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SERVICE QUALITY ASSESSMENT IN SELECTED BRANCHES OF SOCIAL SECURITY ORGANIZATION USING SERVQUAL MODEL

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Fereshteh Shirkavand¹, Seyed Mahdi Hosseini², Parisa Mokhtarihesari³

¹Firoozkuh Branch of Islamic Azad University. fereshteh_shirkavand@yahoo.com

²Firoozkuh Branch of Islamic Azad University. seimehhos@yahoo.com

³Tehran University of Medical Sciences. mokhtarihesariparisa@yahoo.com

Keywords

Service quality, customer satisfaction, SERVQUAL, social security,

ABSTRACT

This study aimed to assess the quality of four branches of social security organization in Tehran Province, using SERVQUAL model and assessing the gaps between expectations and perceptions of customers in each branch of the service quality dimensions (factors tangible, reliability, responsiveness, assurance, empathy and diversity). The population study was the daily costumers of four provincial branches, each group 120, total 480 people. Sampling was simple randomize and the study was cross sectional. To conduct this project, using SERVQUAL standard questionnaire included questions on both the expectations and perceptions of twenty-four 7-point Likert scale were prepared. The results were analyzed with SPSS software version 21. Validity and reliability of the questionnaires were confirmed (cronbach coefficient=0.87). Results showed considerable difference between expectation and perceptions in all service quality dimensions (Pval<0.0001). Generally, customers have expectations beyond the services available at the branch offices and branches of social security organization have failed to meet the expectations of their clients.

JEL Classification

C00, M11, M19

1. INTRODUCTION

Currently, most of the successful organizations and institutions have accepted the new and primary concepts of the marketing and are practicing based on these new concepts. They have found out that paying attention and concentrating on the client's needs mean to pay attention to the quality of products and presenting services to the clients. These organizations have found out that their products with the highest quality shall not be demanded if they do not realize the needs and requirements of the clients. Therefore, observing the needs and expectations of the clients are in the high priority for survival and profitability. For moving the organizations on quality path and to improve them, it is necessary to identify the quality measurement tools and also their weak points in presenting the services with the highest quality and to remove their weaknesses "Farsijani & Zandi, 2010". Study of theories change and schools related to the managerial fields has shown that the tendency toward clients and increasing the quality of customer services, diversity and speed of service presentation have been observed in the organizational agenda within the past two decades "Zohuri, 2008". To realize the clients' needs regarding the service quality and to give the clients higher services are the keys to succeed. The

customer's needs are formed based on their old experiences, word of mouth advertising and the advertisements which are formed by the institute. Based on these fundamentals, the clients are selecting the service providers and when they have received the services, they will compare its value with the expected services. If their mentality toward services is less than what they have anticipated, then they will lose their interest to provider of a special service. If the mentality is equal or more than what they have expected, they probably will refer to the provider in the future "Kotler, 2009".

SERVQUAL model is one of the models, which are useful to study the importance of client's needs and expectations which are presented by Parasuraman and others in 1985. After some widespread studies in the field of service quality, a tool, named SERVQUAL is presented to measure customer's satisfaction regarding service quality "Bahreyni et al., 2009". They formed five quality dimensions which have been changed to the most useful services quality evaluation methodology "Bahreyni et al, 2009; Farsijani & Zandi, 2010". These five dimensions are as follows: 1-Tangible factors including organizational facilities and appearance, or its physical dimensions, 2-Reliability of presenting services, 3-Accountability of the Organization, 4-Services Quality Guarantee, 5-Clients understanding.

SERVQUAL has a questionnaire which includes 22 questions which have been designed to evaluate the quality of an organization's services in these five dimensions. Each question is used for evaluating the expectations of the client in one stage and for measuring his deduction about the quality of the services. Undoubtedly, in evaluating the service quality no tool has been accepted by public in as much as the SERVQUAL "Kavousi & Saghaee, 2005". SERVQUAL Analytical model may show the directors a suitable tool to diagnose the service quality faults systematically "Bahreyni et al., 2009".

The Social Security Organization in Iran is a social Insurer Company which its main mission is to support the workers (on obligatory type) and businessman (optional type). Twelve million people in Iran are insured by this organization and more than two million people are the pensioner. More than 37 million people are supported in medical services by this organization "Social Security Website". Therefore, to study the service quality of such an important organization in Iran is essential to improve client satisfaction. Taking into consideration that there are limited plans in the field of client's satisfaction with the Social Security Organization, the necessity to carry out more comprehensive plans is necessary to reveal the quality of presenting services, and to reveal client satisfaction regarding the services of the organization. Therefore, this project was proposed to study the services quality presented in four selected social security branches in Tehran province. The selected branches are first grade and these branches are selected because the number of insured person in each branch and are equal and it was easy to researcher to access these branches.

The main objective of our study was investigation of the quality of the presented services in four selected branches of social security organization in Tehran province. The secondary objectives were to recognize expectations of social security organization's clients in tangible factors, to study expectations of social security organization's clients in accountability, to study expectations of social security organization's clients in mind peace, to study expectations of social security organization's clients in credit ability, to

study expectations of social security organization's clients in empathy, to study expectations of social security organization's clients in diversity and quality of services.

Primary hypothesis was to approve that the Clients' expectations of the social security organization are higher than the quality of presented services in the branches of this organization. The secondary ones were to show if clients' expectations of the social security organization in tangible, accountability, peace, credibility, empathy and service quality factors are higher than their perceptions regarding tangible factors.

In this study we intended to investigate the level of client's satisfaction in social security organization in six dimensions of quality service in Servqual model and showed that what differences were between their expectations and existing facts of quality services in this organization.

2. LITERATURE SURVEY

Nowadays, only the widespread market cannot guarantee the existence of the organization since the new rivals are forming every day. The clients will judge the organizations via evaluating four arrays: price, quality, time and innovation. As the organizations are more able to improve the factors, they can have more market share. The initial point of this structure is appropriate comprehension of the market, clients and the complementary point is providing needs, realizing the needs and keeping the rate to improve. In current years, one of the main vital duties and aims of the organization, either in production or services unit, is to pay attention to the clients' needs and to provide their needs. The quality is one of the most important criteria to evaluate the services which are committed by different sectors of the organization. The goal is to improve the quality and total outcome of the organization in order to improve the competitive ability with minimum cost. So, the whole organization will be in conformity to the specifications required by the client. Therefore, presenting high quality services to the clients in private and public sectors is a strategic issue. In recent years, the governmental organizations which are service providers are searching to get clients' notation based on some plans such as dignifying the clients and the regulations determined for governmental organizations and this will facilitate their internal affairs. Meanwhile, increasing the consent and satisfaction of the clients will improve the organizational image. One of the most evolutions in quality improvement in the latest decade of the 20th century is to measure satisfaction of the clients as one of the main obligations in quality management systems in all institutions and business organizations. Currently, reaching the client satisfaction is one of the fundamental subjects of quality management systems. Even in the markets with individual nature since there is no competition available, concentrating on the client's needs has observed attention of the managers and industry owners. With this description, performing a measurement system and monitoring the clients' satisfaction is considered as one of the most important aspects of both quality improvement and fundamental needs of current organizations "Kavousi & Saghaee, 2005".

The first stage for services strategy planning in a company is clients' cognition and paying attention to their opinions. In marketing, the services which are valuing to the clients are

paid special attention. Here, the value means the remarkable services. There are different methods available to value the clients which are applicable only based on the profits and interests of the presented products. Upon measuring the clients' satisfaction and studying the supervision and their views, the companies will improve the quality of their services. Clients' complaints methods are the best investment opportunities for the service companies. Sometimes, this is not only the customer satisfaction which may cause them refer to the company. Customers will leave a company for different reasons. Some reasons are controllable but some of them are out of your control. Therefore, loyalty of the customers is the most important duty of the companies. The service quality of the companies is somewhat depending on the way of behaving towards the clients. Therefore, it is necessary to re-evaluate and study the staff management method. The effect of appropriate staff management is numerous and higher than interactive dealing with others. The motivated staff will facilitate and economize the interactions and communications between the clients and the company. Failure of the endeavor to improve the quality of the services, presented to the client is the cause of one fundamental item: these efforts are not completely coherent based on the managerial operations of the company. The services shall not locate at company's priorities, unless they are coherent "Horovitz, 2010". Service quality is a complex subject which includes five dimensions: reliability, accountability, assurance, empathy and appearance. These dimensions are used to introduce the concept of the service quality's gap. The gap is based on the difference between the expectations of the client and his perceptions about what he receives.

SERVQUAL is a scrolling tool for evaluating the service quality and is based on the service quality gap concept. The quality of services can be studied from viewpoint of contents, process, structure, results and effects. Contents will show whether or not the standard operations are followed. The operation will show whether or not the sequence of the events of services is suitable. The main object is to keep a logical sequence between the activities and profitability of the services resources. The structure will support whether or not physical facilities and organizational plans are suitable for services presentation.

Physical facilities and supporting equipment are merely structural parts of the issue. The consequences will show the changes made in the available status. The final criteria for evaluating the services quality is the study of the results and final effects. The present study will analyze the long-term effects of a customer service operation. The study should include service evaluation criteria and its frequency (accessibility) which is usually expressed in the framework of the population which has received the services "Fitzsimmons. 2008".

Here we have included some of the the studies conducted in this field. Ajam et.al in 2013 has performed a case study with the aim of evaluating the quality of the health and medical services based on SERVQUAL model. Based on the point of view of the research participants, the qualitative gap of the presented services is evaluated positively. The highest negative average score belong to the accountability dimension and the highest positive average were related to the access point. The results have shown that the hospital is practicing higher than the expectations of the receivers "Ajam & Sadeghifar,

2013". Kalantari et.al evaluated the quality of the presented services in a Social Security Organization, based on the SERVQUAL model. The results have shown that the operation of the branch has not realized the expectations of the client and there was a meaningful gap between the expectations and service quality in five dimensions. The highest gap was observed in the empathy and the minimum gap was observed intangible factors "Kalantari & Amirkhani, 2012". Ghasemi et.al measured the service quality presented by Tehran Municipality via SERVQUAL model. The results have shown that there are some differences between the expectations of clients and operation of Tehran Municipality and this meaningful difference is available in all five dimensions of services quality between operation stage and expectations "Amirkhani & Ghasemi, 2010". Isbirg thesis conducted on SERVQUAL modeling for evaluating the quality of services and clients' satisfactions in foodstuff stores at Ooma University (North Sweden). The analyzed results of the research showed that the SERVQUAL model is the best model for measuring the clients satisfactions and the foodstuff stores of the Ooma University does not serve a suitable level of service quality to their customers "Isberg et al, 2010". Chikvand et.al performed a case study regarding the quality of the services presentation at Nigerian airline. They have tried to evaluate the quality of the services presented by Nigeria airline with the goal of determining the variables of the presented services by this airline in the Nigerian transportation industry system. They have also evaluated the customers' satisfaction regarding the quality of the presented services by the airline and the improvement of the services to increase the satisfaction of the customers. As a statistical example, the study has selected 200 passengers of this airline randomly and a research has been carried out to collect their viewpoint and expectations. To collect information, SERVQUAL model which is reflecting the activities and services of the Nigerian airline has been used. The designed questionnaires included some questions about the expectations and understanding of the passengers regarding this airline, they hold 22 questions in each part with quintuplet scale. The results have shown that Nigerian airline has totally an acceptable level of customer services. Only in some cases which the quality of services was fragile, they needed to improve their scales. They have offered the managers of airline companies to use this model to evaluate the quality of their services and improvement of their services based on the view of the customers to attract their attention "Chikwendu & Ejem, 2012". Islam studied the client's satisfaction regarding the services quality at Bangladesh Medical center. In this study, expectations and perceptions of the clients regarding the presented services have been analyzed. The researchers have used the SERVQUAL method with twenty-question questionnaires and five Likrit scales to gather information. Hundred students of the Dhaka University in Bangladesh included as sample study. The result of the study has shown that the statistical sample of case study has a very low level of satisfaction in different dimensions of presentation of services. Although the present study has a low statistical volume; and it was the limitation of this plan "Islam, 2012". Vinkosca et.al, from the University of Varmia in Poland, has performed a study in 2014 to determine the quality of services of social insurance institutes from the clients' point of view regarding this organization. They have declared the importance of evaluation and quality of services in the insurance market. SERVQUAL model with seven Likrit scales which had included 20 questions concerning five dimensions to present service quality have been used by researchers. Based on the results of this research, expectations of the clients for presenting services at insurance institutions were higher

than its services level. Whereas the quality of presenting the services of the institute have been evaluated to be in a good level. The research has offered that the client's satisfaction in quality of insurance services can be a reference for optimum decisions by the institute "Witkowska & Lakstutiene, 2014".

3. RESEARCH METHODOLOGY

The present research is an analytical-sectional study conducted in 2014 aiming to evaluating services quality and finding the perceptions of the visitors about the available services required in four social security branches of Tehran province. The framework was planned to gather information and to analyze them. The study was completed by SERVQUAL model and to evaluate the differences of population study perception in quality of the services presented and to determine relations of the studied variables. Then, the research results tested for validity and reliability. Sectional study of the research, information gathered in four branches of Social Security Organization of Tehran Province. Some quantitative data evaluated concerning research variants in a time level and finally it tested a pattern of the communication between these variants. Since the similar researches have been used in the field of service quality and customer's satisfaction regarding sectional studies, we have chosen the sectional study framework for the present study. This framework enabled us to classify the variants on a correct manner and finally, to design a questionnaire to gather information.

The Statistical society of the present study includes the visitors of four social security branches. These four branches had equal statistics from the viewpoint of clients. Sampling method was chosen simple accidental in the present study. To determine sample volume, we referred to other similar researches (Amirkhani & Kalantari, 2012) and (Amirkhani & Ghasemi, 2012). The sample volume is resulted as follows.

$$Z_{1-\frac{\alpha}{2}} = 1.96, \quad \alpha=0.05, \quad \delta = 0.61, \quad d= 0.11 \tag{1}$$

$$n = \frac{Z_{1-\frac{\alpha}{2}}^2 \delta^2}{d^2} = \frac{(1.96)^2 \times (0.61)^2}{(0.11)^2} = 118.1 \cong 119$$

$$Z_{1-\frac{\alpha}{2}} = 1.96, \quad \alpha= 0.05, \quad \delta = 0.66, \quad d= 0.12 \tag{2}$$

$$n = \frac{Z_{1-\frac{\alpha}{2}}^2 \delta^2}{d^2} = \frac{(1.96)^2 \times (0.66)^2}{(0.12)^2} = 116.2 \cong 117$$

Based on the calculated sample size for the case and control group, the size calculated with maximum error of 0.11 in each group of the present study is obtained equal 120; therefore, sample size was considered for study of 480.

In the present study, in data collection process, by means of some questionnaires based on SERVQUAL model, we have studied the quality of services in four selected branches of social security organization in Tehran province. This method of data gathering was

designed based on standard questions for SERVQUAL questionnaires. The present questionnaires used, was selected based on (Isberg et al, 2010) reference. In the present study, five-dimension SERVQUAL questionnaire (tangible factors, reliability, accountability, empathy) in the framework of 22 questions were used and another dimension, including diversity and quality of services in the structure of two questions was added to it, and, totally a twenty-four-question questionnaire was used. As it has been mentioned by SERVQUAL model, questions were divided in two sections. One section was analyzing the perceptions of the participants regarding the available status; whereas the other part was studying their expectations regarding favorable services. In the present study, there was a demographic part for general information about population study like age, sex, education level, marital status, number of days referred to receive social security services, etc. This information enabled us to understand the visitors better and to find their connection with perception and expectations. In the questionnaire used in this research, questions one to four are trying to evaluate tangible factors of four selected social security branches. Tangible factors include facilities, equipment, personnel and communication channels. All dimensions will form a picture which is used by clients to evaluate the services "Kotler, 2010, 517". In questions five to nine, the reliability dimension is evaluated; which include the ability to present services in a safe way to the clients, so, their expectations are realized. Another meaning for reliability is operating the commitments. i.e. it is operating the promises which are given to the customers regarding time, method and cost of the services "Kotler, 2010, 517". Questions 10 to 13 are analyzing the accountability which includes assistance to the clients and presenting emergency services to them. This dimension is stressing on sensitivity and consciousness against requests and problems of the customer "Amirkhani & Kalantari, 2012, 23". In questions 14 to 17 and 18 to 22, guarantee and empathy dimensions are presented in an order which is the credit or guarantee to show the merit and ability of the organization employee to induct trust and confidence to the client. "Kotler, 2010, 517" and Empathy means to treat with any client based on his/her own morale. So, the clients will be satisfied and became aware that the organization has understood them and they are really important to the Organization. "Kotler, 2010, 517" at the end of questions 23 and 24 is studying sixth dimension of diversity and quality of services which includes conformity of goods and services with its application, in other words, the user of goods or services is able to realize his/her needs via the use of the goods. I.e. product or services are qualified when they are in conformity with clients' needs "Amirkhani & Kalantari, 2012, 21". All these questions were selected to be answered by participants on multiple-choice questions; so, their final analysis and comparison would be more simple and fast. In addition, in the present questionnaire, seven Likrit scales are used; so, the responders may select a correct number between one to seven based on degree of agreement or opposition. The questions mentioned in the questionnaire were similar to the variables of the SERVQUAL model which was an international model, is proposed by the researches and tested in different researches and confirmed by the advisor. So, the validity of the questionnaire was high. For reliability (stability) of the questionnaire, in this study, Cronbach alpha coefficient was equal to 0.87. In this quantitative study, SPSS statistical software, 21st version, was used to analyze the gathered data from the questionnaires on quantitative method (descriptive, inferential).

4. FINDINGS AND RESULTS

Out of the total 480 participants in the present study, 340 men (71.3%) and 137 women (27.7%) were participated. 28.4% of participants were less than 30 years of age while 44.3% were in the range of 31-40 years of age; 18.2% were in the range of 41 to 50 years and 9.1 % were more than 50 years. 8.4% of them had qualified less than a high school diploma, 30.4% hold a high school diploma, 18.4% hold bachelor’s degree, 32.4% hold master’s degree and 10.2% hold PhD Degree. 28.7% of the participants were single while 71.3% of them were married. Regarding average days they have referred to the selected branches, 66.2% out of total people are referring branches 1-2 days, 20.1% of them referring 3-5 days and 13.7% were referring more than 5 days. To study the normal status of the data, the Colmogroph Smirnov test was used. Based on the results of the study, total variables didn't follow the normal distribution. Based on the p-values which are less than 0.05%; normal distribution of the data was rejected. Based on these findings, non-parametric tests were used to analyze research data; especially Wilcoxon test is used to test the theories.

Table 1: Frequency Distribution of Gender

Variable		Number	Percent
gender	Female	137	28.7
	Male	340	71.3
Sum		477	100

Table 2: Frequency Distribution of Age

Variable		Number	Percent
Age	<30	125	28.4
	31-40	195	44.3
	41-50	80	18.2
	>50	40	9.1
Sum		440	100

Table 3: Frequency Distribution of Education Level

Variable		Number	Percent
Education level	High school degree	38	8.4
	Diploma	137	30.4
	Bachelor	83	18.4
	Master	146	32.4
	Doctoral	46	10.2
Sum		450	100

Table 4: Frequency Distribution of Marital Status

Variable		Number	Percent
marital status	unmarried	133	28.7
	Married	330	71.3
Sum		463	100

Main Hypothesis Test

In comparison of averages between perceptions and expectations in different branches, a meaningful difference in 5% of level is resulted by Wilcoxon test (Table 1). The results have shown that clients’ expectations of social security organization about the quality of presented services were higher. According to our results, in 338 cases expectations are higher than presented services and in 125 cases expectations are equal with presented services and only in 15 cases expectations were lower than presented services. Therefore, the primary hypothesis was confirmed and social security organization should improve their presented services.

Table 5: Difference between Expectations and Perceptions in Quality of Services of Selected Branches via Wilkxon test (n=478)

Quality of Services	Number	Rank average	Z statistics amount	p-value
Expectations more than operation	338	181.4	-15/9	“<0.0001
Expectations less than operation	15	76		
Expectations equal operation	125			

*Meaningful in 5% of level

Secondary Hypothesis Test

In this study, the gap of customers’ expectations and selected branches’ operation regarding SERVQUAL dimensions was studied. The results summarized in table 6. According our result, all secondary hypotheses were confirmed and it means that in all dimensions of quality services (tangible factors, accountability, mind peace, credit ability, empathy, diversity and quality of services) the clients' expectations are higher than operation of these branches of social security organization and there is meaningful gap between expectations and operation.(meaningful in 5% of level)

Table 6: Results of Side Theories Test

Theory	Test result
Expectations of social security branches’ clients for tangible factors is higher than its perception of tangible factors	Confirmed

Expectations of social security branches' clients for accountability is higher than its perception of accountability	Confirmed
Expectations of social security branches' clients for peace of mind is higher than its perception of peace of mind	Confirmed
Expectations of social security branches' clients for credibility is higher than its expectations in credibility	Confirmed
Expectations of social security branches' clients for empathy is higher than its expectations of empathy	Confirmed
Expectations of social security branches' clients for diversity and quality of services is higher than its perception of diversity and quality of services	Confirmed

Table 7: Average Rank of Expectations and Operation of Branch and Gap of the Service Quality in Each Six Dimensions of SERVQUAL

Dimensions of services quality in expectation level	Branch operation average	Expectations average	Gap average
Tangible factors	3.91	3.84	+0.07
Services diversity and quality	3.57	3.71	-0.14
Credibility	3.56	3.67	-0.11
Mind peace	3.51	3.66	-0.15
Accountability	3.33	3.39	-0.06
Empathy	3.12	2.72	+0.4

Study of the results of determined gap available in different dimensions of quality services of selected branches of social security in the present study, have shown that there is a negative qualitative gap in four dimensions of diversity and quality of services, credibility, mind peace and accountability and merely in two dimensions of tangible factors and empathy the positive qualitative gap is available.

