

## The Effect of Transformational Leadership on Organizational Culture

Dönüştürücü Liderliğin Örgüt Kültürü Üzerine Etkisi

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### ABSTRACT

In this study, it is aimed to examine the effect of transformative leadership on organizational culture. For this purpose, an application was carried out in health institutions. In research, Avolio & Bass (2004) and Podsakoff et al. (1996) developed leadership scale and the organizational culture scale developed by Denison (1990) and adapted into Turkish by Yahyagil (2004) were used. The research was carried out on 451 participants. Participants consist of physicians, nurses, midwives and other health professionals. Participants were asked to evaluate the transformative leadership characteristics of their managers and to express their views on the culture of the health institution they work for. At the end of the research, it was found that transformational leadership has a significant effect on organizational culture. In other words, it has been determined that transformative leadership is a strong predictor of organizational culture.

**Keywords:** Transformational leadership, organizational culture, health institute, manager

### ÖZ

Bu araştırmada dönüştürücü liderliğin örgüt kültürü üzerine etkisini incelemek amaçlanmıştır. Bu amaç doğrultusunda, sağlık kurumlarında bir uygulama gerçekleştirilmiştir. Araştırmada, Avolio & Bass (2004) ve Podsakoff & ark. (1996)'nın geliştirdiği liderlik ölçeği ve Denison (1990) tarafından geliştirilen ve Yahyagil (2004) tarafından Türkçe'ye uyarlanan örgüt kültürü ölçeğinden oluşan anket kullanılmıştır. Araştırma 451 katılımcı üzerinde gerçekleştirilmiştir. Katılımcılar hekim, hemşire, ebe ve diğer sağlık çalışanlarından oluşmaktadır. Katılımcılardan bağlı oldukları yöneticilerin dönüştürücü liderlik özelliklerini değerlendirmeleri ve görev yaptıkları sağlık kurumunun kültürü hakkındaki görüşlerini belirtmeleri istenmiştir. Araştırma sonunda, dönüştürücü liderliğin örgüt kültürü üzerinde anlamlı etkisi olduğu bulunmuştur. Diğer bir deyişle, dönüştürücü liderliğin örgüt kültürünün güçlü bir yordayıcısı olduğu tespit edilmiştir.

**Anahtar Kelimeler:** Dönüştürücü liderlik, örgüt kültürü, sağlık kurumları, yönetici

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## INTRODUCTION

Today's accepted new understanding argues that managers should also have leadership characteristics. In other words, the view that managers should be "leader type managers" is common today. Managers can no longer be effective just by using their authority. However, in order to be effective, they need to have leadership characteristics such as expert knowledge, charisma and effective communication with people.<sup>1</sup> Therefore, effective management of health institutions seems possible only with "leader type managers"

Transformational leadership is known as the most accepted and effective among other leadership theories. Transformational leaders change and transform their followers. They impress their followers in such a way that they outperform their expectations. In other words, followers are so motivated that they use their capacity to the maximum.<sup>2</sup>

Transformational leaders are also effective in establishing a strong and harmonious organizational culture. If the culture is internalized and reflected in the behaviors by almost all the members of the organization, it is known as strong, on the contrary, the culture is known as weak. However, being strong alone is not enough for the success of the Organization. Cultures that are both strong and harmonious can be successful. Strong cultures that are not harmonious can hinder the success of the organization as time progresses. If strong cultures are institutionalized over time and not aligned with the changing environment, they can harm the organization. Therefore, ideal cultures are cultures that are both strong and harmonious.<sup>3</sup> In this context, transformational leaders play the most effective role in the creation of the ideal culture in their organizations and therefore in the success of the organization.

Health institutions are very difficult to manage due to their complex organizational structure. For this reason, health managers can only be effective as "leader type managers". Research shows that

transformational leadership is the most effective leadership style. "Transformational leader type health managers" can create an ideal culture in their institutions. Research by Casida (2007) and Kathrins (2007) supports this argument.<sup>4,5</sup> These two different researchers, as a result of their examinations at the doctoral level in hospitals operating in the USA, found that "transformational leader type health managers" can create the ideal culture.

As a result of our literature review, we could not find any study conducted in our country related to our research topic. Therefore, we decided to conduct a similar study in our country, which has a different culture from other countries.

