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## REVIEW OF THE IMPACT OF ORGANIZATIONAL IDENTIFICATION AND ORGANIZATIONAL CULTURE IN FOOTBALL TEAMS ON TEAM SUCCESS (TFF LEAGUE 1 EXAMPLE)\*

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### Abstract

The purpose of this research is to examine the impact of organizational identification and organizational culture on team success. The universe of the research is composed of the 18 teams in the TFF 1. League. The sample of the study consists of 324 people from 14 teams, who agreed to participate voluntarily in the study. A mixed method model was used in the research. In order to measure the organizational identification levels of the participants, the "Organizational Identification Scale" developed by Mael and Ashforth (1989,1992) was utilized to evaluate the organizational culture levels, and the "Organization Culture Assessment Instrument" developed by Cameron and Quinn (1999-2006) was used, as well. Besides, two interview questions were directed to the participants with the approach of interview form in order to uncover the identification of the participants with their clubs and their culture perceptions regarding their clubs. According to the quantitative analysis results of the research, the concept of organizational identification has no statistical effect on team success. In terms of organizational culture, apart from Clan culture, the sub-dimensions of Market, Hierarchy and Adhocracy cultures were also found to have an impact on team success. As for qualitative analysis results, underachieving club players' identification and organizational culture perceptions were found to be lower than players who were in successful and mid-level successful clubs. It was concluded that the quantitative and qualitative data used in the research support each other.

**Keywords:** *Organizational Culture, Organizational Identification, Team Success, Professional Football Teams.*

## FUTBOL TAKIMLARINDAKİ ÖRGÜTSEL ÖZDEŞLEŞME VE ÖRGÜT KÜLTÜRÜNÜN TAKIM BAŞARISI ÜZERİNDEKİ ETKİSİNİN İNCELENMESİ (TFF 1. LİG ÖRNEĞİ)

### Öz

Bu araştırmanın amacı, örgütsel özdeşleşme ve örgüt kültürünün takım başarısı üzerindeki etkisini incelemektir. Araştırmanın evrenini TFF 1. Ligi'nde yer alan 18 takım oluşturmaktadır. Araştırmanın örneklemini ise araştırmaya gönüllü olarak katılmayı kabul eden 14 takımdan 324 kişi oluşturmuştur. Araştırmada, karma yöntem modeli kullanılmıştır. Katılımcıların örgütsel özdeşleşme düzeylerini ölçmek amacıyla Mael ve Ashforth (1989, 1992) tarafından geliştirilen "Örgütsel Özdeşleşme Ölçeği" ile katılımcıların örgüt kültürü düzeylerini değerlendirebilmek amacıyla Cameron ve Quinn (1999) tarafından geliştirilen "Örgüt Kültürü Değerlendirme Ölçeği" kullanılmıştır. Ayrıca, katılımcıların kulüpleri ile özdeşleşmeleri ve kulüplerine yönelik kültür algılarını ortaya koyabilmek amacıyla, katılımcılara görüşme formu yaklaşımı ile 2 tane görüşme sorusu yöneltilmiştir. Araştırmanın nicel analiz sonuçlarına göre örgütsel özdeşleşme kavramının takım başarısı üzerinde istatistiksel olarak etkisi olmadığı bulunmuştur. Örgüt kültürü açısından ise Klan kültürü dışında Pazar, Hiyerarşi ve Adhokrasi kültürlerinin alt boyutlarının takım başarısı üzerinde etkisi olduğu görülmüştür. Nitel analiz sonuçlarına göre, 'daha az başarılı' takımlardaki

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sporcuların özdeşleşme ve organizasyon kültürü algılarının, 'başarılı' ve 'orta derecede başarılı' takımlardaki sporculara göre daha düşük düzeyde olduğu tespit edilmiştir. Araştırmada kullanılan nicel ve nitel verilerin birbirini desteklediği sonucuna varılmıştır.

**Anahtar Kelimeler:** *Örgütsel Kültür, Örgütsel Özdeşleşme, Takım Başarısı, Profesyonel Futbol Takımları.*

## **1. Introduction**

Today, the value and importance of football, whose popularity and importance are accepted worldwide, are increasing day by day in Turkey. Football teams work not only in terms of sporting performance, but also off the field to manage many factors correctly. At the same time, football affects the economy, technologies and cultures, especially the citizens in all continents and countries (Çakmak, İşlek and Keskin, 2017). According to Vahdati (2015); the sports and recreation industries are important due to their advanced economies. The sports industry has rapidly globalized and interacted with the business world with opportunities. Today, sports has become a field of profession rather than an activity for the purpose of being healthy and has become a giant industry. Football is one of the most important branches and fields of this industry. Many football teams have become giant companies and strive to include good footballers in their squads with their multimillion-pound budgets in order to compete in a competitive environment (Aslan, Akça and Müniroğlu, 2015).