4. CONCLUSIONS

Based on the results, selected branches of Social Security Organization haven't been able to realize their clients' needs and clients' expectations are higher than their perceptions in all dimensions (tangible factors, mind peace, accountability, credibility, empathy, diversity and service quality). It has been shown that there is a gap in clients' dissatisfaction regarding the quality of the services. These results were in agreement to the results of Kalantari et.al's study in the field of evaluation of quality of services presented in branches of Social Security Organization. In their study, the results have shown that there were a considerable differences in five dimensions between expectations and operations in service quality and the tested branches haven't been able to realize the client's needs. In Ghasemi et.al's study which had been measured service quality of Tehran Municipality by SERVQUAL model, the results showed that there were some differences between the client's expectations and operation of Tehran Municipality and there have been a considerable difference in all five dimensions of service quality between operation stage and expectations. In the study of Isberg and colleagues which had been studied the quality

of services and client's satisfaction in foodstuff stores with SERVQUAL model, final result of the analysis have shown that foodstuff stores of Oma university didn't present a suitable level of service quality to their clients. Our results in different dimensions of service quality in selected branches of Social Security showed that there is a negative qualitative gap in the four dimensions (diversity and quality of services, credibility, mind peace and accountability) and there is a positive qualitative gap available only in two dimensions (tangible factors and empathy). Based on the results presented in table 3, the maximum average grade in negative gap belongs to the mind peace and the minimum grade of negative gap is belonging to the accountability. Negative gap has shown that the expectations of service receiver in these two dimensions are higher than their expectations of available conditions and there is a long distance available to attract client's satisfaction and achieving a suitable status. The more the gap between the perceptions and expectations of the clients is in each dimension, the less attention is paid to these dimensions. In addition, the highest average of positive gap belongs to empathy and the minimum average of positive gap belongs to the tangible factors. The results showed that in the clients' viewpoint, totally they have received more services and facilities in comparison to what they have expected because the selected branch's clients may hold lower expectations or they had no suitable understanding of the questions in these two dimensions. Contrary to the resulted positive gap, it is advised that the branches choose a suitable strategy and solution to achieve a suitable level of expectations in these two dimensions. In the study of Ajam et.al there was a negative gap just in two dimensions (accountability and guarantee) of the service quality and there was a positive gap in other dimensions. The highest negative gap belongs to accountability and highest positive gap belongs to the accessibility dimension. To decrease the gap between expectations and perceptions of the clients in this research, all views and offers of authorities and experts of the organization (branch managers, administrative and insured affairs experts, experts of the plan for client's reverence and data processing experts) are presented as follows:

To decrease the gap of expectations and perceptions of the clients in tangible factors (first side theory), it is advisable that managers pay a special attention to the interior and exterior space of the branches in the case of beauty and cleanliness and to increase the quality of the presented service by means of some facilities including parking, elevator, heating and cooling equipment, furniture, new and modern equipment including computer, printer, turning system, phone and internet services, and massage system. In this part, personnel outfit should be concerned. Meanwhile, it is vital to equip different floors in such a manner that the clients feel more comfortable. Tangibility is of high importance in service quality dimensions. Therefore, the quality of services is judged by the physical events of the services. Therefore, the setting of services presentation shall affect the clients desirably. To decrease the gap of perceptions and expectations of the clients in accountability (second side theory), it is proposed that the manager try hard to improve the motivation of personnel in performing their duties with high pace. In the meantime, it is necessary for the personnel to become familiar with day knowledge and skills to realize the needs of the clients and to understand the value and emotions of the clients. Holding education services courses and communication skills workshops is necessary to improve knowledge and awareness of the personnel regarding their services

and also a correct communication with the clients may be effective in decreasing the operational gap of the branch in different dimensions. To manage the expectations of the clients is of high importance and the success of the organization is depended on knowledge, realization, and identification of current and future needs and expectations of the clients. To achieve this goal, a continuous feedback shall be taken of the clients to get more knowledge about the expectations. A big danger for the service organizations is their rising expectations without consideration of the abilities of the organization. Therefore, the managers should be informed about the logic of the expectations from various sides they should increase their ability to realize the expectations. In the meanwhile, using the mechanized systems may facilitate the service presentation act to the clients and social security organization shall take action to program to increase the systems for the sake of increasing in amounts of the clients. To decrease the expectations and perception gap of the clients in mind peace (third side theory) it is proposed to use expert manpower to form a software which is suitable for organization work load, to minimize the amount of data wastage and to increase trustworthiness to the required software and hardware. One of the offered solutions for the branch managers is to establish discipline in the work process, keeping records of the documents and executing standard systems of service quality. In the meantime, appreciation of the employees to carry out services at the distinguished time and employing the staffs with the ability to understand the needs of the clients is of high importance which may result into decrease the gap. To decrease the client's expectation and perception gap in credibility (fourth side theory) it is proposed to determine a term to serve the clients and their waiting time to remove their problems. Mind peace in contacting the personnel, humility and politeness and the way the clients are behaving them is really important to the customers. Based on the importance of the services presented to the clients of social security organization, including insurance, medical, endeavors of the employees in presenting the services with high accuracy is of importance in improving their satisfaction. Management with programming some factors, including employee's improvement which is directly in connection with the clients, increasing the number of staffs, fitting the services tariff based on the inflation may result to the organizational credit. To decrease gap of the expectations and perceptions of the clients in empathy (fifth side theory) it is proposed that the information supply shall be enforced in the media and public communication equipment concerning the new program which may result into increasing satisfaction of the operation of the organization. In this field the advertising is of high importance. Taking into consideration that new rules and their correct execution will need an expert and educated staff, social security organizations should consider sufficient time to train the employees; otherwise, it will prohibit the employees from paying enough attention to the clients and this issue will be more remarkable at the dimension of empathy and special attention of the employees to the clients. To decrease the clients expectations and perceptions gap in diversity and quality of services (sixth side theory) it is proposed that a comprehensive system is established between branches to provide various services in branch and so, the client's transportation between branches to collect insurance records, to issue medical booklet and credits will be minimized. If the insured person is able to use insurance services all around the country and if he is not obliged to refer to the branch he/she has opened a file; this will increase their satisfaction. In this case, banks serve their clients by creating comprehensive banking accounts. In the meantime, selecting the branch managers and

experts shall effect on their knowledge about the quality of the services which can be presented. In this field, it is proposed that managers and employees of the branch pay attention to the ideas and views of the clients more than before and to accept their views and offers to collect environmental problems. Regarding the results and issues of the clients, more results can be observed. The service quality shall be carried out on periodical system, so, the services quality improvement rate shall be observed.

One of the main limitations of the present study was to have the clients' cooperation for completing the questionnaires because it will take a lot of their time and they do not believe in the effect of such a research. In addition, the clients didn't answered different questions and demographic items. Taking into consideration that the present study had been carried out only in four branches of Tehran province, to generalize its results, it is proposed to carry out a more comprehensive study in provincial branches of other provinces. In the meantime, the present study will show the amount of quality of services based on the viewpoint of clients and it is proposed that other researches use this study in their future researches to evaluate the quality of services from viewpoint of employees and managers.

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THE EFFECT OF QUALITY ORIENTATION AND LEARNING ORIENTATION ON FIRM PERFORMANCE

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Gülhan Kalmuk¹, A.Zafer Acar²

¹Yeni Yüzyıl University, gulhan.kalmuk@yeniyuzuyil.edu.tr

²Piri Reis University, azacar@pirireis.edu.tr

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ABSTRACT

The purpose of this study is to demonstrate the associations between the dimensions of learning orientation and quality orientation and assessing their impact on the performance of organizations. This was empirically tested and proven via extensive field research. We reached out to 85 hospitals from about 181 hospitals located in Istanbul province, and collected a total of 190 responses from them as a part of this research study. After excluding 13 questionnaires with missing information, 177 responses were analyzed using correlation and regression analysis. Results reveal that learning and quality orientation positively influence the dimension of firm performance. The findings of this research support the view that implementing learning and quality orientations in the private healthcare organizations in Turkey will improve their overall performance.

JEL Classification

M00, M10, M19

1. INTRODUCTION

The importance of healthcare is rising, and so are the customer expectations of service quality from healthcare institutions. The rapid pace of development in the healthcare sector has been accompanied by the rise in the costs, which has negatively affected satisfaction levels among customers. This has increased competition among healthcare organizations, which has contributed to the development of the sector. In addition to critical factors like manpower, technological infrastructure, physical structure, medical and non-medical equipment and financial resources, the quality of service provided and customer satisfaction have also now emerged as features to compete on. It is indicated that the employees and the institutions are increasingly giving importance to learning and quality studies. Institutions are developing their abilities to improve performance using strategic orientations (Altındağ et al., 2011).

After the 1990s, alternate theories in business philosophy based on the concept of “total quality” began to be developed by management researchers. Quality orientation, as in the case of innovation, market, technology and other orientations, has been recognized by researchers as having a positive *influence* on a firm’s performance. Quality orientation affects the firm performance in a positive way by increasing customer loyalty, helping in acquiring new customers, reducing costs, and improving profitability (Rust and the other,

1994). It influences organizational performance by improving returns on investment, profit, sales volume, market share, and sales growth (Powell, 1995, Mohr-Jackson, 1998). Recent research has shown that quality orientation results in improved job performance (Douglas and Judge, 2001).

In recent years, the number of private hospitals has increased rapidly with the public's efforts of liberalization of health care services. This has revealed the need to have quality orientation in order to increase efficiency and productivity in healthcare services. It is essential to improve labor productivity to increase the efficiency in hospitals (Chow-Chua and Goh, 2002). This will be possible only by implementing learning and quality orientations in organizations.

Learning orientation is a form of knowledge-based capability, which is considered an important process in contributing to successful innovation, and in determining the success of the organization (Huang & Wang, 2013). Organizational learning is defined as the process of creating, retaining, transferring, and integrating knowledge among employees within an organization (Huang & Wang, 2013; Dixon, 1992; Huber, 1991). Having learning orientation processes to develop and assimilate new knowledge on product, process and services plays a key role in supporting productivity and knowledge processes in an organization (Verdonschot, 2005).

There is a need in organizations for personnel who can learn and interpret new technological developments and market information from the external environment (Birdthistle & Fleming, 2005). Similarly, there is a need for the employees of organization to not just have the ability to process information efficiently, but also to create new knowledge faster than competition. Learning orientation in an organization has been linked to its strategic renewal (Crossan & Berdrow, 2003). Consequently, learning orientation is now considered as a source of competitive advantage, and has become at par with innovative productivity in innovative literature (Lopez, Peon & Ordas, 2005). A learning orientation affects not only organizational performance but also the development of individual performance (Bapuji & Crossan, 2004).

Given this context, the aim of this study is to examine the applicability of learning and quality orientation in health institutions and its impact on a firm's performance.

Literature across the various disciplines of business administration has examined conceptually and empirically the impact of learning and quality orientation on a firm's performance, and they have found a positive effect (Sittimalakorn & Hart, 2004, Bulut et al., 2009, Calantone et al., 2002, Hamşioğlu, 2011). However, the impact of learning and quality orientation on firm performance in healthcare sector needs to be examined at a national level in Turkey. From studies so far, we know that the impact of strategic orientation on organizational performance has been examined in different industries. However, there have been no studies where all of three concepts have together been the subject of a study that is performed in healthcare industry. In particular, there has been no research conducted using the framework of these concepts in Turkish private healthcare sector, which has been rapidly globalizing in recent years. We hope that the

results of this research study will provide inputs towards solving strategic and administrative issues that are still present in the private healthcare sector of Turkey.

2. LITERATURE SURVEY

2.1. Learning Orientation

The purpose of learning orientation is to contribute to successful innovation, to create and assimilate new knowledge related to product, process and services, integrating it within the organization, and to support the knowledge productivity processes (Huang and Wang, 2013; Verdonshot, 2005). Knowledge creation, knowledge transfer, assimilation and organizational memory, are four subprocesses of learning orientation that allow entrepreneurs to follow innovations in foreign markets and enables them to forecast which of them would be necessary for the organization (Dixon, 1992; Huber, 1991). Application of organizational learning means to facilitate the process of gathering market intelligence, sharing the market information, and using it to transform into a market-oriented and entrepreneurial oriented organization. Organizational learning literature enables researchers to understand the process of developing market knowledge. Previous research has indicated that an organizational approach was used to understand market processes (Huang and Wang, 2013; Slater and Narver, 1995). Learning orientation is the totality of administrative efforts, developed to encourage behavior within an organization towards storing and spreading new knowledge and experiences acquired by the employees for a common purpose, using a system concept (Bulut et al., 2009). Learning orientation is a set of cultural values that reflects the tendency within the organization towards the creation of new knowledge and its transformation into applicable innovations (Hurley and Hult, 1998). The enterprises that have successfully incorporated a learning orientation are the ones that can go beyond limited ideas and can suggest new ideas by questioning existing notions. In addition to this, empirical studies have shown that organizational learning has a positive effect on the operation of firm's information systems and purchasing systems that is powerful and quickly visible (Hult et al., 2000). Organizational approach uses market information in regard of learning. As a result of the learning orientation, organizations will experience an increase in sales and profit, along with customer satisfaction and also higher success in new product launches (Slater and Narver, 1995). Findings from case studies show that learning orientation in an organization increases firm performance and innovation performance. Values such as "commitment to learning, shared vision, open-mindedness and intra-organizational knowledge sharing" have gained importance to ensure the successful implementation of learning orientation in organizations (Baker and Sinkula, 1999; Calantone et al., 2002; Hult et al., 2004). "Systematic thinking and team learning" must be established in the organizational culture to be a learning oriented organization (Lee and Tsai, 2005).

Learning orientation is dependent on values such as (1) commitment to learning, (2) open-mindedness (3) shared vision. These values contribute to strengthening of organizational culture as they encourage shared feelings among the employees. It motivates them to learn and understanding long-term beliefs and assumptions, and in sharing a sense of common purpose (Celucha et al., 2002). Learning orientation in organizations supports creativity and the discovery of new knowledge and ideas. It contributes positively to

organizational performance as it increases the ability to understand and apply new ideas (Aragon-Correa et al., 2007). In this manner, learning orientation affects organizational performance positively.

H₁: There is a positive relationship between learning orientation and qualitative performance.

H₂: There is a positive relationship between learning orientation and quantitative performance.

2.2. Quality Orientation

The concept highlighted in several management research studies is “quality orientation.” Global competition prompted organizations to rethink their understanding of quality after the 1990s. Organizations have focused on continuous improvement to meet customer expectations and improve customer satisfaction while minimizing costs (Sussan & Raton, 1997).

Quality is a difficult concept to define. Quality was defined by Deming (1978), one of the leading experts on quality as “reduce variations” by Juran (1992) as “suitability for use” by Crosby (1979), as “compatibility with the requirements.” The more aggressive and strategic approach towards quality has considered it as an instrument of customer satisfaction (Garvin, 1997).

Quality orientation is defined as the quality of service perceived by the customers and the acquisition of competitive advantage by achieving customer satisfaction (Mohr-Jackson, 1998, Hamşioğlu, 2011). Previous studies indicate relationship between quality orientation and management performance (Sitimalakorn & Hart, 2004). Quality orientation reduces costs by improving organizational performance, promoting customer loyalty, attracting new customers. All these factors increase the productivity of an organization. Organizations, which apply quality orientation, may gain above average returns due to understanding the market needs before their competitors. Then it may result in reducing their costs to compete with their rivals which are pursuing the same or similar strategies. By reacting quickly to customer needs and by offering new products and services they reduce the likelihood of losing customers and thereby increase customer retention. Thus, the quality of product and services increases organizational performance by acquiring a competitive advantage based on product proactivity and cost leadership (Sitimalakorn & Hart, 2004, Powell, 1995, Mohr-Jackson, 1998). In order to survive, a growing number of organizations accept that they should practice quality orientation (Sussan ve Raton, 1997).

H₃: There is a positive relationship between quality orientation and quantitative performance.

H₄: There is a positive relationship between quality orientation and qualitative performance.

H₅: There is a positive relationship between quality orientation and learning orientation.

2.3. Firm Performance

Performance is the qualitative and quantitative evaluation of planned efforts towards the realization of organizational objectives and its results. For organizations, it is necessary to improve performance in order to maintain their creativity when faced with ever changing market conditions and to sustain their competitive advantage (Çalışkan, 2010). Global competition requires organizations to track their performance closely. Organizational performance, not only financial performance (profit margin, ROA, ROI, etc.) but also non-financial performance (innovation, quality, time, reputation, etc.), affects organizations' strategic decisions and impacts progress. Today, many organizations use each of these financial and non-financial performance measures (Akman, 2008). In this study, firm performance is covering both qualitative and quantitative performance measurement dimensions, as well. When organizations focus on customer, competition and technology as a result of the learning orientation it will allow them to increase sales and profits along with improved customer satisfaction and better new product success.

3. DATA AND METHODOLOGY

3.1. Objectives and Research Methodology

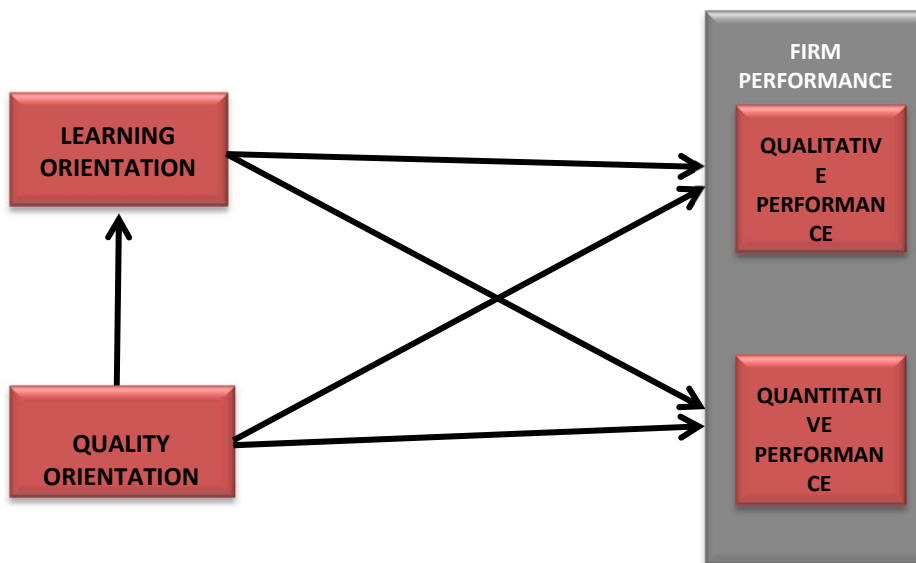
In recent years, despite the rapid growth in the healthcare sector, there have not been enough studies on the effect of orientation and quality orientation on the performance of healthcare sector organizations. The aim of this study is to examine the effect of quality and learning orientation on organizational performance in private healthcare organizations in Turkey. In order to achieve this goal, we adopted a descriptive research methodology. After deciding on the sampling plan, data was collected by performing a valid and reliable survey.

Despite the reliability and validity of the learning orientation scale and its effects had been analyzed in following previous studies: Denison, (2000), Calantone, et al. (2002), Hult, Ketchen and Reus, (2001), for quality orientation Morrow, (1997), for firm performance Denison (2000), Yılmaz, Alpkan and Ergün (2005); in study of Antoncic and Hisrich (2001), Neely and Hii (1998), Hagedorn and Clootdt (2003) they were subjected to rescale reliability analysis in our study. After the factor structure test of research questionnaire scale, the data was analyzed using correlation and regression analysis by means of SPSS 19 statistical package program, and findings summarized.

3.2. Research Model and Hypothesis

We developed a research model to examine the effect of independent variables of quality orientation and learning orientation on dependent variable of firm performance. The question of how learning and quality orientation affects the firm performance and the relationship among the subdimensions of firm performance underlie this research study. The initial model of the research is presented in Figure 1.

Figure1: The Effect Of Quality Orientation and Learning Orientation on Firm Performance



3.3. Sample and Sampling

We consider the 550 private hospitals in Turkey to be the universe for the purposes of this research study. Istanbul is located in the province with about 181 hospitals. We gathered a total of 190 responses from 85 of them either via face-to-face interviews or email. From these 190 filled in questionnaires, we excluded 13 questionnaires that had missing information. The remaining 177 responses were analyzed using the statistical analysis software, SPSS 19.

Descriptive statistics for the profile of the respondents is seen in Table 1. Table 1 indicates that while 71 respondents (40%) were male, 106 respondents (60%) were female.

The age distribution of the respondents is as follows: 21 respondents (11.8%) are in the range of 20-29 years; 68 respondents (38.2%) are in the range of 30-39; 53 respondents (30%) are in the range of 40-49 and 35 respondents (20%) are in the range of 50 and upwards.

The education profile of the respondents is as follows: 27 respondents (15.2%) are high school graduates; 1 respondent (0.5%) has an associate degree; 40 respondents (22.5%) have a bachelor degree; 70 respondents (39.5%) have a master degree and 39 respondents (37.5%) have a doctorate.

Summarizing their work experience, we find that 101 respondents (51%) have worked in the hospital for 1 to 5 years; 52 respondents (29%) have worked in the hospital for 6 to 10

years; 18 respondents (10%) have worked in the hospital for 11 to 20 years and 6 respondents (4%) have worked in the hospital for more than 20 years.

Analyzing the designations of the respondents in the hospital, we find that 29 respondents (16%) are in the position of Medical Director; 9 respondents (5%) are Vice Medical Director; 41 respondents (23%) are Director 16 respondents (9%) are Vice Directors; 35 respondents (19.7%) are Nursing Directors and 47 respondents (27.3%) are Managers.