In our research, we aimed to examine the effect of transformative leadership on organizational culture in health organizations. For this purpose, in the first part, theoretical information about transformative leadership, organizational culture, "leadership and organizational culture relationship" is given. The second part includes the information obtained as a result of the application made in health institutions. Within the scope of the research, an application was carried out in health institutions within the limited province of Gümüşhane. In the study, in which quantitative method was used, a questionnaire consisting of transformative leadership and organizational culture scales was applied to managers and non-managerial employees working in health institutions. Within the framework of the findings obtained at the end of the research, it was revealed that transformative leadership has a significant and positive effect on organizational culture.

### Transformational Leadership

The transformational leadership theory developed by Bass (1985) is known as the most comprehensive leadership theory that tries to define leadership in a new and different way.<sup>6</sup>

Transformational leadership theory has gained popularity since the late 1980s. It has been presented as an effective leadership style by many theorists, along with Bass (1985, 1996).<sup>7</sup> On the other hand, Özkan (2016) found in a study that transformative leadership is the most researched type of leadership among the studies on leadership in Turkey.<sup>8</sup>

Transformational leaders transform their followers. They transform their followers from being insensitive, impersonal individuals without personal opinions to individuals with original ideas, sensitive, and dedicated to realizing the vision.<sup>9</sup>

Transformational leaders communicate with their followers at a high level. They communicate with their followers in four different ways. The transformative leader primarily influences his followers with his charismatic aspect. They inspire their followers with their behavior. They encourage their followers to question and generate new ideas. Finally, they lead by dealing with them one by one.<sup>10</sup>

Bass and Avolio (1994) mentioned four different characteristics of transformational leaders. Idealized influence (charisma), inspirational motivation, intellectual stimulation and individual attention.<sup>11</sup> The transformational leader can realize radical transformations with these four different characteristics.

### **Organization culture**

Although many definitions of organizational culture are made by the authorities, the common point that stands out in the definitions is as follows; Organizational culture is defined as the beliefs, values, assumptions, and behavior patterns shared by its members.<sup>12</sup> In the majority of definitions, in other words, organizational culture; It is defined as "common norms and values that guide the behavior of organizational members".<sup>13</sup>

To date, many researches and theories have been developed on organizational culture. These theories have helped us understand organizational culture from

different perspectives.<sup>14</sup> Denison's theory of organizational culture is also widely accepted and is considered among the most popular theories.

Denison conducted a study on 43747 people in 1984. As a result of his research, he found that the performance of organizations that encourage employee participation and provide them with a well-organized work environment is higher than other organizations that do not.<sup>15</sup>

In 1995, Denison & Mishra (1995) conducted a different study, both qualitative and quantitative, examining the relationship between organizational culture and organizational performance. In the qualitative research, five different companies were examined. Interviews were held with the managers of the companies, their former and new employees, journalists and consultants of the companies. While conducting the research, the top managers of 764 different companies from 5 different sectors participated in the survey in quantitative research. As a result of the research, the cultural characteristics that affect the company performance positively were determined and a model was developed that includes these cultural characteristics.<sup>16</sup>

Denison suggested that these four different cultural characteristics should be included in his model for the performance of the organization to improve. In summary, Denison argued that well-performing organizations should have cultures that are compatible with their environment, consistent, predictable, encouraging employee participation.<sup>17</sup>

### **Relationship between Leadership and Organizational Culture**

Although there are many theoretical studies on the relationship between leadership and organizational culture, field studies are few. Therefore, more field studies are needed for a deeper understanding of the subject.<sup>18</sup>

In the literature, it is generally accepted that there is a relationship between leadership and organizational culture. However,

research has been done on the direction of the relationship and it has been concluded that the relationship is bidirectional.<sup>19</sup> In other words, both the leader affects the organizational culture and the organizational culture affects the leader.<sup>20</sup>

The leader shapes the organizational culture with his ideas and values. If the organization is successful, institutionalization occurs and an organizational culture is formed that reflects the ideas and values of the leader.<sup>3</sup>

The most comprehensive and most accepted study on the relationship between leadership and organizational culture in the academic literature was done by Edgar Schein. According to Schein (2004), the

leader influences organizational culture in three different ways. According to him, the leader firstly takes a role in the creation of the culture, in the second stage, the establishment of the culture in the organization, and finally, in the change of the culture when necessary.<sup>21</sup>

In our study, we aimed to investigate the effect of transformative leadership on organizational culture in health institutions. For this purpose, a field study was carried out in health institutions operating in Gümüşhane. As a result of the research, it was determined that there is a positive effect of transformational leadership on organizational culture.

