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## An Analysis of Orthopedists and Physiatrists' Perceptions of Organizational Culture, Organizational Commitment and Leadership In Terms of Some Variables

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### ABSTRACT

**Background:** To establish an efficient organizational culture and leadership is of main importance for a high quality service in the hospitals. Organizational culture, organizational commitment, decision making process, and the mission and vision of the corporation, and the efficient leadership behaviors are among the topics that have been emphasized recently. It is worth analyzing the perceptions of Orthopedists and Physiatrists about organizational culture, organizational commitment and leadership in order to maintain service quality, organizational culture and performance and to take necessary precautions. **Objective:** The purpose of the study is to examine the Orthopedists and Physiatrists' perceptions of organizational culture, organizational commitment and decision making process and leadership definitions in terms of some variables. In this respect, a questionnaire has been prepared for 860 participants. Data obtained from the participants have been analyzed with PASW Statistics 18 package programme. Cronbach's Alpha coefficient was 0.962 at the end of the reliability analysis. Data obtained from the study have been analyzed with descriptive statistics, reliability analysis, chi square, ANOVA, Duncan, Man-Whitney-U, Kruskal Wallis, Wilcoxon, Kolmogorov-Smirnov-Z tests. **Results:** it has been observed that, the position in the corporation and educational factors differentiate in the items concerning the organizational culture, and the leadership definitions differ according to gender, age, marital status, and education. **Conclusion:** At the end of the study, There is a difference between hospital commitment and age, the vision and the mission of the corporation, and gender and education. Further to this, perceptions of the leadership differ according to gender.

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## INTRODUCTION

The word "örgüt" is the Turkish meaning of French word "organizasyon" (Genç, 2004, 33). Organization is the arrangement of relations between people and objects in order to organize and complete the things to be done in a systematic and planned way (Dolu, 2011, 3). The concept of organizational culture is also expressed as company culture, corporate culture, or firm culture in literature (Nişancı, 2012, 1283). As in every organization, organizational culture is also important for hospitals providing health services. Providing healthcare services of high quality is the most important task of hospitals. Regarding this matter, the attitudes and behaviors of hospital staff are of importance. An organizational culture combining the attitudes and behaviors of hospital staff in order to provide a health service of better quality makes great contribution to managers of hospitals (Demir, 2005, 60).

In terms of management, hospital management is highly complicated and difficult. Understanding the importance of organizational culture in hospitals and establishing a strong organizational culture are of capital importance in terms of the efficiency and productivity of management. In this sense, the behaviors and cultures of the individuals inside and around the organization should be recognized particularly by managers (Eskiyörük, 2010, 6). Managers of corporations should also be an effective leader.

The importance of leadership in today's business life has increased. The most important factor for the staff of corporation to work together efficiently is that leaders minimize the status obstacle between seniors-subordinates. A leader should be perceived as someone who manages decision-taking process correctly, can

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work with senior management and can direct her/his staff when needed. The staff commitment towards the cultural values and norms of the organization increases due to the leadership styles presented by managers in organizations. The leaders placing an emphasis on cultural values and norms of the organization will be able to maintain the increase in efficiency and productivity in organizations. The sensitivity of leaders towards the needs of their staff is closely related to the organizational commitment (Karahan, 2008, 146).

Organizational culture, organizational commitment and leadership is one of the subjects interacting with each other and frequently emphasized by businesses recently. In this sense, the main purpose of the study is to examine the perceptions of consultants who work in hospitals being one of the most important service businesses for individuals and community regarding organizational culture, organizational commitment and leadership concepts in terms of some variables. The quality of service in a business where a powerful leader is in charge, a strong organizational culture exists and a staff with high level of organizational commitment works may be expected to be high.

#### ***Organizational culture and organizational commitment:***

Different definitions were made about organizational culture. According to John Van Maanen, organizational culture is “the information shared by the individuals constituting the organization, information exchange between them, and routine-nonroutine activities within the organization” (Erkuş, 1999, 94).

Özkalp and Kirel (2004) defined the organizational culture as patterns composed of the values and beliefs shared within the organization, and directing the organization well in solution of the problems the organization encounters and in using the opportunities (Özkalp and Kirel, 2004, 103). According to another definition, organizational culture means an invisible ‘hand’ which structures the activities in the organization (Vries, 2007, 194 as cited by Tunçer, 2011, 74).