The team consists of responsible individuals who are coordinated with the goal of achieving common goals and perform more than the sum of individual performances. Success, in simple terms, is to achieve the goals that have been set (Soyer et al., 2010). The concept of success is evaluated by many institutions and organizations. It stands out as one of these areas in sports. Success in sports is of interest to teams and individuals, but it can also be of close interest to the states of the countries. For this reason, significant investments can be made in sports, sports branches and training athletes. Although investments have been made, the result of investments is sometimes not obtained. On the contrary, the sporting success of countries with good economic conditions reveals difficulties in identifying the underlying factors of sporting success. This is also the case in the football environment (Devecioğlu, 2013). From this point on, it is important for the football industry to investigate the underlying factors of success in the football environment.

The TFF 1. League is home to great enthusiasm and excitement as the second highest level of the Turkish professional football leagues. The rule of the league is that three teams will be promoted to the Super League at the end of each season, with the two teams that finish at the top by the end of the season being promoted directly to the Super League. The third team is decided through the so-called play-offs, where teams at the 3rd, 4th, 5th and 6th spots compete for the promotion. The 3rd and 6th teams play against each other, while another match between the 4th and 5th teams is played, as well. The winners play a final game for the Super League promotion. The league is completed with a total of 3 teams qualifying for promotion to the Super League, while the last three teams are relegated to the lower division that is the TFF 2. League. The new teams color the league with characteristics of the cities they represent, aiming to get good results in this new stage competition. To fulfill this purpose, the teams compete in the league within the possibilities they have. In addition to the relationship between performance and success, organizational behavioral characteristics, organizational culture and organizational identification in teams are also thought to help teams in this process. These concepts, which are considered important for club administrations, athletes and coaches, can create ideas and innovations that can help teams in the league process.

Identification is defined as “the process through which the individual participates in other individuals’ lives and feelings to the extent that they are involved in a personality fusion with them” and “the process of recognizing and identifying the individual in this way” (Alemdar, Akmazoğlu, Cömert and Duman, 2018). Edwards (2005) refers to organization and the individual’s commitment to the organization and the bond he feels emotionally and cognitively.

According to Pratt (1998), organizational identification is important in order to meet the different needs of the people in an organization, as it provides support to studies in an organization. Organizational identification has long been not only valuable for organizations, but also reflects the lives, tendencies and belongings of

individuals with their groups on the road to success and failure (Mael and Ashford, 1989). Some models related to organizational identification are as following; Kreiner and Ashforth's *Enhanced Identification Model (2004)*, Scott, Corman and Cheney's *Structural Identification Model (1998)*; Reade's *Organizational Identification Model (2001)*. According to these models, in order for organizational identification to take place, individuals must have a high degree of belonging and loyalty to their organizations.

Regarding the concept of organizational culture, it is stated that the concept of culture is of great importance within the organization and acts as an important expression feature to the external environment. Individuals can express themselves with the thoughts they receive from the work environment. The concept of organizational culture plays an important role in gaining organizational teachings. It also helps individuals to experience a positive adaptation process to continue their lives in the organization. (Cameron and Quinn, Trans. 2017). As for the models related to the culture of the organization, the following can be found; *Cameron and Quinn's Organizational Culture Model (1999)*, *Deal and Kennedy Organizational Culture Model (2000)*, *Hofstede Cultural Dimensions Model (2001)*, *Parsons "AGIL" Model (1970)*, *Ouchi Z Model Theory (1981)*.

According to Sayın (2011), sports organizations, which are open systems, are separated from the external environment through the organizational culture they have. A strong culture that is accepted by the individuals in the organization can keep the sports organization together with its activities and individuals. In addition to culture, identification stems from the relationships between individuals and their perceptions of each other. The successes and failures of the team translate into experience. Loyalty and belonging appear as respective dimensions in the process of identification. The entire process of an individual in the organization is closely related to identification (Okur, 2014).

Identification and culture are thought to be valuable notions that can reveal the behavior of individuals in the sports organizations or clubs to which they belong, along with their sense of belonging, their feelings, their commitment and whether they feel valued. Identification refers to the level of attachment a sports fan feels towards his team. Together with this belonging, the value and emotions the fan has for the organization also stand out. Based on this, team belonging also gives the individual the concept of social identity. Identification is thought to be a manifestation of social identity (Kim , and Kim , 2009). By striving for the success of a team that he identifies with, the individual can see the success of his team as his own. Culture arising from the history and characteristics of the sports institution to which it belongs can be seen as an auxiliary factor that can provide individuals with a perception of effective participation and representation in this process.

Ghorbanhosseini (2013) explained the effect of organizational culture on success in his study as follows: Organizational culture has a direct and significant effect on teamwork and team success. Organizational culture should develop in order to strengthen commitment. The development of beliefs, norms and values is important for team and teamwork. Cole and Martin (2018: 14-15) mentioned that as a result of their work, great success can be achieved when team culture is at the forefront. Gavric, Sormaz, and Ilic (2016) determined that organizational culture leads to the success, efficiency and effectiveness of organizations. Awadh and Saad (2013) stated that organizational culture helps to create different values and beliefs based on performance and provides organizational efficiency.