## MATERIAL AND METHOD

### Population and Sample

Health personnel working in Gümüşhane constitute the population. Physicians and other health personnel in the status of civil servants are included in the population, health personnel in the status of workers were not included in the study. The entire population consists of 1047 health personnel.

The sample includes 451 participants. The convenience sampling method was used when selecting the sample. Participants were selected from civil servant physicians and other health personnel. Workers were not included in the study.

In cases where the number of individuals in the population is known, a sufficient sample size to represent the population can be found using the formula below.<sup>22</sup>

$$n=(Nt^2 pq)/(d^2 (N-1)+ t^2pq)$$

N: Population size

n: Sample size

p: Probability of occurrence of the event of interest

q: 1-p (or the probability that the event of interest will not be seen)

d: Accepted  $\pm$  sampling error rate

$t_{(\alpha, sd)}$ :  $\alpha$  at the level of significance, the critical value of the t-table according to the degrees of freedom.

The sample of the study with population size N:1047 n:?

In cases where the universe is assumed to be completely heterogeneous, the frequency of occurrence of the event of interest is taken as  $p=0.50$  and since the  $p+q=1$  equality will never be broken, it is included in the formula as  $q=0.5$  from the  $q=1-p$  equation. The value of  $t=1.96$  in the formula is taken from the t table for  $\alpha=0.05$  at 95% confidence interval.

$$p= 0.50 \quad q= 0.50 \quad t= 1.96 \quad d= 0.05 \quad n= ?$$

$$n=(Nt^2 pq)/(d^2 (N-1)+ t^2pq)$$

$$n= (1047 \times (1.96)^2 \times 0.50 \times 0.50)/( (0.05)^2 \times (1047-1) + (1.96)^2 \times 0.50 \times 0.50)$$

$$n=281$$

The first of the factors affecting the sample size is sampling error (d). Adequate sample size will increase as the sample error rate decreases. The second influencing factor is that the sufficient sample size decreases when the individuals in the population show similarity (homogeneity) to each other in terms of the characteristics that are the subject of the research. If it is heterogeneous, it increases. The third and final factor is the  $\alpha$

significance level.  $\alpha=0.01$  and  $\alpha=0.05$  values are commonly used in scientific studies. In social sciences, it is generally accepted that the significance level of  $\alpha=0.05$  is sufficient.

The number of samples that could be sufficient for the study was found to be 281. As a result, the sample of the study consisting of 451 participants represents the population.

### Data Collection Method

Quantitative method was used and a questionnaire was applied to the participants.

Transformational leadership and organizational culture scale were used in the research. A new leadership scale has been developed. While developing the leadership scale, Avolio & Bass (2004) and Podsakoff et al. (1996) developed leadership scales

were used.<sup>23</sup> Avolio & Bass (2004)'s Leadership scale was quoted from Casida (2007)'s doctoral thesis.<sup>24</sup> Afterwards, the researcher adapted the scale into Turkish.

The organizational culture scale used in our research is a scale developed by Denison (1990) and adapted into Turkish by Yahyagil (2004).<sup>25,26</sup> Organizational culture scale was quoted from Tüfekçi's (2012) doctoral thesis.<sup>27</sup>

### Ethical Aspect of Research

Ethics committee approval was obtained for this research from Gazi University Ethics Committee with the decision dated 18.09.2018 and numbered 77082166-302.08.01. However, permission was obtained from the Gümüşhane Provincial Health Directorate to conduct the research.

## FINDINGS AND DISCUSSION

The demographic information of the participants was also included in the survey. Participants were asked to answer questions about age, gender, educational status, position in the institution, working time in the institution and working time with their manager. The demographic information of the participants is shown in Table 1.

The majority of the participants in our study are women. While the number of women is 283, the number of men is 167. The overwhelming majority of the participants are employees under the age of 40. Among the age groups, the group between the ages of 26-33 has the highest number. In addition, we see that there are quite a lot of participants who are university graduates.