Whether the organizational culture is effective on the business staff, and the organization reaches to its targets depend on being strong. Everything that must be done is known by the whole staff in businesses with a strong culture and they are carried out accordingly (as cited by Demir and Öztürk, 2011, 22). Organizational culture is the type of culture shaped by organizational practices about the environment of the organization (Erdem, 2007, 64).

It is a known fact that organizational culture has a positive effect on long-term efficiency of the organization and organizational performance (Ubius and Alas, 2009, 90). Possessing a strong organizational culture is accepted as the basis for organizational success. Organizational culture considerably affects organizational behavior and performance (Durğun, 2006, 112).

Organizational culture is also important for hospitals like in every organization. Attitudes and behaviors of staff play an important role for hospitals to reach their goals (Demir, 2005, 60). Those attitudes and behaviors can be related to organizational commitment. The staff can reflect their commitment to organization on their attitudes and behaviors. Organizational commitment can be regarded as one of the strong elements of organizational culture.

Organizational commitment which is the other concept mentioned in the research is defined as the degree of strength unity an individual establishes with the organization s/he works, and the degree of feeling herself/himself as the part of the organization (Schermerhorn *et al.* 1994, 144 as cited by Işık *et al.*, 2012, 256). Organizational commitment can be defined as “the criteria of employee’s adoption of the principles, purposes and values of the organization, working for the organizational earnings and her/his wish to stay in the organization by identifying with the organization where employee works” (Kaya, 2008, 126). Organizational commitment can be characterized with the strong will of the employee to protect organizational membership (Wu and Norman, 2006, 305 as cited by Derin and Demirel, 2012, 513). Organizational commitment can be expressed as the loyalty of employees for the organization and their effort for the success of the organization they work (Doğan and Kılıç, 2007, 38).

Doctors and other staff in health sector should pay attention to the main subjects of management and organization such as job satisfaction and organizational commitment in order to increase the performance of human resources (Hanson and Miller, 2002 as cited by Top, 2012, 259). For a real commitment, people firstly should believe that the task is worth for commitment. This can also be ensured with a strong organizational culture (Peters and Waterman, 1987 as cited by Erdem, 2007).

A business becomes one with its staff. Every business has its own corporate features. These constitute a part of organizational culture. The more a business incorporates its staff and gathers them around the aims of the organization, the less is the risk of losing its staff. If the physical and social environment within the business is suitable as depending on the organizational culture, the staff will gather around the common goals of the organization and obtain a real organizational commitment (Demir and Öztürk, 2011, 18).

Organizational commitment is the criteria of the employee’s integration with the organization s/he works, employee’s adoption of the principles, purposes and values of the organization, working for the organizational earnings and her/his wish to work in the organization (Çöl, 2004 as cited by Demir and Öztürk, 2011, 23).

As an answer for all those requests, providing efficiency, performance and creativity in all organizations is now an obligation today. The way to ensure this is to motivate employees towards the targets of the organization, and to create organizational culture in line with the common goals of the organization and employees by forming the feeling of commitment and belonging in them. Accordingly, it can be uttered that the employees with high level of organizational commitment will adopt the goals of the organization more. In this sense, revealing the relation between organizational culture and organizational commitment will be a guiding light for managers in terms of the efficiency of organizational management (Kaya, 2008, 121).

The continuity of the organization is related to the organizational commitment of employees. The more employees are attached to the organization, the more that organization will get strong. The organization should attempt to keep employees from leaving the organization and increase their commitment in order to survive (as cited by Derin and Demirel, 2012, 510).

Low level of organizational commitment can result in employee's demand to leave the organization. For organizations to function efficiently, they should create organizational commitment in their employees, put emphasis on the goals of employees in addition to organizational goals, and they should create a fair organizational environment which will help the motivation of employees (Işık *et al.*, 2012, 255).

Organizational commitment reflects the psychological state of employees, shows the relations between the individual and the organization, and it is also related to such situations like the decision to continue to be a member of the organization (Uyguç and Çımrın, 2004, 91). Organizational commitment becomes more of an issue also in healthcare organizations in order to increase hospital performance and productivity (Güleryüz *et al.*, 2008, 1627; Duncan, 2001, 15 as cited by Kaya, 2012, 80).

