THE RELATIONSHIP BETWEEN EMPLOYEES’ PERCEPTIONS OF ORGANIZATIONAL CULTURE AND THEIR BEHAVIORAL OUTCOMES: ASSESSING A COGNITIVE PROCESS TO IN-ROLE PERFORMANCE BEHAVIOR AND INTENTION TO LEAVE

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ABSTRACT
The purpose of this paper is to examine the relationship between organizational culture and behavioral outcomes of healthcare employees working in private health care organizations. It is aimed to understand how the employees’ psychological processes of organizational culture practices impact their in-role performance behaviors in their nursing roles and their intention to leave. This study examines the proposed model that consists of a number of direct positive and negative relationships between the organizational culture aspects and in-role performance behavior and intention to leave. It is proposed that the aspects of organizational culture, i.e. teamwork, training and development, rewards and recognition and communication will be positively related to employees’ in-role performance behaviors and negatively related to intention to leave. The results showed that all dimensions of organizational culture chosen in the study had significant influence on both constructs of employees’ behavioral outcomes. It is observed that organizational culture aspects had positive impact on in-role performance behaviors and negative impact on employees’ intention to leave.

Keywords: Organizational Culture, In-Role Performance, Intention to Leave, Health Services, Nursing.

INTRODUCTION
In recent decades, healthcare delivery systems have been reorganized due to the environmental changes, changes in demographics, technology, increased medical costs, and medical staff shortages, etc. It is observed that these organizational changes have significantly affected hospital employees’ work environments (Gifford, Zammuto and Goodman, 2002), working conditions, and overall organizational culture aspects. In particular, hospital restructuring, economic and financial considerations increased performance expectations, and organizational culture change have led to concerns regarding declining morale and performance behaviors of healthcare employees and increasing of their intentions to leave (Acker, 2004; Gillilan, 1997; Lacey and Beck-Warden, 1998; Lu, While and Barriball, 2005; McNeese-Smith, 2001; Taştan, 2011; Caykoçlu, Egri, Havlovic and Bradley, 2011). Additionally, these issues become especially important when the significant relationship between healthcare employees’ morale and the quality of patient services (Humphreys, Brunsen and Davis, 2005) are considered. As a result, there has been increased research and managerial interest in discovering ways to improve healthcare employees’ organizational attachment levels and performance behaviors while trying to decrease the current employees’ levels of intention to leave.

Despite substantial research on organizational culture, in-role (task) performance behavior and intention to leave in various sectors, this literature still lacks a relational model that could help future researchers and practitioners to build on. Additionally, it is recognized that organizational culture, in-role performance behavior and intention to leave in the nursing context, has been rarely studied in
Turkey. Individual performance behaviors at both the in-role and extra-role constructs have been examined as a major topic in the literature, but the literature has mainly focused on the individual antecedents and has rarely provided evidences of the relationship between organizational characteristics, organizational culture and several other organizational variables. In particular, this study focuses on the two individual outcomes of organizational culture. In-role performance behavior is expected to be the positive individual outcome and intention to leave is expected to be the negative individual outcome of positive organizational culture practices.

According to Saeed and Hassan (2000), understanding organizational culture is essential since it is able to influence the thoughts, feelings, interactions and performance in an organization. More recent researches have provided evidences about organizational culture and its relationships with identified outcomes (i.e. job performance, job satisfaction, organizational commitment, increased turnover and other forms of employee withdrawal). The aim of this paper is to examine the relationship between organizational culture and behavioral outcomes of healthcare employees. It is aimed to understand how the employees’ psychological processes of organizational culture practices impact their in-role performance behaviors in their nursing roles and their intention to leave. To achieve this objective, we use data collected from nurses employed in large hospitals in Istanbul-Turkey. Moreover, we have used a recently developed scale (In-Role Performance Behavior Scale for Nursing Context) for the evaluation of self-reported in-role performance behavior of the nurses. Thus, the another objective of this study is to determine the extent to which the relevant in-role performance behavior scale can be applied across different health care employee groups and over time.

LITERATURE REVIEW AND THEORETICAL MODEL

Previous research has found organizational culture to be positively related to job satisfaction, organizational commitment, job involvement, job stress, job performance, and coping with job tension (e.g. Ricardo and Jolly, 1997; Blegen, 1993; Mathieu and Zajac, 1990; Meyer and Allen, 1997; Ooi and Arumugam, 2006; Lu et al., 2005; Dığın and Ünsar, 2010). Thus, organizational culture has been related to work role behaviors, job attitudes, and a number of work and behavioral outcomes. Based on the preliminary literature study, this research study suggests that organizational culture has determinant roles on the attitudes and behaviors of employees and can have positive or negative effects on individual behavioral outcomes.

Thereby, the remainder of this paper is structured as beginning with the section of a review of relevant literature and followed by the section of research design. The initial section provides conceptual definitions and interrelations of the variables of the study. The section also presents the development of theoretical framework and hypotheses developed in this study.

Aspects of Organizational Culture

Organizational culture is the concept that is examined with its relationships with the individuals’ in-role performance behavior and intention to leave in this study. This section reviews the literature on organizational culture relevant to the development of the research model which is tested in this study.

It is suggested that one of the eminent themes that is often discussed and debated in the management and business literature is the influence of organizational culture on organizational and individual performance (Chow, Harrison, Mckinnon, and Wu, 2001). Organizational culture is a management philosophy and a way of managing an organization in improving the effectiveness and efficiency of its performance (Kotter and Heskett, 1992; Ooi and Arumugam, 2006). Therefore, understanding organizational culture is essential since it is able to influence the thoughts, feelings, interactions and performance in an organization (Saeed and Hassan, 2000). The understanding of the importance of corporate culture is also evident when most organizations acknowledged the fact that an organization’s well founded culture could contribute to the achievement in every aspect of organizational and individual performance (Flamholtz and Randle, 1998; Koçel, 2007; Zain, Ishak, and Ghani, 2009).
As Schein (1996) implied, culture is one of the most powerful and stable forces operating in organizations. According to the organizational culture literature, it is seen that culture literature gained more insights with the contributions made by Schein (1992) and Hofstede (1994). Schein (1992) argued that culture somehow implies rituals, values, behaviors and climate integrating and binding into a coherent whole. Culture is something that is deeper and more stable. Schein (1992, p.12) described culture as: “a pattern of shared basic assumptions that the group has learned as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be thought to new members as the correct way to perceive, think, and feel in relation to those problems.” Moreover, going back to the origin of the concept, Hofstede (1994), stated that every human being has the ability to feel fear, joy, sadness, and love and need to associate with others. However, according to Hofstede’s (1994) approach, culture is what someone does with those feelings and how one expresses those psychological reflections. On the description of Hofstede (1994), culture, “as software of the mind”, is patterns of thinking, feeling and potential acting, which are learned throughout one’s lifetime and he also implied that culture is always a collective phenomenon. Following Shein’s (1992) and Hofstede’s (1994) approaches, Trompenaars (1994), in his book “Riding the Waves of Culture”, agreed that culture is the way in which a group of people solves problems.