**Table 1. Demographic information**

Gender	Frequency	%
Male	167	37
Female	283	63
not specified	1	0
Total	451	100
Age range	Frequency	%
18-25	123	27
26-33	154	34

**Table 1 (Continued)**

34-41	102	23
42-49	45	10
50 years and older	20	4
not specified	7	2
Total	451	100
Educational Status	Frequency	%
High school	60	13
University	332	74
Master's degree and doctorate	48	11
not specified	11	2
Total	451	100
Title	Frequency	%
Physician	83	18
Other Health Personnel	368	82
Total	451	100
Position	Frequency	%
Manager	33	7
non-manager employee	412	91
not specified	6	2
Total	451	100
Working time in the institution	Frequency	%
less than 1 year	122	27
1-3 years	147	33
4-6 years	57	13
7-9 years	43	10
10 year ve over	80	17
not specified	2	0
Total	451	100

**Table 1 (Continued)**

Working time with the manager	Frequency	%
Less than 1 year	233	52
1-3 years	147	33
4-6 years	57	13
7-9 years	43	10
10 year ve over	80	17
not specified	2	0
Total	451	100

### Reliability

The Cronbach's Alpha value, which indicates the reliability level of the Transformative Leadership Scale (TLS), was found to be 0.979. If the Cronbach alpha value is in the range of  $0.80 < \alpha < 1.00$ , the scale is accepted as a highly reliable scale.<sup>28</sup> This alpha value shows that the TLS has a very high reliability. In addition, when we examined the values showing whether each item was correlated with the total correlation score, it was found that the value of each item was above 0.30. If an item (question) has a value of 0.30 or less, it is assumed that that item measures something different from what it is intended to measure.<sup>28</sup> This shows us that each item measures the transformative leadership feature.

The Cronbach's Alpha value, which indicates the reliability level of the Denison Organizational Culture Scale (DOCS), was found to be 0.966. This alpha value shows that the DOCS has a very high reliability. In addition, when we examined the values showing whether each item was correlated with the total correlation score, it was found that the value of each item was above 0.30. This shows us that each item measures organizational culture.

### Validity

In order to test the validity of our research, both explanatory and confirmatory factor analysis were performed. After the factor analysis, the 6th, 8th, 23rd, 24th and 25th questions were removed from the leadership scale and the dimensions of intellectual stimulation and being a suitable model were combined. After factor analysis, 4th, 12th, 18th, 23rd, 24th, 25th, 26th, 30th and 34th questions were removed from the

organizational culture scale, and skill development and core values sub-dimensions were combined.

If the KMO value is between 0.90 and 1.00, it is accepted as perfect, and the p value found as a result of the Barlett test is below 0.05, indicating that there is a relationship between the items of the scale.<sup>29</sup> The KMO value for the leadership scale was 0.971 and the Bartlett test result was found as  $\chi^2=11600,532$  ( $p=0.000$ ) ( $p \leq 0.05$ ). These values show that the research data are suitable for factor analysis.

As a result of the analysis, a 5-factor structure emerged. It was determined that the transformational leadership scale (TLS) consisting of five (5) factors explained 74,254% of the total variance. It is accepted that the total variance explained in social sciences is between 40% and 60%. The high rate of total explained variance indicates that the factor structure of the scale is strong.<sup>28</sup> Accordingly, it can be said that the factor structure of the TLS is strong.

The confirmatory factor analysis results of both of our scales were evaluated within the framework of the compliance values specified in two different sources.<sup>30,31</sup>

As a result of the transformative leadership scale confirmatory factor analysis, the compliance values were;  $CMIN/DF=2.32 \leq 3$ ,  $GFI=0.902 \geq 0.90$ ,  $AGFI=0.877 \geq 0.85$ ,  $CFI=0.970 \geq 0.95$ ,  $NFI=0.948 \geq 0.90$ ,  $TLI=0.964 \geq 0.95$ ,  $RFI=0.939 \geq 0.90$ ,  $IFI=0.970 \geq 0.95$ ,  $RMSEA=0.054 \leq 0.08$ , and  $RMR=0.032 \leq 0.05$  were found. According to these findings, it was determined that the TLS model was constructed correctly.

For the organizational culture scale, the KMO value was 0.965 and the Bartlett test result was found as  $\chi^2=8322.261$  ( $p=0.000$ ) ( $p \leq 0.05$ ). Accordingly, it was determined that the research data were suitable for factor analysis. As a result of the analysis, a 5-factor structure emerged. It was determined that the Denison Organizational Culture Scale (DOCS), which consists of five (5) factors, explained 61,643% of the total

variance. Accordingly, it can be said that the factor structure of DOCS is strong.

