

Organisational Culture and Turnover Intentions: A Study of Health Sector

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Abstract - The study was conducted with principal objective of assessing the link between organisational culture and turnover intentions. Using data from 603 employees of 8 hospitals from private and public sector in the Union Territory of Jammu and Kashmir. The study employs Competing Values Framework (CVF) to assess organisational culture. The results reveal that the two sectors differ with regard to organisational culture and turnover intentions. Clan and adhocracy culture were found to be negatively correlated to turnover intentions, however, hierarchy and market culture were found to be positively correlated to turnover intentions. The implications and limitations of the research are also discussed.

Key Words: Organisational Culture, CVF, Turnover Intentions

I. INTRODUCTION

Organizational culture as subject of research has fascinated scholars across fields like anthropology, sociology to the applied fields of organizational behavior and management science. The construct has been extensively studied and most of the studies have reported its influence on various individual and organisational outcome variables. [1] believe that the reason behind this extensive use of the construct in management science research can be attributed to the growing realization among scholars that organisational culture has been found to have a strong influence on organizational effectiveness. However, despite being in focus for decades the construct sans consensus among scholars and as such the extant literature does not offer a universal definition for organisational culture. Literature on the subject indicates that researchers have used varied terminology to define organisational culture. As a result, plethora of definitions and models are available to study organisational culture.

One of the most cited author in the field of culture is Geert Hofstede. In his opinion organizational culture defines as “collective programming of the mind which distinguishes members of one organization from the other” [2]. It is “norms, beliefs, values of a group” [3,4,5]. [6] Schein (1990) believes that it is organizational culture that “differentiates successful firms from others operating in the same national culture”. For [7] “it is the way we do things around here”. Another celebrity in the field of culture studies [8], claims that it is: “a pattern of shared basic assumptions that a group learns as it solves its problems of external adaptation and internal integration that has worked well enough to be

considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems.” Culture is “The pattern of shared beliefs and values that give members of an institution meaning, and provide them with the rules for behaviour in their organization” [9].

However, most of the authors believe that values, beliefs form the core of organisational culture, the values and beliefs shape employee’ behaviour [10,11]

Some scholars on the subject have come up with definition as well as models to measure organisational culture. Researchers like [10] are of the opinion that organisational culture assessment should be based by identification of some cultural aspects that have significant impact on shaping employee behaviour and those factors be it values or beliefs can be labelled as the culture of the organisation. Others like [11] believe that this approach has some advantages in a way that the model helps in organisational analysis and eventually helps to understand the culture of an organisation.

The present study followed the same approach to assess organisational culture using competing Values Framework propounded by [12]. The model uses six dimensions and four culture types for measuring organisational culture. The four culture types as provided by [12] are briefly described as under:

Clan Culture: [13] describe clan culture as a favourable environment for employees. The heads of the organization are viewed as role models. Loyalty and tradition are key values that drive the organization to its success. The main characteristic of clan culture is a friendly environment in an organisation. Success is more likely to be achieved due to

teamwork and openness among the employees of an organisation.

Hierarchy Culture: This culture is more formal compared to the clan structure. Rules and policies are set by the leaders to run the organization. Stability is the main factor that determines the future operations in such an organization. Reliable delivery and smooth planning are the main factors that lead to success of the organization.

Market Culture: [13] suggest that market culture is adopted by result-oriented organizations. The employees are goal focused and their main aim is to finish the work. The leaders are tough and demanding, especially in private health sectors. Emphasis on winning keeps the organization together. People aim at doing their best to achieve their goals. Market leadership and competitive pricing determines success in such organization.

Adhocracy Culture: [13] described this culture as entrepreneurial and dynamic working environment. The leaders are seen as innovative and risk takers. Commitment to experimentation by workers is what keeps the organization together. Success in such an organization is achieved when new equipment is introduced, new operational techniques and improvement of the sector in general.