This study is an attempt to analyze the impact of organizational identification and organizational culture in football teams on team success. The research will attempt to emphasize the importance of team unity, culture, identification and solidarity by revealing its relation to team performance of the clubs competing in the division, in addition to the performances of the teams competing in the league. Throughout the season, the processes underlying team culture will be scientifically analyzed and it is thought that the effects of identification and culture elements on the ranking of teams at the end of the league will provide as important data regarding the teams.

The study may benefit clubs, managers, coaches and athletes in Turkish football leagues and is aimed to be possible future literature for the scientific studies in the field.

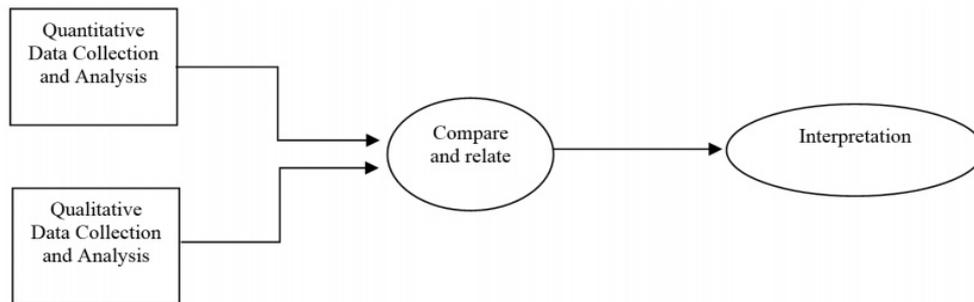
## 2. Method

As mentioned before, the purpose of this research is to examine the impact of organizational identification and organizational culture on team success. The conceptual model of the research is shown in **Figure 1**.



**Figure 1. Conceptual Model of Research**

In the research, a parallel pattern approach converging from mixed method research patterns was used. The purpose of using this pattern is to apply the quantitative and qualitative methods simultaneously in the research process. At the same time, after analyzing the quantitative and qualitative data that are obtained separately, the results of the both were tried to be put together. This method has been developed to check the consistency of results with the same hypothesis with each other (Ulusoy and Karakuş, 2018).



**Figure 2. Convergent Parallel Pattern Model (Creswell and Plano Clark 2011 transmitting: Demir and Pismek, 2018).**

### 2. 1. Universe and Sampling of Research

The universe of research; the management, players and coaches of the 18 teams in the TFF 1. League in the 2016-2017 season, which makes up a total of 324 people, including 19 managers, 262 players and 43 coaches from 14 teams in this league who participated voluntarily in the research constituted the research sample. All participants in the study are male.

### 2. 2. Data Collection Tools in Research

The data collection part of the research consists of 3 sections: demographic information, organizational identification scale, organizational culture scale. A "personal information form" was used to obtain the demographic characteristics of the participants in the study. In this form, participants are told that; they were asked about their gender, age, marital status, educational status, professions, sports history, time to be in their clubs and how long they had been doing their jobs. The "Organizational Identification Scale" developed by Mael and Asforth (1989, 1992) and translated into Turkish by Polat (2009) was used to determine the levels of organizational identification. Mael and Asforth stated the reliability level of this scale as 0.87. The organizational culture scale is the 24-question "Organizational Culture Assesment Instrument" scale developed and used by

Cameron and Quinn (1999). The scale was adapted to the sports research field by Choi, et al., (2010) and the Turkish adaptation of the scale was done by researchers.

In this scale, the model is described in the four following dimensions:

**2.2.1. Hierarchy (Control) Culture:** A type of culture in which employees are aware of their duties in a coordinated manner, goals are known, and it is important to reach goals in light of decisions.

**2.2.2. Market (Competition) Culture:** A culture type in which the status of the market and of the competitors can change course depending on the economic variables and monetary balance.

**2.2.3. Clan (Cooperation) Culture:** It is a type of culture in which goals are adopted together with the responsibility of sharing.

**2.2.4. Adhocracy (Creative) Culture:** It is the type of culture that promotes entrepreneurship and innovative changes through which new thought products are introduced to predict future scenarios (Cameron and Quinn, Trans. 2017).

**2.2.** In order to determine the levels of organizational identification and organizational culture, the Organizational Identification and Organizational Culture Interview Form was used to collect data from the club managers, trainers, and footballers. The form consists of 2 questions.

1. Do you think you identify with your club?

If yes; what are the common points making you think that you identify with your club?

If no; why do you think that you do not identify with your club?

1. Do you think that your club has a club culture?

If yes; what do you think are the cultural characteristics of your club?

If no; why don't you think that your club does not have a club culture?

