



An implementation on a PUBLIC HOSPITAL and an ORGANIZATIONAL CULTURE as clan control tool

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Full Length Research Paper

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Accepted 2nd, February 2016

Every organization has their own specific moral, customs and beliefs which is called organizational culture and it is considered to be among the qualifications which cannot be imitated. Coming along with Organizational Culture a structure occurs and this structure will bring its own qualifications to the organization. This study discusses how organizational culture is framed and at the same time friendship groups, self-control, selection of studies and socializing sub dimensions. Actualization of the clan control was implemented on a state hospital in state on Turkey. 107 people sampled in the study. Meaningful differences were found between 1-9 working years and 10+ working years ($p=0,02$) in terms of acceptance organizational culture, 1-9 working years and 10+ working years($p=0,02$) in terms of self-control and ($p=0,02$) in terms of making friendships between females and males sub factors.

Key words: Organizational Culture, Clan Control

INTRODUCTION

Organizational culture (OC) refers to the shared behavioral norms and expectations that characterize a work environment and determine the way employees prioritize, approach, and complete their work. Organizational culture signals to employees the types of work activities and strategies that are valued, rewarded, and supported by the organization and forms the basis for a shared understanding and enactment of meaningful responses to the work environment (Williams, Glisson, 2013).

Organizations are groups of people that generally share some common goals. By working towards these objectives, they form common beliefs and values, which distinguish them from other groups. Even though there is not a specific and common definition of organizational (or corporate) culture, it is widely agreed that is a learned entity (Sun, 2008). Suggestions range from the extremely simple: 'the way we do things around here' to highly complex, incorporating shared basic assumptions, external adaptation and internal integration. The latter is

evident in Schein's (1984) definition of OC as "the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, and that have 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 (Sun, 2008)". OC fosters the idea that micro-culture which is the basis of the group in conjunction with requirements and restrictions that its environment (macroculture) places on it.

The assumptions on stakeholders, products and organization activities are reflected by OC. These assumptions come from past successful behaviors and activities and they are thought to be successful in future as well. OC is a highly complex issue because OC goes beyond the individual values and it is composed of values that are shared by whole organization. Moreover, multifaceted organizational structures such as hospitals and universities have many subsections which have their

own culture and these subcultures may share same values and expectations or may have completely different and conflicting subcultures. According to Bono et al. (2014) divide subcultures into three main sections which are as following:

- (1) Enhancing culture is a kind of culture whose core values are held by members and it represent an organizational enclave,
- (2) Orthogonal culture is a kind of culture which tacitly accept the dominant culture of the organization while simultaneously espousing their own traditional values and
- (3) Countercultures, which promote values directly challenging the dominant culture

It may be claimed that every kind of OC has different characteristics and behaviors but there is a one specific common point that all may be very beneficial guide for individuals.

The organizational culture in the defense forces is characterized by tradition, morals, norms and a set of social patterns which is communicated through stories, rituals and symbols. (Bell, 2013). Organizational cultures are a different phenomenon from national cultures. National cultures belong to anthropology, organizational cultures to sociology. Organizational cultures are rooted in practices and national cultures are rooted in values. Organizational cultures are learned when we are adults, national cultures were learned when we were small children.

A pattern of shared basic assumptions that the group learned as it solved 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 you perceive, think, and feel in relation to those problems (Summerill et al., 2010).

In particular, Denison and his colleagues (Denison, 1990; Denison and Mishra, 1995; Denison and Neale, 1996; Fey and Denison, 2003) identified and validated four dimensions of organizational culture that are conducive to organizational effectiveness: adaptability, consistency, involvement, and mission. Adaptability refers to the degree to which an organization has the ability to alter behavior, structures, and systems in order to survive in the wake of environmental changes. Consistency refers to the extent to which beliefs, values, and expectations are held consistently by members. Involvement refers to the level of participation by an organization's members in decisionmaking. Mission refers to the existence of a shared definition of the organization's purpose (Wei Zheng et al., 2010).