Organisational culture has been found to influence both individual and organisational outcome variables. For example, [14] believes that if the values are strongly held and widely shared it would determine the performance of an organization. [5] believed that organizational culture can promote job satisfaction and [15] notes that the value congruence between organizational and employee values would reduce labor turn over. [16] was of the opinion that culture acts a bond which holds the members of an organization together. [17] claim that organizational culture is something that distinguishes high performing organizations from others. [18] confirmed the findings of scholars like [17] and concluded that organizations with strong cultures had reported higher sales, reserves and surplus, had reported higher profits compared to counterparts with weak cultures, therefore confirmed the notion that organizational culture differentiates between successful and poor performing organizations.

The above and many other studies like [19,20,21,22,23,24,25] support the notion that organizational culture can to large extent determine the performance /effectiveness of an organization. The power to shape employee behavior and subsequently affecting employee performance has compelled heads of organizations to understand and reshape organizational culture [26]. The empirical findings reveal that culture may not explain the cent percent variation in determining the success or failure, however it can be strategic tool to retain the top quality employees and as such the company can have a competitive advantage over its counterparts [27].

Review of literature reveals that the link between organisational culture and turnover intentions has not been studied in the Indian context. Scholars have not empirically studied the influence of organisational culture on turnover intentions however with special reference to healthcare [28] reports that organisational culture was negatively linked with turnover intentions in fact organisational culture was found to predict lower turnover intentions among healthcare staff. [28] reported that hospitals with supportive and positive organisational culture had lower turnover intentions.

Organisational Culture and Turnover Intentions

Organizational culture influences employee behaviour, acts a control mechanism, guides employee actions and therefore may explain the reasons for voluntary turnover [29]. The extant literature reveals that off late scholars have started debating upon the prosed link between organizational culture and turnover intentions. Authors like [30,31] have reported a positive relationship while as most of the scholars have reported that organisational culture was negatively associated with turnover intentions.

A study conducted by [31] reported a negative association between organisational culture and turnover intentions. Using a sample of professional nurses [32] also reported a negative correlation between organisational culture and turnover intentions among hospital staff. Similarly, in a recent study by [33] also studied hospital staff like nurses and reported a negative link between the two constructs under reference.

Using competing values framework to assess organisational culture [34] reported a negative correlation between organisational culture and turnover intentions. The study further claims that the respondents perceived their culture as supportive and were satisfied which eventually results in lower turnover intentions. Similarly, [35] used Denison's model to explore the influence of culture traits turnover intentions. The study reports that all cultural traits were negatively associated with turnover intentions.

Although most of the empirical studies have reported a negative correlation between the two constructs, however some studies have reported an opposite view. For example, [36] adopted competing values framework and conducted an empirical study using sample from Saudi Arabia report that three organisational culture types (excluding market culture) did influence employee turnover significantly.

[30] examined the similar link in the Indian context. The result of the study revealed that most of the organisational culture dimensions had negative influence on intentions to quit.

To sum up the findings of the previous studies we can safely conclude that an organisational culture widely shared and strongly held by the members of an organisation (organisational culture which is perceived to be supportive and positive) reduces intentions to quit.

In light of the findings of the recently conducted studies on the subject the present study would be conducted to address the following primary objectives.

Objectives of the Study

1. To study and compare organisational culture in public and private hospitals
2. To assess and compare the turnover intentions in public and private hospitals
3. To explore the link between organisational culture and turnover intentions

Hypotheses Development

To compare organizational culture in public and private sector hospitals was the primary objective of the present study. Public and private sector organizations differ on various fronts. For example, public sector enterprises in India have been characterized as being; poor in participative management [37] excessively bureaucratic [38] people in public sector do not prefer to take responsibility [39] risk averse [40,41,38]. Additionally, the public sector enterprises have been labeled as having a tendency of overstaffing [40] are more interested in more pay but would prefer less work [42, 43]. Private sector enterprises on the other hand are characterized by having customer satisfaction [44] focus on returns like return on investment [45] as the primary focus. While as profitability or adequate ROI is a secondary issue in PSU's in India. Private sector enterprises operate in competitive markets besides quality of products and services is the criterion for success [46].