Based on these arguments, the literature on organization culture provides so many definitions for culture. Basically, culture is a pattern of basic assumptions invented, discovered or developed by a given group as it learns to cope with its problem of external adaptation and internal integration (Schein, 1992). These values are then being taught to new members in the organization as the correct way to think and feel in relation to these problems. Organizational culture involves with social expectations and standards as well as the values and beliefs that individuals hold central and that bind organizational groups (Lawson and Shen, 1998). Moreover, Aycan, Kanungo, Mendonca, Yu, Deller, Stahl, and Kurshid (2000, p.194) have described organizational culture as “common patterns of beliefs, assumptions, values and norms of behavior of human groups and represented by societies, institutions and organizations”. Jones (2004) defined organizational culture as the set of shared values and norms that control organization members’ interactions with each other and with suppliers, customers, and with other people outside the organization.

As it could be understood from these explanations, organizational culture is the main issue which shapes the relations, working processes, and decision making and problem solving processes in an organization. Thus, culture has significant impact on various organizational and individual outcomes; more specifically the organizations’ and employees’ performance and effectiveness.

In-Role Performance Behavior

The concept of performance has been widely discussed in studies concerning health care organizations and hospitals (Barzelay, 2001; Ingraham and Moynihan, 2000; Moynihan and Pandey, 2005). However, some researchers have criticized performance assessment in the health care sector and argued that most of the studies have ignored personal, social, and contextual factors in performance behavior assessment processes (Denhardt and Denhardt, 2003; Radin, 2006; Taştan, 2011).

Bates and Holton have stated that “employee performance is a multidimensional construct, the measurement of which varies depending on a variety of factors” (as cited in Armstrong, 2003, p.478). It is also stated that it is important to determine whether the measurement objective is to assess performance outcomes or behavior. Job performance is a work-related outcome that refers to attainment of organizational objectives as measured through evaluation of performance on job related tasks (Sharma, Borna and Stearns, 2009). In the related studies, two aspects of performance over which employees have been controlled are classified as (a) absences, of which a significant portion is probably not due to illness but rather is volitional in nature (Hammer and Landau, 1981 as cited in Grunberger, Connolly and Greenberg, 2000, p.12) and (b) the employee’s level of work effort (Hodson, 1991 as cited in Grunberger el al., 2000, p.12).
Regarding the importance of “behavior” in considering the measurement of employee performance, Motowidlo, Borman, and Schmit (1997) have addressed two reasons that behavior should be more important factor than results in performance models. They argued that, “states or conditions of things or people that are changed by performance are also affected by other factors which are not under the individual performer’s control” and “a behavioral focus is necessary to develop a psychological understanding of work performance” (Motowidlo et al., 1997, p.73).

This argument is grounded on the approach of Katz (1964) studying individual behavior. Katz (1964) addressed three types of employee behaviors that are important factors for an effectively functioning organization including “employees must be induced to enter and remain within the organizational system”; “they must carry out their written and expected role assignments”; and “there must be innovative and spontaneous activity in achieving organizational objectives which go beyond the role specification (p. 132).

In that framework, based on the conceptualizations and categorizations of Katz (1964); Katz and Kahn (1966); Bateman and Organ (1983); Williams (1988); Organ (1988); Van Dyne and LePine (1998), the related literature about employee job performance have suggested two types of performance behaviors as “in-role” and “extra-role”. With short descriptions, in-role performance is defined as behaviors required by formal job descriptions and extra-role performance is defined as behaviors that is beneficial to organization and also goes beyond formal requirements (e.g. extra hours, altruistic behavior, and donating).

Katz’s (1964) second and third behavioral categories are classified as in-role and extra-role behavior, respectively. Thus, based on Katz’s categorization, employee performance behaviors were classified in terms of in-role performance and extra-role performance. Following Katz’s (1964) categorization of behavior, most studies have supported the distinction between in-role and extra-role behavior (Allen, Facteau, and Facteau, 2004; Motowidlo and Van Scotter, 1994; Organ, 1997; Van Dyne, Cummings, and McLean-Parks, 1995; Van Dyne and LePine, 1998; Werner, 1994; Cho, 2008; Taştan, 2011), although some studies (e.g., Morrison, 1994) have pointed out the difficulty in differentiating the two types of behaviors, arguing that employees are more likely to see their specific behavior as in-role, rather than extra-role, behavior.

Based on that argument, a study which has been conducted in Turkish health care context (Taştan, 2011) have pointed out that at the base of individual performance behavior lies in-role and extra-role behaviors and they were examined as two different constructs. Since these two behavior units were somehow linked to each other, the results of the relevant study have revealed that there was no collinearity between in-role and extra-role behavior constructs; thus, they could be considered and examined as two different constructs. Respectively, it was demonstrated that the two dimensions of individual performance were empirically distinct and independently contribute to an overall construct of individual performance (Taştan, 2011).

