluded that the hierarchy culture affects the productivity dimension (path coefficient: 0.533, t: 8.329,  $p < 0.05$ ). In this case, it can be stated that acquiring a hierarchy culture would contribute to the productivity of the employees, and a 1-unit rise in the hierarchy culture has a 53% positive impact on employees in terms of productivity.

Consequently, the H<sub>1.4</sub> hypothesis is also accepted. Upon examining the path coefficients and significance results, it is concluded that the hierarchy culture affects the efficiency dimension (path coefficient: 0.599, t: 8.000,  $p < 0.05$ ). In this case, it can be stated that acquiring a hierarchy culture would contribute to the efficiency of strategic planning studies, and a 1-unit rise in the hierarchy culture has a positive impact of approximately 60% on the employees. Upon examining the literature, it is seen that there are studies with similar results. Accordingly; Paylı (2017) detected a positive relationship between organizational culture and strategic planning upon examining the relationship between organizational culture and strategic planning in municipalities as local government units. In another study, Koçak (2016) concluded that a relationship existed between school culture and strategic planning perception. Yakut (2011) examined organizational climate, organizational culture, perception, participation, and leadership dimensions among the necessary dimensions for the effectiveness of strategic planning and detected that

the organizational culture was associated with the strategic planning perception, process, and strategic planning implementation principles and level. Özçubuk (2019), in his study on the relationship between organizational culture and strategic planning, concluded that there was a correlational relationship between the 'adaptation' feature of the organizational culture and the positive dimensions of the strategic planning attitude scale (institutional development, effectiveness, productivity). These results indicate that organizational culture is an important factor in strategic planning attitude. In other words, the powerful relationship between the organizational culture and the strategic plan would enable the organization to achieve the desired basic goals and become successful. Researchers who choose to conduct studies on similar issues would contribute more to the literature upon investigating different sectors with different sample sizes.

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