Table 1: Distribution of the Respondents by Demographic Factors

Demographic Variables	F	%	Demographic Variables	f	%
Gender			Experience		
Male	71	%40	1 to 5 years	101	%57
Female	106	%60	6 to 10 years	52	%29
Age			11 to 20 years	18	%10
20-29	21	%11,8	20 and more years	6	%4
30-39	68	%38,2	Position		
40-49	53	%30	Medical Director	29	%16
50 and above	35	%20	Vice Medical Director	9	%5
Education Level			Director	41	%23
High School	27	%15,2	Vice Director	16	%9
Associate Degree	1	%0,5	Nursing Director	35	%19,7
Bachelor's Degree	40	%22,5	Manager	47	%27,3
Master's Degree	70	%39,5			
Doctorate	39	%37,5			

3.4. Scales

We carried out a literature review covering national and international studies to identify the scales that will adopt for our questionnaire. We selected them from questionnaires used in previous studies whose validity and reliability have been supported. In this regard, as reference, for learning orientation scale we referred to: Denison, (2000), Calantone, et al. (2002), Hult, Ketchen and Reus, (2001); for quality orientation scale Morrow, (1997); for firm performance scale Denison (2000), Yılmaz, Alpkan and Ergün (2005), Antoncic and Hisrich (2001), Neely and Hii (1998), Hagedorn and Clootdt (2003) were used. Although analyzed previously in their respective studies, they were subjected to re-scale reliability analysis in our study.

The reliability coefficient (0.969) of the scale used for all variables is higher than critical threshold value 0.70 (Nunally, 1978; Nunally and Bernstein, 1994) and our analysis shows that none of the variables in the data set disrupts the scale's overall reliability level. Then, we carried out a principal component analysis. This technique, using Varimax rotation, maximizes the total variance for factor matrix (Hair *et al.*, 1998). We considered the components whose eigenvalue is higher than 1 and those that have items whose loading value higher than 0.500. Firstly, scale for firm performance, the dependent variable, was examined and split into two subcomponents, qualitative and quantitative, as explained earlier. However, two variables (FB6 from quantitative performance and FB17 from qualitative performance) were omitted from the scale because they could not load under any factor. K1 variable from quality orientation was removed from the scale due to it highly disturb the reliability value, and so it was assigned to be unidimensional. Learning orientation variables were similarly assigned.

Table 2: Results of Factor Analysis for Constructs Used in the Questionnaire

	Min	Max	Cronbach α	KMO	Total Variance Explained (%)
Firm Performance				0,896	74,016
Quantitative Performance	0,657	0,937	0,930		
Qualitative Performance	0,576	0,922	0,953		
Learning Orientation			0,975	0,905	83,975
Quality Orientation			0,958	0,871	82,743

4. EMPIRICAL FINDINGS

This research study aims to reveal the effect of learning and quality orientation on increasing organizational performance in rapidly growing healthcare sector. We primarily used descriptive statistical analysis for this purpose. The results reveal that in the enterprises of our sample, the quality orientation is (Mean: 3.72; Standard Deviation: 1.10) and learning orientation is (Mean: 3.65; Standard Deviation: 1.13). Thus, this shows that quality and learning orientation affects the organizational performance in almost the same proportion, although the impact of quality orientation is a little higher.

Regression analysis performed for testing the research hypotheses. In order to carry out regression analysis, we needed to make some assumptions regarding the relationship among the variables of the model. Thus, as a first step, it was necessary to investigate the mutual relationship among variables. The results of the correlation analysis between all the dependent and independent variables are summarized in Table 3.

The correlation analysis shows that there is a positive relationship between dependent and independent variables at the 0.01 significance level. The linear relationships between the dependent and independent variables, expressed in hypotheses H_1 & H_2 , were tested by regression analysis.

Table 3: Correlation Analysis

	Firm Performance	Qualitative Performance	Quantitative Performance	Learning Orientation	Quality Orientation
Firm Performance	1				
Qualitative Performance	,957**	1			
Quantitative Performance	,868**	,686**	1		
Learning Orientation	,501**	,451**	,482**	1	
Quality Orientation	,438**	,383**	,441**	,874**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Regression analysis is used for explain the relationship between a dependent variable and independent variables that is presumed have an impact on it using a mathematical model (Hair vd., 1998). In this study, the variables of learning and quality orientation were considered as independent variables, while firm performance variables were considered as dependent variables. R² values define the variation in the data set and indicate the percentage of total variation in dependent variable that is explained by the independent variable.

H₁: There is a positive relationship between learning orientation and qualitative performance.

H₂: There is a positive relationship between learning orientation and quantitative performance.

Table 4: The Effect of Learning Orientation on Firm Performance

	Qualitative Performance (H ₁)	Quantitative Performance (H ₂)
Learning Orientation	451***	,482***
	R ² : 20,1; F: 44,790; p≤0.000	R ² : 23,2; F: 52,836; p≤0.000
	*** p<0.001; ** p<0.01; * p<0.05;	

The results of regression analysis used to test the hypotheses H₁ and H₂ are given in Table 4. Referring to the results, we see that for each of regression model, the F statistical value is sufficiently high at the significance level (p<0.000), and so it is proven that this regression model is significant. R² value indicates the percentage of variation in dependent variable that is explained by independent variable. So, it can be said that the changes on the qualitative and quantitative performance sub-dimensions are explained by the variation of learning orientation at low level. In this context, variation of learning orientation indicates 23% of quantitative performance and 20% of qualitative performance. Therefore, according to the results shown in Table 4, both of the hypotheses have been supported.

H₃: There is a positive relationship between quality orientation and quantitative performance.

H₄: There is a positive relationship between quality orientation and qualitative performance.

Table 5: The Effect of Quality Orientation on Firm Performance

	Qualitative Performance (H ₃)	Quantitative Performance (H ₄)
Quality Orientation	.383 ^{***}	.441 ^{***}
	R ² : 14,6; F: 30,033; p≤.000	R ² : 19,5; F: 42,355; p≤.000
	***p<0.001; **p<0.01; *p<0.05;	

The results of regression analysis carried out to predict the effect of quality orientation on firm performance are given in Table 5. The results show that quality orientation affects qualitative and quantitative performance positively and therefore both hypotheses H₃ and H₄ are supported. We find that qualitative and quantitative performance, which are the subdimensions of firm performance, explain quality orientation at low level. In this context, quality orientation variation explains 19.5 % of quantitative performance and 14.6% of qualitative performance. Based on these results we found that both of the hypotheses (H₃ and H₄) have been supported.

H₅: There is a positive relationship between quality orientation and learning orientation.

Table 6: The Effect of Quality Orientation on Learning Orientation

	Learning Orientation (H ₅)
Quality Orientation	.874 ^{***}
	R ² : 76,4; F: 566,158; p≤.000
	***p<0.001; **p<0.01; *p<0.05;

The results of regression analysis to predict the effect of quality orientation on learning orientation as suggested in hypothesis H₅ are listed in Table 6. According to the analysis results, as we find the F statistical value is high for regression model at the significance level of (p<0,000) and so it is seen that the regression model is significant. The results show that no issues of multiple correlation and homoscedasticity are present in our sample, and due to the normal distribution of error, the model developed to explain firm performance is statistically significant. In this regard the result of the regression analysis supported H₅.

5. CONCLUSION

In this study, we investigated the effect of learning orientation and quality orientation on increasing the quantitative and qualitative performance of private hospitals in İstanbul. Five hypotheses were tested and the results supported that learning and quality orientation have statistically significant positive effects on the firm performance. Further, it was evidenced that quality orientation has a positive impact on learning orientation.

While examining the effects of the independent variables on dependent variables results show that quality orientation has a minor positive impact on qualitative and quantitative performance. Likewise, regression analysis results show that quality orientation has a positive effect on qualitative and quantitative performance. Our literature review shows

that the organizations have stated that they could improve their performances by putting into practice quality and learning orientation principles. This appears inevitable given the necessity to sustain competitive advantage with the advent of globalization and the increasingly fierce competitive environment (Sittimalakorn and Hart, 2004, Powell, 1995, Mohr-Jackson, 1998). We determine, through our analysis, that quality orientation affects learning orientation strongly and significantly. One of the focus areas of organizations is to develop brand loyalty and ensuring profitability. In this context, it is especially necessary to implement quality and learning orientation in the healthcare organizations to encourage continuous knowledge development and innovation. To realize these goals, healthcare organizations should encourage employees to learn and participate in learning processes, resulting in superior service and higher customer satisfaction and brand loyalty. According to our analysis, the validity and reliability levels of the scale used in the research were found to be sufficiently in accordance with previous studies and recommendations. Detecting errors and rectifying them promptly, implementing continuous improvements and effective internal and external environment analysis will reduce costs for an enterprise and improve its performance. This will, with time, improve its customer loyalty and help in attracting new customers.

Our research has some limitations the sample consisted of 181 private hospitals in Istanbul. It was very difficult to reach the hospital managers and gather responses due to their heavy workload and time constraints. Moreover, many managers did not agree to fill the survey due to respondent fatigue arising from increase in the number of thesis and research studies being conducted among hospitals in recent years. The lack of availability of prior research on strategic orientations specifically in the healthcare management is the principal limitation in our study.

We would like to state that the application of strategic orientations, namely learning and quality orientation, in private hospitals could influence the organizational performance positively. Private hospitals are witnessing rapid growth in Turkey and can take an important step towards achieving sustainable competitive advantage by increasing service quality. This will increase loyalty among their customers, improve profitability, and consequently make these organizations attractive for foreign investments.

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IMPACT OF TALENT MANAGEMENT ON PERCEIVED ORGANIZATIONAL EFFECTIVENESS: SERVICE INDUSTRY IN LAHORE, PAKISTAN

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Nizamettin Bayyurt¹, Salman Rizvi²

¹ Fatih University. bayyurt@fatih.edu.tr

² Fatih University. salman.rizvi83@gmail.com

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Talent management, organizational effectiveness, HRP, training & development, ability, motivation, opportunity.

ABSTRACT

The purpose of this study is to find out the impact of 5 dimensions of Talent Management on perceived Organizational Effectiveness. For this study, different subsectors of service industry in Lahore, Pakistan were surveyed. For the last couple of decades, service industry has developed to a stage, where it is in a position to define the country's economy. It has totally shaped up the ways of businesses and the survival lies in gaining competitive edge. Researchers believe that talent is the key to gain competitive advantage in the industry of service. A survey was conducted through a 5 point Likert scale questionnaire for the selected organizations in the 5 selected subsectors of service industry in Lahore, Pakistan. The questionnaire was divided into three parts, the first part covers the personal information of employee, second part has 25 questions related to 5 Talent Management dimensions and the third part has 5 questions related to perceived Organizational Effectiveness. The result shows that all of the 5 dimensions of Talent Management were significant. Human Resource Policy, Training & Development, Ability and Motivation were found to have a strong positive impact on perceived Organizational Effectiveness. However, opportunity had no impact on perceived organizational effectiveness.

JEL Classification

J24, M12, O15

1. INTRODUCTION

Over the span of a decade or so, talent management has become a key management issue, it won't be wrong to rephrase it as, a key to management issues. Number of studies showed that business leaders consider talented pool of people to be the single most important managerial concern for the last 15 years in the field of human resource management. Researchers like Paauw (2007), Farndale et al. (2010) has focused the need of talent management for the organizations to have a competitive advantage leading to the organizational effectiveness. Guthridge et al (2008) states that "to manage the talent successfully, organizations must recognize that their human resource strategies."

This paper intends to find that what are the dimensions of talent management and how do those dimensions impact on the organizational effectiveness. The study focuses only the service sector in Lahore, Pakistan. With the dramatic flourish in the service industry, the dimensions of modern economies are changing. Since the start of the new century, service sector is the main contributor to the major economies of the world (Powell et al. 2012). This is has opened new avenues for the scholars and practitioner. With this changing business dynamics, new challenges appear.

For instance, researchers believe that for the competitiveness and organizational effectiveness in the service sector, the most crucial factor is the human resource capital (Tarique and Schuler, 2010). Human Resource capital is the one dimension of the business in the service sector that has margin to gain advantage over the rivals. For this, a deep understanding of functionalities of human resource management is important.

Strategic Human Resource has multiple functionalities and practices; however the key ones are finding the talent, training and development of the talent and then retaining them (Schuler & Jackson, 2005). To summarize the importance of talent management in the service sector, Lewis and Heckman (2006) believes that with high turnover, multi-cultural workforces and massive growth, service industries are gradually considering talent management a top priority.

The paper is organized as follows. In section 1, we study organizational effectiveness and talent management. In section 2, we examine employee performance (P) as a function of AMO model which is the employee's ability (A), motivation (M) and opportunity (O). In section 3, we consider dimensions of talent management. In section 4, we employ some econometric analysis to the data set. In section 5, we discuss findings. Section 6 concludes the paper.

1.1. Organizational Effectiveness

Organizational effectiveness has been one of the most extensively researched issues since the early development of organizational theory (Ashraf, 2012). With the hostile business environments and crises, organizational effectiveness is critical for the success in any economy. In order to achieve increased and sustainable business results, organizations need to execute strategy processes and they should engage talented employees. Organizations primarily intend to excel and attain sustainable organizational effectiveness through different ways.

The effectiveness of an organization is defined as the extent to which it is able to survive, perform its mission, and maintain favorable earnings, financial resources, and asset value. Yukl (1994). Further exploration suggests that, key indicators for business firms include long-term profit growth, return on investment, and stock returns. According to the research conducted by Whinener (1988), there are number of ways to measure the organizational effectiveness. They can be weighed upon production, income, expansion, turnover and ability to achieve collective goals. However, the crux remains that organizational effectiveness is the efficiency with which an organization is able to meet its objectives and collective goals.

Selection of appropriate basis for assessing organizational effectiveness remains a challenging problem for the managers in an organization. There are no generally accepted conceptualizations prescribing the best criteria. 257702 However, according to some recent studies in organizational effectiveness, Ashraf and Kadir (2012) explored that the Organizational Effectiveness focuses on different success factors that vary according to the industry, stakeholders and their interests, nature of business, aims and goals of an organizations, for instance collective profit, produced quality and innovation.

Cameron (1986) studied the various approaches about the organizational effectiveness that are product of different attributes modal of organizations. He probed that organizational effectiveness's most critical factor is the difficulty in identifying the criteria of effectiveness. He examined that organizational effectiveness is related to the stakeholder, as they have concern about the organizational effectiveness further they make relevant policies that ensures parameters of organizational effectiveness. Lewin and Minton (1986) examined the organizational design in the terms of organizational effectiveness that contributes to increase the rationality of the organizational practices of organization adaption and organization re-designing.

An organization's ability to meet project goals, timelines, and budgets significantly impacts its ability to thrive. The researchers have explored the link between alignment of talent management strategy and organizational success. The results reveals that high-performing organizations are more than twice as likely than low-performing organizations (69 percent and 31 percent) to have talent management programs aligned to organizational strategy. This new infusion of perspectives, talent management, and traits helps to propel the organization to success.

Effectiveness depends on three primary performance determinants: (1) Efficiency and process reliability (2) Human capital (3) Adaptation to the external environment (Yukl, 1994). The human capital is collection of numerous resources. These resources can be knowledge, competency, talent, leadership, experience, challenges, passion etc. This leads to the importance of talent for achieving Organizational Effectiveness.

The level of talent management aligned to the organizational strategy has a clear positive impact on the success of organization to attain their business intent. According to the report of Project Management Institute Organizations, in which talent management is aligned to organizational strategy have an average project success rate of 72 percent, whereas organizations in which talent management is not effectively aligned to organizational strategy have an average project success rate of 58 percent.

The effectiveness of an organization also depends on how well it adapts to the changes in external environment (Yukl, 1994). In today's tumultuous economy, companies are aggressively seeking ways to remain competitive to cope up with the change. An effective change management process can't be an afterthought. Indeed, it requires comprehensive efforts involving all levels of the organization driven by top management. But companies have no choice. Change is constant, inevitable and need of time.

In order to succeed and thrive in today's rapid-paced and tumultuous market, organizations need a talented and agile workforce that can effectively respond, adapt to and perform under these conditions. Hence, effective talent management helps with the change management within the organization, influence business strategy, and a host of other high-value-added activities that impacts organizational effectiveness.

1.2. Talent Management

It is hard to develop a generic definition for talent management. The diversification leads to multiple as well interlinked concepts of talent management. Talent management is

often inter-exchanged with the terms “Talent Strategy”, “Succession Management” and “Human Resource Planning”. Over the last decade or so, the need and research in the field of Talent Management has taken a huge leap. Researches have tried to explore different dimensions and definitions of talent management.

Since 2001, academics have produced a considerable amount of literature on talent management. Lewis and Heckman (2006) concluded that despite the volumes of academic literature, talent management is still in its infancy, it lacked a clear and consistent definition and scope as well as a conceptual framework based on empirical research. This is supported as “there is considerable debate regarding both the understanding of TM and the conceptual boundaries of this emerging field (Collings and Mellahi 2009).

While searching “Talent Management” or “Talent” on Google Scholar from 2001 to 2014, the large number of publications soared up to 200,000 (Coetzer et al. 2012). The particular result shows the amount of research and attraction talent management has gained. The top tier journals of human resource field has even dedicated especial editions on talent management, this just magnifies the importance of this subject.

As the research shows, it is hard to define “Talent Management” in one single definition, however the researchers have come up with their own research and define talent management in terms of “process”, “competitive advantage”, “development”, “employee”, “strategy”, “motivation”, “HR”, “quality” and such key terms. Kaur (2013) states that, “Talent Management refers the process of attracting, selecting, training, developing, and promoting employees throughout the institution. The primary focus of these practices is to obtain and develop talent which ensures that staff has the necessary tools, support and resources to perform the task in a well-organized manner (Kaur, 2013) .” Davies and Davies (2010) define talent management as a systematic attraction, identification, development, engagement, retention and deployment of those individuals with high potential who have some particular values for an organization.

The definition of talent management varies with the “effect” and its outcome”. According to the some researchers, the sole purpose of talent management is to attract, develop, motivate and retain the talent. For instance, McCauley and Wakefield (2006) states “Talent management is mainly meant to fulfill the needs of human capital and to narrow the demand-supply gap.” However, in contradiction to this, Cappelli (2008) criticizes this; he argues that “Talent management has not an end in itself. It is neither of developing employees or creating succession plans nor is it about achieving specific turnover or any other tactical outcome. It exists to support the organization’s overall objective, which in business essentially amounts to make money”.

Many of other researchers for instance Frank and Taylor (2004), Collings and Mellahi (2009), Moczydlowska (2012) echo the concept of “contributing to the overall organizational purpose and effectiveness”. Few of the other eminent researchers, Ashton and Morton (2005), Stahl et al. 2007, Lewis and Heckman 2006, share the common thought that “talent management intends to increase in the competitive advantage of an organization.”

2. AMO MODEL

AMO-Framework was developed by Appelbaum et al. (2000) and it proposes that the employee performance (P) is a function of the employee's ability (A), motivation (M) and opportunity (O) to perform. Global Talent management should give talented employees, having extraordinary potential and abilities, and who are highly motivated, the opportunity to develop themselves and to achieve a high performance that leads to the organizational effectiveness.

AMO Model can be formulated in terms of function as:

$P = f(A, M, O)$ where,

P is the performance of the talented employee, which is directly proportional to the organizational effectiveness

A is the ability of the talented employee to perform

M is the motivation of the talented employee to attain goals

O is the opportunity the employee creates for themselves or the organization offer them

The AMO model by Appelbaum et al. (2000) predicts individual performance by the ability individuals have to do the tasks they are assigned, their motivation for these tasks and the opportunity provided for doing them. Ability is a necessary pre-requisite for performance to occur. Motivation and opportunity are also essential, but only after sufficient ability is guaranteed. Thus, ability is predicted to have a direct effect on performance, while motivation and opportunity can only increase or decrease this effect.

Understanding the definition of ability, motivation and opportunity can help to get maximum performance output from this model. Boxall & Purcell (2000) states that according to AMO Model, ability means "potential to perform" that is the capability of handling the given tasks. Pinder (1998) defines motivation as "a set of energetic forces that originates both within as well as beyond an individual's being, to initiate work-related behavior and to determine its form, direction, intensity and duration." The definition of opportunity in terms of talent management is given by Boxall & Purcell (2000), "opportunity is when the work environment provides the necessary support and avenues to express talent."

Although the equation does not show any exact relationship between the variables, however all three variables impacts on the employee's performance Boxall and Purcell (2000). AMO model is based on the idea that organizations are best served by an HR system that attends to employee's interests, namely their skill requirement, motivations and quality of their job (Boselie et al, 2005).

3. DIMENSIONS OF TALENT MANAGEMENT

The literature review shows 5 different dimensions of talent management, and they are discussed in detail below.

3.1. Human Resource Policy

The Human Resource Policy usually varies from organization to organization, depending upon the results and goals to attain or on the nature of their business. Numerous controls, such as “size”, “capital intensity”, “industry” and “union intensity”, influence the adoption of business strategies and HR Policies having an impact on Human Resource Policies and organizational effectiveness (Paauwe & Richardson, 1997). The significance of Human Resource Policies is also established by Huselid (1995), “organizations do not operate in a vacuum, but controls may influence the adoption of business strategies and HRM policies, and may have a positive or negative impact on HRM outputs and organizational performance.”

The outcome of human resource policy depends on the focus of the policy. For instance the research of Teo (2002) indicates the HR policies contribute directly to organizational effectiveness. On the other hand, the Hitt et al. (2001) states that HR policies focus on the value of human resources in terms of knowledge, skills and competencies. Many of the studies define HRM in terms of individual practices (Batt, 2002), others believe it is not about individual practices but systems/bundles of practices (Cappelli, 2008). Whatever the purpose is, the objective is to ensure a policy that helps the cause of organization, it is aligned with the values and morals of the organization.