The concept of organizational culture originates in cultural anthropology and is popular within the organizational behavior, management, and marketing literatures (e.g., Gregory, Harris et al., 2009; Homburg and Pflesser, 2000; Schein, 1992). Organizational culture refers to the values and beliefs that provide norms of

expected behaviors that employees might follow (Schein, 1992). Schein (1992) considers organizational culture as a social force that is largely invisible yet very powerful. Empirical evidence suggests that organizational culture significantly influences market-oriented behaviors, and market and financial performance (Homburg and Pflesser, 2000), employee attitudes and organizational effectiveness (Gregory et al., 2009), and has a greater contribution to knowledge management and organizational effectiveness than organizational strategy and structure (Zheng et al., 2010). An organization's culture strongly influences employees' behaviors beyond formal control systems, procedures, and authority (O'Reilly et al., 1991). As such, organizational culture is a powerful means to elicit desired organizational outcomes (Hogan and Coote, 2013).

Clan control

This model has been extensively studied and found to be a useful tool in differentiating organizations based on culture. We focus on these culture types because of their internal orientation and their more powerful effect on organization-employee relationships. Hierarchical cultures are characterized as being held together by formal rules and policies. They emphasize procedures and structure. Interactions are subjected to careful scrutiny, evaluation, and direction. Business effectiveness is characterized by consistency and control (Deshpande and Webster, 1989). In addition, hierarchical cultures are not very adaptive and are resistant to change. Clan cultures emphasize cohesiveness, participation, and team work. Clan cultures encourage horizontal communications and human relations. There is less emphasis on formal coordination and controlled decision making. Organizational members in clan cultures are focused on tradition and loyalty. It is important to point out that while these two cultural types appear on opposite ends of a continuum, organizations may contain characteristics of each (Richard et Al., 2009).

Such kind of control emphasizes the importance of cultural values and asserts the contrary to bureaucratic control. Main means of this control;

1. Organization Culture: norms and values that represent organization culture are powerful control means shared by organization members.
2. Friendship groups: norms adopted by working groups and small groups that work in harmony effect workers on behaving honestly and put them in lawless discipline.
3. Self-control: gained experiences, and educational and vocational discipline rules (not generally written) provide arising success standards in human that allow self-control.
4. Worker's choice and being socialized: workers are included in the program that they are thought about values of the foundation and its standards and traditions

		Knowledge of the transformation process (Task Programmability)	
		Low	High
Ability to measure Outputs (Output Measurability)	High	Output (cell 2)	Behavior and/or output (cell 4)
	Low	Input and clan (cell 1)	Behavior (cell 3)

Figure 1: Choice of control mode is a function of context. Adapted from Ouchi (1979).

after setting work (Eren, 2009).

Prior to the development and operationalization of the key constructs in this study, a brief overview of the domain of organizational culture control is useful. Ouchi's (1979), seminal work on organizational control identified three types of control that were in use at the parts and distribution division of a major organization that he studied. These included the market, bureaucracy and clan. The market mechanism relies on participants having information and knowledge of business processes that help them to determine a suitable price and hence control of activities. Bureaucratic control on the other hand arises from the organization of activities in such a way that there is little room for individual discretion (figure 1).

If both task programmability and output measurability are low (cell 1), clan control is the appropriate mode. Clan control refers to the regulation of goal setting, behaviour, evaluation and administering of consequences by a group of individuals who share similar goals, values and norms (Kirsch et al., 2010; Ouchi, 1979, 1980). Clan control can exist at the level of professions, the organizational level and the work group level (Kirsch et al., 2010; Ouchi, 1979, 1980) and typically requires joint problem solving, participatory decision making, open and honest information sharing, and keeping promises (Fryxell et al., 2002; Luo, 2002; Li Liu et al., 2013)