Various studies have indicated that high level of organizational commitment increases the performance of employees, job satisfaction and organizational efficiency; reduces absenteeism and employee turnover rates (as cited by Top, 2012, 260).

#### ***Effective leadership and decision-making process:***

Leadership and decision-making process play an important role for businesses to be able to survive in a competition environment and to offer productive, efficient and high quality service. Decision-making in management is today's most important managerial activities. Some researchers defined management as "decision-making process" (Alpugan *et al.*, 1993, 211).

Decision-making is the group of works, a process with a certain starting point which is followed by different works, activities or thoughts and ended by making a decision (Koçel, 2003 as cited by Bakan and Büyükbeşe, 2005, 25). Cosgrave (1996) defined decision-making process as one of the most important tasks of all managers (Cosgrave, 1996, 28).

According to another definition, decision-making means finding the best solution for one or more than one problems which have to be solved in all levels of management by considering different options with all aspects (Bağkiran, 1983, 4 as cited by Bakan and Büyükbeşe, 2005, 25).

Managing and leading skills can firstly be developed by making effective decisions in all managerial responsibilities, as decisions constitute the basis of actions (Rausch, 2003, 979 as cited by Tekin and Ehtiyar, 2010, 3397). Giving the right and appropriate decisions can be regarded as one of the leadership features in businesses. A good leader plays the key role for the organization to reach its goals and to achieve success. Various definitions have been made for leadership and leadership skills recently, and its effective role in organizations have been attempted to be explained.

A leader is defined as the person who leads people with whom s/he travels (Vries, 2007, 20 as cited by Tunçer, 2011, 59).

According to another definition, leadership is expressed as the process of leading the activities of other people in order to realize personal or group goals under certain conditions (Kayalar and Özmutaf, 2008, 565).

In today's world where the value of person is well understood both in business life and daily life, management in health sector which aims to improve human health and life is an important matter (Keklik, 2012, 74). Because of the attributes, hospitals are one of those institutions being difficult to manage. So these attributes make it clear that hospitals should be managed highly professionally in line with the modern management techniques (Asunakutlu, 2004, 8 as cited by Can, 2008, 294). It can be stated that the main factor affecting the organizational commitment and motivation of hospital staff is the leadership behaviors displayed by managers (Karahan, 2008, 145).

#### ***Leadership types:***

The leadership subject has become an important matter in today's competition environment. The success of leaders and managers depends on working team's efforts in line with the organizational goals and spending all those knowledge and skills accordingly (Teke, 2009, 1 as cited by Koçak and Özüdoğru, 2012, 77-78).

Recent studies clearly point out that there isn't one best leadership type. Successful and efficient leaders are the ones who can adjust their attitudes according to the requirements of a situation (Hersey et al, 2008, 90 as cited by Keklik, 2012, 76). Moreover, many definitions were made for leadership type.

#### ***Charismatics Leadership:***

Charismatic leadership is a type of leadership which mostly emerges in crisis environments and is seen in people having extraordinary qualities and strong personality traits (Çelik and Sünbül, 2008, 52). Charismatic leaders are the ones who have a high vision and the ability to transfer it to the masses (as cited by Öztop, 2008, 12). A charismatic leader uses her/his own excitement, enthusiasm and energy for other people's motivation (Brophy, 2010, 17). Charismatic leaders are self-confident people who have strong beliefs and the ability to affect (Tomey, 2009, 181).

#### ***Transformational Leadership:***

The concept of transformational leadership was developed by James McGregor Burns in 1978 (Northouse, 2007, 176). Transformational leadership is a process which includes supporting the needs and expectations of employees and motivating them in line with the organization's goals. A transformational leader even supports and helps not only audiences but also the group, team, organization and even the whole society in order to increase their interests (Yammarino et al., 2005, 897 as cited by Akbolat et al., 2013, 38).

#### ***Authoritarian Leadership:***

Authoritarian leadership offers a strong tendency. It also gives importance to the commitment of employees. An authoritarian leader takes into account the main goals of the organization (Bloch and Whiteley, 2007, 65). An authoritarian leader sets standards with the purpose of maximize the goals and strategic objectives, and ensure the flexibility which will determine tasks (Tağraf and Çalman, 2009, 137-138).

