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VALIDITY AND RELIABILITY STUDY FOR SOCIAL CLIMATE SCALE IN ORGANIZATIONS

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ABSTRACT

Purpose- The importance of the social environment in which employees are involved and the inter-personal relationships in organizations have been discussed since the neoclassical period. There are various studies related to this issue in the literature. The purpose of this study is to develop a social climate scale in order to evaluate the social environment in which the organization's employees are involved.

Method- The study was conducted on the clinical and administrative employees of five public hospitals operating in Istanbul. The research sample consists of 517 observations. In order to enable a proper assessment of the social climate, employees working less than six months with the organization were not included in the study. IBM SPSS 24.0 and IBM SPSS AMOS 24.0 package programs were used to analyse the obtained data. Factor analysis, confirmatory factor analysis in the structural equation model, binary correlations, t-tests and variance analysis (ANOVA) as well as descriptive statistics were applied.

Findings- During the development process of the social climate scale, a scale of 49 items was drawn based on the theories and studies in the literature. The final scale obtained from factor analysis consists of 26 items and 6 dimensions. These dimensions are as follows: interpersonal coherence (7 items), organizational support (7 items), intragroup communication (4 items), work ethic (4 items), occupational cooperation (2 items) and out of workplace relationships (2 items). The total reliability of the scale was 0.87 and the reliability coefficients of individual dimensions were 0.84, 0.83, 0.78, 0.71, 0.89 and 0.80, respectively.

Conclusion- The literature is certainly not poor in terms of studies assessing the organizational climate on the basis of a number of dimensions such as ethical climate, safety climate, and psychological climate. Yet, the number of studies on social climate is rather limited, with those investigating the topic focusing mostly on education. It is believed that, in this sense, the social climate scale developed in this study will make a unique contribution to the literature.

Keywords: Organizational climate, social climate, healthcare professionals, health care services, confirmatory factor analysis.

JEL Codes: L20, M12, M54.

1. INTRODUCTION

In the early period of the management literature, running from early 1900s to 1950s, the focus was mostly on the formal structure, whereas the interpersonal relationships in organizations were discussed at formal level. It is possible to argue that the ideas that set the principles of management in this process were put forward for the first time in 1916, and that the subject became popular with the contributions of Henry Fayol in 1937 followed by Luther Gulick and Lyndall Urwick. Against the background provided by Frederick Taylor's scientific management approach and Max Weber's bureaucracy approach, the employment relationships regarding the employees had been standardized by the strict system created by the formal authority in the first half of the 20th century. Starting in 1939 with the publication of Roethlisberger and Dickon's studies with Western Electric Hawthorne employees, the process led to the focus on informal human relations in organizations in the 1950s and 1960s. In this period, Trist and Bamforth's studies which exhibited the relationship between technical systems and social systems at the Tavestock Institute, followed by Michel Crozier's bureaucratic phenomenon approach, which discussed the relationship between informal human relations and formal systems, investigated human relations in organizations (Mintzberg, 1979).

Human being lives within a larger whole called the social structure (Güney, 2008). Both the individual and the people around are affected by the process in which human relationships were established and mutual interactions occur. Briefly put, the person's whole social life interacts with his/her environment (Fındıkçı, 2012). The studies performed by Likert present evidence demonstrating the relationship between the management and the labour force. One such piece of evidence is related to the influence of the management climate on employee behavior. Likert and Seashore proved that the behaviors of working groups had an effect on organizational performance (Kaczka and Kirk, 1967).

Interpersonal relationships take place within the scope of an exchange. The first definition of social exchange made by Blau in 1955 led to a very significant perspective on human relations (Homans, 1958). This movement, which arguably was introduced by Peter Blau, has been embraced also by George Homans, John Thibaut and Harold Kelley, and was mentioned in several studies (Emerson, 1976). One can refer to two specific values with reference to human relations. The first is the involvement; explaining why being in a group is attractive for people. The second one is communication and interaction (Homans, 1958).

In organizations, the concept of social climate can be defined as the level of harmonization, grouping, solidarity, and aspects of the work reflected outside the work, which are formed by the processes in the organization and the influence of the employees. The main purpose of this study is to develop a scale for evaluating the quality of the relationships among employees, the effects of which on organizational productivity have long been discussed.

This study includes validity and reliability analyzes of the social climate scale for organizations. Literature review takes place in the second part. The third part is about methods and models. The results of the analysis are presented in the fourth section. The fifth and last section consists results are evaluated.