Katz and Kahn (1966, p.174) defined role behavior as “the recurring actions of an individual, appropriately interrelated with the repetitive activities of others so as to yield a predictable outcome”. According to other descriptions, in-role behavior represents role requirements or activities associated with the formal and explicit job descriptions, whereas extra-role behavior describes discretionary and spontaneous behaviors that go beyond recognized and required job duties (Organ, 1988; Pond, Nacoste, Mohr, and Rodriguez, 1997; Williams, 1988). As stated by Yap, Bove and Beverland (2009, p.280), an absence of in-role behavior normally results in being reprimanded, negative financial consequences, negative organizational and individual outcomes or being dismissed. Additionally, Van Dyne et al. (1995, p. 216) noted that organizational roles function to “delineate expected behaviors, and form the foundation of job descriptions, expectations and stereotypes”. In general, in-role behavior is defined as “required or expected behavior” and “the basis of regular and ongoing job performance” (Van Dyne and LePine, 1998, p.108), “part of one’s job responsibilities” (Mayer and Gavin, 2005, p.875), “role assignment or formal job requirements” (Williams, 1988, p.3), and “performance on required duties and responsibilities” (Sparrowe, Liden, Wayne and Kraimer, 2001, p.320). Thus, it can be concluded that in-role behavior is a construct that has been traditionally used to measure job and task performance for the purpose of evaluating employees’ activities that are related to formal job requirements (Borman and Motowidlo, 1997; Motowidlo, 2000; Van Dyne, Graham and Dienesch, 1994).
Intention to Leave

The literature evidences have been indicated that the turnover problem is a considerable issue for all organizations. According to Mobley’s (1982, p.10) definition, turnover is “the cessation of membership in an organization by an individual who received monetary compensation from the organization”. In an organization setting, employee turnover is calculated by “dividing the number of employees separated from the organization that they have been working for by the number of the employees working for the organization in that period” (Hammerberg, 2002, p. 9). Hom and Griffeth (1995 as cited in Zimmerman, 2006, p.1) has mentioned that “high turnover rates can compromise firm profitability due to high performing employees exiting the organization, resources being wasted on continually finding, hiring, and training applicants, and/or declines in customer satisfaction”. Additionally, it was stated that “the level of turnover is an important indicator of the effectiveness and efficiency of an organization” (Lambert and Hogan, 2009, p.97). Although there has been a wide literature about intention to leave, it is still an important subject since it has connections with various individual and organizational aspects, behaviors and attitudes. Therefore, the subject of intention to leave among employees is found to be considerable issue to investigate, especially in the context of health care.

Mobley, Griffeth, Hand, and Meglino (1979 as cited in Lambert and Hogan, 2009, p.97) defined intention to turnover as the cognitive process of thinking of quitting, planning on leaving a job, and the desire to leave the job (Lambert and Hogan, 2009). Additionally, intention to leave has been defined as “an individual’s subjective probability that he/she is permanently leaving the employer in the near future and captured the last in a series of withdrawal cognitions that also included thoughts about quitting and the search for alternative employment (Tepper, Carr, Breaux, Geider, Hu and Hu, 2009, p.157). Accordingly, the definitions have showed that intention to leave is an individual’s own estimated probability that he/she is constantly leaving the organization at some point in the near forthcoming (Van Schalkwky, Du Toit, Bothma, and Rothmann, 2010).

Hypotheses Regarding Organizational Culture, In-Role Performance Behavior, and Intention to Leave

A large body of the management and business literature has examined the link between organizational culture and individual performance. This body of literature has identified various dimensions of organizational culture related to organizational and individual performance (such as Meyer and Allen, 1991; Ricardo and Jolly, 1997; Lau and Idris, 2001; Meyer, Stanley, Herscovitch, and Topolaytsky, 2002; Zain et.al, 2009). There are several studies which examined the influence of organizational culture perceptions on employee outcomes whether vary according to cultures of the countries. Morris and Leung (2000) observed the relationship between organizational culture aspects and organizational justice perceptions of the employees throughout a research performed across countries. Lam, Schaubroeck, and Aryeeet (2002) found that the effects of organizational culture aspects and perception of justice on employee outcomes (i.e., job performance, job satisfaction and absenteeism) were significant among American and Hong Kong Chinese samples.

The culture theory which is developed by Denison and Mishra (1995) proposed several associations between each factor of culture concept and organizational and individual effectiveness as well as work related individual outcomes. It was indicated that “employees form an overall subjective perception of organization based on concepts such as organizational culture and job satisfaction and this overall perception becomes an organization’s culture or personality” (Appelbaum, Bartolomucci, Beaumier, Boulanger, Corrigan, Doré, Girard, and Serroni, 2004, p.13). As a result, such kind of an understanding effects employee performance, satisfaction, and positive work outcomes (Appelbaum et al., 2004).

In Turkey, there are studies that have examined the links between corporate culture and individual work outcomes such as organizational commitment, job satisfaction, employee performance, intention to leave. A research study conducted by Ünsar and Karahan (2010) has investigated the relationships between organizational environment factors, alienation and intention to leave. That study was executed in confection sector and the results have revealed that there was a significant relationship.
between employees with a sense of alienation in a certain organizational setting and employee intention to leave (Ünsar and Karahan, 2010, p.361). Another study done by Çekmecelioğlu (2007) aimed to empirically investigate the impact of organizational culture dimensions (organizational creativity, supervisory support, team support and challenging work) that support creativity on job satisfaction and intentions to leave. The findings of that research suggested the need for work environment that encourages employees for creativity that are conducive to job satisfaction and intention to leave (Çekmecelioğlu, 2007, p.79).

Moreover, there are studies that have examined the link between corporate culture and various individual outcomes; such as organizational commitment (Saeed and Hassan, 2000; Karia and Ahmad, 2000; Lau and Idris, 2001; Silverthorne, 2004; Ooi and Arumugam, 2006; Zain et al., 2009; Erdem, 2007; Çavuş and Gürdoğan, 2008; Polat and Meydan, 2011), organizational identification (Hatch ve Schultz, 1997; Croucher, Long, Meredith, Oommen, and Steele, 2009), organizational citizenship behavior (LePine, Erez, and Johnson, 2002); workplace bullying (Kuşçu, 2011), perception of leadership (Conger, Kanungo, and Menon, 2000; Brown, 2002; Gül and Aykanat, 2012). Somech and Drach-Zahavy (2004) and Wayne, Shore, and Liden, (1997) have important researches and findings which shown that organizational culture is associated with organizational citizenship behavior. Wayne et al. (1997) demonstrated that employees’ perceptions of a supportive culture in their organizations are positively related to organizational citizenship behavior.

