





















## 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**

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

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**

		<b>Teamwork</b>	<b>In-Role Performance</b>
<b>Teamwork</b>	<i>r</i>	1	0.535
	<i>p</i>		0.000
	N	300	300
<b>In-Role Performance</b>	<i>r</i>	0.535	1
	<i>p</i>	0.000	
	N	300	300

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**

		<b>Training and Development</b>	<b>In-Role Performance</b>
<b>Training and Development</b>	<i>r</i>	1	0.572
	<i>p</i>		0.000
	N	300	300
<b>In-Role Performance</b>	<i>r</i>	0.572	1
	<i>p</i>	0.000	
	N	300	300

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**

		<b>Communication</b>	<b>In-Role Performance</b>
<b>Communication</b>	<i>r</i>	1	0.724
	<i>p</i>		0.000
	N	300	300
<b>In-Role Performance</b>	<i>r</i>	0.724	1
	<i>p</i>	0.000	
	N	300	300

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 Taştan’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**

		<b>Rewards and Recognition</b>	<b>In-Role Performance</b>
<b>Rewards and Recognition</b>	<i>r</i>	1	0.488
	<i>p</i>		0.000
	N	300	300
<b>In-Role Performance</b>	<i>r</i>	0.488	1
	<i>p</i>	0.000	
	N	300	300

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**

		<b>Organizational Culture</b>	<b>Intention to Leave</b>
<b>Organizational Culture</b>	<i>r</i>	1	-0.277
	<i>p</i>		0.000
	N	300	300
<b>Intention to Leave</b>	<i>r</i>	-0.277	1
	<i>p</i>	0.000	
	N	300	300

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**

<b>Dependent Variable:</b>		In-Role Performance Behaviors		
<b>Independent Variables</b>	<b>Beta</b>	<b>t value</b>	<b>p value</b>	
Teamwork	0.279	5.077	0.000	
Training and Development	0.365	6.658	0.000	
Communication	0.415	6.889	0.000	
Rewards and Recognition	0.068	1.355	0.175	
R = 0.631; R <sup>2</sup> = 0.555; F = 91.409; 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**

<b>Dependent Variable:</b>		Intention to Leave		
<b>Independent Variables</b>	<b>Beta</b>	<b>t value</b>	<b>p value</b>	
Teamwork	-0.284	-4.088	0.000	
Training and Development	-0.347	-4.566	0.000	
Communication	-0.396	-4.851	0.000	
Rewards and Recognition	-0.295	-3.544	0.000	
R = 0.446; R <sup>2</sup> = 0.324; F = 35.405; 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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