2. LITERATURE REVIEW

It is possible to say that the concept of social climate was first introduced by Lewin and his colleagues in 1939. Lewin et al. (1939) defined organizational climate as social climate and social atmosphere. That study, which is accepted as the first organizational climate study in the literature, was actually concerned with social climate and group behaviors. It also provides a basis for the concept of social climate.

Yılmaz and Altinkurt (2013) define the organizational climate as the general atmosphere and emotions in an organization. Authors, who emphasize the influence of employees on the organizational climate, regard the organizational climate as a working environment that employees directly or indirectly create. Climate is not a visible, concrete element but a sensible and perceivable medium. The organizational climate is also descriptive of the organizational members' experiences with the organization and suggestive of the broader cultural context (Klamon, 2006). Özsoy (2012) states that the organizational climate is affected by external factors as well as the internal integration, adaptation and interaction process of employees, and that it changes shape by adapting to the external environment.

Moran and Volkwein (1992) mention that organizational climate is a function of the organizational structure and individual perception. In this context, organizational climate stands out as a feature that distinguishes the organization from other organizations. It is safe to say that organizational structure, wage, control, conflict and leadership etc. have integrally an effect on the perceived organizational climate. From this viewpoint, the organizational climate should not be limited only to the perception of the employee, but also the influence of the organizational processes on the perception of the employee should be taken into consideration (Arslan, 2004). Hence, organizational processes impact the organizational climate and have an indirect effect on job satisfaction and performance. On the other hand, organizational climate has a direct and powerful effect on job satisfaction and performance as well (Lawler and Oldham, 1974).

In the literature, the organizational climate has been analysed from various perspectives with a number of studies investigating the ethical climate (Appelbaum et al., 2005), open and closed climate (Arslan, 2004; Sönmez, 2014), social climate (Anderson, 1970; Jones, 1997; Moos, 1968; Bayar and Uçanok, 2012; Erdil and Ertoşun, 2011) and safety climate (Türen et al., 2014). Unlike the organizational climate, the social climate is arguably connected with the social dimension of the organizational environment in which the employees are involved. The social climate has an important place in the organizations, in terms of the administrative aspects of the relationships among the employees as well as the management-consequences thereof, not to mention the director who is required to be competent in human relations in the organization.

The initial study focusing on organizational climate as a social atmosphere, by Lewin et al. (1939) was followed by the development of a social climate scale by Moos (1968). The social climate scale developed by Moos and later used by Haque and Sheikh (1992), Jones (1997) and Mirkin and Middleton (2014) consists of 12 dimensions. These dimensions are spontaneity, support, commitment, feasibility, order, understanding, relationship, aggression, diversity, openness, modesty and autonomy (Moos, 1968). Studies on social climate have shown that positive social climate increases people's desire, success, self-esteem and personal development (Haque and Sheikh, 1992). From a general point of view, the studies on the

social climate are found to be related to the effects of social environment in which children and adolescents are included (Lewin et al., 1939; Anderson, 1970; Wright, 1998; Weiss, 2003; Wright, 2009; Bayar and Uçanok, 2012).

For organizations, the usability of the previously developed social climate scales is rather limited. At this junction, various theories and studies in the literature were utilized in terms of assessing social climate in organizations. The theories and studies regarding the dimensions as identified in the studies are presented in Table 1.

Table 1: Bibliography Referred to for the Development of the Social Climate Scale