Furthermore, a number of researchers (Batlis, 1980; Mobley, 1982; Shalley, Gilson and Blum, 2000; Witte, 2005; Harris, Kacmar and Witt, 2005; Scott, Gravell, Simoens, Chris, and Sibbald, 2006; Çekmecelioğlu, 2007; Ongori, 2007; Yazıcıoğlu, 2009; Düğün ve Ünsar, 2010; Şahin, 2011) studying intention to leave have been interested in the determinants of employees’ intention to leave. It has been found that (Szilagyi, 1979 as cited in Lee, Chen, Wang and Dadura, 2009, p.106) “job characteristics, employee relations, and work environment (such as organizational tasks and reward systems) were three main factors which has impact on the turnover behaviors of employees”.

Moreover, in previous research, the variables affecting turnover have been classified into several categories. Muchinsky and Morrow (1980) proposed three primary sets of intention to leave determinants: general economic conditions, work-related factors, and individual factors. Another model developed by Mobley (1977, p. 238) suggested that there were four determinants of the decision to leave: job satisfaction, expected utility of alternate roles within the organization, expected utility of alternate roles outside the organization, and non-work values and roles. That model emphasized the role of individual perceptions leading to differences between employees in evaluating their jobs. Additionally, Mobley (1982) presented four general categories of variables influencing employee intention to leave, which are; (a) the state of the economy (for example, unemployment level and inflation), (b) organisational variables (for example, size of firm and job design), (c) individual non-work variables (for example, spouse’s career and family responsibilities) and (d) individual work-related variables (for example, expectations and abilities). Moreover, Iverson (1999 as cited in Du, Zhou, Liu and Picken, 2006, p.192) classified intention to leave variables into four groups, namely, personal variables (for example, age and gender), job-related variables (for example, role conflict and co-worker support), environmental variables (for example, job opportunity) and employee orientation (for example, organizational commitment and intent to leave.

A number of studies (Freeman, 1978; Akerlof, Rose and Yellen, 1988; Gordon and DeNisi, 1995 as cited in Gazioglu and Aysit, 2002, p.3) indicated that there was a causality stemming from job satisfaction to employee intention to leave and thus, job satisfaction was considered a valid predictor of employee intention to leave. Another study conducted in Turkey aimed to determine the relationship between organizational trust level, job satisfaction and intention to leave of employees (Yazıcıoğlu, 2009). According to the results, a significant correlation was found between organizational trust, job satisfaction and intention to leave (Yazıcıoğlu, 2009, p.235). In a study done in Finland (Böckerman and Ilmakunnas, 2004) it was shown that employees facing adverse working conditions (in terms of wage, harm, overtime, atmosphere, discrimination etc.) were more likely to show intention to leave. Moreover, that study revealed evidence that adverse working conditions were leading to an increase in job dissatisfaction and the latter was the one driving employees’ intention to leave and to search for a new job. Schnake and Dumler (2000) studied relationships among perceived equity, job satisfaction, organizational commitment and propensity to turnover on male employees in
a medium size firm in the construction industry. It was also found that satisfaction with a supervisor significantly and positively influenced intention to leave (Du et al., 2006).

Another study which was performed in Turkish tourism context examined the relationship between leader-member exchange and intention to quit (Şahin, 2011). The analysis revealed a significant negative relationship between leader-member exchange and intention to leave. Moreover, gender and leader-member exchange explained a meaningful portion of intention to leave (Şahin, 2011, p.277). Besides, a study conducted in Turkish food sector analyzed organizational commitment in pleasure of employee’s job security, working stress and effects to intention to leave (Dığın and Ünsar, 2010). According to analyses of that study, there was a positive relation between employee’s pleasure of their job security and organizational commitment, negative relation between job stress and organizational intention to leave (Dığın and Ünsar, 2010, p.133).

As further, Lambert, Hogan and Barton (2001) have specified five dimensions of work environment measured are role conflict, task variety, financial regards, relations with co-workers and autonomy as being the determinants of employees’ intention to leave. On the other side, based on Lambert and Hogan’s model (2008), it was found that work environment variables would not have a direct effect on turnover intent but instead would have indirect effects through job satisfaction and organizational commitment (Lambert and Hogan, 2008). Supporting that result, an empirical research also indicated a consistent and inverse relationship between overall job satisfaction and intention to leave (Pitts, Marvel and Fernandez, 2011). Besides, studies done by Griffeth, Hom, and Gaertner (2000) and Chen, Ployhart, Thomas, Anderson, and Bliese (2011) also revealed that job satisfaction was negatively associated with intention to leave.

Iverson (1999) indicated that job satisfaction, organizational commitment, organizational aspects such as workplace environment and intent to leave have a significant influence on employee turnover activities. Koh and Goh (1995) studied on demography (for example, age, gender and education), job satisfaction (for example, supervision, co-workers and financial rewards, rewarding and recognition programs, teamwork, communication) and job attitude (job involvement) and indicated that intention to leave is significantly associated with those factors. Karia and Ahmad (2000) examined the effect of teamwork as a dimension of organizational culture on organizational commitment and found significant relationship between these two variables. A study of Ooi and Arumugam (2006) found that teamwork, training and development, rewards and recognition and communication dimensions of organizational culture significantly influence organizational and individual performance. Somech and Drach-Zahavy (2004) indicated that organizational learning creates an environment in which employees lead their focus from the immediate outcomes of their performance to continuous learning by the organization as a whole. Thus, organizational learning expands employees’ perspectives, encourages them to be the organizational members, and helps them to exhibit better performance behaviors.

As it is seen, the literature evidences about the links between organizational culture, performance behaviors and intention to leave include communication, training and development, rewards and recognition, effective decision-making, risk taking for creativity and innovation, proactive planning, teamwork and fairness and consistency in management practices (Ricardo and Jolly, 1997; Lau and Idris, 2001; Zain et.al, 2009). Within these dimensions, four important dimensions of organizational culture are teamwork (Karia and Ahmad, 2000; Karia and Asaari, 2006; Zain et.al, 2009), communication (Myers and Myers, 1982; Zain et.al, 2009), training and development (Karia and Ahmad, 2000; Acton and Golden, 2002) and rewards and recognition (Zain et.al, 2009). Most of the results examining these dimensions found significant influences on organizational and individual performance.