However, it is the clan that provides the only internally driven system of control that does not rely on any form of compulsion. The clan approach relies on extensive socialization of employees in a manner that encourages them to subscribe to the values of the organization, and to view their interest as synonymous with those of the organization. Researchers equate clan control to cultural control (Jaeger and Baliga, 1985; Wilkins and Ouchi, 1983) and there are many discussions of the efficacy of this type of control in the organization and management literature (Ouchi, 1980; Ray, 1986; Rusaw, 2000). Jaeger and Baliga (1985) present cultural control as emanating from a reliance on the internalization of the individual employee to the extent that such employee commits to

the norms, values and objectives of the organization. Thus, in contrast to bureaucratic systems of control which depend on external inducements to motivate employees, cultural control commonly relies on employees viewing performance as a moral and social obligation to which they are willing to subscribe (Harris and Ogbonna, 2011).

The aim and constraints of the study

The survey is presenting what can be done by measuring and what the control points are in Organizational culture at Gaziantep Public Hospital. The survey involves all the health staff that works at Gaziantep Public Hospital.

METHOD

Survey model

The survey is a case study that was implemented in Gaziantep public hospital.

Gathering data

Questionnaire has been used to test the survey. While preparing the survey (Earleyve Gibson, 1998; Geletkanycz, 1997; Herbig, 1994; Ouchive Jaeger, 1978; Robert veWasti, 2002; Schein, 1992; Schneider, 1988; Schuler, 1986, Zahra, vd. 2004) has been used as guide.

Survey universe

The universe of research is all medical personnel of Gaziantep Public Hospital which is consist of 107 members.

FINDINGS AND DISCUSSION

The descriptive statistics can be seen on chart 1 and the reliability analysis can be seen in chart 2 of the survey (table 1).

It is being seen that when using Normal distribution analysis "one sample kolmogrovs mirnov test" all the questions are seen to be normal (Asympsig. (2-tailed)=0,000). By this it can be understood that parametric tests (such as t, z, chi-square test, correlation, regression, anova) have been used during the

Table 1: Descriptive statistics

	Frequency		Frequency
Gender		Education State	
Women	63	Primary school	1
Men	44	Secondary school	2
Age		High school	31
18-25	3	University	66
26-45	87	Master	6
46+	17		
Married State		Working Time	
Married	97	Under 1 year	3
Single	10	1-9 year	28
		10+ year	68

Table 2: Reliability Analysis

Cronbach alpha	N
0,844	20

questionnaire. On the questionnaire 107 people are enough for the example amount. The Cronbach Alpha has been found as 0,844 according to there reliability analysis of the questions. As it is know the acceptance of the Cronbach Alpha is the amount that is above 0,70 (table 2).

It has been found that there is a significant result ($p=0,02$) between questions of organization culture and workinghour One Way Anova test and its analysis. It is seen that the difference is between 1-9 year and 10 +. The results show that the staff that has been working 10 + has adopted the organization culture more. There is no finding related with the age or educational status.

There is a difference between the workhours and organization culture which has the point of *controlling oneself* ($p=0,02$). This has been found amount 1-9 and 10 +. The friendship between women and men shows a difference by t test $p;=0,02$.

CONCLUSION

Clan control needs an embedded/established organizational culture to become a fact in any organization. When corporate culture is examined with its sub-dimensions, the specific problems of them can be found and the deficiencies in these areas need to be addressed. Thus, formal control will leave its place to clan control. Some differences were found between age and self-control, and between gender and friendship in the sample application.

According to study results, when personnel turnover rate is decreased, clan control can be provided. Hence, long standing employment rule expresses meaning in clan control. It is understood at the end of the study that 10+ years workers frame organization culture. So, clan control is succeeded after framing organization culture. In the study it is figured out that male workers do not enhance friendship. In accordance with this result, human

resource activities should be done to run communication channels in males.

When the reasons of these differences are examined, clan control and corporate culture may be adopted.

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