Dimensions	Utilized Scale / Dimension or Approach	Study	The role of the concept in the study
Interpersonal Coherence	Social Exchange Approach	Homans, 1958	When the mutuality of human relations is evaluated, the emotions, attitudes and behaviors that employees create during the development process of relationships with each other form the most important dimension of social climate.
Organizational Support	Attention and Support Dimension for Employees	Dietz, 2000	The inclusion of employees’ opinions in the decision-making process and the promotion of innovative ideas by the organization set the framework of the items evaluated in this context.
	Dimension of the School	Bayar and Uçanok, 2012	The attitude of the school examined in the study in terms of the conflicts among the students was evaluated according to the organization’s attitude for the conflict.
	Open Climate Approach	Arslan, 2004	Directors who pay attention to the feelings and thoughts of the employees enable the employees to develop sense of union. This support also provides for an open climate in the organization at the same time.
	Open and Closed Climate Approach	Sönmez, 2014	When the influences of the director and thereby the organizational processes are evaluated in terms of perception of the organizational climate as sincere, paternal, managing, open or closed climate, the importance of institutional support for the social climate is understood.
	Social Climate Scale	Moos, 1968	In the social climate scale, the dimension of the order is positive but the dimension of aggression is the negative factor, which is considered as the two factors that change the social climate perception. The institutional framework that the organization established is highly important in terms of employee relationships.
	Management Support Attention to New Employee	Schneider, 1972	New employees have some expectations from the organization and these expectations can affect the perception of the employee on the organization in the later processes.
Intragroup Communication	Social Psychology Approach in Organizations	Bock et al., 2005	The perceived positive organizational climate increases information sharing and thereby communication among employees also enhance.
	Relationship Dimension	Mirkin and Middleton, 2014	The grouping that emerges in the social environment that human beings are involved and the structuring of human relations that develop with the roles they have in these groups have an important effect on the social environment.
	Student Dimension	Bayar and Uçanok, 2012	The attitudes and behaviors of the students to their friends and those of the employees to their colleagues may bear similarity.
	Theory of Group Behavior	Mullen and Goethals, 1987	The tomographic structure of the social network in which intragroup communication has realized has taken place in the literature as a theme addressed by the analogue approach. It is important that people in the group communicate with whom and how they communicate, and how they form a network related to communication.
	Participation and Cooperation dimension	Dietz, 2000	Cooperation among employees, relationships with other departments and processes within other departments are the important components of social climate.
	Intraorganizational Conflict	Schneider, 1972	Employees’ approaches that form conflict basis with group perception within the organization can create a negative social climate perception.
Work Ethic	Socio-Ethical Climate Scale	Verdorfer et al., 2014	The socio-ethical climate perception stands out with the elements that will enable the development of values and ethical behaviors in the organization. The perception of organizational practices and rules is also important in terms of improving communication.

Dimensions	Utilized Scale / Dimension or Approach	Study	The role of the concept in the study
	Working Environment	Dietz, 2000	In associated with the discrimination concept, which has an important place in occupational ethics, the isolation of employees due to their gender, beliefs, races and cultures may create a negative social climate perception.
Occupational Cooperation	Social Psychology Approach in Organizations	Bock et al., 2005	Increasing information sharing among employees also rises occupational information sharing. When occupational cooperation is evaluated within the framework of social exchange approach, it can make positive contribution to the social climate in terms of reciprocity principle in human relations.
	Social Climate Scale	Moos, 1968	As well as the communication that employees establish between themselves, the quality of the communication they establish with the people they serve also affects the social climate. It can be said that as the increasing occupational information sharing raises the quality of the service, some of the occupational knowledge are also concerned with the human relations, especially for the employees in the service sector.
Out of Workplace Relationships	Social Support Scale	Weiss, 2003	It is possible to evaluate people's moving their social relationships that they have established during sport activities out of play field as a positive social climate perception. The fact that the employees also move their social relationships in the organizations out of the organization can be regarded as a positive social climate perception.
Personal Coherence	Human Relations Approach	Cook, 1992	Although individual responses are accepted with regard to the human relations approach, one's perception of social structure has an important effect on his/her adaptation behavior. This approach once again reveals the important role of personal perception on the social climate in the structuring of human relations.
Management Support	Teacher's Dimension	Bayar and Uçanok, 2012	The attitudes of the teachers examined in the study in terms of the conflicts among the students were evaluated according to the director's attitude for the conflict.
	Open Climate Approach	Arslan, 2004	Directors who pay attention to the feelings and thoughts of the employees enable the employees to develop sense of union.
	Open and Closed Climate Approach	Sönmez, 2014	When the influence of the director is evaluated in terms of perception of the organizational climate as sincere, paternal, managing, open or closed climate, the importance of management support within the social climate is understood.

3. MATERIAL AND METHOD

In the formation process of the social climate scale materials, the literature was reviewed and the theories and studies related to the subject were evaluated. As a result of the research, 49 items were generated for 8 anticipated dimensions. Preliminary study was conducted with 60 respondents. After changes were made in accordance with the feedbacks received from the respondents following this preliminary study, the research was started. In order to ensure that employees' social climate perception can be properly evaluated, the employees who worked for less than six months were excluded from the study. 7-Point Likert scale was used for the options given for the respondents' evaluations, and the responses ranged from "1 = definitely false to 7 = definitely true". In the first section of the two-section questionnaire, demographic data was given and the second one included scale items. The study was conducted on the clinical and administrative employees of five public hospitals operating in Istanbul between July and October 2016. Two of the relevant hospitals are special branch hospitals and the others are general hospitals. Data was collected with survey method in the study. A total of 900 questionnaires were distributed by using random sampling method and 593 of the distributed questionnaires were responded by the respondents (response rate of the questionnaires= 66%). After the incomplete questionnaires were excluded from evaluation, the final sampling was formed from 517 observations. IBM SPSS 24.0 and IBM SPSS AMOS 24.0 package programs were used to analyse the obtained data. Factor analysis, two-step confirmatory factor analysis, binary correlations, t-tests, and variance analysis (ANOVA) as well as common descriptive statistics were performed in data evaluation process.