### **2.3. Data Collection Procedure**

In order to collect data for the study, first, club managers were informed about the study and asked for permission by visiting the facilities of the clubs in the league. Afterwards, the managers, footballers and trainers were informed about the study in the facilities when they were available, and they were asked to complete the questionnaires at least two weeks before the end of the league. After the league was over, rankings were obtained and data entries were completed.

### **2.4. Data Analysis**

When the studies on the team success were analyzed, it was seen that the concept of success was evaluated differently depending on the characteristics of the league that the teams compete. For instance, in his study with footballers, Konter (2007) regarded the top three teams' players successful while he regarded the players of lower ranking teams unsuccessful. Kocaekşi and Koruç (2012) considered the top two teams as successful whereas they regarded the last two teams unsuccessful in their study conducted with handball teams.

As the TFF 1. League, which is the study group, is analyzed, due to the status of the league, two teams qualify directly for the Super League at the end of the league. Then, according to the rankings, the 3<sup>rd</sup> team plays against the 6<sup>th</sup> team, and the 4<sup>th</sup> team plays against the 5<sup>th</sup> team. The team that completes the play-off final in the first place also joins the league. In this regard, the first 6 teams were regarded successful. The 6 teams ranking in the middle of table were accepted as mid-level successful since they had the likelihood to take place among the play-off teams. Low-succeeding teams were determined as the last three teams since they relegated according to the regulations of the league and since the scores of the last teams in the standings were close to each other.

For the quantitative section in the analysis of the data, the compiled data were analyzed using the SPSS 22 package program. To determine the suitability of the data for the factor analysis Kaiser-Meyer-Olkin (KMO) and Barlett Sphericity tests were implemented, and in order to determine the factor structure, Varimax Rotated Principal Components Factor Analysis, and the correlation test between scale and sub-factors were used; Manova, Eta Kare and Scheffe were utilised to test the effects of Cronbach Alpha and team success and to provide evidence of reliability. In the study, distortion and flatness values were taken into consideration in order to test the normality distribution of the data. Single-variable distortion values which are greater than 3 indicate excessive distortion and flatness values greater than 10 indicate overflatness (Klein, 1998). The qualitative data obtained in the study were analyzed with the NVIVO 11 package program.

### 3. Results

#### 3. 1. Demographic Information

When the demographic information of the participants is examined, it is observed that they are distributed to fourteen teams at approximately equal rates. When we looked at team achievements, it was determined that 41.7% of participants were in less successful teams, 38.9% were in the mid-level successful team and 19.4% were in a successful team. 80.9% of the participants were footballers and 50.9% were between the ages of 21 and 30. It was also observed that 58.0% were single, 41.3% were high school graduates, 47.5% were at the club between 1-5 years, 33.0% had been at the club for less than 1 year and 29.0% had a period of 6-10 years as a football player, manager or coach.

3.2. Distribution of the participants according to organizational identification and organizational culture subscales/sub-dimensions success status

**Tablo.1. Table of the one-way analysis of variance of organizational identification and organizational culture in terms of success variable**

Variables	Sub-dimensions	N	X	SS	f	p	Different
	Successful	63	3,97	,892			
Organizational Identification	IntermediateSuccessful	126	4,07	,782	1,665	,191	
	Less successful	135	3,86	1,037			
	Total	324	3,96	,919			
	Successful	63	4,00	,756			
Clan	IntermediateSuccessful	126	4,03	,644	,2,624	,074	
	Less successful	135	3,81	,986			
	Total	324	3,93	,827			
	Successful	63	4,05	,726			1-3
Adhocracy	IntermediateSuccessful	126	4,00	,628	5,563	,004*	2-3
	Less successful	135	3,70	1,046			
	Total	324	3,88	,856			
	Successful	63	4,11	,820			1-3
Market	Intermediate Successful	126	4,11	,535	6,345	,002*	2-3
	Less successful	135	3,78	1,010			
	Total	324	3,97	,830			
	Successful	63	4,01	,763			
Hierarchy	IntermediateSuccessful	126	4,08	,606	5,609	,004*	2-3
	Less successful	135	3,74	1,059			
	Total	324	3,93	,863			

\*p< .05

When the analysis results of the averages of organizational identification and organizational culture subdivisions are examined in accordance with the success variable of the participants, it is observed that there is a significant difference in the subdivision of organizational culture adhocracy, market and hierarchy, and there is no statistically significant difference in terms of organizational identification. Regarding the subdivision of the adhocracy culture, the averages of those who were successful ( $X=4.05$ ) and the averages of those who were moderately successful ( $X=4.00$ ) were found to be different and more significant than the average of those who were less successful ( $X=3.88$ ). ( $F(2,321)= 5,563, p<0.05$ ). Regarding the lower dimension of market culture, the averages of those were successful ( $X=4.11$ ) and the averages of those who were moderately successful ( $X=4.11$ ) were found to be different and more significant than the average of those were less succesful ( $X=3.9753$ ). ( $F(2,321)= 6,345, p<0.05$ ). In the lower dimension of hierarchy culture, the averages of those with moderate success ( $X= 4.08$ ) were found to be higher and more significant than the averages of those with less success ( $X= 3.74$ ). ( $F(2,321)= 5,609, p<0.05$ ).