However, these studies were often conducted in a non-Turkish setting and not in health care sector. Additionally, it is recognized that most of the studies about organizational culture were focused on organizational performance, organizational commitment, and job satisfaction. Thus, it is seen that the research findings about significant impact of organizational culture on employees’ in-role performance behaviors and their intentions to leave are limited. However, the current study focuses on the assumption of the crucial relationship between these concepts by paying attention to specific
characteristics of organizational culture; such as teamwork, training and development, communication, rewarding and recognition.

According to social exchange theory, it is expected that employees who feel that they are supported by their organizations would tend to perform more in-role behaviors and would tend to have less intention to leave their organization. Social exchange theory states that an individual expects social justice and reciprocity to dominate interpersonal transactions, such as economic exchanges, productivity, and performance (Adams, 1965; Blau, 1964; Bolino, 1999; Organ, 1977). Additionally, it is seen that previous studies about the relationship between organizational culture and individual performance are mostly focused on the concepts of job performance or organizational citizenship behavior as work performance predictors rather than in-role performance behavior. However, in this study, the employee performance is specifically examined with the construct of in-role performance behavior based on the conceptualizations and categorizations of Katz (1964), Katz and Kahn (1966), and Organ (1988). Consequently, it has been supposed that it would be worthy to evaluate the associations among the organizational culture, in-role performance behavior and intention to leave on the basis of theoretical roots derived from culture theory, social exchange theory, and conceptualization of in-role performance behavior (Katz, 1964; Denison and Mishra, 1995; Motowidlo et al., 1997; Organ et al., 2006; Zain et al., 2009).

To summarize, the current study suggests that individuals with perceptions of organizational culture fostering teamwork, training and development, communication, rewarding and recognition will exhibit higher levels of in-role performance behavior and lower levels of intention to leave. Thus, the following hypotheses are generated for the purpose of this study.

H1: In Turkish health care organizations, a positive, direct relationship is expected between individuals’ perception of organizational culture aspects and in-role performance behaviors.

H2: In Turkish health care organizations, a negative, direct relationship is expected between individuals’ perception of organizational culture aspects and intention to leave.

In this context, the early hypothesized relationships of the study involving organizational culture construct, in-role performance behavior and intention to leave are presented with the following research model (Figure 1).

**Figure 1. Research Model of this Study**

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Organizational Culture
• Teamwork
• Training and development
• Communication
• Rewards and recognition

In-role Performance Behavior
H1 (+)

H2 (-)

Intention to Leave
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**RESEARCH METHODOLOGY**

This study focuses on corporate culture and its impact on employees’ behavioral outcomes. Specifically, this study is designed in order to see whether (a) teamwork, (b) training and development, (c) communication, and (d) rewards and recognition influence individuals’ in-role performance behavior and intention to leave. This study examines these aspects by conducting a questionnaire survey. Thereby, this section provides the research design with the brief information related to the research sample and research instruments.
Sample Selection

This study uses employees (nurses) of all clinics and departments in private owned hospitals in Istanbul-Turkey. For the selection of respondents there is not an age limitation for the sample. There is not researcher interference. Study setting is non-contrived, unit of analysis is individuals and time horizon of the study is cross-sectional.

Questionnaire Design

The questionnaire used in this study is developed by adapting scales for each of the variables of the research model with some modifications to suit the context of this study. The questionnaire consists of four sections. The first section measures “organizational culture” and requests the respondents to complete the 32 items which were adapted from the study of Zain et al. (2009). Each of the dimensions of organizational culture is measured with 8 items and these dimensions were training and development, reward and recognition, teamwork, and communication.

The second section asks the respondents to respond to items related to “in-role performance behaviors” with their self assessments. Thus, this variable is measured with respondents’ self-reports concerning their evaluations of in-role behaviors related to nursing context. To measure “in-role performance behaviors”, Taştan’s (2011) “In-Role Performance Behavior Scale-Nursing Context” composed of 6 dimensions with totally 39 items was used. These include “general nursing process and communication activities”, “nursing service control and development”, “patient specific nursing and provident care activities”, “reception and orientation activities”, “patient care planning and registration activities”, and “patient visits and doctor informing activities”. This original in-role performance behavior scale was developed throughout a qualitative study and with a multiple source method with the participation of both nurses (subjective self-report) and doctors (objective supervisor-report). The findings of the qualitative study were again tested with multiple source method with the participation of 600 nurses and 350 doctors working in different private hospitals in Istanbul-Turkey.

As a result of that study, the extracted dimensions of self-report in-role performance behavior were; (a) General Nursing Process and Communication Activities, (b) Nursing Service Control and Development, (c) Patient Specific Nursing and Provident Care Activities, (d) Reception and Orientation Activities, (e) Patient Care Planning and Registration Activities, and (f) Patient Visits and Doctor Informing Activities. As the factor analysis results showed, the nurses’ in-role performance behaviors were categorized into 6 dimensions with an explained variance of 98,578% and the overall reliability of the scale was confirmed with an Alpha value of .82.

Therefore, in this study, that original scale is used in order to measure the respondents’ self-report in-role performance behaviors and also to reevaluate the reliability and validity of the scale. The second section measuring “in-role performance behaviors” requests the respondents to complete 39 items (a) 22 items related to general nursing process and communication activities, b) 4 items related to nursing service control and development, c) 4 items related to patient specific nursing and provident care activities, d) 3 items related to reception and orientation activities, e) 3 items related to patient care planning and registration activities, f) 3 items related to patient visits and doctor informing activities).

The third section measures “intention to leave” and requests the respondents to complete the 4 items which were adapted from Rosin and Korabik’s (1995) turnover intention scale. The time limit of six month was extended to one year in order to better serve the purpose of the study. The questionnaire has been used in the studies of Tanrıöver (2005) and Menişa (2006) and the Turkish version of the scale was controlled by the researcher of this study with the collaboration of her colleague during the preparation of the questionnaire form.