**Table 2. Conformity Values of the Transformational Leadership Scale**

Compliance Dimensions	Compliance Values
<i>CMIN/df</i>	2,230
GFI	0,901
AGFI	0,880
CFI	0,957
NFI	0,925
TLI	0,952
RFI	0,916
IFI	0,957
RMSEA	0,052
RMR	0,032

As a result of the Denison organizational culture scale (DOCS) confirmatory factor analysis, the compliance values were;  $CMIN/DF=2.230 \leq 3$ ,  $GFI=0.901 \geq 0.90$ ,  $AGFI=0.880 \geq 0.85$ ,  $CFI=0.957 \geq 0.95$ ,  $NFI=0.925 \geq 0.90$ ,  $TLI=0.952 \geq 0.95$ ,  $RFI=0.916 \geq 0.90$ ,  $IFI=0.957 \geq 0.95$ ,  $RMSEA=0.052 \leq 0.08$ , and  $RMR=0.032 \leq 0.05$  were found. According to these findings, it was determined that the DOCS model was constructed correctly.

### Normality Test

In order to decide which tests (parametric or non-parametric tests) to use to test the research hypotheses, it is necessary to perform the normality test first. If the skewness and kurtosis values are between +1 and -1, it can be said that the data show a normal distribution.<sup>32-36</sup> Skewness ( $-1 < -0.466 < 1$ ) and kurtosis ( $-1 < -0.077 < 1$ ) for the leadership scale, skewness ( $-1 < 0.40 < 1$ ) and kurtosis ( $-1 < 0.097 < 1$ ) for the culture scale were found. Accordingly, since the skewness and kurtosis values for both scales are between +1 and -1, it can be said that the data show a normal distribution. Therefore, it was decided to perform parametric analysis to test the research hypothesis.

### Testing the Research Hypothesis

Simple linear regression analysis was performed to test the hypothesis that

“transformational leadership has a significant impact on organizational culture”. Regression is a method used to express the mathematical relationship between two or more variables with equations.<sup>28</sup> The coefficient of determination ( $R^2$ ) obtained in the simple linear regression analysis shows how much the independent variable can explain the change in the dependent variable.<sup>31</sup>

The regression equation is expressed by the mathematical relation  $Y = a + b X$ . The term “Y” in the equation denotes the dependent variable and the term “X” denotes the independent variable. In addition, the term “a” denotes the value of the dependent variable (Y) when the independent variable (X) is zero, and the term “b” denotes the amount of change in the dependent variable (Y) caused by a one-unit change in the independent variable (X).<sup>32</sup>

**Table 3. Regression analysis findings showing the effect of transformational leadership on organizational culture**

	value “a”	value “b”	value t	meaningfulness
<b>Transformational Leadership and Organizational Culture</b>	1,21	0,56	11,14	0,000
Value F	329,7			
R	0,651			
$R^2$	0,423			
meaningfulness	0,000			

As a result of the regression analysis conducted to test the research hypothesis, it was found that transformational leadership had a significant effect on organizational culture ( $R^2=0.423$   $F=329.728$ ;  $p=0.000 < 0.05$ ). According to these findings, transformational leadership explains 42% of the change in organizational culture. Other factors explain the remaining 58% of the change in organizational culture. In addition, according to the results of the regression analysis, the regression equation explaining the change in organizational culture is as follows:

Organizational Culture = (0.564 x Transformational Leadership) + 1.219

According to this equation, when there is no change in the perception of transformational leadership, that is, when we accept the value of transformational leadership as zero, there is a change of 1,219 in the perception of organizational culture. This result shows that other factors are also effective on organizational culture. In

addition, according to the equation, a one-unit increase in the perception of transformational leadership leads to an increase of 0.564 units in the perception of organizational culture.

As a result, our research hypothesis was accepted. The regression analysis findings showing the effect of transformational leadership on organizational culture are summarized in Table 3.