Researchers (see for example [40,47] argue the excessive control of politicians, regulatory authorities and other relevant departments hampers the efficiency of public sector undertakings. On the other hand, shareholders do not interfere in the functioning of private sector organizations [46] argue that the two sectors differ in their mission as well. Further, the two sectors differ on many counts like the mode of activities, structures and above all values. Against this backdrop we hypothesize that;

H1. Organisational culture in public and private hospitals would be different

The studies conducted so far on the subject have not tested empirically the relationship between organisational culture and turnover intentions. However, in the recent past some studies have been conducted to examine the link. In this context one such study was conducted by [28] and it has been reported that organisational culture prevalent in hospitals had negative association with turnover intentions. [28] in way also confirmed the notion of some scholars who believed that culture differentiates between two organisations operating in the same industry. A study by [48] reported that almost 40% of the total variance in intentions to leave was explained by organisational culture alone.

As mentioned earlier private and public sector organisations differ as for their size, ownership, management and

leadership styles are concerned. Organisations have been differentiated on the basis of culture as well. In light of the basic differences among two sectors we assume that;

H2-Turnover intentions would be statistically and significantly different across two sectors.

Review of the literature reveals that the relationship between organisational culture and turnover intentions has not been empirically tested in health sector. Organizational culture does influence employee performance attributes like productivity, job satisfaction and motivation [49]. Organizational culture has a significant impact on every aspect of organisation. It determines the management practices, therefore it would determine the type of strategy, it would explain the employee behaviour, it would necessarily responsible for a particular organizational structure, the policies of an organisation are actually the outcome the leader's philosophy, and culture would also influence various processes and procedures. Organization have successfully addressed the issues like high attrition rate and lower employee motivation by changing their cultures ([24].

Since the present would use OCAI to assess organisational culture the model assess the type of organisational prevalent in an organisation. Pertinent to mention that the OCAI is based on Competing Values Framework by [12], we would also assess which type of culture for example (Clan, Hierarchy, Adhocracy and Market) is prevalent in the organisations under study. In light of the findings of earlier studies regarding the influence of organisational culture on various organisational and employee outcome variables we assume that;

H3 Type of organisational culture would not determine the extent of turnover intentions among the healthcare staff.

Sample

The population of the study consists of employees working in eight (08) health sector of erstwhile state of Jammu and Kashmir. The sample unit consists of health care workers, administrators, doctors and paramedical staff of selected health care organizations. The study is based on primary data and the data was collected from employees working in eight (08) major hospitals of Jammu and Kashmir, which include four (04) private sector hospitals and four (04) public sector hospitals. The general rule of thumb for sample size determination is at least 30 respondents for smaller population and for 10 per cent for larger which is being considered to be representative sample [50].

A provision for eliminating the unusable questionnaires was maintained by administering more questionnaire than the required sample size out of total population. Accordingly, 750 questionnaires were administered and only 603 were usable. 147 Questionnaires were discarded due to unengaged response and missing responses. Authors like [51] suggest

that researchers need not to draw a sample size of more than 500 as it does decrease the standard error of measurement.

Instruments

To measure organizational culture various models are available in the extant literature. Among the models, the present study adopted competing values framework to measure organisational culture in the organisations under study. Since the present study sampled public and private sector hospitals, authors like [52, 53] have advocated to use CVF in healthcare as it is considered as a useful and established tool for understanding organisational culture in healthcare. Others who have strongly advocated the use CVF as a measure for organisational culture include [54,55]. The authors have advocated the use this instrument on the pretext that employee preferences may vary and may result in varied orientations. Therefore, the model offers a realistic

view of an organisational culture with every organization having its own combination of different types of cultural orientations.

CVF is a preferred instrument as it gauges the cultural of an organisation in terms of flexibility versus control and internal orientation versus external orientation ([12, 54]. To measure turnover intentions a structured questionnaire developed by [56] which contained 15 items was adopted for present study. From the literature it was found that this instrument has more number of items than other instruments used previously. So this was more suitable for the present research as it measures what we wanted to measure. Other studies that have used the similar scale to measure turnover intentions include [57,58,59,60]. The studies have reported Cronbach alpha coefficient ranging between 0.80 to 0.91 for the scale.