The forth and last section requests the respondents’ demographic profile such as gender, age, marital status, number of children, tenure in the current hospital, and tenure in the work field. Questions in the last section are asked in categorical form.
Data Collection

Approximately three hundred and eighty questionnaires were distributed to the private hospitals’ nurses in different departments/clinics. The hospitals were located in different regions of Istanbul. Each hospital and each department were distributed 380 questionnaires. However, 300 nurses from 11 hospitals volunteered to participate in the study and filled the questionnaire. This led to a total sample of 300. The respondents were approached by the researcher at their working clinics or departments. The respondents were encouraged to complete the questionnaire on the spot or to return the questionnaire after 2-3 days. The questionnaires were hand-collected by the researcher within 2-3 days and some of the respondents preferred to fill the questionnaire via internet. As a result of 2 months work, totally 300 questionnaires were successfully completed and collected.

Research Construct

The dimensions of “organizational culture” are evaluated by way of a series of items that require participants to indicate, using a 5-point scale from 1 (strongly disagree) to 5 (strongly agree), their opinions of teamwork, communication, rewards and recognition and training and development. For each respondent, the responses to questions in each dimension are aggregated and an average response was calculated as a score to represent the respondent assessment of the dimensions.

In the original form of the “in-role performance behavior” scale, the items have been measured with 7 points scale, 6 points were from “always” to “never” and additionally 1 point was added by the researcher named as “this is not my task” (for detailed information Taştan, 2011). In this study, to evaluate the level of “in-role performance behavior” of the nurses, the respondents are asked to rate the degree of in-role performance behavior using a 5-point scale of 1 (never) to 5 (always). The mean scores of the 39 variables related to in-role performance behaviors are used as an indication of the level of in-role performance.

The “intention to leave” variable is assessed by 4 items and the respondents are asked to provide their responses using a 5-point scale from 1 (strongly disagree) to 5 (strongly agree).

RESULTS

Descriptive Statistics and Reliabilities

This section of the study presents the descriptive statistics of the dimensions of corporate culture, in-role performance behavior and intention to leave. The results are shown in Table 1. The results show the mean score for “organizational culture” is 3.7497. The results indicate that most respondents have high perceptions of cultural aspects towards their organization. Table 1 also shows that the respondents provide the highest mean score for “training and development” (3.9220) followed by “teamwork” (3.8385) and “communication” (3.7320). Additionally, the respondents provide the lowest mean score for “rewards and recognition” (3.5066).

In Table 1, it is also seen that the mean score for “in-role performance behavior” is 3.8148. The results indicate that most respondents have high in-role performance towards their job and organization. It is also seen that the respondents provide the highest mean score for “general nursing process and communication” (3.9775) followed by “service control and development” (3.9229) and “patient specific nursing and provident care” (3.8865). Moreover, the respondents provide the lower means scores for “reception and orientation” (3.7560) and “patient visits and doctor informing” (3.6682). The lowest mean score provided by the respondents are “patient care planning and registration” (3.5112) respectively. At last, Table 1 shows that the mean score for “intention to leave” is 2.9130. The results indicate that most respondents have low intention to leave for their job and organization.
Table 1. Descriptive Statistics of Organizational Culture, In-Role Performance and Intention to Leave

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-Role Performance Behaviors</td>
<td>3.8148</td>
</tr>
<tr>
<td>General nursing process and communication</td>
<td>3.9775</td>
</tr>
<tr>
<td>Service control and development</td>
<td>3.9229</td>
</tr>
<tr>
<td>Patient specific nursing and provident care</td>
<td>3.8865</td>
</tr>
<tr>
<td>Reception and orientation</td>
<td>3.7560</td>
</tr>
<tr>
<td>Patient visits and doctor informing</td>
<td>3.6682</td>
</tr>
<tr>
<td>Patient care planning and registration</td>
<td>3.5112</td>
</tr>
<tr>
<td>Intention to Leave</td>
<td>2.9130</td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>3.7497</td>
</tr>
<tr>
<td>Training and development</td>
<td>3.9220</td>
</tr>
<tr>
<td>Teamwork</td>
<td>3.8385</td>
</tr>
<tr>
<td>Communication</td>
<td>3.7320</td>
</tr>
<tr>
<td>Rewards and Recognition</td>
<td>3.5066</td>
</tr>
</tbody>
</table>

Series of factors and reliability tests were performed before testing the hypotheses and performing regression analysis. The results showed that the reliability for teamwork is 0.840, training and development (0.898), communication (0.901) and rewards and recognition (0.906) as being the dimensions of organizational culture. The results also showed that the reliability for in-role performance behaviors based on 38 items is 0.918 and reliability for intention to leave based on all 4 items is 0.927. The results indicate that all variables in this study are reliable.

Influence of Organizational Culture on In-Role Performance Behavior

This section presents the results of testing hypothesis 1 (a positive, direct relationship is expected between individuals’ perception of organizational culture aspects and in-role performance behaviors) and the sub-hypotheses of H1-1 to H1-4. The hypotheses are tested using Pearson’s correlation.

Influence of Teamwork on In-Role Performance Behavior

Hypothesis 1-1 states that “a positive, direct relationship is expected between individuals’ perception of teamwork and in-role performance behaviors. Table 2 presents the results of testing hypothesis 1-1.

Table 2. Teamwork and In-Role Performance Behavior

<table>
<thead>
<tr>
<th>Teamwork</th>
<th>Teamwork</th>
<th>In-Role Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>r</td>
<td>1</td>
<td>0.535</td>
</tr>
<tr>
<td>p</td>
<td>0.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>300</td>
<td>300</td>
</tr>
</tbody>
</table>

The results show that there is a significant and moderate relationship between teamwork dimension of organizational culture and in-role performance behavior ($p=0.000; r=0.535$). Such results are consistent with Morrow (1997) and Osland (1997) and the results indicate that teamwork is important in employees’ ability to complete a task with the members of the group. This finding is also consistent with Zain et al. (2009). Therefore, hypothesis 1-1 is accepted.
Influence of Training and Development on In-Role Performance Behavior

Hypothesis 1-2 states that “a positive, direct relationship is expected between individuals’ perception of training and development and in-role performance behaviors. Table 3 presents the results of testing hypothesis 1-2.