HRM policies play a vital role in setting up the organization’s human capital pool by developing its talent, rare and non-substitutable internal resources (resource-based view). According to the resource-based view, human resource policies have a direct influence on employee traits such as skills, competencies, attitudes and conducts. These HRM outcomes, which are subsequently translated into improved organizational performance (Boxal & Steeneveld, 1999). The findings of Purcell & Hutchinson (2007) explains that the HRM policies encompasses mediating changes in employees’ abilities, motivations, and opportunities to participate that positively influence organizational performance.

3.2. Training and Development

The importance of training and development in talent management is undeniable. Basic definitions of talent management stated by researchers’ shows the significance of training and development. Stiskoorn (2008) takes it into the next level and furnished that “choose any area in which you want to increase your talent, train and develop yourself for 10 years, and ‘presto’, you’re a talent!” However, it is an ongoing debate that if the “talent” is inbuilt or it can be “produced.” Talent is there, but hard work, training and development makes it sustainable and polished.

The vital competencies in performing human resource management practices can be cultured through training development. Some authors, for example Coetzer et al. (2012) has shown the need for continual and systematic training in human resource management practices. However, it is also recognized that there is a lack of sufficient or adequate training courses for specific HRM issues (Sparrow et al., 1994).

Training and development can be treated as an investment in organizational human assets. Firms that offer training and employee development to their talents are making a

visible progress (Waterman et al., 1994). However, generalized skills training and development also increases organizational risk because “talent” may decide to leave the organization. Indeed, managers may incur a considerable expense by extending training activities if the employee does not reciprocate. As such, managers with a high level of trust in their employees are willing to invest in employee training more than managers with a low level of trust are.

The crusade for talent has proven to be highly resilient to the current economic downturn. The recession may be persistent but the scarcity of talented employees and managers remains. The demand for talent is ever growing and vital for the success. For this, developing and training, identifying the talent is important to gain competitive advantage.

To develop and train the talent, it is essential to understand 5 key principles.

Formulating a crystal clear talent policy and formulating tailor made talent definition. Clarity of what “talent” is vital for the effectiveness of organizations (Lawler, 2008). Perceive the talent development and training as an integrated process and then developing a talent development process (Bryan and Joyce, 2007). Fulfilling the need of the organization in terms of talent management and relevant training and development, addressing the question that what should talent development lead to? (Blass and April, 2008), Offering mentoring by true role models. Who and where are the role models? , identifying the leaders to enhance the talent’s organizational “know-how” and business insight Jones (2008). Harness the power of the talent pool and understanding the ability and potential that the talent pool is supposed to offer that could aid organizational development (Shirky, 2010)

3.3. Ability

Purcell et al. (2003) states that according to AMO Model, ability means “potential to perform” that is the capability of handling the given tasks. Ability is a necessary pre-requisite for performance to occur. Ability is defined as HRM-related competences necessary to implement successfully HRM practices at the work place. Many examples of insufficient HRM abilities of employees and its detrimental effects are suggested in HRM literature. According to study of Brewster and Larsen (2008) “there is a danger in allocating HR responsibilities to the employee who do not know about relevant legislation, pay very little attention to manage trade union relationships to resolve problems in unnecessary expensive ways”.

Farndale et al. (2010) and Whittaker et al. (1998) argue that employee’s skills and competences in HRM practices are inadequate, they added that a lack of training will undoubtedly affect employees’ effectiveness hence reducing the overall effectiveness of organization. Ability is a necessary requirement for effective performance of HRM tasks. If one lacks the necessary skills and knowledge it is impossible to implement HRM practices in an effective manner.

The other dimension of ability in Talent Management is stated by Groysberg et al. (2006) as “an individual’s ability to build and sustain relationships and networks.” According to Day (2000), leaders are the people who have the crucial ability to discover hidden talent

among their followers and members of the organizational "talent pool". Appelbaum et al. (2000) concludes that "employees must have enough required competencies, skills, experience and knowledge to all the necessary work for the benefit of the organization."

3.4. Motivation

Motivated talent is the cornerstone of any organization; work motivation is one crucial determinant of individual and of organizational performance. Motivation leading to organizational performance is true and valid for all the sectors, public, private, non-profit and service. Pinder (1998) defines motivation as "a set of energetic forces that originates both within as well as beyond an individual's being, to initiate work-related behavior and to determine its form, direction, intensity and duration." In simpler words motivation is described as employee's desire and willingness to perform HRM tasks. Though, employees are enthusiastic about acquiring HRM responsibilities whereas many feel that they are pushed upon them that's why reluctant to get involved (Perry & Wise, 1990).

Motivation can be encouraged by individual incentives (Perry & Wise, 1990; Crewson, 1997) or through institutionalized incentives (Crewson, 1997; Whittaker et al. (1998). In terms of personal incentives, employees seem to show little interest in the policies (Brewster & Larsen, 2000), and they are not convinced that HRM work is something they should spend much time on (Pinder, 1998). However, with respect to institutional incentives, the HRM role is not generally included in employee's performance objectives. They are only evaluated on achieving targets related to profits or sales not in the area of managing people (Crewson, 1997).

The literature has divided motivation into two kinds, extrinsic (external motivation) and intrinsic (internal motivation). Calder and Staw (1975) define "employees are extrinsically motivated if they are able to satisfy their needs indirectly, especially through monetary compensation. Money is a "goal which provides satisfaction independent of the actual activity itself". Extrinsically motivated coordination in firms is achieved by linking employees' monetary motives to the goals of the firm. Extrinsic motivation occurs when the talent is motivated to perform an activity to earn a reward or to avoid a punishment. (Instinctive motivation)

However, the intrinsic motivation involves being engaged in a behavior because it gives personal rewarding and satisfaction. The talented employee is motivated for their own sake rather than the desire for some external reward. Motivation is intrinsic if an activity undertaken for one's immediate needs satisfaction. Intrinsic motivation "is valued for its own sake and appears to be self-sustained." (Deci, 1975: p.105). Deci (1975) further explains intrinsic motivation as "intrinsic motivation can be directed to the activity's flow." Burton (2013) exemplifies intrinsic motivation as self-defined goal, for instance climbing a mountain. (Instinctive motivation)

3.5. Opportunity

Even if individuals have the ability or they are motivated to follow the human resource policies efficiently, the organizations must provide them with appropriate opportunities to utilize their talent (Lepak et al., 2006). The definition of opportunity in terms of talent

management is given by Boxall & Purcell (2003), "opportunity is when the work environment provides the necessary support and avenues to express talent." What determines this opportunity of talent to perform well in Human Resource Management related activities remains to be inquired? First of all, they need good support from the HRM professionals. Secondly, there should be adequate capacity in terms of time to get involved in HRM implementation. Third, roles should be clearly defined and divided, role ambiguity minimized; hence policies & procedures should be clear and supportive. (Hall & Torrington, 1998)

However, HRM professionals do not always provide talented employees with the services or openings they need (Sparrow et al., 1994) because they do not have the time to advise them, they are unable to provide effective support, moreover they are reluctant to abandon their remaining HRM responsibilities playing a new organizational role in supporting line managers (Farndale et al. 2010). In such scenario, the talented employees should create their own chances in order to display their talent and performance.

It is also a job of a leader to ensure that they also provide ample opportunities for their subordinates to excel and exhibit their potential. Lastly, the research of Farndale et al. (2010) shows that human resource management department sometimes fails to define clear role and opportunity for the talented employees, hence their true potential is not demonstrated. So a good Human Resource policy and procedures are important for adequate opportunity provided to the talented employees.

4. DATA AND METHODOLOGY

The main intend of this research is to examine the impact of five different dimensions of talent management on organizational effectiveness. For this purpose, five subsectors of service industry in Lahore, Pakistan were selected as a population. Thus this part of paper discusses the methodology of the research which is used in this study.

$$OE = \beta_0 + \beta_1 HRP + \beta_2 TD + \beta_3 A + \beta_4 M + \beta_5 O \quad (1)$$

The hypotheses of the research are;

H1: Human Resource Policy (HRP) has a positive impact on Organizational Effectiveness (OE).

H2: Training & Development (TD) has a positive impact on Organizational Effectiveness (OE).

H3: Ability has a positive impact on Organizational Effectiveness (OE).

H4: Motivation has a positive impact on Organizational Effectiveness (OE).

H5: Opportunity has a positive impact on Organizational Effectiveness (OE).

In the research, it is important to identify population and select sample size accordingly. Study population is well defined group of individuals or groups of people having similar attributes. This study focuses the service sector of Lahore, Pakistan and for that purpose;

five subsectors were selected with 5 organizations in each subsector. The Table 1 shows the selected organizations for the survey.

Table 1: Subsectors and Selected Organizations

Banking Sector	Education Sector	Medical Sector	Telecommunication Sector	Hotel Sector
Habib Bank Limited (HBL)	LUMS	Sheikh Zaid Hospital	Telenor	Hotel One
Muslim Commercial Bank (MCB)	UMT	Doctor’s Hospital	Zong	Pearl Continental
Standard Chartered	BNU	Surgimed Hospital	Ufone	Ambassador Hotel
Faysal Bank Limited	NCA	Gangaram Hospital	Mobilink	Park Plaza
Allied Bank Limited	FJMC	Hameed Latif Hospital	Warid	Avari Hotel

The data for this study is gathered through a questionnaire (appendix) from different service subsector organizations in the Table 1 in Lahore, Pakistan. Total of 300 questionnaires were distributed among different employees who are working in the selected subsector of service industry in Lahore, Pakistan.

A questionnaire was designed for this study to collect the data from respondents. This questionnaire was designed by adapting different recognized scales for the selected independent and dependent variables. The brief of this scale and measures are given in the Table 2.

Table 2: Adaption of Scales Used in Questionnaire

Organizational Effectiveness	Organizational Effectiveness Inventory (OEI) Cooke, 1995, 1997, - Cooke & Lafferty, 1983, 1994
Human Resource Policy	Ulrich, Dave (2007): Measuring Human Resources: an over of practices and policies and prescription for results. John Wiley & sons, Inc.
Training & Development	Ahire et al. (1996) : Development and Validation of TQM Implementations Constructs. Decision Sciences. Vol.27, No. 1, p. 23-56
Ability	Colquitt & Rodell (2001): Justice, Trust and trustworthiness, Academy of Management Journal Vol. 54, No.6, p. 1183-1206
Motivation	Organizational Effectiveness Inventory (OEI) Cooke, 1995, 1997, - Cooke & Lafferty, 1983, 1994
Opportunity	Ford et al. (1992): Factors Affecting the Opportunity to perform trained tasks on the job. Vol. 45, No.3, p. 511-527

The questionnaire (see appendix) uses five point Likert scale, 1 is for strongly disagree, 2 for disagree, 3 for neither, 4 for agree and 5 for strongly agree. The questionnaire inquires about the Talent Management and organizational effectiveness that are adopted through the literature review. Every component of talent management and organizational effectiveness are judged by five questions. So the total of 30 questions to be answered and respondents were ensured about the privacy. The respondents of different subsectors were distributed 300 questionnaires, 12 questionnaires to each selected organization. The numbers of returned questionnaire were 219, hence yielding response rate of 73%. Out of 219 questionnaires, 19 were incomplete and not useful for compiling the results. Therefore, the effective response rate was 67%.

Table 3 shows the sample statistics of respondents. The size of the sample consists of 200 respondents, out of which 128 males (64%) shows the majority of the respondents and 72 females (36%) shows the minority of the respondents. Table 3 shows that largest group of the respondent is 69 (34%), that is the age group of 30-39, secondly it is 60 (30%), that is the age group of 25-29 years, thirdly it is 26 (13%), that is the age group of 20-24, then 38 (19%), that is the age group of 40-49, minority of 6 (3%), that is the age group of 50-59 and lastly only 1 (.5%) of respondents age is more than 60 years. 87(43.5%) respondents have done their masters and 38 (19%) respondents are bachelor degree holder. Whereas 4 (2%) of respondents have just complete their intermediate level, 68(34%) respondents are other degree holders and only 3(1.5%) of the respondent have done their M.phil. 105(52.5%) respondents are working at Managerial level and 95(47.5%) respondents are working at Non- Managerial level. 131 (65.5%) respondents are working on permanent basis, however 36 (18%) respondents are working on contract basis and 33 (16.5%) respondents are working on temporary basis. 54 (27%) respondents are from Banking sector, however 53 (26.5%) of respondents are from Education sector, 43 (21.5%) respondent are from Medical sector, whereas 21 (10.5%) respondents are from telecommunication and 29 (14.5%) of the respondent are from hotel sector.

Table 3: Sample Statistics

		Freq	%
Gender	Male	128	64
	Female	72	36
Age	20-24	26	13
	25-29	60	30
	30-39	69	34.5
	40-49	38	19
	50-59	6	3
	60 +	1	0.5
Education	Intermediate	4	2
	Bachelor	38	19
	Masters	87	43.5
	M.Phil.	3	1,5
	Other	68	34
Job nature	Permanent	131	65.5
	Contractual	36	18
	Temporary	33	16,5
Subsector	Bank	54	27
	Education	53	26,5
	Medical	43	21,5
	Telecommunication	21	10,5
	Hotel	29	14,5
job position	Managerial	105	52.5
	Non-Managerial	95	47.5

5. EMPIRICAL FINDINGS

We divided organizational effectiveness into three groups. The mean effectiveness score of an organization from 0 to 3.6 the organization is named ineffective, the mean effectiveness score 4 is effective and if the effectiveness score of an organization is more than 4 (up to 5) it is named as strongly effective organization. The table 4 shows the summary of the organizations falling in the category of “ineffective”, “effective” and “strongly effective”. The results shows that 47.5% organizations were effective, 31% organizations were ineffective and 21.5% organizations were strongly effective.

We used an ordinal regression to assess the relations between OE and the dimensions of TM . Ordinal regression technique explains the relationship between one dependent variable and some independent variables like the classical regression analysis. But, unlike to classical regression analysis, in ordinal regression analysis, the dependent variable is ordinal. Independent variables can be any type, categorical or continuous. Since our dependent variable has 3 categories which are ineffective, effective and strongly effective, rather than a classical OLS regression analysis ordinal regression is more suitable. The results are given in table 5.

Estimates are the ordered log-odds (logit) regression coefficients. Standard interpretation of the ordered logit coefficient is that for a one unit increase in the predictor, the response variable level is expected to change by its respective regression coefficient in the ordered log-odds scale while the other variables in the model are held constant. However, since the ordered logit model estimates one equation over all levels of the outcome variable, a concern is whether our one-equation model is valid or a more flexible model is required. The odds ratios of the predictors can be calculated by exponentiating the estimate.

Table 4: Summary of Effectiveness of Groups

		N	%
Organizational Effectiveness	Ineffective	62	31,0
	Effective	95	47,5
	Strongly Effective	43	21,5
Total		200	

Table 5 shows the results of what kind of impact the dimensions of Talent Management has on the organizational effectiveness. The results show that apart from “Opportunity” all the other dimensions are positive and significant. Opportunity is found to be having insignificant impact. Ability, Motivation and Training & Development are highly significant and has positive impact, where as Human Resource Policy is significant at 0.025.

HR- This is the ordered log-odds estimate for a one unit increase in HR score on the expected OE level given the other variables are held constant in the model. If a subject were to increase his HR score by one point, his ordered log-odds of being in a higher OE category would increase by 1.465 while the other variables in the model are held constant. For HR, we would say that for a one unit increase in HR the odds of strongly effective versus the combined effective and ineffective categories are 4,328 greater, given that all of the other variables in the model are held constant. For A, we would say that for a one unit increase in A the odds of strongly effective versus the combined effective and ineffective categories are 2,656 greater, given that all of the other variables in the model are held constant. Similarly for M and TD, we would say that for a one unit increase in M or TD the odds of strongly effective versus the combined effective and ineffective categories are 8,568 and 36,598 greater respectively, given that all of the other variables in the model are held constant.

Table 5: Results of Parameter Estimates

Dependent variable:		Estimate	Std. Error	Wald	Sig.	Odds Ratio
Organizational Effectiveness (OE)						
	HR	1,465	0,653	5,023	0,025	4.328
	A	0,977	0,199	24,198	0	2.656
	M	2,148	0,454	22,343	0	8.568
	O	-1,098	0,587	3,502	0,061	0.000
	TD	3,6	0,625	33,173	0	36.598
Threshold	[OE = Ineffective]	25,767	3,314	60,463	0	
	[OE = Effective]	30,461	3,63	70,436	0	

Table 6 shows the summary of the results of the five hypotheses. Four out of five hypotheses were accepted and the H5 was rejected as it is insignificant and shows a negative impact. The results clearly show that all the independent variables were found significant. There can be multiple reasons for the negative impact of opportunity on the organizational effectiveness. One of the major reasons can be the organization culture itself. Not many employees in the industry are ready to accept that the organizations give them opportunities to excel. Most of them believe it is wholly their effort which makes them to excel.

Table 6: Summary of Results of Hypotheses

Hypothesis	Result	Description
H1 (HRP)	Accepted	Significant (0.025) and positive impact
H2 (TD)	Accepted	Significant (0.000) and positive impact
H3 (A)	Accepted	Significant (0.000) and positive impact
H4 (M)	Accepted	Significant (0.000) and positive impact
H4 (O)	Rejected	Significant (0.061) and no impact

6. CONCLUSION

This study has explored 5 different dimensions of talent management and their respective impact on the perceived organizational effectiveness in the service sectors of Lahore, Pakistan. The literature review shows that Human Resource Policies, Training and Development, Ability, Motivation and Opportunity are main dimensions of Talent Management. Five subsectors in the service sector in Lahore were selected for the survey for this study. The results bear that all the talent dimensions, apart from opportunity were significant and positive.

It is an established fact that to gain competitiveness in the volatile business markets of service sector, the organizations have a lot of room for improvement in their human capital. This is the reason that trends from traditional Human Resource Management are shifting towards Strategic Human Resource Management. This boasts the need for talent pool and talent management. This study helps the Human Resource departments of the organizations to understand what can be done to improve the talent in their organization. This is also beneficial for the line managers and immediate supervisors to understand how to get top results from their talented subordinates.

The results shows that all of the dimensions are highly significant, however not all of them shows positive impact on organizational effectiveness. The result clearly shows that Human Resource Policies have a strong positive impact; hence the Human Resource department should make policies to promote talent. Training and Development is another impactful dimension, Human Resource department and the immediate supervisors must consider this to have organizational effectiveness.

According to the AMO Model, ability, motivation and opportunity are all three important dimensions of talent management. Ability or potential itself is vital component of talent. Any talent would certainly show some ability and this has a positive strong impact on organizational effectiveness. Motivation itself has two kinds and motivation shows strong positive impact on organizational effectiveness. The study hypothesized that the opportunity is significant and it has a positive impact on organizational effectiveness, however this hypothesis (H5) was rejected. Even though opportunity was found to be quite significant but it showed a negative impact.

6.1. Future Directions

Organization culture can be an important moderating factor. Every organization has different organizational culture, and that can have an impact how talent management affects organizational effectiveness. Even though for most of the organizations in the service sector in Lahore, Pakistan has somewhat similar kind of organizational culture but still number of factors shape up the organizations culture. For instance, success factors for every organization are different and that can develop a certain kind of organizational culture. Apart from that, leadership, moral and values of the organization, external environment, stakeholder management etc. can set up a particular organizational culture.

Future researcher may test the mediating effect of personal characteristics, for instance age, qualification, gender, level of job, and nature of job for analysis of talent management in service sector. Such traits of talent may have some role in talent management and organizational effectiveness in the service sector. For the future studies, these can be added in the model to have a better understanding about how the Talent Management dimensions impact on organizational effectiveness.

This study was focused on the selected subsectors in the service sector of Lahore, Pakistan only. Even some other subsectors of service industry might produce different results. The study might yield different results for the manufacturing industry and in some other focused geographical region. For the further research, more empirical and comparative studies are required to know better understanding of the impact of talent management dimensions on organizational effectiveness.

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Appendix

Talent Management	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
Human Resource Policy					
1-Human Resource Policy maintains justice among all the					
2-Employees are taken into account when new policy is					
3-Recruiting and promoting are based on neutral grounds					
4-Safety and health issues at work are considered by HR					
5-HR policies cater and consider wellbeing of the					
Training & Development					
1-Resources are available for employee quality training					
2-There is often some kind of employee training held in					
3-Importance is given to job enrichment in the					
4-Opportunities for training and development are fair for					
5-the training and development is well planned and					
Ability					
1-1 am capable of doing the tasks assigned to me					
2-My ability and potential is fully utilized					
3-My ability and potential is fully known to the					
4-1 have certain competencies that can help organization					
5-1 have more ability & potential than what my job					
Motivation					
1-Organization motivates to do the highest quality of					
2-The organization inspires the very best in you					
3-You personally go out of the way to help the					
4-It seems pointless to work hard given the way your					
Opportunity					
1-The organization knows exactly what to expect from					
2-Equal opportunities for all employees to perform					
3-Organization gives me opportunity, 1 don't have to					
4-Opportunities are given to express opinions					

5-Flexibility is given in terms of job role and performance					
Organizational Effectiveness					
1-1 am achieving goals for my organization					
2-1 always try to improve working conditions in my					
3-The overall morale of all the employees in organization					
4-All tasks to be completed are measureable and					
5-Business processes are well engineered and runs					



BUSINESS DEPARTMENTS OF STATE UNIVERSITIES IN TURKEY: LAST FIVE YEARS, CURRENT SITUATION AND FORECASTING FOR THEIR FUTURE

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Onder Ziya Paylar¹, Murat Oturakci²

¹Mersin University. onder.paylar@yahoo.com

²Adana Science and Technology University. moturakci@adanabtu.edu.tr

Keywords

Business, future of business departments, linear regression model, forecasting, State Universities.