4. RESULTS

4.1. Descriptive Statistics

According to the demographic data, 376 (73%) of the 517 respondents were female and 141 (27%) were male. Average age of the respondents was 33 years (SD=9.2), ranging from 18 to 65 years. Average occupational experience of the respondents was 11 years (SD=9.2), ranging from 6 months to 42 years. Average term of employment for the respondents was 7 years (SD=8.0), ranging from 6 months to 36 years. 240 (46%) of the respondents were single and 277 (54%) were

married and 224 (43%) of them have one or more children. 465 (90%) of the respondents consisted of healthcare professionals and 52 (10%) respondents were administrative staffs. 335 (46%) of the respondents were permanent employee and 182 (54%) were covenanted employee. The information on staff and bed capacity of the public hospitals surveyed is given in Table 2.

Table 2: Types, Number of Employees and Bed Capacities of Study Hospitals

Hospital Name	Type	N of Beds	N of Employees	N	% of Sampling
Göztepe TH	General/Teaching	663	1541	218	42.2
Haydarpaşa TH	General/Teaching	709	1404	111	21.5
Siyami Ersek Cardiology TH	Speciality/Teaching	525	861	87	16.8
Erenköy Psychiatric Hospital TH	Speciality/Teaching	250	291	49	9.5
Erenköy Physiotherapy Hospital	Speciality	101	144	52	10.1

As the sample size (517) was 10 times more than the number of items (49), it was suitable for factor analysis. Principal components analysis and Varimax rotation technique were applied in the factor analysis during the dimension acquisition process. The statements with factor weights less than 0.50 were excluded from the analysis, thereby reducing the total number of items from 49 to 26. The total variance was 61%. Accordingly, six dimensions with the eigenvalue more than 1 were obtained (KMO=0.85, Bartlett’s Sphericity Test $\chi^2=5336.35$, $Sd=325$, $p<0.001$). These dimensions: interpersonal coherence (7 items), organizational support (7 items), intragroup communication (4 items), work ethic (4 items), occupational cooperation (2 items) and out of workplace relationships (2 items). The scale at which eight dimensions were initially predicted was reduced to six dimensions after factor analysis. It had been observed that from the dimensions of personal coherence and executive support which were planned, 2 of the relevant items for executive support had been under the dimension of organizational support but 4 of items which were expected to be under the dimension of personal coherence had been under the dimension of interpersonal coherence dimension. Other items of related dimensions were not included in the generated scale. When the reliability coefficients of the scale were evaluated, they were seen to be in the confidence interval. The Cronbach’s alpha of the scale was 0.87. Values for interpersonal coherence (0.84), organizational support (0.83), intragroup communication (0.78), work ethic (0.71), occupational cooperation (0.89) and out of workplace relationships (0.80) dimensions were also in the confidence interval (Table 3).

Table 3: Factor Loadings of Items, Variances Explained and Reliabilities from Social Climate Scale

Factor Name	Items	Factor Loadings	Variance Explained (%)	Reliability
Interpersonal Coherence	11. I like my colleagues in general.	0.76	14.83	0.84
	6. I build good relationships with my colleagues.	0.72		
	13. When I need to make arrangements for my working hours, I get support from my colleagues.	0.72		
	12. I trust my colleagues in general.	0.70		
	14. My colleagues are generally funny.	0.70		
	5. I prefer to cooperate with my colleagues.	0.69		
	33. We have a team spirit with our colleagues.	0.54		
Organizational Support	27. The organization I have worked in supports good relationships among employees.	0.79	13.83	0.83
	25. The organization has a sensitive management approach to conflicts and disagreements in the workplace.	0.75		
	26. Employees are supported by the organization in such cases as wedding feast or funeral ceremony (celebration or sending message)	0.75		
	24. A birthday celebration is held for all employees at the workplace, supported by the directors.	0.71		
	23. When I just started working, I felt the organization’s support.	0.66		
	49. The organization in which I have worked supports the career development.	0.61		
	41. There is an open and positive communication in all departments and units in the organization in which I have worked.	0.55		
Intragroup Communication	17. I have colleagues that I never want to communicate with. (R)	0.79	10.00	0.78
	16. I have colleagues that I have never communicated with. (R)	0.77		
	15. There are some people among my colleagues that they do not want to communicate with each other at all. (R)	0.73		
	18. I feel that there are grouped people in the workplace. (R)	0.65		
Work Ethic	39. There are inappropriate relationships with regard to business ethics among my colleagues. (R)	0.80	8.43	0.71