## CONCLUSION AND RECOMMENDATIONS

In this research, it is aimed to examine the effect of transformative leadership on organizational culture. At the end of the research, it was determined that transformational leadership had a significant effect on organizational culture in general ( $R^2=0.423$ ,  $p=0.000<0.05$ ). Accordingly, transformational leadership explains 42% of the change in organizational culture. This result shows that transformational leadership is a strong predictor of organizational culture. Studies conducted abroad on the subject (Lock (2001), Kathrins (2007), Mahalinga & Damador (2011) and Ravangard et al. (2016)) support this finding.<sup>38,5,39,40</sup>

Lock (2001) conducted his doctoral thesis on 149 executive and non-managerial employees working in a pharmaceutical company operating in the United States. In his study, he used the leadership scale of Kouzes and Posner (1988) and the organizational culture scale of Cooke and Lafferly (1994). At the end of his research, he determined that transformational leadership is a predictor of organizational culture. In other words, he reached the conclusion that we can predict organizational culture in the light of transformative leadership data. Kathrins (2007), on the other hand, carried out his doctoral thesis on 107 employees working in eight (8) different hospitals operating in the USA. In his study, he used Bass & Avolio's (2000) multi-factor leadership scale and Bass & Avolio (1994)'s organizational culture scale. At the end of his research, he found that transformative leadership creates a transformative culture in the organization.

Mahalinga & Damador (2011) conducted their studies on 312 employees working in non-governmental organizations operating in different regions of India. In their research, they used Bass & Avolio (1995)'s multi-factor leadership scale and Sashkin's (1995) organizational culture scale. At the end of their research, they found that transformational leadership has a positive effect on organizational culture. Ravangard et al. (2016) conducted their research on 300 employees working in twelve (12) teaching hospitals affiliated to Iran Shiraz University. 117 of the participants were working in management, 101 in finance and 82 in service units. In their research, they used the leadership scale of Rafferty and Griffin (2004) and the organizational culture scale developed by Quinn and Spreitzer (1991). At the end of their research, they found that transformational leadership has a positive effect on organizational culture. Ravangard et al. (2016) interpret these findings as follows; Transformational leaders foster feelings of commitment, respect, and appreciation among employees. In addition, transformative leaders create a common purpose and mission awareness in the organization by harmonizing the beliefs and values of the employees with the beliefs and values of the organization. Thus, by making radical changes in the attitudes and perceptions of the employees and the organizational culture, they ensure that the employees contribute to the success of the organization at the maximum level.

Looking at the descriptive statistics of the research, health professionals working in



health institutions stated that their managers had moderate transformative leadership characteristics. In addition, health professionals stated that the health institution they work in has a medium level of corporate culture. This result indicates that both transformative leadership characteristics and corporate culture should be improved. The leadership characteristics of health administrators are at a level that can be improved with education. Due to the positive effect of leadership on organizational culture, improvement in corporate culture can be achieved by improving the transformative leadership characteristics of health managers through education.

As a result, according to the results of the research, it is clear that transformational leadership has a positive effect on organizational culture. In other words, health managers with transformative leadership characteristics are one of the most important factors in creating an ideal corporate culture. Therefore, as important as the existence of an ideal corporate culture is for health institutions, the existence of managers with transformative leaders is at least as important. In this context, since our research was conducted within the borders of Gümüşhane, the following suggestions can be made for the success of health institutions:

- Transformative leader type managers should be employed in health institutions in Gümüşhane. When the theory of traits, which argues that leadership is innate, and modern theories, which argue that leadership is a skill that can be learned, not innate, come together at a common point, the following proposition can be developed; Leadership is innate but needs to be developed later through training. Therefore, managers with leadership skills

should take part in health institutions in Gümüşhane, but this should not be contented with, and these skills should be developed through training.

- Block (2002) argues that the establishment of a healthy and strong culture in the organization will only be possible with the adoption and implementation of transformative leadership by managers at all levels (top, middle and lower).<sup>37</sup> He attributed this to the fact that the closest managers play a primary role in transferring the culture to the lowest level employees in the organization. For this reason, managers with transformative leadership characteristics should be assigned at all management levels in health institutions in Gümüşhane.

- Education on leadership theories and organizational culture should also be included in the programs of institutions that train health managers in Gümüşhane, providing undergraduate and graduate education. Persons who have received this training in health institutions should take part in all management level.

The following suggestions can be made for future studies on transformative leadership and organizational culture:

- The scope can be further expanded by conducting research on a larger participant audience, at home or abroad.

- Public and private health institutions can be included in the research. Thus, it is possible to compare the public with the private.

- In order to obtain more reliable data, quantitative and qualitative research methods can be used together.

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