ABSTRACT

In recent years, when increasing numbers of universities all across the country and accordingly increasing the number of university faculties and departments and rising unemployment rate considered together, a threatening phase will arise about future of some departments in higher education. This future concern has become a common issue intensely in business departments. In the first part of the study, preference percentages, placements of success, minimum and maximum scores and filling rate of quotas in business departments of state universities between 2010 - 2014 are analyzed. According to last five years of business departments are examined and suggestions have been developed with predictions for its future. Second part of the study contains forecasting for business department using the first part's parameters which are preference percentages, placements of success, minimum and maximum scores and filling rate of quotas. Linear regression model has been applied as a forecasting method for the study and those results have been compared with actual data. Ultimately, future of business department, which should be highly favorable, will be displayed and necessary precautions have been mentioned which have to be done immediately.

JEL Classification

A22, C13, M10

TÜRKİYE'DEKİ DEVLET ÜNİVERSİTELERİNİN İŞLETME BÖLÜMLERİ: SON BEŞ YILI, MEVCUT DURUMU VE GELECEĞİNE YÖNELİK TAHMİNLEME ÇALIŞMASI

Anahtar Kelimeler

İşletme, İşletme Bölümünün Geleceği, Doğrusal Regresyon, Tahminleme, Devlet Üniversiteleri

ÖZET

Son yıllarda ülke genelinde artan üniversite ve buna bağlı olarak artan fakülte ve bölüm sayıları ile gün be gün artan işsizlik oranı birlikte değerlendirildiğinde yükseköğretim bazında bazı bölümlerin geleceği konusunda endişe verici bir boyut ortaya çıkmaktadır. Sözü edilen bu gelecek kaygısı yoğun olarak işletme bölümünde de rastlanır hale gelmiştir. Bu çalışmanın ilk aşamasında Türkiye'deki devlet üniversitelerinde bulunan işletme bölümlerinin 2010 – 2014 yılları arasındaki tercih edilme yüzdeleri, başarı sıraları, tavan ve taban puanları ile belirlenen kontenjanların doluluk oranları incelenmiştir. Buradan hareketle işletme bölümünün son beş yıl içerisindeki durumu incelenmiş ve geleceğine yönelik öngörülerde bulunularak öneriler geliştirilmiştir. Çalışmanın ikinci aşaması ise işletme bölümünün, ilk aşamadaki parametreler (tercih edilme yüzdeleri, başarı sıraları, tavan ve taban puanları, belirlenen kontenjanların doluluk oranları) açısından gelecekteki durumunun tahmin edilmesini kapsamaktadır. Çalışma kapsamında Doğrusal Regresyon yöntemi kullanılarak belirtilen tahminleme işlemi gerçekleştirilmiş ve bu tahminleme sonuçları gerçek verilerle karşılaştırılmıştır. Bu çalışmanın sonucunda yüksek tercih edilme potansiyeline sahip olması gereken işletme bölümünün gelecekte konumunun ne olacağı gözler önüne serilerek gerekli önlemlerin ivedilikle alınması konusunda vurgular yapılmıştır.

JEL Sınıflandırması

A22, C13, M10

1. GİRİŞ

Ülkemizde her yıl üniversite ve buna bağlı olarak fakülte ve bölüm sayılarında artış gözlenmektedir. 1982'de 27 olan üniversite sayısının son yıllarda yeni açılan devlet ve vakıf üniversiteleri ile birlikte 2014 yılında 176'ya ulaştığı, bu sayıya vakıflara meslek yüksekokulları da dahil edildiğinde sayının 184'e vardığı gözlenmektedir (Çetinsaya, 2014). Aynı artış üniversitelere yerleşen öğrenci sayılarında da mevcuttur. 1982 yılında yükseköğrenim gören öğrenci sayısı 281.539 iken bu sayı her yıl hızla artmaya devam etmiş ve Nisan 2014 itibarıyla yaklaşık olarak 5,5 milyona ulaşmıştır (Çetinsaya, 2014). Bu sayısal verilerden hareketle açılan üniversite sayısı ile doğru orantılı olarak ülke genelindeki İşletme bölümü sayısı ve bu bölüme yerleşen öğrenci sayılarının da yıl bazında ciddi miktarda artış olduğu söylenebilmektedir. Ancak sayıca artan bu üniversitelerdeki İşletme bölümlerini tercih eden üniversite adaylarının karakteristiğinde her yıl farklılaşan bir durum gözlenmektedir. Bu farklılaşma, İşletme bölümüne öğrencilerin giderek daha düşük puan ve başarı sıralamasıyla yerleşmesi şeklinde özetlenebilmektedir.

Çalışma iki aşamadan oluşmaktadır. İlk aşama Türkiye'deki devlet üniversitelerinin İşletme bölümlerinin son beş yıl içerisindeki tercih edilme durumunu, tercih eden adayların başarı sıralamaları ve puan durumlarını ortaya koymayı amaçlamaktadır. İkinci aşama ise aynı parametreler üzerinden bir sonraki yıla yönelik tahminleme çalışmasının gerçekleştirilmesidir. Çalışmanın sonuç kısmında ise tahminlenen değerler gerçek verilerle karşılaştırılmış ve İşletme bölümünün geleceğine yönelik önerilere yer verilmiştir.

2. LİTERATÜR ARAŞTIRMASI

Çalışma, Türkiye'deki devlet üniversitelerinde eğitim – öğretim hizmeti veren İşletme bölümlerinin 2010 – 2014 yılları arasındaki son beş yıllık periyodunu incelemektedir. Türkiye'deki vakıf üniversitelerinin aynı bölüm içerisinde farklı bursluluk oranları ve bu oranlara göre değişkenlik gösteren tavan ve taban puanları nedeniyle çalışma yalnızca devlet üniversiteleri üzerinde yoğunlaşmıştır.

Türkiye'de İşletme eğitimi Osmanlı İmparatorluğu dönemine kadar uzanmakla birlikte bu alandaki eğitimin başlangıcı 1882 yılında kurulan Yüksek Ticaret Okulu olarak kabul edilmektedir (Sargut, 2009). Buldukları üniversitelerin birçoğunda İşletme bölümleri en eski bölümler kategorisinde yerini almaktadır (Yelkikalan ve Pazarçık, 2005). Bu durumdan yola çıkarak İşletme bölümünün öneminin bir kez daha ortaya çıktığı söylenebilmektedir. Erdoğan (1998)'e göre; Türkiye'de mevcut İşletme bölümleri, kamu kurumlarında, kar amacı gütmeyen kuruluşlarda ve özel sektörde satıştan muhasebeye, günümüz adıyla insan kaynakları olan personel memurluğundan bölüm şefliklerine ve daha üst konumlardaki görevlere kadar farklı birimlere personel yetiştirmektedir (Düzakın ve Yılmaz, 2009).

İş pazarında kamu sektörünün önemli bir rakibi haline gelmeye başlayan özel sektör İşletme bölümünün ürün ve süreçleri üzerinde etki sahibi olmaya başlamıştır (Sargut, 2009). Buradan hareketle İşletme bölümünün Türkiye'deki gerek kamu gerekse özel sektörü kapsayan iş hayatı bakımından da öneminin büyük olduğu sonucuna varılabilir. Gerek üniversitelerdeki en eski bölümler konumunda olması dolayısıyla üniversitelerin Türkiye'deki durumunu örnekleyebilmesi, gerekse iş hayatında nitelik bakımından zenginlik gerektiren pozisyonlarda görevlendirilecek personellerin yetiştirildiği bölümler

olması bakımından İşletme bölümünde ortaya çıkacak herhangi bir değer kaybı, Türkiye açısından önemli derecede olumsuz sonuçlara sebebiyet verebilecektir. Benzer bir görüşe göre, yoğun bir rekabet ortamının gözlemlendiği günümüz küresel pazarında piyasanın beklentileri ve gereksinimlerini karşılayabilen personellerin yetiştirilmesi önemli bir konu haline gelmiş olup bu konuda üniversitelerin başarısızlığının ve potansiyel personellerin kalitesizliğinin maliyeti tüm toplumu etkileyebilecek düzeylere ulaşmıştır (Patır ve Yıldız, 2008). Çalışmada ortaya çıkarılması beklenen İşletme bölümünün öncelikli tercih edilirliğindeki düşüş ve bölümün gelecek yıllarına yönelik tahminleme, ülke açısından bu denli öneme sahip İşletme bölümünün güncel durumunun ve geleceğinin geniş bir açıdan incelenmesine olanak tanıyacaktır. Çalışma, sözü edilen mevcut durum ve tahminleme konusunda ortaya koyacağı sonuçlar bakımından önem taşımaktadır.

3. ARAŞTIRMA METODOLOJİSİ

Araştırma modeli öncelikle tarama modeli olarak seçilmiştir. Ülkemizde Öğrenci Seçme ve Yerleştirme Merkezi (ÖSYM) tarafından alınan bir karar ile 2010 yılından beri çift aşamalı sınav sistemi uygulanmaktadır. Değişen sınav sistemi ile birlikte sınav müfredatında ekleme ve çıkarmalar yapılmış, katsayılar da değişikliğe gidilmiş ve puan hesaplama oranlarında ciddi farklılıklar yapılmasına karar verilmiştir. Yapılan değişiklikler doğrultusunda 2010 yılından önce yapılan sınav sonuçlarına göre sıralamalarda ve puanlarda belirgin farklar ortaya çıkmıştır. Bu sebeple bu çalışmada son beş yıldaki (2010 – 2014) sınav sonuç kılavuzları taranarak Türkiye’deki devlet üniversitelerinde bulunan İşletme bölümlerinin 2010 – 2014 yılları arasındaki tercih edilme yüzdeleri, başarı sıraları, tavan ve taban puanları ile belirlenen kontenjanların doluluk oranları bilgileri çıkarılmış grafiklerle görselleştirilerek analiz edilmiştir. Çalışmanın bir sonraki aşamasında ise doğrusal regresyon yöntemi kullanılarak 2015 yılı için minimum ve maksimum başarı sıralamaları, taban ve tavan puanları ve kontenjanlarla ilgili tahminleme yapılmıştır. Çalışmanın ilk kısmını oluşturan taramalar ÖSYM’nin sınav sonuç kılavuzları kısmından alınarak Microsoft Excel 2010’ a aktarılıp çözümlenmiştir. Tahminleme ise IBM SPSS Statistic 21 programı aracılığıyla yapılmıştır.

4. VERİ ANALİZİ VE BULGULAR

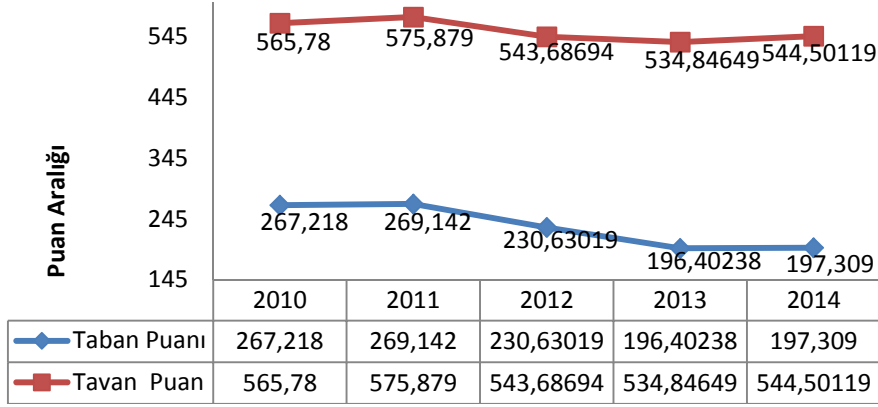
2010 – 2014 yılları arasındaki veriler doğrultusunda yapılan analiz ve bu analizden yola çıkılarak yapılan tahminleme çalışmasına ait sonuçlar bu bölümde açıklanmıştır.

Tablo 1: 2010 – 2014 Yılları Arası İşletme Bölümü Kontenjan ve Bölüme Yerleşme Bilgileri

Yıl	Taban Puanı	Tavan Puan	Kontenjan	Yerleşen	Minimum Sıra	Maximum Sıra	Doluluk Oranı
2010	267,22	565,78	14847	14847	1030	462000	100,00%
2011	269,14	575,88	15987	15987	1110	380000	100,00%
2012	230,63	543,69	17825	17825	1190	359000	100,00%
2013	196,40	534,85	18725	18207	1660	411000	97,23%
2014	197,31	544,50	18748	18229	1410	437000	97,23%
Ortalama	232,14	552,94	17226	17019	1280	409800	98,89%

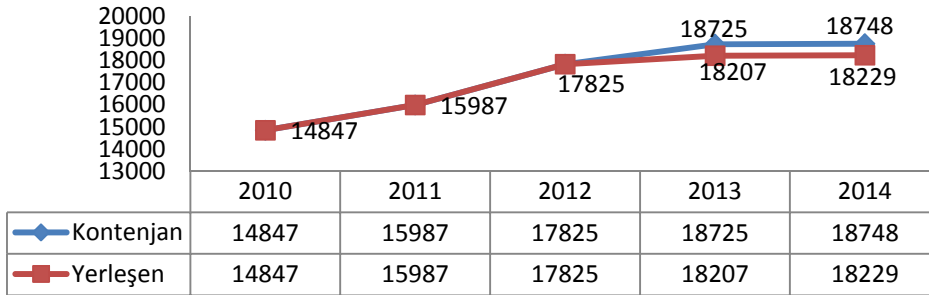
Tablo 1’de görüldüğü üzere, Türkiye’deki devlet üniversitelerinin İşletme bölümüne son olarak 267,218 taban puanına sahip aday yerleşmiş ve ülke genelinde açılan kontenjanın tamamı dolmuştur. 2014 yılına gelindiğinde ise bölüme son olarak 197,309 taban puanına sahip aday yerleşmiş ve ülke genelinde açılan kontenjanın yalnızca % 97’si dolmuştur.

Şekil 1: 2010 – 2014 Yılları Arası Taban ve Tavan Puan Değişimi



Şekil 1’den görüldüğü üzere 2010 – 2014 yılları arasında İşletme bölümüne en yüksek ve en düşük puanla yerleşen üniversite adaylarının aldıkları puanlarda düşüş yaşanmıştır. Bu düşüş bölümün tavan puanına kıyasla taban puanında daha net ortaya çıkmış ve 2010 ile 2014 yılları arasındaki puan farkı daha belirgin hale gelmiştir.

Şekil 2: 2010 – 2014 Yılları Arası Kontenjan ve Yerleşen Aday Sayıları Değişimi



Şekil 2’de 2010 – 2014 yılları arasında ülke genelinde İşletme bölümü için açılan kontenjanlar ve bu kontenjanların doluluk oranlarına ait yıl bazında değişimler gösterilmiştir. Şekilden de görüldüğü üzere bu beş yıllık periyotta her yıl bölüm için ayrılan kontenjanlarda artış gözlenmiştir. 2010’dan 2012’ye kadar açılan kontenjanlar % 100 doluluk göstermişken, 2013 yılından itibaren kontenjanların düşen taban puanlara rağmen dolmadığı ortaya çıkmaktadır. Bu durum da tahminleme çalışması açısından önem taşımaktadır.

2010 yılından sonra ÖSYM'nin yaptığı iki aşamalı sınavlar ile dört yıllık bir bölüme yerleşebilmek için üniversite adayları öncelikle ilk basamak olarak adlandırılan Yükseköğretime Geçiş Sınavı'na (YGS) girmelidir. YGS'de bir öğrenci 180 puan barajını geçebilirse ikinci basamak sınavı olarak adlandırılan Lisans Yerleştirme Sınavı'na (LYS) girmeye hak kazanacaktır. LYS beş ayrı kategoride düzenlenmiş olup, adaylar tercih etmek istedikleri bölümlere göre bu sınavlara girmek zorundadırlar. İşletme bölümlerinin tercih edilebilmesi için bir öğrenci LYS grubundan LYS-1 (Matematik-Geometri) ve LYS-3 (Edebiyat – Coğrafya 1) grubundan sınava girip TM-1 puanı olarak adlandırılan puan türünden ham puan olarak yine YGS' deki gibi 180 puanı aşmak zorundadır. Kısaca işletme bölümünü tercih etmek isteyen bir adayın, TM-1 puanının hesaplanabilmesi için sırasıyla YGS, LYS-1 ve LYS-3 sınavlarına girip 180 barajını geçmesi gerekmektedir.

TM-1 ham puanı 180 puanın üzerinde olan adayın işletme bölümünü tercih edebilmesi için bir engeli yoktur. Aday yerleşme puanı üzerinden (Y-TM1) tercihini yapabilir. Y-TM1 puanı ise adayın aldığı ham puanın üzerine eklenen okul başarı puanı ile hesaplanır. Okul başarı puanları ÖSYM'nin yaptığı hesaplamalar ile 250 – 500 puan arasında olup, bu puanın 0,12 katsayısı ile çarpılması ile elde edilir. Yani okul başarı puanı en düşük 30, en yüksek 60 puan olarak hesaplanabilmektedir.

Buradan hareketle dört yıllık herhangi bir bölüme girmek isteyen bir adayın yerleştirme puanının minimum 210 puan olabileceği aşikârdır (180 ham puan + en düşük okul puanı olan 30). ÖSYM'nin son dönemde aldığı kararlar ile alan dışı bölüm tercih etmede yarı yarıya düşürülen okul başarı puanları uygulaması iptal edilmiştir. Okul başarı puanının yarıya düşmesi ancak ve ancak adayın bir önceki senede bir yükseköğretim programına yerleştiği halde tekrar sınava girip tercih yapması durumunda ortaya çıkmaktadır. Böylesi bir durumda bir adayın minimum 195 yerleştirme puanı olacaktır (180 ham puan + 15 en düşük okul puanının yarısı). Tablo 1'de gösterilen bilgilerin ışığında 2010 – 2012 yılları arasında İşletme bölümlerinin taban puanları, yerleştirme işlemi için gerekli 195 puanın bir hayli üzerindedir. 2013 yılından itibaren taban puanların 196 – 197 seviyesine kadar düştüğü görülmektedir ki bu durum, bir önceki senede üniversiteye yerleşen bir adayın minimum yeterli puanları alması halinde bile İşletme bölümlerinden birine yerleşebildiğini göstermektedir. Bununla birlikte kontenjanlarda hala boşluk görülmekte olup, 195 puan alan bir adayın tercih etmesi halinde boş kalan kontenjanlara girebileceği açıktır. Kontenjanların giderek artmasının sebep olduğu düşünülen bu durumun ilerideki senelerde de devam edeceği öngörülmekte olup tahminleme kısmında bu öngörü sayısal olarak ifade edilmiştir.

Tablo 2: Tahminlemede Kullanılan Değişkenlere Ait Katsayılar

Tahmin Katsayıları						
Sabit	Taban Puanı	Tavan Puanı	Kontenjan	Yerleşen	Minimum Sıra	Maximum Sıra
271,586	Tahminlenen	0,391	-0,016	0,000	-0,012	0,000
-2047,259	3,794	Tahminlenen	0,000	0,069	0,088	0,001
-9234,445	0,000	7,959	Tahminlenen	1,152	0,710	0,004
8018,015	0,000	-6,911	0,868	Tahminlenen	-0,617	-0,003
23372,171	-43,308	11,416	0,000	-0,797	Tahminlenen	-0,012
2002773,506	-3711,045	978,270	0,000	-68,319	-85,691	Tahminlenen

Tablo 2’de işletme bölümüne yönelik gelecek yıllar için yapılacak olan tahminleme çalışmasında, her bir değişkenin tahmin denklemindeki katsayıları verilmiştir.

Tablo 3: 2015 Tahminleme Denklemleri

Tahminleme Denklemleri
2015 Taban Puanı = 271,586+ (TavanPuan*0,391) - (Kontenjan*0,016)-(Min.Sıra*0,012)
2015 Tavan Puan = -2047,259+(Taban Puan*3,794)+(Yerlesen*0,069)+(Min.Sıra*0,088)+(Max.Sıra*0,001)
2015 Kontenjan = -9234,445+(Yerlesen*1,152)+(Min.Sıra*0,710)+(Max.Sıra*0,004)+(TavanPuan*7,959)
2015 Yerlesen = 8018,015-(Min.Sıra*0,617)-(Max.Sıra*0,003)-(TavanPuan*6,911)+(Kontenjan*0,868)
2015 Minimum Sıra = 23372,171-(TabanPuan*43,308)-(Max.Sıra*0,012)+(TavanPuan*11,416)-(Yerlesen*0,797)
2015 Maximum Sıra = 2002773,506-(TabanPuan*3711,045)+(TavanPuan*978,270)-(Yerlesen*68,319)-(Min.Sıra*85,691)

Tablo 3’te 2015 yılı için işletme bölümüne ait taban ve tavan puanları, açılacak kontenjan sayısı, bu kontenjanlara yerleşecek aday sayısı ve bu adaylara ait minimum ve maksimum sıraların tahminleme denklemleri verilmiştir.