	38. Some of my colleagues are alienated due to their opinions or ethnic origin. (R)	0.75		
	40. My colleagues' behaviors during working hours and in guard duty or overtime work are changing. (R)	0.70		
	42. I think my goodwill is abused by my colleagues. (R)	0.50		
Occupational Cooperation	46. I have occupational knowledge sharing with my colleagues.	0.83	6.90	0.89
	47. We support each other's professional development.	0.82		
Out of Workplace Relationships	30. I have my colleagues whom I keep in touch outside workplace.	0.88	6.70	0.80
	29. I have my colleagues who keep in touch with each other outside workplace.	0.86		

R: Reverse.

4.2. Assessment of Scale Dimensions

Interpersonal coherence is an important component of social climate. For a positive social climate, employees need to be in coherence within their social relationships. This dimension includes the emotional attachment of the employee to his friends, the support he/she takes from his/her friends in case of need, and his/her perceptions and attitudes about his/her colleagues from working environment.

In the dimension of organizational support, the employee's support received from the organization has been evaluated. The organization's support for establishing good relationships among employees, the attitude of organization against conflict, the emotional support of the organization to employees as well as their career goals, and the open communication network within the organization provide support in order to create a positive social climate.

The intragroup communication dimension is related to the groupings that the employee feels in the organization and whether he/she feels that she/he belongs to one of these groups. The effect of possible groups on the communication within the working environment was also evaluated within this context. The evaluation of employees in the presence of the natural existence of informal groupings in organizations was considered in the dimension of intragroup communication of social climate.

The work ethic dimension includes ethical principles for social relations in the working environment. It is intended to assess the effects of ethical principles on the social climate in the work ethic dimension where the attitudes, and behaviors that employees should not be allowed in the ethical framework are measured.

Occupational cooperation is another important component of social climate. Because the basis of social relations established by the employees in the organizations is the business relationship, the exchanging opinions of the employees on the occupational issues provides an important and different dimension of the social climate. When employees support each other's development, this will have a positive effect on the social climate.

In the dimension of Out of Workplace Relationships, it has been evaluated whether the employees carry the social environment in the working environment to out of workplace. This dimension was generated by the fact that employees' perception of social climate in a positive way would allow to carry their social relations to the outside workplace.

In order to evaluate the construct validity of the social climate scale, two-step confirmatory factor analysis was conducted using factor analysis followed by structural equation modelling. The first and second step factor analyzes with the structural equation models are shown in Figure 1 and Figure 2.

Figure 1: Graphical Model of First-Order CFA.*

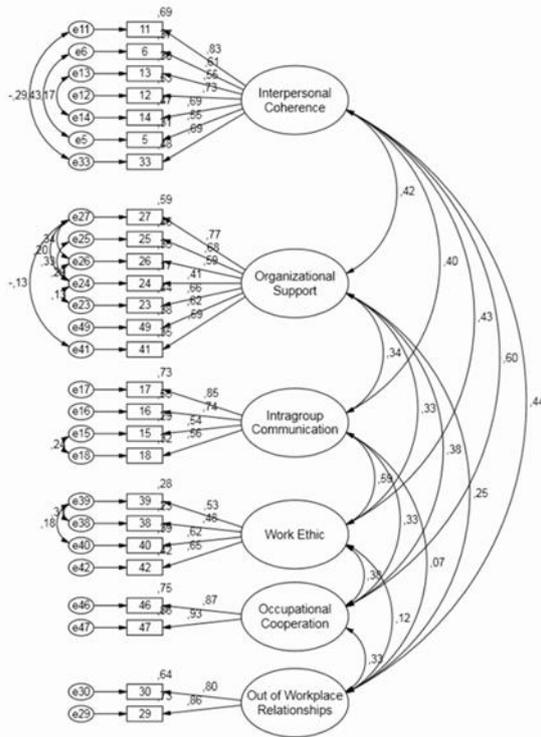
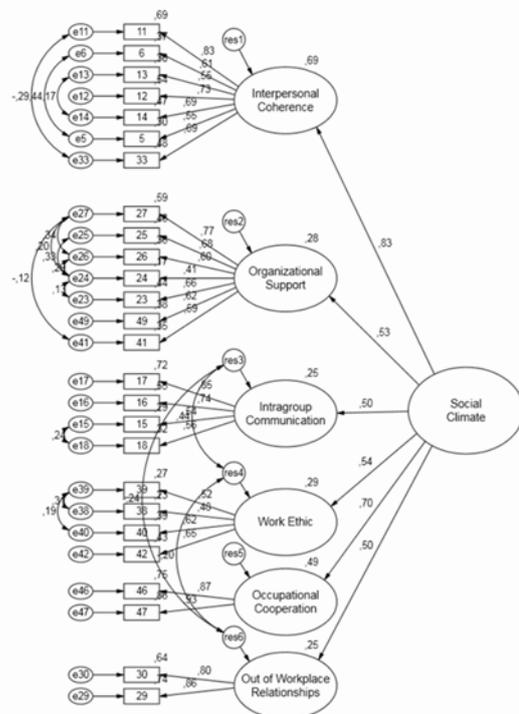