#### ***Interactionist Leadership:***

The main philosophy of interactionist leadership is based on the mutual dealing between the leader and the audience (Brestrich, 1999, 114). Interactionist leaders prefer the way of doing a work or making it done in order to ensure more efficient and productive activities for employees and to improve them. The leaders who adopt this approach use their authorities in rewarding employees and giving them money and status to see them making more efforts (Eren, 2004, 345 as cited by Güzel and Akgündüz, 2011, 284).

#### ***Participative Leadership:***

Participative leadership is defined as the decision-making authority relatively shared by a senior with her/his employees or a notion of co-decision procedure. Participative decision-making process of the organization's leader increases the motivation and commitment of employees (Somech, 2003, 1003).

#### ***Purpose, Scope and Method:***

In this research, a questionnaire was applied to a total of 860 specialists working in public and private hospitals within the sample cities of İstanbul, İzmir, Ankara, Tekirdağ, Bursa, Diyarbakır, Antalya, Isparta, Samsun, Trabzon and Elazığ and within the population of Turkey. In the questionnaire, there are questions about demographic characteristics and organizational culture, vision-mission, the attributes of a leader, decision-making process and organizational commitment. Cronbach's alpha analysis was applied for the reliability of the questions prepared.

Descriptive statistics, reliability analysis, chi-square, ANOVA, Duncan, Man-Whitney-U, Kruskal Wallis, Wilcoxon, Kolmogorov-Smirnov-Z test were used within the scope of analysis.

#### ***Analysis of Data:***

Data obtained following the questionnaire were analyzed in PASW 18.0 package program. Descriptive statistics, reliability analysis, chi-square, ANOVA, Duncan, Man-Whitney-U, Kruskal Wallis, Wilcoxon, Kolmogorov-Smirnov-Z test were conducted within the scope of analysis.

#### ***Demographic statistics:***

It has been concluded that 44% of the participants (378) are female and 56% is male; 19% is aged between 18 and 25, 38% is aged between 26 and 33, 32% is aged between 34-41, 8% is aged between 42 and 50, 1% is aged 51 and over; 68% is married, 32% is single; 89% is specialist; 11% bears such academic titles as Assist. Prof. Dr., Assoc. Prof. Dr. And Prof. Dr.. 17% of the participants are manager in different fields and departments, 83% works as a physician in the corporation.

**Table 1:** Opinions of the participants regarding the leadership types.

Leadership types		Count	%
Leadership types	Charismatic	184	21%
	Authoritarian	475	55%
	Interactionist	55	6%
	Participative	141	16%
	Transformational	5	1%

Regarding the question which leadership types the leader at work is suitable for, below answers have been obtained. The rate of the participants stating their leader as charismatic is 21%, as authoritarian is 55%, as interactionist is 6%, as participative is 16% and as transformational is 1%.

**Table 2:** Connotations of the name of organization on the participants.

		Count	%
When you hear the name of the organization	Trust	354	41%
	Money	319	37%
	Career	85	10%
	Continuity	21	2%
	Future	20	2%
	Money-Career	10	1%
	Retirement	7	1%
	Guarantee	7	1%
	Prestige	7	1%
	Strength	7	1%
	Permenance	7	1%
	Money-Opportunity	6	1%
	Trust-Money	5	1%
	Money-Future	5	1%

The first words coming to the participants' minds when they hear the name of the organization are as below. The name of the organization reminds 41% of the participants of the word "trust, 37% of the word "money", 10% of the word "career". Other connotations are stated below.

### Reliability analysis:

**Table 3:** Reliability analysis for the scale.

Cronbach's Alpha	Item Number
.962	40

Following the reliability analysis, we can say that 40 items are at high reliability level as Alpha = 0.962.

**Table 4:** Chi-square test regarding sex and leader definitions.

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.035 <sup>a</sup>	4	.017
Likelihood Ratio	13.846	4	.008
Linear-by-Linear Association	3.944	1	.047
N of Valid Cases	860		

### Independence tests regarding leadership definition according to demographic variables:

**H0:** Sex and leader definitions are independent of each other.

Due to the fact that Asymp. Sig value is  $0.017 < 0.05$ , H0 hypothesis should be rejected. Sex and leader definitions are not independent of each other.