Table 3. Training and Development and In-Role Performance Behavior

<table>
<thead>
<tr>
<th>Training and Development</th>
<th>Training and Development</th>
<th>In-Role Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>r</td>
<td>1</td>
<td>0.572</td>
</tr>
<tr>
<td>p</td>
<td></td>
<td>0.000</td>
</tr>
<tr>
<td>N</td>
<td>300</td>
<td>300</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>In-Role Performance</th>
<th>In-Role Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>r</td>
<td>0.572</td>
</tr>
<tr>
<td>p</td>
<td>0.000</td>
</tr>
<tr>
<td>N</td>
<td>300</td>
</tr>
</tbody>
</table>

Table 3 presents the results of testing hypothesis 1-2. The results show that there is a significant and moderate relationship between training and development and in role performance behavior ($p=0.000; r=0.572$). The findings are consistent with the evidences of previous studies (Karia and Asaari, 2006; Zain et al. 2009) which have indicated that proper training and development facilities enable employees to do their job correctly and enhances them to feel encouraged. Thus, according to the results, it can be suggested that the organization which provides training and development to their employees would lead to higher task accomplishment and in-role performance. Therefore, Hypothesis 1-2 is supported.

Influence of Communication on In-Role Performance Behavior

Hypothesis 1-3 states that “a positive, direct relationship is expected between individuals’ perception of communication and in-role performance behaviors. Table 4 presents the results of testing hypothesis 1-3.

Table 4. Communication and In-Role Performance Behavior

<table>
<thead>
<tr>
<th>Communication</th>
<th>Communication</th>
<th>In-Role Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>r</td>
<td>1</td>
<td>0.724</td>
</tr>
<tr>
<td>p</td>
<td></td>
<td>0.000</td>
</tr>
<tr>
<td>N</td>
<td>300</td>
<td>300</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>In-Role Performance</th>
<th>In-Role Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>r</td>
<td>0.724</td>
</tr>
<tr>
<td>p</td>
<td>0.000</td>
</tr>
<tr>
<td>N</td>
<td>300</td>
</tr>
</tbody>
</table>

The results show that there is a significant and strong relationship between communication dimension of organizational culture and in-role performance behavior ($p=0.000; r=0.724$). The results indicate that communication is a strong dimension of corporate culture that is in relation to individuals’ in-role performance behaviors. The results imply that communication is important in enhancing employees to do their task roles which were required by their jobs and in turn influences in-role performance behaviors. Such result is consistent with James and James (1989) and Westerman and Yamamura (2007), Caykoylu et al. (2011). This finding is also consistent with Taștan’s (2011) study which has demonstrated a significant relationship between amicable relations in the organization and individuals’ in-role performance behavior. Therefore, hypothesis 1-3 is supported.
Influence of Rewards and Recognition on In-Role Performance Behavior

Hypothesis 1-4 states that “a positive, direct relationship is expected between individuals’ perception of rewards and recognition and in-role performance behaviors. Table 5 presents the results of testing hypothesis 1-4.

Table 5. Rewards and Recognition and In-Role Performance Behavior

<table>
<thead>
<tr>
<th>Rewards and Recognition</th>
<th>Rewards and Recognition</th>
<th>In-Role Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>r</td>
<td>1</td>
<td>0.488</td>
</tr>
<tr>
<td>p</td>
<td></td>
<td>0.000</td>
</tr>
<tr>
<td>N</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td>In-Role Performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>r</td>
<td>0.488</td>
<td>1</td>
</tr>
<tr>
<td>p</td>
<td>0.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>300</td>
<td>300</td>
</tr>
</tbody>
</table>

The results show that there is a significant and weak relationship between rewards and recognition dimension of organizational culture and in-role performance behavior ($p=0.000; r=0.488$). The results indicate that rewards and recognition is a weak dimension of corporate culture that is in relation to individuals’ in-role performance behaviors specific to the current research sample. The previous results imply that rewards and recognition have important roles in improving employees’ motivation at work and results with positive work outcomes such as task accomplishment and commitment. Thus, this result is consistent with O’Driscoll and Randall (1999) and Zain et al. (2009) who implied that rewards offered by an organization would have a positive effect on employees’ commitment towards their work. Additionally, such finding is consistent with Deci and Ryan’s (2000) study which has indicated the significant association between intrinsic-extrinsic motivation factors (rewarding, recognition, autonomy etc.) and individual’s work performance. Therefore, hypothesis 1-3 is accepted.

Influence of Organizational Culture on Intention to Leave

This section presents the results of testing hypothesis 2 which states that a negative, direct relationship is expected between individuals’ perception of organizational culture aspects and intention to leave. In testing the hypothesis 2 by using Pearson’s correlation, organizational culture is taken as a total variable of four dimensions (teamwork, communication, training and development, rewards and recognition). Table 6 presents the results of testing hypothesis 2.

Table 6. Organizational Culture and Intention to Leave

<table>
<thead>
<tr>
<th>Organizational Culture</th>
<th>Organizational Culture</th>
<th>Intention to Leave</th>
</tr>
</thead>
<tbody>
<tr>
<td>r</td>
<td>1</td>
<td>-0.277</td>
</tr>
<tr>
<td>p</td>
<td></td>
<td>0.000</td>
</tr>
<tr>
<td>N</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td>Intention to Leave</td>
<td>-0.277</td>
<td>1</td>
</tr>
<tr>
<td>p</td>
<td>0.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>300</td>
<td>300</td>
</tr>
</tbody>
</table>

The results show that there is a weak and negative correlation between organizational culture aspects and intention to leave ($p=0.000; r=-0.277$). Such results are consistent with Guchait and Cho (2010) who have implied the negative relationship between human resource management practices and intention to leave of employees in the service industry in India and supports the findings of Masroor and Fakir’s (2009) study which has demonstrated the negative association between job satisfaction and intent to leave among Malaysian nurses. Additionally, such a finding is also consistent with Yazıcıoğlu’s (2009) findings that implied the significant negative relationship between organization
trust, job satisfaction and quit intentions of Turkish employees in accommodations operations. Therefore, hypothesis 2 is accepted.