**Table 2. MANOVA Results on The Differences of Clan Culture, Adhocracy Culture, Market Culture, Hierarchy Culture and Organizational Identification Variables according to Team Success**

Source	Variables	Sum of Squares	Sd	Average of Squares	f	p	$\eta^2$
Team Success	Clan (1)	3,560	2nd	1,780	2,624	0.074 *	0.016
	Adhocracy (2)	7,934	2nd	3,967	5,563	0.004 *	0.033
	Market (3)	8,475	2nd	4,237	6,345	0.002 *	0.038
	Hierarchy (4)	8,131	2nd	4,066	5,609	0.004 *	0.034
	Organizational Identification	2.802	2nd	1.401	1.665	0.191 *	0.010
Wilks' Lambda ( $\lambda$ ) = 0.939; F-value = 2.029; p = 0.028							

\* $p < .05$

As seen in Table 2, at least one of the variables of clan, adhocracy, market, hierarchy and organizational identification was found to be statistically different in relation with team success ( $E=0.939$ ; F value=2,029;  $p<0.05$ ). When the Manova results were calculated in accordance with the team success, it was seen that the scores of the adhocracy variable ( $F= 5,563$ ;  $p=0,004$ ), Market variable ( $F=6,345$ ;  $p=0.002$ ), Hierarchy variable ( $F=5,609$ ;  $p=0,004$ ) differed statistically. The clan variable, on the other hand, did not differ statistically significantly ( $F=2,624$ ;  $p=0.074$ ). Neither did the Organizational Identification variable have a statistically remarkable difference ( $F=1,665$ ;  $p=0.191$ ). When the Eta Square ( $\eta^2$ ) values that give the magnitude of the effect of the statistics of individual variables are examined, it is seen that the biggest effect is realized by the Market variable. Impact magnitudes  $\eta^2 = 0.038$  for the Market variable respectively (low impact);  $\eta^2 = 0.034$  for Hierarchy variable (low impact);  $\eta^2 = 0.033$  (low impact) for the Adhocracy variable (Table 1).

**Distribution of Participants’ Clan, Adhocracy, Market Hierarchy and Organizational Identification Variables according to Team Success**

**Table 3. Scheffe Test Results of Participants’ Clan, Adhocracy, Market Hierarchy and Organizational Identification Variables based on Team Success**

Relationship of Team Success with Clan, Adhocracy, Market and Hierarchy Variables					
	Team Success		Successful	Intermediate Successful	Less successful
Clan	Successful	4.00	-	0.976	0,308
	Intermediate Successful	4,03		-	0.098
	Less successful	3.81			-
Adhocracy	Successful	4,05	-	0.913	0.025 *
	Intermediate Successful	4.00		-	0.019 *
	Less successful	3.70			-
Market	Successful	4.11	-	1,000	0.031 *
	Intermediate Successful	4.11		-	0.006 *
	Less successful	3.78			-
Hierarchy	Successful	4,01	-	0.848	0.124
	Intermediate Successful	4,08		-	0.006 *
	Less successful	3.74			-
Organizational Identification	Successful	3.97	-	0.793	0.732
	Intermediate Successful	4,07		-	0,191
	Less successful	3.83			-

\*p< .05

The average score of the adhocracy variable of participants whose team was ‘successful’ (4.00) was found to be statistically different from the average score of the adhocracy variable (3.70) of participants whose team was ‘less successful’ (p<.05). The average adhocracy variable score (4.00) of participants whose team success was ‘moderately successful’ was found to be statistically different from the average score of the adhocracy variable (3.70) of participants whose team success was ‘less successful’ (p<.05). The average market variable score of participants whose team success was ‘successful’ (4.11) was found to be statistically different from the average score of the market variable (3.78) of participants whose team success was ‘less successful’ (p<.05). The market variable score average (4.11) of participants whose team success was ‘moderately successful’ was found to be statistically different from the market score average (3.78) of participants whose team was ‘less successful’ (p<.05). The hierarchy variable score average (4.01) of participants whose team was ‘moderately successful’ was found to be statistically different from the average score of the hierarchy variable (3.74) of participants whose team success was ‘less successful’ (p<.05).

**3.2. Qualitative Analysis Data on Organizational Identification and Organizational Culture**

When the positive opinions of the participants regarding organizational identification are examined; it is observed that 88.89% of the teams that are moderately successful respond more positively to the organizational identification variable than other teams. As a result of positive views on organizational identification, the main themes of club environment, time and process, common goals-success and commitment have emerged. Sub-themes are club, time, goal and belonging. When the negative opinions of the participants regarding organizational identification are examined; it is seen that 37.8% of the less successful teams responded more negatively to the organizational identification variable than other teams. As a result of negative opinions about organizational identification, the main themes of competition environment, time and process, trust problem have emerged. Sub-themes are; competition is time and trust.