**Table 5:** Chi-square test regarding age and leader definitions.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	77.653 <sup>a</sup>	16	.000
Likelihood Ratio	92.679	16	.000
Linear-by-Linear Association	12.225	1	.000
N of Valid Cases	860		

**H0:** Age and leader definitions are independent of each other.

Due to the fact that Asymp. Sig value is  $0.000 < 0.05$ , H0 hypothesis should be rejected. Age and leader definitions are not independent of each other.

**Table 6:** Chi-square test regarding marital status and leader definitions.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.556 <sup>a</sup>	4	.000
Likelihood Ratio	28.238	4	.000
Linear-by-Linear Association	9.516	1	.002
N of Valid Cases	860		

**H0:** Marital status and leader definitions are independent of each other.

Due to the fact that Asymp. Sig value is  $0.000 < 0.05$ , H0 hypothesis should be rejected. Marital status and leader definitions are not independent of each other.

**Table 7:** Chi-square test regarding educational status and leader definitions.

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	53.188 <sup>a</sup>	4	.000
Likelihood Ratio	54.506	4	.000
Linear-by-Linear Association	41.327	1	.000
N of Valid Cases	860		

**H0:** Educational status and leader definitions are independent of each other.

Due to the fact that Asymp. Sig value is  $0.000 < 0.05$ , H0 hypothesis should be rejected. Educational status and leader definitions are not independent of each other.

**Table 8:** Man-Whitney-U test regarding the position in the corporation and organizational culture.

	A leader within the body of corporation increases organizational commitment.	Intra-organizational communication increases organizational commitment.	Organizational culture removes different conflicts.	Organizational commitment is higher in traditional organizational culture.	Organizational culture increases organizational commitment.
Mann-Whitney U	45963.000	34058.500	33966.500	36287.500	36085.500
Wilcoxon W	56548.000	44643.500	44551.500	46872.500	46670.500
Z	-2.220	-7.346	-7.165	-6.129	-6.195
Asymp. Sig. (2-tailed)	.026	.000	.000	.000	.000

a. Grouping Variable: The position in the corporation

**Man-Whitney-U test regarding the opinions about organizational culture according to the position in the corporation:**

**H0:** The position in the corporation doesn't make a significant difference on the items belonging to organizational culture.

Due to the fact that Asymp. Sig values of all items are below 0.05 error level, H0 hypothesis is rejected. The position in the corporation makes a significant difference on the items belonging to organizational culture. In other words, whether the person working in the corporation is an employee or manager results in a significant differentiation on the item belonging to organizational culture.

**Table 9:** Wilcoxon test regarding sex and vision-mission.

	The vision of corporation should be determined by senior management - Sex	Taking employees' opinions while setting corporation's objectives increases organizational commitment. - Sex	Sharing the vision allows the employee recognize her/his responsibility. - Sex	Sharing corporation's objectives motivates the employee. - Sex
Z	-19.828 <sup>a</sup>	-3.238 <sup>a</sup>	-5.497 <sup>a</sup>	-4.634 <sup>a</sup>
Asymp. Sig. (2-tailed)	.000	.001	.000	.000

a. Based on negative ranks.  
b. Wilcoxon Signed Ranks Test

**Wilcoxon test regarding the opinions about corporation's vision and mission by sex:**

**H0:** Sex doesn't make a significant difference on the items of corporation's vision and mission.

Due to the fact that Asymp. Sig values of all items are below 0.05 error level, H0 hypothesis is rejected. Sex makes a significant difference on the items of corporation's vision and mission. In other words, the employee's sex results in a significant differentiation on the item belonging to corporation's vision and mission.

**Table 10:** Kruskal Wallis test regarding age and the features of a leader.

	A wise leader increases my commitment to the organization.	Respect for the leader ensures smooth and complete operation.	A good leader can take risk.	A leader with good communication skills increases the commitment of employee.	Behaviors of the leader has an effect on employee motivation.
Chi-square	12.968	31.287	2.967	3.411	33.736
Df	4	4	4	4	4
Asymp. Sig.	.011	.000	.563	.491	.000

a. Kruskal Wallis Test
b. Grouping Variable: Age

**Kruskal Wallis test regarding the features of a leader by age:**

**H0:** Age doesn't make a significant difference on the items about the features of a leader.

Regarding Asymp. Sig values about the items, due to the fact that Asymp. Sig values of the items "A wise leader increases my commitment to the organization", "Respect for the leader ensures smooth and complete operation" and "Behaviors of the leader has an effect on employee motivation" are below 0.05, the hypotheses of those items should be rejected. Age makes a significant difference on those items.