Tablo 4: 2015 Yılı Tahminleme Sonuçları

	Taban Puanı	Tavan Puan	Kontenjan	Yerleşen	Minimum Sıra	Maximum Sıra
2015 Yılı Tahmini	189,31	552,94	19723	19075	1661	409800
Üst Sınırı	222,09	600,53	22108	21650	2312	525405
Alt Sınırı	116,53	505,35	17339	16499	1011	294195

Tablo 2’de verilen katsayılar aracılığıyla oluşturulmuş, Tablo 3’te verilmiş olan tahminleme denklemleri aracılığıyla tüm değişkenler için 2015 yıllarına ait tahminleme yapılmış ve sonuçlar Tablo 4’te gösterilmiştir. Tablo 4’ten görüldüğü üzere geçmiş yıllardaki düşüşün

2015 yılında da devam ettiği söylenebilmektedir. Kontenjan doluluk oranının daha da düşen puan tahminine rağmen % 96'lara kadar gerileyeceği öngörülmektedir. Daha önceki kısımlarda belirtildiği üzere herhangi bir bölümü tercih edebilmesi yani puanının hesaplanması için adayın alması gereken minimum yerleştirme puanı 195'tir (180 ham puan + 15 en düşük okul puanının yarısı). Bu yüzden 2015 yılı taban puan tahmininin tabloda 189,3118 olarak görülmesine rağmen bu durum matematiksel olarak mümkün olmamakta, dolayısıyla gerçekte bu puan hesaplanabilen minimum yerleştirme puanı olan 195 olarak değerlendirilmelidir. Buradan hareketle 180 barajını aşmış ve bir önceki sene herhangi bir yükseköğretim programına yerleşmiş, en düşük okul başarı puanının yarısına sahip adayın bile herhangi bir işletme bölümüne yerleşebileceği öngörülmektedir.

Tablo 5: 2010 – 2014 Yılları Arası YGS ve LYS Türkiye Net Ortalamaları

		YGS				LYS1/LYS3			
		Türkçe	Sosyal Bilimler	Matematik	Fen Bilimleri	Matematik	Geometri	Edebiyat	Coğrafya 1
	Soru Sayısı	40	40	40	40	50	30	56	24
Yıllar	2010	21,6	12,4	11,9	5,5	14,7	10,8	27,8	10,1
	2011	21,8	11,3	7,8	4,9	15,93	9,05	21,54	9,36
	2012	18,02	11,3	7,27	4,43	14,43	7,52	24,08	7,58
	2013	16,8	12,1	7,5	3,5	12,32	4,15	23,22	7,61
	2014	19	10,9	6,5	4,5	10,58	6,02	19,22	8,59
	Ortalama	19,444	11,6	8,194	4,57	13,59	7,51	23,17	8,64

Tablo 5, 2010 – 2014 yılları arasında işletme bölümlerini tercih edebilmek için girilen YGS, LYS-1 ve LYS-3 sınavlarındaki test gruplarının ortalama net dağılımlarını göstermektedir. 2015 yılında yapılacak sınavlarda işletme bölümünü tercih etmek isteyen bir üniversite adayının, son beş yıldaki ortalama sayıdaki netleri yaptıysa, bu adayın yaklaşık TM-1 puanı 227 – 228 düzeyinde olacaktır. Bu adayın en düşük okul başarı puanına sahip olduğu (30 puan) ve bir önceki sene bir yükseköğretim kurumuna yerleşmediği öngörülürse, Y-TM1 puanının 257 – 258 düzeyinde olacağı hesaplanır. Bu yerleştirme puanı ile adayın Marmara ve Güneydoğu Anadolu Bölgeleri'nde bilinen ve bazı köklü üniversitelerin işletme bölümlerine girebileceği öngörülmektedir. Yine aynı adayın bir önceki yıl bir yükseköğretim programına yerleştirildiği düşünülürse, Y-TM1 puanının 242 – 243 aralığında olacağı, bu yerleştirme puanı ile İç Anadolu ve Ege bölgelerinde bilinen ve köklü üniversitelerin işletme bölümlerine rahatlıkla yerleşebileceği öngörülmektedir.

Bir başka varsayım ise, YGS'de 20 Türkçe, 15 Sosyal Bilimler neti ile (0 Matematik ve 0 Fen Bilimleri neti), LYS-1 oturumunda 2 Matematik neti, 0 Geometri neti; LYS-3 oturumunda 20 Edebiyat neti ve 7 Coğrafya neti yapan öğrencinin TM-1 puanının 180 – 181 aralığında olabileceği; bu adayın en düşük okul başarı puanına sahip olduğu (30 puan) ve bir önceki sene bir yükseköğretim kurumuna yerleşmediği öngörülürse, Y-TM1 puanının 210-211 aralığında olacağı hesaplanabilmektedir. Bu yerleştirme puanı ile Doğu Anadolu

Bölgesi'ndeki üniversitelerin İşletme bölümlerini rahatlıkla tercih edebileceği öngörülmektedir. Yine aynı adayın bir önceki yıl bir yükseköğretim programına yerleştirildiği düşünülürse, Y-TM1 puanının 195 – 196 aralığında olacağı ve bu puan ile yine Doğu Anadolu Bölgesi'ndeki üniversitelerin İşletme bölümüne yerleşebileceği söylenebilmektedir.

Bu varsayımlardan görüleceği üzere 2010 – 2011 yıllarında Türkiye ortalamalarındaki netlere sahip olan bir adayın İşletme bölümlerine yerleşemediği, 2012'den sonra yerleşme olasılığının arttığı ve gerçekleştiği aşikârdır. 2015 yılında da minimum yapılabilecek netler ile tercih yapılabilmesine olanak tanıyan minimum yeterli yerleştirme puanı ile öğrencilerin İşletme bölümlerine girebilecekleri görülmektedir.

10.11.2015 tarihinde ÖSYM tarafından yayımlanan "2015-ÖSYS Yükseköğretim Programlarının Merkezi Yerleştirmedeki En Küçük ve En Büyük Puanları Kitabı"ndan elde edilen sonuçlara göre İşletme bölümüne yerleşen en yüksek puanlı aday 527,396 puana sahiptir. Aynı kaynağa göre, İşletme bölümüne yerleşen en düşük puanlı aday 196,245 puana sahiptir.

Önceki kısımlarda belirtilen tahminleme çalışmasının sonuçlarına göre İşletme bölümüne en düşük yerleşme puanı olarak 195 puan tahminlenmiştir. Yerleşmeye ait gerçek veriler ile bu tahminlemenin örtüştüğü söylenebilmektedir. Bir diğer parametre olan başarı sıralamalarına göre ise en iyi başarı sırası 1070, en kötü başarı sırası ise 471000 olarak belirlenmiştir. 2015 yılı içerisinde 17938 adet İşletme bölümüne ait kontenjan açılmıştır. Açılan bu bölüm kontenjanlarının 17472' sinin dolduğu tespit edilmiştir. Buradan hareketle İşletme bölümlerinin 2015 yılı içerisindeki kontenjan doluluk oranının %97,4 olduğu söylenebilmektedir.

2015 yılı sonuçları önceki yıllara ait sonuçlar ile karşılaştırıldığında çarpıcı bir durum ortaya çıkmıştır. 2015 verilerine göre 196,245 taban puanı 471000 başarı sıralamasına denk gelmektedir. 2014'te ise bu denklik 197,309 taban puanına 437000 olarak görülmektedir. Bu durumda 2015 yılı içerisinde yapılan sınavlarda başarı oranının da düştüğü açıkça görülmektedir ki bu sonuç genel olarak yapılan tahminleme ile örtüşmektedir. Geçreleştirilen tahminleme çalışmasında analiz yöntemi olarak doğrusal regresyon kullanılmıştır. Bu doğrusal regresyon çalışmasında son beş yıllık ÖSYS verileri kullanılmış olup beş yılın kısa bir dönem ifade etmesinden ötürü tahminlemenin her bir parametre için birebir örtüşmediği gözlenebilmektedir. Ancak başarı sıralamalarının ve taban puanlardaki düşüş trendi ve doluluk oranlarındaki tahminlenen ile gerçek değer arasındaki uyumluluk göze çarpmaktadır.

5. SONUÇ VE ÖNERİLER

Çalışmada 2010 – 2014 yılları arasında Türkiye'deki devlet üniversitelerindeki İşletme bölümlerine ait taban ve tavan puanları, kontenjan sayıları ve doluluk oranları ile minimum ve maksimum başarı sıraları analiz edilmiştir. Bu beş yıllık periyottaki ÖSYM verileri aracılığıyla 2015 yılı için yine aynı değişkenler bazında tahminleme çalışması gerçekleştirilmiş ve sonuçlar paylaşılmıştır. Tahminleme sonucunda elde edilen bulgular, İşletme bölümündeki ülke genelinde gözlenen düşüşün ilerleyen yıllarda da devam edeceğini öngörmektedir. Bu düşüş hem tavan ve taban puanlar ile başarı sıralarını hem de

kontenjanların doluluk oranlarını kapsamaktadır. Yani artan kontenjanlar ile birlikte düşen puanlar göz önünde bulundurulduğunda ilerleyen yıllarda daha düşük puan ve geri sıralardaki adayların bile kontenjanını dolduramayacağı bir İşletme bölümünden söz etmek mümkündür. Artan üniversite sayıları ile birlikte birçok bölümde olduğu gibi İşletme bölümünde de görülen kontenjan artışının bölümü tercih eden adayın giderek daha az nitelikli olmasının önüne geçtiği ve buna rağmen yine de % 100 doluluk oranını kaybettiği söylenebilmektedir.

YÖK tarafından 2015 yılında Tıp ve Hukuk Fakülteleri için uygulamaya konacağı açıklanan sabit başarı sıralaması ile Hukuk Fakültesi'ne yerleşemeyen adayların diğer fakülte ve bölümlere yöneleceği, belirtilen bu durumdan İşletme bölümünün de etkileneceği öngörülebilmektedir. Türkiye'nin en köklü bölümlerinden ancak son yıllarda giderek "açıkta kalmamak" için tercih edilen bir bölüm haline gelen İşletme bölümünün geleceği açısından kontenjan sayılarının daha kontrollü belirlenmesi ve Hukuk Fakültesi'ndeki sabit başarı sıralamasına benzer bir uygulamanın İşletme bölümü için de uygulanması olumlu bir adım atılmasını sağlayacaktır.

Önceki kısımlarda belirtildiği üzere beş yıllık verilerin yeterince geniş bir dönem ifade etmemesinden kaynaklı olarak tahminlenen ile gerçekleşen değerler arasında bazı uyumsuzluklar ortaya çıkmıştır. Buradan hareketle sonraki çalışmalarda daha geniş periyotlar ele alınarak ve farklı yöntemlerle tahminleme çalışmaları gerçekleştirilerek daha sağlıklı değerlendirmeler yapmak mümkün olacaktır.

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RELATIONSHIP BETWEEN ORGANIZATIONAL IDENTIFICATION AND WHISTLEBLOWING

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Hatice Necla Keles¹, Tugba Kiral Ozkan²

¹Bahcesehir University. necla.keles@bahcesehir.edu.tr

²Bahcesehir University. tugba.kiral@bahcesehir.edu.tr

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JEL Classification
M10, M19, D23

ABSTRACT

Organizational identification, asserted to be the gradual process of the integration and harmonization of the purposes of the organization with that of the individual (Mael and Ashforth,1992), is the state of an individual's unification with the organization and his/her perception of the success and failure of the organization as his/her own. Organizational identification, which contains psychological processes within itself, is described as the psychological affinity felt by the individual towards the organization (Mael and Ashforth, 1992). The concept of whistleblowing is translated as "the exposure of misconduct or illegal activities within a workplace by the employee" and "the behavior of civil virtue, moral reaction, and conscientious objection against unethical wrongdoings within organizations" (Nayır, 2012). With reference to the thought that the behavior of the exposure of in-house corruption may vary based on the organizational identification levels of the employees with the intention of exposing and revealing the corruption and illegal situations they face within the organization, this study aims at examining the relationship of organization identification level with the behavior of the exposure of in-house corruption. "Organizational Identification Scale", developed by Mael and Ashforth (1992) and adapted into Turkish by Tak and Aydemir (2004), and "Scale of In-house Corruption Exposure Channels" developed by Park et al. (2008) were used as data collection tools. Employers of the organization in Bursa province were included to the research and collected data were analyzed via statistical tools.

ÖRGÜTSEL ÖZDEŞLEŞME VE WHISTLEBLOWING İLİŞKİSİ

Anahtar Kelimeler

Örgütsel özdeşleşme, ifşa, organizasyon, iç ifşa, dış ifşa

JEL Sınıflandırması

M10, M19, D23

ÖZET

Örgütün amaçlarıyla bireyin amaçlarının giderek daha fazla bütünleşmesi ve uyumlaşması süreci (Mael ve Ashforth, 1992) olarak ifade edilen örgütsel özdeşleşme, bir bireyin örgütle bir olma hali ve örgütün başarı ve başarısızlıklarını kendininmiş gibi algılamasıdır. İçinde psikolojik süreçleri barındıran örgütsel özdeşleşme bireyin örgüte duyduğu psikolojik yakınlık olarak tarif edilmektedir (Mael ve Ashforth,1992). Whistleblowing kavramı ise, "çalışanın işyerindeki suistimalleri ya da kanun dışı faaliyetleri açığa çıkarması" ve "organizasyonlarda etik olmayan yanlış uygulamalara karşı, sivil erdem, ahlaki tepki ve vicdani red davranışı" olarak tercüme edilmektedir (Nayır,2012). Örgütte şahit oldukları yolsuzlukları ve hukuka aykırılıkları ifşa etme ve açığa çıkarma davranışına niyetlenen çalışanların örgütsel özdeşleşme düzeylerine göre kurum içi yolsuzluk ifşa davranışının farklılaşabileceği düşüncesinden hareketle; bu çalışma örgütsel özdeşleşme düzeyinin kurum içi yolsuzluk ifşa davranışı ile ilişkisini irdelemek amacını taşımaktadır. Çalışmada veri toplama araçları olarak, Mael ve Ashforth (1992) tarafından geliştirilerek Tak ve Aydemir (2004) tarafından Türkçe'ye uyarlanan "Örgütsel Özdeşleşme Ölçeği" ile Park vd. (2008) tarafından geliştirilen "Kurum İçi Yolsuzluk İfşa Kanalları" ölçeği kullanılmıştır. Bursa ilinde dayanıklı tüketim malı üreten bir kurum çalışanlarının dahil edildiği çalışmada veriler istatistiksel programlar aracılığı ile analiz edilmiştir.

1. GİRİŞ

Örgütle birey arasındaki ilişkiyi açıklayan en önemli değişkenlerden biri olarak kabul edilen örgütsel özdeşleşme (Turunç, 2011) bir bireyin örgütle bir olma hali ve örgütün başarı ve başarısızlıklarını kendininmiş gibi algılaması (Mael ve Asforth, 1992) olarak tanımlanmakta, birey için örgüt ile dayanışma içinde olmayı, örgüte tutum ve davranışsal olarak destekte bulunmayı içermektedir (Miller, vd.,2000). Örgüt üyeliğini çalışanların benliklerinin önemli bir parçası haline getirmek ve onların kendilerini örgüte üye olmakla tanımlarken gurur duymalarını sağlamak, günümüz koşullarında uzun vadeli başarılar kazanmada kilit rol oynamaktadır (İşcan, 2006). Bu nedenle örgütsel özdeşleşme kavramı gerek örgüt yazını gerekse iş hayatı açısından önem taşımaktadır. Çalışanlar, örgütleriyle özdeşleşme düzeyleri açısından farklılık gösterebilmektedirler (Gioia vd., 2000). Örgütsel özdeşleşme düzeylerine göre kurum içi yolsuzluk ifşa davranışlarının farklılaşabileceği düşüncesinden hareketle; bu çalışma bir dayanıklı mal üretim işletmesi çalışanlarının “kurum içi suistimal ve yolsuzluk ifşası” için kullanmayı düşündükleri ifşa yollarının örgütsel özdeşleşme düzeyleriyle ilişkisini irdelemek amacını taşımaktadır. Çalışmada öncelikle örgütsel özdeşleşme ve kurum içi suistimal ve yolsuzlukların ifşası anlamında kullanılan whistleblowing kavramlarına yer verilmiştir. Çalışma Bursa ilinde faaliyet gösteren bir dayanıklı tüketim malı üretim işletmesinde yapılmıştır. Elde edilen verilerin istatistiksel programlar aracılığı ile analizleri ve bulgular çalışmada yer almaktadır. Analiz sonucu elde edilen bulguların hipotezler ile karşılaştırılması, gelecekte yapılacak çalışmalar için öneriler ve yapılan çalışmanın sınırlılıklarına sonuç bölümünde yer verilmiştir.

2. LİTERATÜR TARAMASI

2.1.Örgütsel Özdeşleşme

“Bir nesne ya da bireyin bir kümenin tüm özelliklerini özümlemesi ya da onunla bütünleşmesi” (www.tdk.gov.tr) olarak tanımlanan özdeşleşme kavramı çalışanın, aidiyet ihtiyacını gidermek ve belirsizliği azaltmak için (Balcı vd.,2012) örgüt ile arasında kurduğu ilişkide (Brown, 1969) incelenmesi gereken bir olgu olarak ön plana çıkmaktadır.

Sosyal kimliğin özel bir formu ve örgütün amaçlarıyla bireyin amaçlarının giderek daha fazla bütünleşme ve uyumlaşması sürecini ifade eden örgütsel özdeşleşme (Asforth ve Mael, 1989) bir bireyin benliğinde var olan örgütüne yönelik özgünlük, merkezilik ve süreklilik inanışları ile örtüşmesidir. Bir başka ifade ile örgütsel özdeşleşme, örgüt üyesinin, örgütün örgütsel kimliği ile kendi kimliğini birleştirme ve bütünleştirme derecesi olarak ifade edilebilir (Dutton vd.,1994).

Örgütsel özdeşleşme düzeyleri çalışanlarda farklılık gösterebilmektedir (Gioia vd., 2000). Bir örgüt üyesi olarak, bireyin sosyal bir grup olarak örgütü tanımladığı özellikler ile birey olarak kendini tanımladığı özellikler benzer ve fazla ise, o bireyin örgütle daha çok özdeşleştiği söylenebilir (Dutton vd.,1994). Örgütsel özdeşleşme yüksek ise örgüt üyeliği bireyin benliğinde merkezi bir rol oynamakta ve kişinin başka sosyal kategorilere üyeliğinden daha anlamlı olmaktadır (Karabey ve İşcan, 2007). Başka bir ifadeyle bireyler, örgütleri ile özdeşleştiklerinde bir bakıma kendilerini örgütleri ile kişileştirmektedirler (Mael ve Asforth, 1995). Ancak, bireylerin inanç ve değerleri örgütün inanç ve değerleri ile uyum içinde değilse bireyler kendi içlerinde ve örgüt ile gerilim yaşayabilmektedirler (Eicholtz, 2001).

2.2. Whistleblowing

Türkçe’de karşılığı bulunmayan bir kavram olan whistleblowing; kelime anlamı olarak bir faul olduğu zaman çalınan bir düdükle oyunun durdurulması veya bir suç işlendiğinde polisin düdükle çalarak halkın dikkatini çekmeye çalışması (Aydın, 2003) olarak ifade edilmektedir.

Bir örgütte yasa dışı ve etik değerlere uygun olmayan davranış ve eylemlerin eski ve/veya mevcut çalışanlar tarafından, örgüt içi ve/veya örgüt dışı başka kişilere ve kurumlara zarar vermemesi için açığa çıkartılması (Regh vd.,2008) olarak ifade edilen whistleblowing kavramı, 1971 yılında ilk kez “Computer” dergisinde yayınlanan bir köşe yazısında kullanılmış ve yazarı tarafından eleştirilerek (Vandekerckhove,2004’den Nayır, 2012), olumsuz çağrışımlar yapmıştır. Ancak günümüzde durum değişmiş olup kurumlarındaki aksaklıkları şikayet etmekten kaçınmayan ve onları ifşa eden bireyler, günümüzde takdirle karşılanmakta, bir çok ülkede zarar görmemeleri için kanunlarla korunmaktadır (Nayır, 2012).

Çalışanın, örgütte bir değişiklik ya da olumlu anlamda bir düzenleme yapmak amacıyla yasal olan bir olayı dile getirmesi whistleblowing değildir; çünkü burada önemli olan dile getirilen olayın yada durumun yasalara ve ahlaka aykırı olmasıdır. O halde örgüt çalışanlarının örgütsel etkinliği ve performansı arttırmak amacıyla kendilerine uygun gelmeyen ve olmaması gerektiğini düşündükleri fakat yasal olan durumları ve eylemleri dile getirmeleri bu kapsamda değildir (Near ve Miceli, 1985).

Kurum içi yolsuzlukların ifşası farklı şekillerde yapılabilmektedir.

“İç” ifşa, yolsuzluğu gözleyen birey, kendi kurumu içindeki kişilere ifşada bulunmaktadır. İç ifşa kanalını kullanan kişi, kuruma olan bağlılığına zarar getirici davranışta bulunmamakta ve hatanın düzeltilmesi için kurumuna bir şans vermektedir. Yolsuzluğun kurum dışındaki kişi ve kurumlara bildirilmesi “dış” ifşa adını almaktadır. Bir diğer ayırım, kişinin ifşayı kimliğini beyan ederek “açık” mı yoksa kişinin kimliğini belirtmeksizin “anonim” şekilde mi yaptığını ifade etmektedir (Keil vd.,2010’dan Nayır, 2012). Bir diğer ayırım ise Park vd.(2008) tarafından eklenen, ifşanın “resmi” bir yöntemi mi, yoksa “gayri resmi” bir yöntemi mi seçerek gerçekleştirildiğini temel alan ayırımdır. “Resmi” ifşada çalışan, kurum içinde oluşturulmuş ve bu tür ihbarlar için devrede bulunan şikâyet kanallarına başvururken; “gayri resmi” ifşada kişi şahit olduğu olayı iş arkadaşına ya da amirine bildirmektedir (Nayır, 2012).

3. VERİ VE METODOLOJİ

Araştırma, Bursa İli’nde faaliyet gösteren 221 çalışanı olan bir dayanıklı tüketim malı üretim işletmesinde yapılmıştır. İşletmede çalışanlara anket formları araştırmacılar tarafından verilmiştir. Anketlerden 214 adedi cevaplanmıştır. Değerlendirmeler esnasında anket formlarından 9’ü hatalı doldurulduğu için geçersiz sayılmış, 205 anket değerlendirilmeye dâhil edilmiştir.