II. RESULTS AND DISCUSSION

Table-I: Descriptive Statistics for the Components of OC

Independent T-Test							
	Sector	N	Mean	Std. Deviation	Std. Error Mean	T-Value	Sig.
DC	Public	443	2.1264	.76519	.03636	-.869	.005
	Private	159	2.1965	.90854	.07205		
OL	Public	443	2.0807	.85244	.04050	4.909	.000
	Private	159	1.7877	.55275	.04384		
ME	Public	443	2.2641	1.04438	.04962	.580	.571
	Private	159	2.2055	1.11049	.08807		
OG	Public	443	1.9752	.61968	.02944	-1.456	.000
	Private	159	2.0739	.76904	.06099		
SE	Public	443	2.5260	1.17713	.05593	3.804	.042
	Private	159	2.1111	1.18040	.09361		
CS	Public	443	2.2286	.73944	.03513	.770	.019
	Private	159	2.1682	.88299	.07003		

To assess and compare organisational culture on the six dimensions as identified by [12] we performed t test to understand the focus of sample organisations on each dimension. As discussed earlier CVF assesses organisational culture on four culture types like clan, adhocracy, hierarchy and market culture. The t-statistics presented in table I indicates that the two sectors differ on some features like organisational leadership (t=4.909, p= .000) and strategic emphasis (t= 3.804, p=.000). the results are in line with the findings of most of the researchers who have reported a statistically significant difference between the two sectors. For example, [61] conducted a study to assess organisational culture in public and private sector hospitals in the Indian context. The study reports a statistically significant difference between organisational culture of public and private sector hospitals. [61] report that private sector scored high on cultural dimensions like openness, trust, authenticity, autonomy and collaboration as compared to public sector. Similarly, [43] studied work culture in public and private sector organisations and concluded that the two sectors had different work cultures.

Differences between public and private sector organisations have been studied in the past as well. For example, [62] reported that private sector and public sector organisations differ significantly and notes that private sector employees are adequately praised and rewarded, enjoy higher quality of work life compared to the public sector employees. [63] in a maiden attempted to assess organisational culture in public and private sector hospitals. The author compared public sector hospitals of Jammu and Kashmir with a private sector hospital of the country. The author using OCTAPACE an instrument to assess organisational concludes that the two sectors differ regarding their focus on the dimensions of organisational culture is concerned. Private sector hospital scored high on all the dimensions of organisational culture compared to public sector hospitals. As can be seen from table I public sector hospitals have scored high on four out of six sub-dimensions of organisational culture. The higher mean values can be attributed to fact that public sector hospitals are well equipped with adequate human resources, the employees perceive more chances of career advancement and headed by qualified people at the helm [64].

However, the two sectors do not differ on organisational dimensions like “dominant characteristics, management of employees, organisational glue and criteria for success”. Some studies have found that there are some similarities between Indian public and

private sector organisations. The similarities may be due to the influence of national culture on organisational culture which is well documented in the literature. Regarding similarities [65] reports that Indian managers in both private and public sectors the like if authority is delegated to him, but in turn they do not prefer to delegate authority to their subordinates. The author also notes that in Indian context, decision-making authority remains with the top management both in public as well as private sector organisations. The other characteristic that public and private sector organisations in the Indian context share is that in both sectors people do delegate authority if nature of the authority is technical delegation however they do not do so if the nature of the authority is financial in nature [39].

In light of the objectives of the study we also compared the two sectors with regard to type of culture prevalent as perceived by their employees. The results as presented in table II reveal that the two sectors did not differ on adhocracy culture. However, the two sectors differ significantly on other three types.

When compared on culture types public sector organisations scored relatively higher with statistically significant mean differences on clan culture as compared to private sector. The results indicate that the sector is more focused towards on internal dynamics and encourages flexibility and discretion, emphasizing a humane work environment, teamwork and employee development [12]. The results indicate that the public sector employees perceive their workplace as a friendly place to work. [12] consider such work places as an extended family and label such cultures as clan cultures.