Asymp. Sig values belonging to the items "A good leader can take risk" and "A leader with good communication skills increases the commitment of employee" is higher than 0.05. The hypotheses about those items can't be rejected. Accordingly, it has been concluded that age doesn't lead to a significant difference on those items.

**Table 11:** Man-Whitney-U test regarding sex and decision-making process.

Test Statistics	Items	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
		I can apply non-traditional methods if necessary in reaching to corporate objectives.	1977.000	4122.000	-.033
I reinforce my subordinates' feelings of responsibility and trust via delegating.	1973.500	4118.500	-.054	.957	
I take the opinions of my staff in decision-making process.	1970.500	4115.500	-.115	.908	
I place emphasis on intraorganizational social activities which will increase the motivation of my staff.	1968.500	4113.500	-.126	.900	
I try to understand my subordinates' dreams and wishes.	1952.500	3843.500	-.180	.857	
I encourage for team spirit.	1888.500	3779.500	-.609	.543	
I impress the people to whom I talk.	1871.500	4016.500	-.644	.519	
I assign my subordinates with special tasks.	1823.500	3714.500	-1.052	.293	
I am a person open to change and development.	1706.500	3851.500	-1.543	.123	
I make my leadership role understood in the organization.	1609.500	3500.500	-2.585	.010	
I appreciate the achievements of my subordinates before the whole personnel.	1600.000	3491.000	-2.614	.009	
I can come up with new ideas about the future.	1616.500	3507.500	-3.510	.000	
I approach all my subordinates with the equal distance.	1356.500	3247.500	-3.916	.000	
I believe that there is a solution even in the most desperate situation.	1464.000	3355.000	-4.277	.000	

**Man-Whitney-U test regarding the opinions about decision-making process by sex:**

**H0:** Sex doesn't make a significant difference on the items belonging to decision-making process.

Regarding the Asymp. Sig values of the items, Asymp. Sig values for the items "I make my leadership role understood in the organization", "I appreciate the achievements of my subordinates before the whole personnel", "I can come up with new ideas about the future", "I approach all my subordinates with the equal distance", "I believe that there is a solution even in the most desperate situation" are below 0.05. Accordingly, the hypotheses about those items are rejected. Sex makes a significant differentiation on those items.

According to the test results for other items, it has been established that the hypotheses for those items can't be rejected and so sex doesn't make a significant differentiation on those items.

**Table 12:** Kruskal-Wallis test regarding age and organizational commitment.

Test Statistics	Items	Chi-square	df	Asymp. Sig.
		I am emotionally attached to this organization.	7.150	4
I feel like the part of a family in this organization.	9.377	4	.052	
I could be in a better position in another organization.	14.600	4	.006	
Leaving the organization immediately is difficult for me although I want it.	17.639	4	.001	
I have a strong feeling that I belong to this organization.	18.049	4	.001	
If I leave the organization, my life will go worse significantly.	21.642	4	.000	
If I worked in another organization, I would be paid more.	26.965	4	.000	
The only reason I am attached to this organization is that I have few choices.	50.833	4	.000	
I handle the organization's problems just like my own problems.	84.193	4	.000	
I am rewarded after my rigorous works.	85.645	4	.000	
The organization's objectives will also help me reach my goals.	103.677	4	.000	
I would like to sustain the rest of my career in this organization.	113.279	4	.000	

**Kruskal-Wallis test regarding the opinions about organizational commitment by age:**

**H0:** Age doesn't make a significant difference on the items of organizational commitment.

Regarding the Asymp. Sig values of the items, it has been found that Asymp. Sig values for the items “I am emotionally attached to this organization” and “I feel like the part of a family in this organization” are above 0.05. accordingly, the hypotheses for those items can't be rejected. Age doesn't make a significant difference on those items.