Figure 2: Graphical Model of Second-Order CFA.*



*Standardized estimates.

As a result of the evaluation of the first and second stage factor analyses shown in the Table 4, it is observed that the models are quite well compatible with data in accordance with the norm values (Bryne, 2010).

Table 4: Goodness-of-Fit Statistics for CFA Models*

Model	χ^2	DF	χ^2/DF (≤ 5)	p	NFI (≥ 90)	CFI (≥ 0.95)	GFI (≥ 0.90)	AGFI (≥ 0.90)	RMSEA (≤ 0.08)	PCLOSE (> 0.50)
First-Order CFA	488.94	272	1.80	<0.001	0.91	0.96	0.93	0.91	0.04	0.999
Second-Order CFA	495.19	278	1.78	<0.001	0.91	0.96	0.93	0.91	0.04	1.000

*Norm values are in parentheses.

Binary correlations of the dimensions created with the research variables are shown in Table 5.

Table 5: Means, Standard Deviations and Correlations

Variables	Mean	SD	1.	2.	3.	4.	5.	6.	7.	8.
1. Age (year)	33.43	9.16								
2. Job Experience (year)	10.56	9.20	0.89**							
3. Tenure (year)	7.32	8.03	0.75**	0.82**						
4. Interpersonal Coherence	5.69	0.80	-0.04	0.00	0.01					
5. Organizational Support	4.18	1.28	-0.01	0.00	-0.02	0.32**				
6. Intragroup Communication	4.06	1.52	-0.10	-0.01*	-0.07	0.31**	0.25**			
7. Work Ethic	5.08	1.15	-0.05	-0.04	-0.06	0.29**	0.20**	0.45**		
8. Occupational Cooperation	5.65	0.99	0.03	0.05	0.03	0.52**	0.30**	0.30**	0.29**	
9. Out of Workplace Relationships	5.88	1.01	-0.17**	-0.12**	-0.08	0.36**	0.18**	0.05	0.09*	0.27**

* $p < 0.05$; ** $p < 0.01$.

The variables in the correlation table show that age is correlated positively with work experience and seniority dimension, and negatively with out of workplace relationships dimension. The relationship between age and work experience and seniority means naturally occurring condition and the decrease in out of workplace relationships due to the increase in age also promotes the relationship between age groups and out of workplace relationships dimensions. It is observed that seniority has no relationship to the other variables. Interpersonal coherence dimension is related to all kinds of dimensions and also associated with occupational cooperation at the highest level and occupational ethics at the lowest level. This fact can be interpreted as interpersonal coherence increases occupational cooperation. It is observed that the dimension of organizational support has a close correlation with other dimensions except for interpersonal coherence. This suggests that the employees' interaction with each other may be independent of organizational support in the dimension of interpersonal coherence. The intergroup communication dimension is related to work ethics and occupational cooperation. From this viewpoint, it can be said that the unity of purpose generated by occupational cooperation and work ethic can strengthen intergroup communication. The work ethic dimension correlates with the dimensions of the occupational cooperation and extracurricular relationship at a quite low level. It is expected that the principles of occupational cooperation are related to work ethic. It is seen that the dimension of occupational cooperation is also related to the dimension of out of workplace relationships. The relationship for the increase of out of workplace relationships with occupational cooperation can be evaluated as a reflection of the positive atmosphere created by the occupational cooperation to out of workplace relationships.

Results of t-tests and variance analyses (ANOVA) employed to compare social climate scale dimensions and research variables are shown in Table 6.