Similarly, [66] have reported that public sector offers more interaction between employees has better hours and working conditions, have more formalized rules and regulations in place. Others like [67] believe that employees of the public sector organizations are more committed, they enjoy a friendly atmosphere which enhances satisfaction and strengthens employee sense of trust and belongingness for their organization.

Table-II Descriptive Statistics for the organizational Culture Types

Independent T-Test							
Construct	Sector	N	Mean	Std. Deviation	Std. Error Mean	T-Value	Sig.
Adhocracy Culture	Public	443	3.8913	.45100	.02143	1.10	.269
	Private	156	3.8483	.40444	.03238		
Clan Culture	Public	443	3.9056	.45532	.02163	3.304	.001
	Private	156	3.7821	.38082	.03049		
Market Culture	Public	443	4.0218	.43626	.02073	5.533	.000
	Private	156	3.8056	.41384	.03313		
Hierarchy Culture	Public	443	3.9748	.42668	.02027	5.236	.000
	Private	156	3.7938	.34966	.02800		

When compared on market culture public sector hospitals again scored higher compared to private sector. Given the mean values for market culture as presented in table II, the results reveal that public sector hospitals are highly characterized by values of stability and control as well as external orientation compared to their counterparts in the health sector. The higher mean values also indicate that public sector hospitals compared to private sector are more focused on transactions with the external environment and emphasize on results, are concerned with productivity and competitiveness [12].

The two sectors were also compared on hierarchy culture and the mean values for public sector are slightly higher than public sector however the mean difference is statistically significant. The results indicate that public sector focuses more on internal dynamics and control. Therefore, the culture in public sector organisations as compared to private sector organisations have a more formal and well-structured workplace, people are clear about the line of authority, standardized rules and procedures are in place, and have well defined control and accountability mechanisms. Organisations having such characteristics are labelled as having hierarchy culture [12].

The two sectors did not differ on adhocracy culture. [12] define a culture as adhocracy that has “focus on external dynamics and flexibility, with key values that emphasize discretion, creativity and risk taking”. These organizations are “innovative, adaptable and are “characterized by a dynamic, entrepreneurial, and creative workplace” [12].

Turnover intentions

The results depicted in table III indicate that the employees of private sector have higher mean score (4.15) which means that employees of private sector have higher intentions to quit that that of public sector employees.

Table-III: Descriptive Statistics for the Turnover Intentions

Independent T-Test							
Construct	Sector	N	Mean	Std. Deviation	Std. Error Mean	T-Value	Sig.
TI	Public	443	3.3997	1.06604	.05065	-11.18	.000
	Private	159	4.1572	.56644	.04492		

Culture Types and Turnover Intention

In order to address hypothesis-3 (to what extent type of organisational culture would determine the extent of turnover intentions among the healthcare staff) we performed regression analysis.

Table IV Regression analysis for Culture Type and Turnover Intentions

Independent Variable (Culture Type)	Dependant Variable (Turnover Intentions)	Standardized Regression Weights (Estimate)
Adhocracy Culture	Turnover Intentions	-.072
Clan Culture	Turnover Intentions	-.107
Market Culture	Turnover Intentions	.310
Hierarchy Culture	Turnover Intentions	.312

Assessment of the impact of cultural types on turnover intentions as depicted in table IV reveals that both clan (Beta value = $-.11$ $p < 0.05$) and adhocracy culture (Beta value = $-.07$ $p < 0.05$) negatively influences turnover intentions of the employees. Thus, both the organizational cultural types act as the catalyst in reducing turnover intentions among the employees. The study results are inline with the previous studies done by [68], who found out that employees who comprehend organizational culture as Clan and Adhocracy are more satisfied and which in turn reduces turnover intention. [69] also found that clan culture has significant negative impact on turnover intentions. Another researcher [70] in a study revealed that clan and adhocracy cultures are negatively related to turnover intention. Clan and adhocracy culture reduces turnover intentions by giving favourable environment employees. The employees feel like a large family unit where leaders are always help full. In clan culture leaders mainly focuses on human development they facilitate and mentor the employees in turn the employees feel motivate [71]. Employees are loyal with each other, presence of team work is there creative and dynamic work environment is present these all factors motivate an employee and reduce turnover intentions. Clan culture also helps in boosting employee morale, helps employees to be more committed and satisfied [72].