Regarding other items, the analysis results indicate that age groups makes a significant difference on those items.

**Table 13:** Kruskal-Wallis test regarding education and organizational culture.

	A leader within the body of corporation increases organizational commitment.	Intra-organizational communication increases organizational commitment.	Organizational culture removes different conflicts.	Organizational commitment is higher in traditional organizational culture.	Organizational culture increases organizational commitment.
Chi-square	30.929	34.142	20.930	7.035	20.214
Df	1	1	1	1	1
Asymp. Sig.	.000	.000	.000	.008	.000
a. Kruskal Wallis Test					
b. Grouping Variable: Educational status					

**Kruskal Wallis test regarding the opinions about organizational culture by education:**

**H0:** Educational status of the employee doesn't make a significant difference on the items belonging to organizational culture.

Due to the fact that Asymp. Sig values of all items are below 0.05 error level, H0 hypothesis is rejected. Educational status makes a significant difference on the items of organizational culture. In other words, the education of the person working in the organization results in a significant differentiation on the item belonging to organizational culture.

**Table 14:** Kruskal-Wallis test regarding the education and vision-mission perception.

	The vision of corporation should be determined by senior management.	Taking employees' opinions while setting corporation's objectives increases organizational commitment.	Sharing the vision allows the employee recognize her/his responsibility.	Sharing corporation's objectives motivates the employee
Chi-square	1.878	33.752	15.980	3.067
Df	1	1	1	1
Asymp. Sig.	.171	.000	.000	.080
a. Kruskal Wallis Test				
b. Grouping Variable: Educational Status				

**Kruskal Wallis test regarding the opinions about organization's vision and mission by education:**

**H0:** Educational status of the employee doesn't make a significant difference on the items belonging to organization's vision and mission.

Due to the fact that Asymp. Sig values of all items excluding the one “The organization's vision should be determined by senior management” are below 0.05 error level, H0 hypothesis is rejected. Educational status makes a significant difference on the items about organization's vision and mission excluding the abovementioned one. In other words, the education of the person working in the organization results in a significant differentiation on the items belonging to organization's vision and mission.

**Table 15:** Kolmogorov-smirnov Z test regarding the perceptions of sex and the features of a leader.

		A wise leader increases my commitment to the organization.	Respect for the leader ensures smooth and complete operation.	A good leader can take risk.	A leader with good communication skills increases the commitment of employee.	Behaviors of the leader has an effect on employee motivation.
Most Extreme Differences	Absolute	.153	.129	.172	.229	.156
	Positive	.000	.000	.000	.000	.000
	Negative	-.153	-.129	-.172	-.229	-.156
Kolmogorov-Smirnov Z		2.230	1.873	2.511	3.328	2.272
Asymp. Sig. (2-tailed)		.000	.002	.000	.000	.000
a. Grouping Variable: Sex						

**Kolmogorov-Smirnov-Z test regarding the opinions about the features of leadership by sex:**

**H0:** Employee's sex doesn't make a significant difference on the items belonging to the features of leader.

Due to the fact that Asymp. Sig values of all items are below 0.05 error level, H0 hypothesis is rejected. Sex makes a significant difference on all items. In other words, sex of the employee working in the organization results in a significant differentiation on the perception of the features of a leader.



### Conclusion and evaluation:

When data of the study are evaluated, it is observed that the answers given to the questionnaire are at a high reliability level and the results are reliable. Regarding the demographic profiles of the participants, it is seen that the majority is male. The rate of participants aged between 26 and 33 is higher than any other age groups. The rate of married participants is higher than the single participants and most of them are specialist physicians.

The features of the leader to be worked with were stated as Authoritative, Charismatic and Participative. Regarding the organization where they work, the words Trust and Money are distinguished. The definitions of a leader vary depending on sex, age, marital status and educational status. The position in the organization-being an employee or a manager- and educational factors make difference on the items belonging to organizational culture.

All items apart from the one about organization's vision and mission by sex and education make a significant difference. The item "Hospital's vision should be ascertained by senior management" doesn't present differentiation by education.

While the features of a leader by sex vary in all items, the features of a leader by age make difference on all items excluding the ones "A good leader should take risk" and "A leader with good communication skills increases employee commitment".