**Further Analysis: Multiple Regressions**

Initially, to provide further understanding on the influence of the four dimensions of organizational culture on individuals’ in-role performance behaviors, a multiple regression analysis was performed. Table 7 presents the results.

**Table 7. Multiple Regression Analysis for Dimensions of Organizational Culture and In-Role Performance Behaviors**

<table>
<thead>
<tr>
<th>Dependent Variable:</th>
<th>In-Role Performance Behaviors</th>
<th>Beta</th>
<th>t value</th>
<th>p value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork</td>
<td></td>
<td>0.279</td>
<td>5.077</td>
<td>0.000</td>
</tr>
<tr>
<td>Training and Development</td>
<td></td>
<td>0.365</td>
<td>6.658</td>
<td>0.000</td>
</tr>
<tr>
<td>Communication</td>
<td></td>
<td>0.415</td>
<td>6.889</td>
<td>0.000</td>
</tr>
<tr>
<td>Rewards and Recognition</td>
<td></td>
<td>0.068</td>
<td>1.355</td>
<td>0.175</td>
</tr>
</tbody>
</table>

\[ R = 0.631; \quad R^2 = 0.555; \quad F = 91.409; \quad p = 0.000 \]

Dimensions of organizational culture explain 55.5% of the variance in in-role performance behaviors and “rewards and recognition” dimension has not a statistically significant influence in this relationship with the p value of 0.175 > 0.05 (\( \beta = 0.068 \)). The results in table 7 shows that the four dimensions of organizational culture contribute 55.5% in influencing in-role performance behaviors. Among the four dimensions of organizational culture, communication has the most important influence on in-role performance behaviors (\( p = 0.000; \beta = 0.415 \)).

In the next stage, to provide further understanding on the influence of the four dimensions of organizational culture on intention to leave, again a multiple regression analysis was performed. Table 8 presents the results.

**Table 8. Multiple Regression Analysis for Dimensions of Organizational Culture and Intention to Leave**

<table>
<thead>
<tr>
<th>Dependent Variable:</th>
<th>Intention to Leave</th>
<th>Beta</th>
<th>t value</th>
<th>p value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork</td>
<td></td>
<td>-0.284</td>
<td>-4.088</td>
<td>0.000</td>
</tr>
<tr>
<td>Training and Development</td>
<td></td>
<td>-0.347</td>
<td>-4.566</td>
<td>0.000</td>
</tr>
<tr>
<td>Communication</td>
<td></td>
<td>-0.396</td>
<td>-4.851</td>
<td>0.000</td>
</tr>
<tr>
<td>Rewards and Recognition</td>
<td></td>
<td>-0.295</td>
<td>-3.544</td>
<td>0.000</td>
</tr>
</tbody>
</table>

\[ R = 0.446; \quad R^2 = 0.324; \quad F = 35.405; \quad p = 0.000 \]

Dimensions of organizational culture explain 32.4% of the variance in intention to leave and “communication” dimension has the highest significant negative influence in this relationship (\( p = 0.000; \beta = -0.396 \)). The results in table 8 shows that the four dimensions of organizational culture contribute 32.4% in influencing intention to leave negatively.
CONCLUSIONS AND RECOMMENDATIONS

This study examines the influence of organizational culture on two specific employee behavioral outcomes; in-role performance behavior and intention to leave. Specifically, this study examines four dimensions of organizational culture, namely teamwork, training and development, communication, and reward and recognition and their relationships with employees’ (nurses) in-role performance behaviors and intention to leave their organization. The results show that all dimensions of organizational culture chosen in this study have significant influence on both constructs of in-role performance behaviors and intention to leave. The results are consistent to the results of previous studies (such as Currivan, 1999; Deci and Ryan, 2000; Somech and Drach-Zahavy, 2004; Rotenberry and Moberg, 2007; Ünsar and Karahan, 2010, Yazıcıoğlu, 2009; Ooi and Arumugam, 2006; Zain et al., 2009; Çekmecelioğlu, 2007; Burney, Henle and Widener, 2009; Caykoylu et al., 2011) that signify the importance of these dimensions on employees’ performance at work, intention to leave and several other individual outcomes. It is seen that the aspects of organizational culture had positive impact on in-role performance behaviors and negative impact on employees’ intention to leave. The key finding in this study is Turkish private hospitals’ organizational culture practices are positive towards employees’ (nurses) exhibition of in-role performance behaviors and do not come into existence of intentions to leave. This situation brings up the suggestion that the positive perceptions of organizational culture practices would lead to higher in-role performance and lower level of intention to leave, this in turn would affect the organization’s performance. Therefore, other health care organizations are encouraged to practice these dimensions of organizational culture in yielding better individual and organizational results.

However, this study has some limitations. First, this study used a cross sectional questionnaire survey approach focusing on eleven Turkish private owned hospitals in located in Istanbul. Therefore, the findings in this study may not be able to generalize to other health care organizations and both private and public hospitals. Secondly, the respondents of this study are only 300 nurses working in those hospitals and it is suggested that future study could be performed using a larger sample size. In summary, the findings in this study provide some understanding on the importance of organizational culture aspects and practices on individuals’ in-role performance behaviors and their intention to leave. This study provides knowledge on the influence of organizational culture aspects implemented in a health care organization. At last, this study has a difference as it uses an original recently developed in-role performance behaviors scale specifically concerning the nursing context. Therefore, this study also utilizes a self-report original scale of Taştan (2011) and evaluates its reliability by testing it on the sample of nurses on different organizational setting. It is supposed that this study’s results confirmed the reliability of the scale of in-role performance behaviors and contribute to the field of job performance measurement studies in nursing context.
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Ingraham, P. W. and Moynihan, D. P. (2000). “Evolving dimensions of performance from the CSRA to the present”. In J. P. Pfiffner and D. A. Brook (Eds.), The future of merit: Twenty years after the Civil Service Reform Act (pp. 103-126). Baltimore, MD: Johns Hopkins University Press.