In light of the positive opinions of the participants regarding the organizational culture, it is seen that 92.86% of the teams that are moderately successful have more positive opinions on the organizational culture variable than other teams. As a result of positive opinions on the culture of the organization, the main themes of symbols and norms, leaders and heroes emerged. Sub-themes are; the coat of arms, the environment and the players are the management and the fans. When the negative opinions of the participants regarding the organizational culture are examined; it is seen that 19.26% of the ‘less successful’ teams have more negative opinions on the organizational culture variable than other teams. As a result of negative opinions on the culture of the organization, the main themes of lack of time and lack of value emerged. Time and value are subthemes.

### 3.3. Comparison of Quantitative and Qualitative Findings

While comparing the qualitative and the quantitative results, the average scores of organizational identification and the percentage scores of the qualitative analysis scores were compared. The sub-scale averages of the organizational culture were presented by taking the percentages of the positive opinions of the participants on their clubs’ cultures.

The quantitative and qualitative findings obtained in relation to organizational identification and organizational culture through the parallel pattern converging from the mixed method patterns applied in the method part of the research were compared in Table 3 as a whole.

**Table 4. Comparison of Quantitative and Qualitative Findings**

Size	Quantitative Findings		Qualitative Findings		Concordance of Quantitative and Qualitative Findings
<b>Organizational Related to Identification Opinions</b>	Successful Intermediate Successful Less Successful	X = 3.97 X = 4.07 X = 3.86	Successful Medium D. Successful Less Successful	87.3% 88.89% 79.26%	There is a harmony between qualitative data and quantitative data .
<b>Organization Related to Culture Opinions (Clan)</b>	Successful Intermediate Successful Less Successful	X = 4.00 X = 4.03 X = 3.81	Successful Medium D. Successful Less Successful	87.3% 92.86 % 77.4 %%	There is a harmony between qualitative data and quantitative data .
<b>Organization Related to Culture Positive Views ( Adhocracy )</b>	Successful Intermediate Successful Less Successful	X = 4.05 X = 4.00 X = 3.70	Successful Medium D. Successful Less Successful	87.3% 92.86 % 77.4 %%	There is a harmony between qualitative data and quantitative data .
<b>Organization Related to Culture Positive Views (Market )</b>	Successful Intermediate Successful Less Successful	X = 4.11 X = 4.11 X = 3.78	Successful Medium D. Successful Less Successful	87.3% 92.86 % 77.4 %%	There is a harmony between qualitative data and quantitative data .
<b>Organization Related to Culture Positive Opinions (Hierarchy)</b>	Successful Intermediate Successful Less Successful	X = 4.01 X = 4.08 X = 3.74	Successful Medium D. Successful Less Successful	87.3% 92.86 % 77.4 %%	There is a harmony between qualitative data and quantitative data .

As seen in Table 4, when the team averages are analyzed, it can be seen that the identification scores of the teams that are ‘Intermediate Successful’ are higher than that of the teams that are ‘successful’ and of the teams that are ‘less successful’. Regarding the qualitative findings, the percentage of organizational identification of teams that are Intermediate Successful is higher than that of ‘successful’ and ‘less successful’ teams. Quantitative and qualitative data support each other concerning organizational identification averages.

In view of the averages of organizational culture, it is seen that the organizational culture score averages of Intermediate Successful and successful teams are higher than those of less successful teams. Again, when the results of qualitative data are examined, the percentage of Intermediate Successful and successful teams is higher than that of less successful teams. According to these results, quantitative and qualitative data are observed to be supporting each other.

#### **4. Discussion and Conclusion**

##### **4.1. Findings of the Quantitative Data Analysis**

The purpose of this research is to examine the impact of organizational culture and organizational identification on team success. As a result of the research, it is seen that organizational identification has no statistical effect on team success according to the findings obtained (Table 2). According to this result, it is thought that identification has no effect on team success due to the fact that the participants are at professional level. The results of similar researches are consistent with this result (Turunç and Çelik 2010; De Coninck 2011; Şantaş, et al., 2016; Başaran, 2017). However, despite this result, in view of the team averages, it is seen that the identification scores of the teams that are moderately successful are higher than the teams that are successful and less successful. When the importance of team play and success in sports are examined, it can be inferred that the contribution of the concept of identification is important (Deniz, 2018). Tüzün and Cağlar (2008) state that identification can also be associated with the competition between groups, that each group has different norms and values, and that the scenario of “us and them” is emphasized with the boundaries drawn. Thus, it is considered important for the success of individuals and organizations to discover each other mutually and to be aware of the importance of the organizations, the individuals and the elements that make it an organization (Sökmen, 2019). As it will be discussed below, it is thought that the high perceptions of clan culture of moderate successful participants with a high propensity for organizational identification will also shed light on their level of identification. The greater importance of traditions, rules and customs in organizations in the typology of clan culture and the dominance of the role of the guides (parents), which are typical of Turkish culture, can be associated with the identification levels of moderately successful participants.