Araştırmada Park vd. (2008) tarafından geliştirilen “Kurum İçi İfşa Kanalları” ölçeği (Nayır, 2012) kullanılmış olup ölçeğin güvenilirliği Tablo1’de yer almaktadır. Çalışmada örgütsel özdeşleşme değişkenine ilişkin veri toplama aracı olarak ise, Mael ve Ashforth (1992) tarafından geliştirilerek Tak ve Aydemir (2004) tarafından Türkçe’ye uyarlanan “Örgütsel

Özdeşleşme Ölçeği” kullanılmış olup güvenilirliği Tablo 2’de yer almaktadır.

Tablo 1: Kurum İçi İfşa Kanalları Ölçeği Güvenirlik Sonuçları

	Madde Sayısı	Cronbach’s Alfa	Güvenirlik
Kurum İçi İfşa Kanalları	14	,850	Yüksek Derecede Güvenilir

Tablo 2: Örgüsel Özdeşleşme Ölçeği Güvenirlik Sonuçları

	Madde Sayısı	Cronbach’s Alfa	Güvenirlik
Örgüsel Özdeşleşme	6	,925	Yüksek Derecede Güvenilir

Örgütsel özdeşleşme düzeyinin whistleblowing ile ilişkisinin incelendiği bu araştırmanın hipotezleri aşağıdaki gibidir:

Hipotez 1: Örgütsel özdeşleşme düzeyi ile ifşa şekillerinden anonim / açık ifşa türleri arasında bir ilişki vardır.

Hipotez 2: Örgütsel özdeşleşme düzeyi ile ifşa şekillerinden iç / dış kanallar aracılığı ile ifşa türleri arasında bir ilişki vardır.

Hipotez 3: Örgütsel özdeşleşme düzeyi ile ifşa şekillerinden resmi / gayri resmi ifşa türleri arasında bir ilişki vardır.

4. BULGULAR

Araştırmaya katılan çalışanların %97,1’i erkek, %2,9’u kadındır, %73,7’si evli, %67,8’i ise çocuk sahibidir. Araştırmaya katılan çalışanlara ilişkin demografik özelliklerin frekans ve yüzde dağılımları Tablo 3’te yer almaktadır.

Tablo 3: Demografik Özelliklere İlişin Frekans ve Yüzde Dağılımları

Özellikler	f	%	Özellikler	f	%
Cinsiyet			Eğitim Düzeyi		
Kadın	6	2,9	İlköğretim	55	26,8
Erkek	199	97,1	Lise	133	11,9
Medeni Durum			Önlisans	17	8,3
Evli	151	73,7	Çocuk Var/Yok		
Bekar	54	26,3	Var	139	67,8
Çalışma süresi			Yok	66	32,2
1 yıldan az	14	6,8	Toplam Çalışma Süresi		
1-5 yıl arası	65	31,7	1 yıldan az	7	3,4
6-10 yıl arası	37	18,0	1-5 yıl arası	29	14,1
11-15 yıl arası	46	22,4	6-10 yıl arası	47	22,9
16-20 yıl arası	36	17,6	11-15 yıl arası	54	26,3
21 yıldan fazla	7	3,4	16-20 yıl arası	40	19,5
			21 yıldan fazla	28	13,7

Araştırmaya katılan 205 çalışanın örgütsel özdeşleşme düzeylerini belirlemek için öncelikle madde parselleme yapılmıştır. Her katılımcının altı maddeye verdiği cevaplar toplanarak ortalamaları alınmış ve bu ortalama değeri 3'den büyükse "örgütsel özdeşleşme düzeyi yüksek", 3 ve 3'den düşük ise "örgütsel özdeşleşme düzeyi düşük" olarak kategorize edilmiştir. Kurum içi ifşa kanalları ölçeği için ise; öncelikle her alt ölçeğin ortalaması alınıp; iç kanallar aracılığı ile yapılan ifşa ortalaması dış kanallar aracılığı ile yapılan ifşa ortalamasından düşük ise iç ifşa, yüksek ise dış ifşa olarak, açık ifşa ortalaması anonim ifşa ortalamasından düşük ise açık ifşa, yüksek ise anonim ifşa olarak, resmi ifşa ortalaması gayriresmi ifşa ortalamasından düşük ise resmi ifşa, yüksek ise gayriresmi ifşa olarak kategorize edilmiştir.

4.1 Örgütsel Özdeşleşme Düzeyi ile İfşa Şekillerinin Çapraz Tablo ve Ki-kare Analizi Sonuçları

İki değişken için Ki-kare analizi, kategorik değişkenler arasında anlamlı bir ilişki olup olmadığını araştırmak için kullanılmaktadır (Arıcıgil, 2009).

H_1 : Örgütsel Özdeşleşme ile ifşa şekillerinden iç/dış ifşa kanalları arasında bir ilişki vardır.

Hipotez testi sonuçlarına göre anlamlı bir ilişkiye rastlanmamıştır.

Tablo 4: Örgütsel Özdeşleşme Düzeyi ile İç/dış İfşa Kanalı İlişkisi

		İfşa Kanalları			Toplam
		İç İfşa	Dış İfşa		
Örgütsel Özdeşleşme Düzeyi	Düşük	F	84	8	92
		% örg.özdeş	91,3	8,7	100
		%iç/dıştoplam	41,0	3,9	44,9
	Yüksek	F	104	9	113
		% örg.özdeş	92	8	100
		%iç/dıştoplam	50,7	4,4	55,1
Toplam		F	188	17	205
		% örg.özdeş	91,7	8,3	100

Ki-Kare Testi

	Değer	df	Sig. (2-sided)
Pearson Chi-Square	0,036	1	0,85

Ki-kare test değerleri incelendiğinde, örgütsel özdeşleşme düzeyinin iç/dış ifşa kanalı tercih etme ile istatistiksel olarak anlamlı ilişkili olmadığı gözlenmektedir (Ki-kare= 0,36, p: 0.850>0.05).

Tablo 4 incelendiğinde, örgütsel özdeşleşme düzeyi düşük olanların %91,3'ü ile örgütsel özdeşleşme düzeyi yüksek olanların %92'sinin iç ifşa kanallarını tercih ettiği gözlenmiştir.

H_2 : Örgütsel Özdeşleşme ile ifşa şekillerinden açık/anonim ifşa kanalları arasında bir ilişki vardır.

Hipotez testi sonuçlarına göre anlamlı bir ilişkiye rastlanmamıştır.

Tablo 5: Örgütsel Özdeşleşme Düzeyi Açık/Anonim İfşa Kanalı İlişkisi

			İfşa Kanalları		Toplam
			Açık İfşa	Anonim İfşa	
Örgütsel Özdeşleşme Düzeyi	Düşük	F	81	11	92
		% örg.özdeş	88	12	100
		%açık/anonimtop.	39,5	5,4	44,9
	Yüksek	F	100	13	113
		% örg.özdeş	88,5	11,5	100
		%açık/anonimtop.	48,8	6,3	55,1
Toplam		F	181	24	205
		% örg.özdeş	88,3	11,7	100

Ki-Kare Testi

	Değer	df	Sig. (2-sided)
Pearson Chi-Square	,010	1	,920

Ki-kare test değerleri incelendiğinde, örgütsel özdeşleşme düzeyinin açık/anonim ifşa kanalı tercih etme ile istatistiksel olarak anlamlı ilişkili olmadığı gözlenmektedir (Ki-kare= 0,10, p: 0.920>0.05).

Tablo 5 incelendiğinde, örgütsel özdeşleşme düzeyi düşük olanların %88'i ile örgütsel özdeşleşme düzeyi yüksek olanların %88,5'inin açık ifşa kanallarını tercih ettiği gözlenmiştir.

H₃: Örgütsel Özdeşleşme ile ifşa şekillerinden resmi/gayri resmi ifşa kanalları arasında bir ilişki vardır.

Hipotez testi sonuçlarına göre anlamlı bir ilişkiye rastlanmamıştır.

Tablo 6: Örgütsel Özdeşleşme Düzeyi Resmi/Gayriresmi İfşa Kanalı İlişkisi

			İfşa Kanalları		Toplam
			Resmi İfşa	Gayriresmi İfşa	
Örgütsel Özdeşleşme Düzeyi	Düşük	F	66	26	92
		% örg.özdeş	71,7	28,3	100
		%resmi/gayrires.top.	32,2	12,7	44,9
	Yüksek	F	83	30	113
		% örg.özdeş	73,5	26,5	100
		%resmi/gayrires.top.	40,5	14,6	55,1
Toplam	F	149	56	205	
	% örg.özdeş	72,7	27,3	100	

Ki-Kare Testi

	Değer	df	Sig. (2-sided)
Pearson Chi-Square	,075	1	,784

Ki-kare test değerleri incelendiğinde, örgütsel özdeşleşme düzeyinin resmi/gayriresmi ifşa kanalı tercih etme ile istatistiksel olarak anlamlı ilişkili olmadığı gözlenmektedir (Ki-kare= 0,75, p: 0.784>0.05).

Tablo 6 incelendiğinde, örgütsel özdeşleşme düzeyi düşük olanların %71,7'si ile örgütsel özdeşleşme düzeyi yüksek olanların %73,5'inin resmi ifşa kanallarını tercih ettiği gözlenmiştir.

5. SONUÇ

Örgütle bir olma hali ve örgütün başarı ve başarısızlıklarını kendininmiş gibi algılaması olarak ifade edilen örgütsel özdeşleşme düzeyleri kurumlarda çalışanlara göre farklılık gösterebilmektedir. Kişilerin örgütleri ile özdeşleşmeleri arttıkça, örgütsel perspektiften hareket etme ve düşünme düzeylerinin de arttığı (Dutton vd., 1994) görüşünden hareketle çalışma bireylerin örgütsel özdeşleşme düzeyleri ile bireylerin kurum içi suistimal ve yolsuzluk ifşası davranışı arasındaki ilişkiyi incelemektedir.

Çalışanların fiili ifşa davranışlarının değil, ifşa niyetlerinin incelendiği çalışmada elde edilen bulgular değerlendirildiğinde bireylerin örgütsel özdeşleşme düzeyindeki farklılıklar ile ifşa kanalları ve ifşa türleri arasında anlamlı bir ilişkiye rastlanmamıştır.

Çalışmanın yapıldığı kurum içinde destekleyici bir ortam bulunmakta, açık iletişim ile çalışanların endişe edilen bir durumu rahatlıkla dile getirilmelerine olanak sağlanmaktadır. Kurum yönetimi "açık kapı" adını verdiği bir uygulama ile haftanın belirli günlerinde tüm çalışanların diledikleri konu ile ilgili olarak üst yönetim ile görüşebilmesine olanak sağlamaktadır. Kurum çalışanlarının büyük bir çoğunluğunun farklı örgütsel özdeşleşme düzeylerine sahip olmakla birlikte Tablo 4'te görüleceği üzere iç ifşa, Tablo 5'te görüleceği üzere açık ifşa tercih ettikleri anlaşılmaktadır.

Bu araştırma bugüne dek çok fazla ele alınmamış ancak son derece önemli bir konu olan kurum içi suistimal ve yolsuzlukların ifşası kavramı ile örgütsel özdeşleşme ilişkisini inceleyerek bundan sonraki araştırmalara önemli bulgular ve bu bulgular ışığında yeni sorular sormayı amaçlamaktadır.

Elde edilen bulguların yanında bu çalışmanın çeşitli sınırlılıkları bulunmaktadır. Çalışmanın sadece Bursa'da faaliyet gösteren bir özel işletmede, sınırlı sayıda denek üzerinde yapılmış olması, sonuçları hakkında genellemede bulunulmasını engellemektedir. Kamuda veya farklı sektörlerde yapılacak olan araştırmalarda daha farklı bulguların elde edilebileceği değerlendirilmelidir.

Bir başka kısıt, kişinin vereceği cevabın kendisini riskli bir duruma düşüreceğine inanması durumunda cevabı değiştirmesi ve sosyal yönden kabul göreceği bir cevap vermesi olarak adlandırılan sosyal kabul hatasıdır. Kişi gerçekte öyle olmadığı halde, olduğundan farklı gözükerek, gerçek dışı cevaplar verip ankete sosyal kabul hatası karıştırabilir. Kurum içi yolsuzluk ifşa davranışlarının incelendiği bu çalışma sonuçları bu husus dikkate alınarak değerlendirilmelidir.

Çalışmada yer alan değişkenlerin kişisel algılara dayanması ve kişisel beyan yoluyla ölçülmesi diğer bir kısıt olarak sayılabilir. Bu nedenle bulgular araştırmanın örneklem yapısı ile örneklemenin yapıldığı örgütün sosyal yapısı göz önüne alınarak incelenmelidir.

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EFFECTS OF PERCEPTIONS OF CORPORATE SOCIAL RESPONSIBILITY ON EMPLOYER ATTRACTIVENESS

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Iris Ersoy¹, Zeynep Akşehirli²

¹ Vienna University of Business and Economics. h0707074@wu.ac.at

² Ozyegin University. zeynep.aksehirli@ozyegin.edu.tr

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ABSTRACT

The importance given to Corporate Social Responsibility (CSR) has become a powerful strategy that is used to attract the best talent in recent years. This research aims to understand the impact of CSR activities are having to increase organizational attractiveness in the Turkish labor market context. Using five dimensional CSR framework of Dahlsrud (2006) we measure entry level job candidates' perceptions about firms. We aim to answer two research questions: Do CSR activities increase the attractiveness of the organization? And which of the five dimensions of CSR affect the candidate to the largest extent? Policy capturing methods are used to gather data from 178 potential job candidates to answer these questions. Results indicate overall effect of CSR is highly positive on employer attractiveness. In addition, employee relations, community relations and product sustainability are the leading dimensions in terms of affecting job candidates' evaluations of organizational attractiveness.

1. INTRODUCTION

There is a recent surge in the interest in effects of Corporate Social Responsibility (CSR), both globally and within Turkey. This interest has risen in the last years due to the corporate scandals that took place in the beginning of the 21st century (Muller-Camen & Elsik 2015). An increased number of companies are engaged in CSR projects (Ertuna & Tukul 2009). Importance of CSR stems from not only the financial gains but also from enhancement in corporate reputation, organizational attractiveness, diversity activities and employee relations (Lis 2012). Job applicant attraction is an important matter for companies because of the hiring costs and the importance of selective hiring (Evans & Davis 2011). Besides, one of the prominent ways for attaining sustainable competitive advantage is to employ qualified human resources (Dural et al. 2014 p. 142). As such, CSR appears to be a good tool in improving quality of human resources management (HRM) activities through increased organizational attractiveness (Greening & Turban 2000).

Literature in this subject gave some consideration to the impact of CSR on increasing organizational attractiveness (Backhaus, K.B.; Stone, B.A.; Heiner, K. 2002; Kim & Park 2011; Turban & Greening 1997). However very few studies addressed this issue from an individual's point of view (Zhang & Gowan 2012). Research is especially sparse in dimensionality of CSR. There is a need for research that examines different dimensions of

CSR and how these dimensions impact employment decision differentially. The aim of our study is to identify which of the CSR dimensions that are most important to job seekers.

The following sections will provide a literature review which is followed by theoretical structure and methodology used in this study. In conclusion part, different effects of CSR dimensions will be discussed. This paper draws connections between social identity theory and CSR and adds to the emerging literature on organizational attractiveness. It can also help organizations decide on the suitable CSR communication structure and to be more effective in attracting the best fitting candidates.

2. LITERATURE SURVEY

Corporate Social Responsibility (CSR) lends itself to a generalized definition. CSR is defined as the ways in which organizations achieve that commercial success using methods that honor ethical values, respect people and communities and the natural environment (Odumeru et al. 2014 p.171). As Matten and Moon (2008) suggest, "CSR is the idea that reflects the social consequences of business success". In practice, CSR activities span a great range from employee micro loans to environmental initiatives. This wide range hinted towards a multi dimensional view of CSR (Carroll 1979). Swanson and Niehoff (2001) suggest CSR can affect organizational citizenship behavior. Since CSR is a socially-constructed concept, the number and contents of these dimensions are mutable (Duarte et al. 2014). Duarte and Neves (2010) found that people have three different conceptions of a socially responsible company. These are ecological, ethical and social. Starting from these base conceptions, Dahlsrud (2006) defined and analyzed CSR in five dimensions: community relations, diversity activities, employee relations, environmental activities, and product quality/sustainability.

Community relations (social dimension) refer to the relationship between the company and society. Activities in this realm contribute to a better immediate community and integrate social concerns to the business activities. Community outreach, fellowship programs, contributions to local public areas can be counted as the social dimension activities of CSR. Diversity activities (voluntariness dimension) is concerned with ethical and moral voluntary actions of the companies. In most settings, even though discriminatory employment practices are illegal, diversity activities such as commitment statements, quotas, diversity reports and measures are voluntary activities. Employee relations (stakeholder dimension) refer to a balanced view of firm's all stakeholders. These activities help shift the focus of business activities from financial performance serving the shareholder to even-footed interactions with employees and suppliers as well. As such, guidance geared towards minority groups, work-life balance activities, employer initiated support groups would fall within this dimension of CSR. Environmental dimension emphasizes the activities serving to protect and improve the environment. Greening and cleaning projects, carbon footprint activities and recycling policies are within environmental dimension of CSR. Lastly, business activities of the firm can also be serving the social responsibility agenda. Product/service sustainability (economic dimension) is a dimension of CSR that resources for good and services are distributed socially responsible, as well as financially viable (Jucan & Jucan 2010).

In all discussions that urge for CSR engagements, one of the reasons favoring CSR is positive effect on current and potential employees (Garriga & Mele 2004). Organizational attractiveness is defined as a positive affective attitude toward an organization, which is associated with the motivation to build a relationship with this organization and enter its employment (Turban & Keon 1993). Applicant attraction issues have gained importance since the beginning of this century, pressuring researchers to investigate how to improve organizational attraction efficiency (Duarte et al. 2014). Several empirical studies explored the relationship between a firm's CSR practices and applicant attraction (Backhaus et al. 2002; Kim & Park 2011; Turban & Greening 1997). Previous studies that are based on Signaling Theory (Spence 1973) and Social Identity Theory (Ashforth & Mael 1989) suggest that a corporation's socially responsible practices send a positive signal to potential employees. These studies also provide evidence on how a socially responsible reputation influences corporate attractiveness for prospective employees in various applicant pools, such as undergraduates or MBA students (Albinger & Freeman 2000; Backhaus et al. 2002; Greening & Turban 2000; Jones et al. 2013). Turban (2001) stated that since it is difficult for applicants to know what it would be like to be an employee of the firm in the early days of the recruitment, applicants tend to interpret the information about the firm as "signals" about what it would be like to work in the firm. Signals about the organization's prestige, specific values and pro-social orientation influence organizational attractiveness. This influence comes about through signals in three areas: job seekers' anticipated pride due to identifying with a reputable firm; perceived value fit between firm and oneself; and expected positive treatment inferred through firm's community involvement and pro-environmental practices (Jones et al. 2013). It is possible that competition for the best employees will be as fierce as competition for customers (Bir et al. 2009).

Amongst the studies discussing organizational attractiveness, different dimensions of CSR are usually not considered. They only examined a set of CSR activities as predictors and failed to catch a more complete view of CSR. Bauer and Aiman-Smith (1996) analyzed only one dimension (environmental responsibility) of CSR and proved this dimension increases organizational attractiveness. According to Turban and Greening (1997), some dimensions of CSR such as treatment of women and minorities are more likely to be interpreted as the signals about the working conditions than the other CSR dimensions such as environmental concerns. Albinger and Freeman (2000) found that support for diversity had greater significant effects on perceived organizational attractiveness. Aiman-Smith, Bauer and Cable (2001) looked at the relationship between attractiveness and lay-off policy and ecological rating aspects of social responsibility. Lis (2012) indicated that certain dimensions of CSR have differing effects on employee candidates' evaluations. The variables diversity and employee relations proved to have the strongest influence on the organizational attractiveness while product quality and environmental records contribute little to the attractiveness of the organization. Therefore, it is important to study the diverse components of CSR and investigate the extent they affect the organizational attraction.

Social Identity Theory is used as well to understand the relationship between firm's CSR and employee's attraction to the firm. According to the Social Identity Theory, individuals

classify themselves and others into different categories such as organizational membership, religious affiliation, gender and age (Tajfel & Turner 1985; Ashforth & Mael 1989). Individuals tend to choose activities compatible with their identities and they support the institutions representing those identities. For instance; Martins and Parsons (2007) found a strong positive relationship between gender compositions between organizational attractiveness between for women with strong discrimination beliefs whereas there was a strong negative relationship for women with weak discrimination beliefs. Favorable organizational images are positively related to applicant attraction (Fombrun et al. 2000). CSR is emerging as one of the factors that are positively evaluated when people are looking for a place of employment. Job applicants are generally more likely to accept job offers at organizations they perceive as having a positive CSR reputation (Evans & Davis 2011). Employees are likely to identify with socially responsible companies (Gond et al. 2010; Khalid & Katiyar 2014). Some employees like to work for socially responsible companies because it gives them opportunities for personal development (Bhattacharya et al. 2008). For example, Green Mountain Coffee Roasters Inc. of Waterbury, Vermont has sent more than 20 % of its full-time employees to coffee farms to educate them about sourcing issue. Another reason why CSR enhances employment relationship is due to improved work-personal life integration. This is achieved through engagement of an employee's personal social circles with the company they work for (Bhattacharya et al. 2008).

The relative importance of each CSR dimension has been found to differ according to the stage of job acquisition, the job role envisioned, student characteristics and the extent of their CSR knowledge. While community relations, diversity and employee relations dimensions appear to be the most influential ones, the findings for environment appear to be the most diverse. (Leveson & Joiner 2014 p.24). CSR's effects on organizational attractiveness get even stronger when information about the firm increases (Albinger & Freeman 2000; Backhaus et al. 2002). Luce, Barber and Hillman (2001) discovered that the relation between Corporate Social Performance (CSP) and attraction of applicants is strongly mediated by applicants' familiarity with the firm's CSP history.