The intergroup comparisons have shown that some organizations differ in the dimensions of interpersonal coherence and the organizational support. Intergroup bilateral comparisons were made according to Tukey HSD. The relationship between gender and interpersonal coherence is significantly different by 0.15, indicating that interpersonal coherence among male employees was greater ($F = 6.16, t = 1.88, SE = 0.79, p < 0.05$). This can be explained by the fact that female employees have much more emotional attitude towards human relationships than male employees and reflect this attitude to the interpersonal relationships (Parkinson et al., 2005).

When out of workplace relationships are compared with age variable in the intergroup comparisons, the group aged 25 and below is different from the group aged 36-45 with a mean difference of 0.51 ($SE = 0.13, p < 0.001$), and also from the group aged 46 and above with difference of 0.58 ($SE = 0.16, p < 0.01$) in a positive way ($F_{(3, 513)} = 7.00, p < 0.001$). Those with less than three years of work experience seem to prefer similar out-of-workplace relationships ($F_{(3, 513)} = 956.94, p < 0.001$).

Low educated participants differs from middle educated participants with a difference of 0.20 in a positive way in terms of interpersonal coherence ($F_{(2, 514)} = 3.35, SE = 0.084, p < 0.05$). When organizational support is compared with education variable in the intergroup comparisons low educated participants differs from middle educated participants with a difference 0.58 ($SE = 0.013, p < 0.001$) and also from high educated participants with a difference of 0.51 in a positive way ($F_{(2, 514)} = 10.85, SE = 0.14, p < 0.001$). Low educated participants differs from middle educated participants with a difference of 0.34 in a positive way in terms of work ethic ($F_{(2, 514)} = 4.24, SE = 0.13, p < 0.05$). When the dimensions are evaluated in terms of occupations nurses differ from doctors with a difference 0.51 in a positive way in terms of intragroup communication ($F_{(3, 513)} = 3.01, SE = 0.18, p < 0.05$).