Market Culture (Beta value = $.31$ $p < 0.05$) and hierarchy culture (Beta value = $.31$ $p < 0.05$) are positively related to turnover intentions. This finding also corroborated with other studies for example a study conducted by [68] found that market and hierarchy culture both the cultures have positive impact on turnover intention. [70] revealed that employees who comprehend organizational culture as market and hierarchy are more turnover intentions. Hierarchy and market culture increases turnover intention because the leaders are more demanding and strict. In market culture the main focus is more on results and also on winning the market and high focus on achieving goals the rather than employees. In Hierarchy culture the management's main

focus is control and stabilize the organization by employing the pressure than providing the friendly workplace atmosphere [73].

To sum up the findings of the present and earlier studies (for e.g. [74] it can be reported that organisational culture has both positive as well as negative impact on turnover intentions. The studies that have used OCAI to assess organisational culture have reported that some types of cultures have negative association while as some have positive association with turnover intentions. The present study also reveals that market and hierarchy culture positively and significantly correlated with turnover intention. [75] are of the opinion that employees would have turnover intentions if they feel a kind of misfit with organisational culture.

III. CONCLUSION

The present study was conducted to assess the organisational culture and workplace bullying prevalent in health sector and to assess the impact of organisational culture and workplace bullying on turnover intentions. A comparison of organisational culture type prevalent in public and private hospitals was also done. The study also compared turnover intentions across the two sectors. The results of the study are in line with the earlier findings which suggest that a particular type of organisational culture exerts a significant positive as well as negative influence. Organisational culture across public and private sector organisations was found to be different. Public and private sector hospitals had significant differences on three types of cultures. Public sector hospitals scored higher on market and hierarchy cultures compared to private hospitals. The findings are in confirmation with the previous studies who have reported that public and private sector organisations differ on various counts. Public sector hospitals have higher mean scores for hierarchy and market cultures. With regard to turnover intentions private sector employee have higher turnover intentions compared to public sector. The results of the study suggest that health sector organisations like hospitals need to inculcate cultures that offer favourable environment to employees and cultures that emphasise loyalty. Therefore, leaders have a pivotal role to create a culture that holds the group together and take the organisation to new heights. Leaders have a strong influence on their followers as they influence their perceptions and employee behaviour is outcome of their perceptions ([76], they do so by through mechanisms of value congruence [77]. By creating and enforcing a favourable organisational culture health sector can also address the turnover intentions.

IV. IMPLICATIONS

Organisations need to inculcate and encourage clan climate. Clan culture is believed to be feasible environment for employees, compared to hierarchy culture which emphasis formal procedures. Prevalence of market culture is

characterised by tough leaders, therefore may results in perceived bullying and turnover intentions. A gradual shift from the hierarchy to clan would be in the interest of the organisation. Hierarchy culture gives more power to leaders and as such the voice of lower level employees remains unheard. this centralisation may be the reason behind prevailed bullying and turnover intention among the employees of the under study. One way to discourage workplace bullying is to provide incentives to those managers /supervisors who have had no complaints of bullying. A section can be added in the APR of the employees, which would employee vigilant. Awareness programme would educate the employees about what should and what should not be performed in a social situation and such rules are shared by members. Socialisation programme both formal and informal would help in avoiding bullying. The employees should be encouraged to file complaints. Pertinent to mention that there is no legal remedy available in Indian context to deal with workplace bullying. Some provisions of Indian constitution do exist; however, these provisions deal with workplace harassment (sexual harassment). Therefore, we propose formulation of internal complaints committee as prevalent in educational institutions as per provisions of UGC it would act as a determinant against violations.

V. LIMITATIONS

The results of the present study cannot be generalized to a larger population as the sample size of the present study was limited. In view of the results of the study, there is still a large amount of unexplained variance among the in dependent variables.

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