Upon analyzing the findings related to organizational culture, it is seen that clan culture typology has no statistical effect on team success (Table 1). However, when the average of the data obtained from the participants is analyzed; participants in moderately successful teams have a higher perception of clan culture. An organization with clan culture operates under the leadership of a leader who acts as the guide. It is thought that the main factors that bind individuals together in these organizations are notions such as loyalty and tradition. It is stated that individuals with strong ties to the organization make a high level of effort in achieving the goals set by the organization, and their membership is long-lasting by developing positive relations. It is another feature that individuals are determined to prefer organizations where their interests are valued and the family atmosphere prevails. The similarity of the Turkish culture we have with the clan culture stands out as the main feature of this type of culture (Bayram, 2005; Murat and Açgöz, 2007; Şengül, 2009). It is thought that similar results will be considered in all teams in terms of clan cultural typology due to the expected parent model of the leaders and the importance of values.

When the statistics of adhocracy cultural typology are examined, it can be seen that it has an effect on team success (Table 1). The average adhocracy variable score (4,007) of participants whose team was ‘successful’ was found to be statistically different from the average score of the adhocracy variable (3,703) of participants whose team was ‘less successful’ ( $p < .05$ ). The average adhocracy variable score (4,000) of participants whose team success was ‘moderately successful’ was found to be statistically different from the average score of the adhocracy variable (3,703) of the participants whose team success was ‘less successful’. Organizations, representing the Adhocracy culture type, support creativity and entrepreneurship. Leaders of such organizations are expected to be entrepreneurial and innovative with visionary qualities. The element that ensures that such organizations do not disintegrate is the commitment to innovation. In additions to the management, employees of such organizations are also open to innovation and development. In such organizations, the goal is always to be unique by producing the best service and product. That includes the definition of success (Cameron and

Quinn, Trans. 2017). In relation to this, it can be said that the perceptions of adhocracy culture are high due to the high dynamism of the teams considered to be highly successful and the need to be open to innovation. As it will be discussed below, it can be said that the cultures of Adhocracy and Market are important in the developing world order and at the private sector level, and that support from the Market culture is needed in order for innovative movements to take place within the adhocracy culture (Koçoğlu, 2018).

When the statistics of Market culture typology are examined, the impact this typology has on team success can be seen (Table 1). Team success was found to be statistically different from the market variable score average (4,113) of participants who were belonged to 'successful' teams and the average score of the market variable (3,784) of participants whose team success was 'less successful' ( $p<.05$ ). The average market variable score of participants whose team was 'moderately successful' (4,111) was found to be statistically different from the market score average (3,784) of participants whose team was 'less successful' ( $p<.05$ ).

In organizations with a Market culture that acts with the logic of competitive philosophy, leaders expect their employees to be productive and responsibly fulfill their duties. It is thought that the aim of achieving the goals is to keep the members of the organization together and forms the focal point of the organization. Success represents the share and impact to be gained from the market for the organization. Competition is important for market leadership (Cameron and Quinn, Trans. 2017).

When Market culture is associated with sports teams, it can be seen that the teams with this type of culture strive in order not to fall behind their competitors, by setting their goals and trying to keep their squad structures and current conditions at the highest possible level. This process involves fierce competition. Therefore, it can be said that this culture will benefit from a competitive point of view.

Similarly, when the studies carried out in the field article were examined, it was revealed that the culture of the organization has a positive relationship with employee performance as well as an effect on determining the commitment the individuals have for the organization and the satisfaction they feel. Having a culture that motivates and encourages individuals is likely to help achieve high performance through different factors such as teamwork, commitment, ability and motivation. In an organization dominated by market culture, the emergence of phenomena such as success, achieving goals, competition and winning have been observed. Similarly, a study of teams in the field of sports concluded that the market and hierarchy culture in sports was effective, but it was stated that it would be productive for teams to have a balanced effectiveness of each typology. It can be accepted that these organizations are part of the private sector because sports teams and private sports organizations are mostly supported by investors and sponsors. Another study concluded that private sector employees tended to have a greater market culture, and that dynamism and high performance in the private sector environment provided success, promotion and wage changes (Ojo, 2008; Choi et al., 2010; Erdem, Adigüzel and Kaya, 2010; Keijzers, 2012; Eryılmaz, 2019).

It is seen that the typology of hierarchy culture has a statistical effect on team success (Table 1). The hierarchy variable score average (4,013) of participants whose team success was 'moderately successful' was found to be statistically different from the average score of the hierarchy variable (3,746) of participants whose team success was 'less successful' ( $p<.05$ ).