Table 6: Results of Variance Statistics

Variables	N	%	Interpersonal Coherence		Organizational Support		Intragroup Communication		Work Ethic		Occupational Cooperation		Out of Workplace Relationships	
			M (SD)	F	M (SD)	F	M (SD)	F	M (SD)	F	M (SD)	F	M (SD)	F
Gender				6.16 *		0.98		0.80		1.80		3.70		2.57
Male	141	27.3	5.80 (0.66)		4.32 (1.33)		4.00 (1.58)		5.03 (1.21)		5.77 (0.90)		5.76 (1.00)	
Female	376	72.7	5.65 (0.84)		4.13 (1.26)		4.09 (1.49)		5.10 (1.12)		5.60 (1.02)		5.93 (1.01)	
Age				0.67		0.55		2.45		0.93		1.62		7.00 ***
<26	118	22.8	5.77 (0.95)		4.30 (1.32)		4.37 (1.57)		5.23 (1.11)		5.73 (1.08)		6.19 (0.85)	
26-35	212	41.0	5.69 (0.81)		4.14 (1.31)		4.05 (1.55)		5.04 (1.15)		5.53 (1.05)		5.91 (1.08)	
36-45	132	25.5	5.62 (0.72)		4.11 (1.23)		3.92 (1.48)		5.00 (1.17)		5.74 (0.87)		5.69 (1.05)	
>45	55	10.6	5.67 (0.55)		4.23 (1.21)		3.83 (1.28)		5.09 (1.15)		5.71 (0.80)		5.61 (0.69)	
Marital Status				4.98		0.01		2.17		0.55		1.07		0.32
Single	240	46.4	5.63 (0.89)		4.10 (1.28)		4.09 (1.58)		5.10 (1.14)		5.63 (1.02)		5.96 (1.06)	
Married	277	54.6	5.74 (0.71)		4.25 (1.28)		4.04 (1.48)		5.06 (1.16)		5.66 (0.97)		5.82 (0.95)	
Education				3.35 *		10.85 ***		2.77		4.24 *		1.33		0.54
Low	170	32.9	5.82 (0.78)		4.55 (1.28)		4.14 (1.51)		5.28 (1.17)		5.74 (0.98)		5.93 (1.11)	
Middle	187	36.2	5.61 (0.90)		3.97 (1.21)		4.20 (1.54)		5.01 (1.08)		5.57 (1.07)		5.89 (0.91)	
High	160	30.9	5.64 (0.68)		4.04 (1.29)		3.83 (1.46)		4.94 (1.18)		5.65 (0.90)		5.82 (1.01)	
Job				1.45		2.69 *		3.01 **		0.21		0.99		1.31
Doctor	113	21.9	5.65 (0.63)		4.03 (1.25)		3.78 (1.44)		5.05 (1.18)		5.71 (0.80)		5.79 (1.06)	
Nurse	193	37.3	5.73 (0.88)		4.21 (1.22)		4.29 (1.49)		5.07 (1.08)		5.71 (1.06)		5.97 (0.93)	
Support health services	108	20.9	5.77 (0.74)		4.04 (1.37)		3.95 (1.65)		5.15 (1.15)		5.58 (1.04)		5.78 (0.95)	
Administrative services	103	19.9	5.56 (0.86)		4.46 (1.30)		4.01 (1.45)		5.05 (1.24)		5.53 (1.01)		5.93 (1.13)	
Job Experience (year)				0.86		0.01		2.57		0.68		0.82		2.95 *
<3	106	20.5	5.62 (1.01)		4.18 (1.28)		4.36 (1.58)		5.20 (1.14)		5.69 (1.13)		6.06 (0.96)	
3-6	134	25.9	5.76 (0.84)		4.20 (1.30)		4.16 (1.58)		5.09 (1.12)		5.54 (1.11)		5.94 (1.21)	
7-14	127	24.6	5.72 (0.67)		4.18 (1.34)		3.91 (1.46)		5.06 (1.17)		5.65 (0.90)		5.90 (0.93)	
>14	150	29.0	5.65 (0.68)		4.17 (1.22)		3.90 (1.43)		5.00 (1.16)		5.72 (0.85)		5.70 (0.87)	
Tenure (year)				0.73		0.77		2.61		1.40		1.32		2.15
<3	137	26.5	5.73 (0.86)		4.21 (1.31)		4.30 (1.62)		5.17 (1.17)		5.75 (1.00)		5.95 (1.05)	
3-5	134	25.9	5.75 (0.80)		4.31 (1.24)		4.09 (1.52)		5.09 (1.07)		5.63 (1.07)		5.97 (1.11)	
6-10	114	22.1	5.62 (0.84)		4.09 (1.34)		4.07 (1.50)		5.15 (1.13)		5.50 (1.02)		5.93 (0.96)	
>10	132	25.5	5.65 (0.70)		4.11 (1.24)		3.79 (1.38)		4.91 (1.21)		5.68 (0.87)		5.69 (0.87)	
Employment Status				2.57		1.28		0.07		0.26		0.23		2.03
Staff	335	64.8	5.69 (0.78)		4.10 (1.30)		4.09 (1.51)		5.10 (1.13)		5.63 (0.97)		5.90 (0.92)	
Contractual	182	35.2	5.69 (0.83)		4.35 (1.23)		4.01 (1.53)		5.04 (1.18)		5.68 (1.04)		5.86 (1.16)	

M: Mean; SD: Standard Deviation.

*p<0.05; **p<0.01; ***p<0.001.

5. CONCLUSION

Since the neo-classical management approach, also known as the human relations approach, the importance of human relationships in organizations has been emphasized and evaluated with different dimensions in the literature. The social climate concept, which is considered as a “social atmosphere” by Lewin et al. (1939) and which enable the concept of organizational climate to emerge, includes multiple variables. The social climate is evaluated with different dimensions in the literature. There are also studies in the literature, in which the organizational climate has been evaluated with several dimensions such as ethical climate, safety climate, psychological climate. It is seen that there are limited number of studies on social climate and the studies are mostly conducted on educational field.

It is important to apply the scale in different sectors when considering that healthcare professionals differ from the employees in the field of business and industry in terms of clarity, control and innovation dimensions in previously established social climate scale studies (Haque and Sheikh, 1992). As this study shows very positive results in terms of validity and reliability in different public institutions and occupational groups outside the healthcare field, it looks promising that it can be applied in different sectors. It is aimed to work with organizations from different sectors in order to increase the generalization of the scale after this study which purposes to develop social climate scale and is regarded as an initial research.

The statistical evaluations have shown that the validity and reliability values of the social climate scale and the generated theoretical model are appropriate. Besides, it is observed that there are significant differences in some dimensions of the scale compared to other variables when considered the other results obtained from analysis of the data. It is seen that the carrying social relations at work to outside of the workplace varies depending on age. Younger employees tend to carry their social relations at work to the outside environments. It can be said that the structure of social relations changes as the age increases and leads to a decline in carrying the social relations at work to outside of the workplace. In order to make the social climate become positive, the support perception provided by the organization changes depending on the

educational status, as the education increases in general, the general opinion that the organizational support is inadequate also decreases.

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