Sex makes significant differences on some items about decision-making process.

While the items about emotional commitment and feeling like a family among the ones belonging to hospital commitment doesn't make a difference by age, all other items vary by age.

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### Annex 1:

The opinions of the participants regarding the questions about organizational culture are summarized below.

	Absolutely disagree	Disagree	Hesitant	Agree	Completely agree
A leader within the body of corporation increases organizational commitment.	32%	25%	10%	14%	20%
Intra-organizational communication increases organizational commitment.	57%	30%	13%	1%	0%
Organizational culture removes different conflicts.	50%	33%	13%	3%	0%
Organizational commitment is higher in traditional organizational culture.	46%	32%	16%	3%	2%
Organizational culture increases organizational commitment.	46%	29%	21%	2%	2%

The opinions regarding the questions about the concepts of vision and mission are summarized below.

	Absolutely disagree	Disagree	Hesitant	Agree	Completely agree
The vision of corporation should be determined by senior management.	22%	21%	15%	16%	27%
Taking employees' opinions while setting corporation's objectives increases organizational commitment.	51%	34%	14%	1%	0%
Sharing the vision allows the employee recognize her/his responsibility.	48%	34%	18%	1%	0%
Sharing corporation's objectives motivates the employee.	56%	21%	21%	2%	0%

The opinions regarding the questions about the features of a leader are summarized below.

	Absolutely disagree	Disagree	Hesitant	Agree	Completely agree
A wise leader increases my commitment to the organization.	53%	38%	5%	4%	0%
Respect for the leader ensures smooth and complete operation.	46%	40%	10%	3%	2%
A good leader can take risk.	41%	35%	18%	4%	2%
A leader with good communication skills increases the commitment of employee.	50%	33%	14%	1%	2%
Behaviors of the leader has an effect on employee motivation.	57%	25%	17%	1%	0%

The questions about managers of organization are summarized below.

	Absolutely disagree	Disagree	Hesitant	Agree	Completely agree
I take the opinions of my staff in decision-making process.	90%	10%	0%	0%	0%
I assign my subordinates with special tasks.	76%	24%	0%	0%	0%
I encourage for team spirit.	75%	25%	0%	0%	0%
I believe that there is a solution even in the most desperate situation.	87%	13%	0%	0%	0%
I can come up with new ideas about the future.	90%	5%	5%	0%	0%
I impress the people to whom I talk.	62%	38%	0%	0%	0%
I can apply non-traditional methods if necessary in reaching to corporate objectives.	68%	10%	17%	5%	0%
I make my leadership role understood in the organization.	79%	16%	0%	5%	0%
I approach all my subordinates with the equal distance.	73%	10%	3%	9%	5%
I place emphasis on intraorganizational social activities which will increase the motivation of my staff.	89%	11%	0%	0%	0%
I try to understand my subordinates' dreams and wishes.	68%	26%	0%	6%	0%
I am a person open to change and development.	61%	20%	10%	5%	5%
I appreciate the achievements of my subordinates before the whole	79%	17%	5%	0%	0%

personnel.					
I reinforce my subordinates' feelings of responsibility and trust via delegating.	69%	19%	3%	4%	5%

The questions about organizational commitment are summarized below.

	Absolutely disagree	Disagree	Hesitant	Agree	Completely agree
Leaving the organization immediately is difficult for me although I want it.	7%	5%	13%	33%	42%
If I leave the organization, my life will go worse significantly.	10%	5%	10%	31%	44%
I feel like the part of a family in this organization.	10%	11%	33%	27%	20%
I am emotionally attached to this organization.	8%	9%	32%	30%	20%
I could be in a better position in another organization.	9%	13%	35%	28%	15%
I have a strong feeling that I belong to this organization.	4%	13%	36%	31%	16%
If I worked in another organization, I would be paid more.	7%	6%	25%	31%	31%
The only reason I am attached to this organization is that I have few choices.	27%	19%	22%	9%	23%
I handle the organization's problems just like my own problems.	23%	15%	24%	17%	20%
I would like to sustain the rest of my career in this organization.	13%	16%	25%	18%	29%
The organization's objectives will also help me reach my goals.	12%	10%	17%	18%	42%
I am rewarded after my rigorous works.	13%	8%	10%	9%	59%