Hierarchy culture is the type of culture in which rules guide individuals. Leaders adopt the understanding of governance and co-ordination. It is thought that an effective management approach is important for ensuring stability. Official rules and policies are important for the organisation to stay together (Cameron and Quinn, Trans. 2017).

Although the culture of hierarchy is generally seen in public institutions, it is also seen in private institutions (Özdevecioglu and Akin, 2013). When the teams that are moderately successful are examined, it can be noticed that there are communities in this league who recognize the characteristics of this league and the points where management changes are important. It is thought that these characteristics play an important role in the high tendency of hierarchy culture and demonstrate the overlap with the concept of hierarchy culture.

#### **4.2. Results of the Qualitative Data Analysis**

In the analysis of the qualitative data, the participants were grouped as successful, mid-level successful and underachiever teams. The positive and negative arithmetic means of the responses received from the participants in these groups were calculated and presented as percentage scores. Besides, the themes emerging from the positive and negative opinions of the participants were demonstrated.

According to the results of the qualitative analysis, the teams with the highest proportion of positive opinions are 'successful' teams (88.89%). In view of the teams with the highest negative opinions, it is observed that the 'less successful' teams have a relatively high percentage (37.8%) of negative opinions. Positive themes related to identification are '**time and process**', '**club environment**', '**common goals and success**', '**senses of commitment and belonging**', with negative themes being, '**lack of competitive environment**', '**lack of time and process**' and '**lack of trust**. When these themes are examined, the relationship of time/process, belonging and environment with the concept of identification is important in terms of recognizing the organization, recognizing opportunities, gaining trust and experience. It is thought that the longevity of the working life of the individual will provide a high level of identification (Tüzün and Çağlar, 2008; Sezgin-Nartgün and Demirer, 2016). In terms of objectives, success and competitive environment themes, individuals can act by taking the prestige of the organization into account in the external environment as their personal prestige, and they can consider the objectives of the organization as their own goals and consider the success to be achieved as their own achievements (Tüzün and Çağlar, 2008; Çirakoğlu, 2010). It is thought that the organization can be both healthy and successful in an environment where individuals are fully adapted and are driven to targets. Therefore, it can be said that members may have a greater degree of identification, which can help with the elimination of negative themes which may arise, thus providing many advantages to organizations and teams.

When positive opinions in the culture of the organization are examined; it is concluded that teams with moderate success (92.8%) and successful teams (87.3%) have more positive opinions when compared with the 'less successful' teams. The main themes seen as "**symbols/icons**", "**norms**" and "**leader/heroes**" are themes that have an impact on successful teams. As examples of cultural factors: crests, anthems, footballers, managers are seen in teams that have a 'fan culture'. Another similar qualitative study was examined, resulted in stating that symbols and heroes are important, and it was explained that the people and stories in the backgrounds of organizations are important and that the culture of the organization is related to these experiences (Aslan, Özer and Bakır; 2009).

When negative statements are evaluated, it is concluded that participants from the 'less successful' teams (19.2%) have a higher percentage of negative opinions, and when these negative factors are evaluated, the themes "**lack of time**" and "**lack of value**" are found to have a negative effect on the teams. It is thought that a certain period of time must pass, in order for individuals to get used to the culture that the organization has. A study on organizational culture, found out that the highest consensus of the participants in relation to the organizational culture is related to values, which are love, respect, trust, solidarity and development (Ersoy, 2016). In order for a certain type of culture to exist, it is necessary to establish the necessary system of time and values. While the stories, heroes and values of the organization that come with its culture are accurately transferred to the new members, it is usual to have a healthy process concerning the continuity of the culture of the organization.

#### **5. Results and Recommendations**

According to the quantitative analysis results of the research, the concept of organizational identification has no statistical effect on team success. In terms of organizational culture sub-dimensions, it is seen that market, hierarchy and adhocracy culture types have an impact on team success outside of clan culture.

With regard to the results of the qualitative analysis, it was concluded that the perceptions of identification and organizational culture with the teams of the participants in the lower teams of the league were on a lesser degree compared to those of the participants belonging to 'successful' and 'moderately successful' teams, which are respectively in the upper and middle ranks of the league.

As a result, the quantitative and qualitative data used in the study supported each other. Compared to the opinions of the participants regarding organizational identification and organizational culture, it can be seen that the research is in parallel with the quantitative results.

In accordance with the participatory opinions obtained as a result of the research on the football clubs, it is observed that ensuring a good organizational climate, creating a competitive environment, and being together for longer periods of time all contribute to the amount organizational identification. In this context, it can be said that club managements should go to a positive structuring based on mutual trust. In different sports branches, researches can be conducted utilizing the concepts of Organizational Identification and Organizational Culture and different results regarding the perceptions of identification and culture can be reached. Further different studies can also be carried out by adding the income level variable among the variables that can affect organizational identification and organizational culture.

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