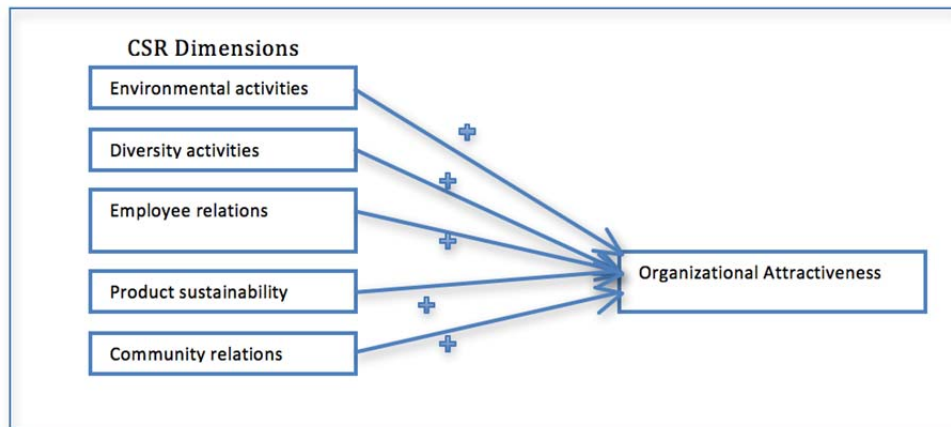
While there is some evidence regarding CSR-organizational attraction relationship, relatively few research studies have investigated the issue in the Turkish labor markets. There are several studies that deal with CSR, however most are concerned with scale development and overall CSR evaluations (Arbak & Yesilada 2003; Akcay 2014; Dural et al. 2014). For instance; Bir, et al. (2009) analyzed overall CSR inclination and organizational attractiveness, and determined women's evaluations of the firms improve more as the CSR activities increase. Alniacik et al. (2010) determined that positive CSR information about a firm enhances prospective employees' intentions to seek employment. To our knowledge, no study has yet dealt with the relative importance of different dimensions of CSR for organizational effectiveness. We aim to contribute to this body of knowledge.

3. DATA AND METHODOLOGY

When definitions of different dimensions of CSR are considered, it is easy to foresee each dimension will have differing effects on firm stakeholders. For instance, it is to be expected that product/service sustainability has strong operational effects on customers

and suppliers (Chen 2001). Dimensions with direct effects on employees, such as employee relations, will be more critical in an employment decision of a candidate. Considering the differential effects of CSR dimensions, we have several hypotheses and a proposition to be explored with this study.

Figure 1: Proposed Model



Higher levels of CSR activities affect employees' and job candidates' attitudes positively (Glavas & Kelley 2014). Such positive attitudes are expected to influence the employment decision positively. Thus our first hypothesis suggests overall effect of CSR on organizational effectiveness will be positive.

Hypothesis #1: The higher the perceived CSR of the firm's is, the more attractive the organization will be as an employer.

As discussed before, we expect to see some dimensions of CSR to be more effective in convincing candidates to make employment decisions. As this research is an exploratory one in terms of comparison of CSR dimensions, rather than stating specific hypothesis, our aim is to learn about these effects. We propose that five CSR dimensions influence organizational attractiveness to differing extents. Hypotheses that follow suggest how these effects would materialize.

Although we state that the dimensions' affects are unexplored as of yet, there are certain behavioral theories that might help us predict which dimensions will be more pronounced. For instance, agency theory and stakeholder theory suggests potential employees will be more prone to effects from dimensions that directly affect their employment relationship (Albinger & Freeman 2000). Based on this theory, we expect employee relations and diversity activities to have a significant and positive effect on organizational attractiveness:

Hypothesis #2A: The higher the employee relations dimension of CSR of the firm's is, the more attractive the organization will be as an employer.

Hypothesis #2B: The higher the diversity activities dimension of CSR of the firm's is, the

more attractive the organization will be as an employer.

As for the other dimensions of CSR, Social Identity Theory suggests they will have a positive effect on organizational attractiveness due to a different mechanism: Social Identity Theory asserts we identify with the community or society we are in and derive self-worth based on that community. Based on this theory, it is expected that candidates try to associate and identify themselves with firms with higher CSR values. Environmental activities, community relations and product sustainability are all very visible responsibility activities for organizations. As such, they will positively affect the reputation of the company. Potential employees will be attracted to these organizations due to their desire to be identified with a company with such good values (Turban & Keon 1993).

It is important to note there is some evidence in the literature about relative low importance of environmental awareness and pursuits in Turkish population (Oguz et al. 2010). As a result, the relative effect of this dimension might be lower for the focal population. Hypothesis 3 follows:

Hypothesis #3A: The higher the community relations dimension of CSR of the firm's is, the more attractive the organization will be as an employer.

Hypothesis #3B: The higher the product sustainability dimension of CSR of the firm's is, the more attractive the organization will be as an employer.

Hypothesis #3C: The higher the environmental activities dimension of CSR of the firm's is, the more attractive the organization will be as an employer

Our study employs a policy-capturing design to find out how job seekers' attraction is influenced by the multiple dimensions of CSR. Policy-capturing method requires participants to evaluate different scenarios based on factorial combinations of criteria that theory specifies (Wang et al. 2015). It is a regression-based methodology, which has been applied in studies seeking job choice decisions (Lis 2012).

We designed a web survey, which included profiles of potential employers. In this design, we used a full factorial combination of existence of five CSR dimensions (i.e. a company description might include an environmental activity and an employee engagement activity, but not the other 3 dimensions while another description might include all five dimensions). The relevant corporate activities were extracted from actual company press releases to ensure realistic quality. The lengths of the descriptions were purposely kept similar, regardless of factorial design they represent. Using this method, 32 different company profiles were written. In order to keep the survey length manageable, each participant only evaluated 8 of the 32 companies. These were selected randomly by the Qualtrics software.

After consent was secured, participants filled out an organizational attractiveness (4 items) and job pursuit scale (4 items; Aiman-Smith et al. 2001) for each of the eight company profiles they evaluated. In addition, survey questions include demographic variables, along with Employee Sensitivity to Corporate Social Performance (ESCSP) scale (Paul et al. 2011). These were used as control variables in analysis. 174 potential job candidates (senior students, graduate students, recent graduates and other active job

seekers) participated in the study. The gender and age composition of the sample is balanced (%51 women; age 19-27 evenly spread). After cases with missing data were eliminated, there were 1083 distinct evaluations of company profiles¹.

4. EMPIRICAL FINDINGS

Results were analyzed using SPSS statistical package, regression tools. The first measure to consider is the significance of our overall model. The results provide support for Hypothesis #1: The higher the cumulative CSR activities get, the higher the organizational attractiveness and job pursuit intentions become. For Organizational Attractiveness measure the model is significant and R-Squared equals 0.23 ($\beta = .14$, $t = 6.69$, $p < .001$, $R^2 = .23$, $F = 45.02$, $p < .001$) For Job pursuit measure the model is also significant and R-Squared equals 0.21 ($\beta = .12$, $t = 5.24$, $p < .001$, $R^2 = .21$, $F = 41.82$, $p < .001$). These results suggest as the firms increase the number and diversity of their CSR activities, the effects they observe on job candidate's attraction towards the firm and their intention to pursue a job with them increase significantly.

Remaining hypothesis suggest that there will be varying effects of different CSR dimensions. In hypotheses 2 and 3, we tried to assess these differential effects. Hypothesis 2 focuses on two variables that directly affect an employee's work life: employee relations and diversity activities. Hypothesis #2A receives full support: As the employee relations related CSR activities increase both organizational attractiveness and job pursuit activities increase. In other words, when the firms start implementing high performance HR practices that are intended to increase employee engagement, the potential employees also get positively affected. They rate the organization as significantly more attractive ($p < 0.001$; see Table.1) and they pursue the organization to a significantly greater extent ($p < 0.001$; see Table.2).

Hypothesis #2B, on the other hand, receives partial support: Diversity related activities increase the organizational attractiveness positively and significantly. As the firms increase the activities that will improve their diversity profile, job candidate feel more attracted to them ($p < 0.01$; see Table.1). However, these activities don't affect the job pursuit intentions of a candidate significantly. In other words, job candidates report more attraction towards firms with extensive diversity activities, but their behavior towards them do not change.

Hypothesis 3 focuses on CSR activities that affect corporate reputation: Community Relations, Product/Service Sustainability and Environmental Activities. We find strong and significant support for Hypothesis #3A: As community relations improve, organizational attractiveness significantly increases ($p < 0.05$; see Table.1) and job pursuit intentions also increase, albeit only marginally ($p < 0.1$; see Table.2). Hypothesis #3B is supported as well.

¹ The unique subject ID was included in the analysis. It was within the control variables and it was not significant. So each of the company evaluations were used as distinct cases.

As the product or service that the organization is providing becomes more sustainable and socially conscientious, both organizational attractiveness ($p < 0.001$; see Table.1) and job pursuit intentions are improved ($p < 0.001$; see Table.2) significantly. Hypothesis #3C failed to be supported: Environmental activities of firms did not create a significant effect on organizational attractiveness of the firm or job pursuit intentions of the candidates.

Table 1: Summary of Regression Analyses for Variables Predicting Organizational Attractiveness (N = 1083)

Variable	Organizational Attractiveness		
	B	t	β
Environment	0.045	0.894	.03
Community	0.112	2.21	.06*
Diversity	0.125	2.47	.07**
Employee Relations	0.27	5.28	.15***
Product Sustainability	0.154	3.05	.09***
Propensity to CSR (control)	0.614	12.96	0.39***
Department (control)	-0.004	-0.8	-0.025
Expected Income (control)	-0.003	-0.12	0.003
Age (control)	-0.17	-4.05	-0.12*
Income (control)	-0.48	-2.05	-0.06*
R^2		24	
F		25.7***	

* $p < .05$. ** $p < .01$. *** $p < .005$. ^ marginally significant $p < 0.10$

Table 2: Summary of Regression Analyses for Variables Predicting Job Pursuit (N = 1083)

Variable	JOB PURSUIT		
	B	t	β
Environment	0.017	0.325	.009
Community	0.10	1.84	.054^
Diversity	0.073	1.39	.041
Employee Relations	0.214	4.10	.12***
Product Sustainability	0.20	3.82	.11***
Propensity to CSR (control)	6.44	13.18	0.40***
Department (control)	-0.001	-0.18	-0.005
Expected Income (control)	0.006	0.19	0.006
Age (control)	-0.137	-3.09	-0.095*
Income (control)	-0.031	-1.28	-0.38
R^2		.22	
F		23.97***	

* $p < .05$. ** $p < .01$. *** $p < .005$. ^ marginally significant $p < 0.10$

5. CONCLUSION

This study shows the value of CSR activities in attracting talent. The results support earlier studies that suggest a good CSR reputation is an excellent tool in attracting as many candidates to the organization as possible. In addition, we emphasize the need for a multidimensional view of CSR. As an employee attraction tool, some dimensions of CSR seem to be much more effective than other dimensions. As might be expected using

stakeholder perspective, the dimension that creates the most effect is "Employee Relations. As a company puts more emphasis on work-life balance, equal treatment of all stakeholders including employees, and employee support programs, potential employees treat the company more positively.

Somewhat unexpectedly, a second strong dimension is the sustainability and conscientiousness of company's product or service offering. We would expect this dimension to have a strong effect on consumers but a lesser effect on employees. However, reputation effects of such positive characteristics seem to be affecting potential employees positively as well.

Community relations and diversity activities also proved to be partially successful in affecting organizational attractiveness of potential employers. These might be a result of reputation effects. The fact that diversity activities failed to create the expected strong effect –due to its relatively direct effect on an employee's work life- can be explained by the qualities of the surveyed population. The majority of the participants were from a respectable university, relatively young and at a life stage where employment would be the primary focus. As such, they are probably not as effected by diversity enhancing practices (such as women's support programs, age related practices, etc.).

Most surprisingly, environmental activities ended up not creating any increase in organizational attractiveness. The reasons for this might be relative low importance of environmental pursuits in Turkey as evidenced by earlier research as well as our study. Furthermore, a lack of awareness about the relationship between environmental dimension and job selection might be another reason.

The single country focus of this sample is limiting the generalizability of these results. Further studies can pursue an expanded population and involve cross-country analysis of which dimensions are emphasized in different countries.

When we look at the overall picture of individual preferences and assessments of the participants, we see that consideration of CSR in employer selection is a largely personal affair: Some dimensions of CSR have utmost importance for some applicants. As such, when researchers are measuring attitudes or inclinations about CSR we should develop and use a multidimensional scale. Similarly, managers and executives should either chose a multidimensional view of CSR in their recruitment to attract a wide applicant pool, or emphasize the dimension that reflects the corporate culture most to attract the applicants with greatest fit.

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TOXICITY BEHAVIORS IN ORGANIZATIONS: STUDY OF RELIABILITY AND VALIDITY OF TOXIC EMOTIONAL EXPERIENCES SCALE

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Meral Bektas¹, Pinar Erkal²

¹Mehmet Akif Ersoy Üniversitesi, meraltahtasakal@hotmail.com

²Balıkesir Üniversitesi. p.cosan@yahoo.com

Keywords

*Toxic organization,
toxic communication,
toxic employee,
reliability, validity.*

ABSTRACT

In toxic organizations which are mostly destructive instead of being constrictive towards its employees, toxicity behaviors emerge as a result of the formal and informal relationships. Toxicity behaviors are often negatively affect motivation, job satisfaction or performance of the employees in workplace. Basic toxicity behaviors in organizations are: extreme jealousy, biting words, emphasis superiority emphasis, getting angry, offending employees, strict control, heavy job workload, limited jobs, limited working areas and limited superior-subordinate relationships. The aim of this study is to determinate toxicity behavior resources in organizations and to examine reliability and validity of toxic emotional experience scale. The result of this study has emerged that, toxic organizations, toxic managers, toxic communication channels or toxic employees can be a source of toxicity behaviors in organizations. To demonstrate how employees are affected by these toxicity behaviors; Keifer and Barclay (2012)'s toxic emotional experiences scale is translated into Turkish and the validity and reliability of the scale has been tested by using SPSS 17.0 and 9.1 lisreal programs. These analyses demonstrate that the scale has a satisfactory level of reliability and validity for Turkish employees and can be used in subsequent studies. The scale is consists of 14 items and three factors. These factors are psychologically recurring emotions, disconnecting emotions and draining emotions.

JEL Classification

M10, M12, M19

ÖRGÜTLERDE TOKSİSİTE DAVRANIŞLAR: TOKSİK DUYGU DENEYİMLERİ ÖLÇEĞİNİN GEÇERLİLİK VE GÜVENİRLİĞİ ÇALIŞMASI

Anahtar Kelimeler

Toksik örgüt, toksik iletişim, toksik çalışan, geçerlilik, güvenilirlik.

ÖZET

Çalışanlarına karşı yapıcı olmak yerine çoğu zaman yıkıcı olan toksik örgütlerde, formal ya da informal ilişkiler sonucunda toksisite davranışlar ortaya çıkar. Toksisite davranışlar çalışanların; motivasyonunu, iş tatminini veya performanslarını olumsuz yönde etkiler. Örgütlerdeki belli başlı toksisite davranışlar; aşırı kıskançlık, iğneleyici sözler, üstünlük vurgusu, öfkelenmek, çalışanları rencide etmek, aşırı denetim, ağır iş yükü, sınırlı işler, sınırlı çalışma alanları ve sınırlı ast-üst ilişkileridir. Bu çalışmanın amacı, örgütlerdeki toksisite kaynaklarını ortaya koymak ve toksik duygu deneyimleri ölçek çalışmasının geçerlilik ve güvenilirliğini test etmektir. Bu çalışma sonucunda; toksik örgütlerin, toksik yöneticilerin, toksik iletişim kanallarının ya da toksik çalışanların örgütlerde toksisite davranışların kaynağı olabileceği ortaya çıkmıştır. Çalışanların bu toksisite davranışlardan nasıl etkilendiklerini ortaya koymak amacıyla; Keifer ve Barclay (2012)'in toksik duygu deneyimleri ölçeği Türkçe 'ye çevrilmiş, ölçeğin geçerlilik ve güvenilirliği SPSS 17.0 ve lisreal 9.1 programları kullanılarak test edilmiştir. Analizler, ölçeğin Türk çalışanlar için yeterli düzeyde geçerlilik ve güvenilirlik değerlerine sahip olduğunu ve bundan sonraki çalışmalarda kullanılabilirliğini göstermiştir. Ölçek 14 madde ve üç faktörden oluşmaktadır. Bu faktörler; psikolojik olarak tekrarlanan duygular, bağlantıyı kesen duygular ve bezdirici (yorucu) duygulardır. çalışma ile global proje yönetimi alanında yapılacak yeni akademik araştırmalar ve uygulamalar için geniş bir teorik çerçeve sunulması amaçlanmaktadır.

JEL Sınıflandırması

M10, M12, M19

1. GİRİŞ

Son yıllarda örgütlerde formal ilişkilerin yanı sıra informal ilişkiler ön plana çıkmış, bu ilişkiler birçok çalışmanın konusu haline gelmiştir. Bireylerin örgütsel ortamlarda yaşadıkları ve acı duydukları durumlar olarak ifade edilen örgütsel toksisite, örgütlerde yöneten ve yönetilenleri sınırlı işler, sınırlı çalışma alanları ve sınırlı ast-üst ilişkilerinde buluşturmakta bazen her iki tarafı iş ortamlarında çaresiz bırakabilmektedir.

Toksik bir örgüt beraberinde toksik örgüt kültürünü geliştirmekte ve bu örgüt kültürü içinde yetişen toksik yöneticiler ve toksik çalışanlar birbirleriyle ilişkilerinde toksik iletişim kanallarını kullanarak örgütsel toksisite davranışlarına ortam hazırlamaktadırlar.

Örgütlerde yaşanan toksisite davranışların başında; aşırı kıskançlık, iğneleyici sözler, üstünlük duygusu ve sınırlı ast-üst ilişkileri gelir (Albrecht, 2006; akt. Töremen ve Çankaya, 2008). Frost (2003)'a göre örgütlerdeki toksik davranışlar, yıkıcı duyguların kaynağı olmakta ve böyle toksik davranışlar hem bireysel hem de örgütsel yıkıma neden olabilmektedir. Çünkü örgütlerde öyle toksik yöneticiler vardır ki; bireyleri, grupları, örgütleri hatta ve hatta bazen şehirleri bile harap edebilirler. Bu nedenle örgütlerde ister ast konumunda ister üst konumunda olsun her çalışana büyük görevler düşmektedir. Çünkü görmezden gelinen, cezasız bırakılan toksik davranışlar örgütlerde zamanla çığ gibi büyüyerek örgüt kültürüne yerleşmeye başlar ve çalışanların performansını, çalışma azmini, örgütsel bağlılık düzeyini hatta örgütsel güven düzeyini düşürerek örgütsel iklimi zarar verir.

Çalışmada genel olarak; örgütlerdeki toksisite davranışların kaynaklarından olan toksik örgüt, toksik örgüt kültürü, toksik yönetici, toksik iletişim ve toksik çalışanlarla ilgili genel bilgiler verildikten sonra, Keifer ve Barclay (2012) tarafından kullanılan toksik duygu deneyimleri ölçeği Türkçe'ye çevrilerek ölçeğin geçerlilik ve güvenilirlik çalışmasının yapılması amaçlanmıştır ve bu amaç doğrultusunda toksik duygu deneyimleri ölçeğinin özgün formunun faktör yapısının Türk örnekleme doğrulanıp doğrulanmayacağını belirlemek üzere açılımlayıcı ve doğrulayıcı faktör analizi yapılmıştır.

2. LİTERATÜR TARAMASI

Toksik kelimesi, solunum yolu ile alınan zehirli bir madde olarak tanımlanmaktadır. Bu nedenle sadece bu madde ile temas etme durumunda değil, aynı zamanda zehirli bir ortamda bulunma da kişinin zehir ile etkileşime geçmesi için yeterli olabilmektedir (Kırbaş, 2013). Kimyasal veya fiziksel bir etkenin neden olduğu biyolojik zarar anlamına gelen toksisite kavramı örgütsel düzeyde bütün kademelere etki edebilmektedir. Örgütsel toksisite; bireylerin iş ortamlarında yaşadıkları ve acı duydukları durumlardır. Örgütsel toksisitenin nedenleri arasında; kötü niyet, sadakatsizlik, duyarsızlık, özensiz davranma, örgütsel güçler, yetersiz olma ve çaresizlik gelmektedir (Frost, 2003). Örgütsel toksisite davranışları çalışanlarda kin, nefret, korku, intikam, kaygı, stres, şüphe gibi bir birçok olumsuz duyguyu tetikleyerek beraberinde aşırı kıskançlık, iğneleyici sözler, üstünlük vurgusu, öfke, çalışanları rencide etme, aşırı denetim, ağır iş yükü, sınırlı işler, sınırlı çalışma alanları ve sınırlı ast-üst ilişkileri (Albrecht, 2006; akt. Töremen ve Çankaya, 2008) gibi toksik davranışları getirmektedir.

Bacal (2000) ve Dobrion (1997) toksik örgütleri; büyük ölçüde etkisiz ve çalışanlarına karşı yıkıcı olan örgütler olarak tanımlamıştır (Appelbaum and Roy-Girard, 2007). Toksik örgüt, kendi amaçları dışında hareket eden, çalışanların işbirliğinden uzaklaşıp, kendi çıkarları doğrultusunda davrandığı, doyuma ulaşmadığı, örgütsel kararlar sürecinde etkin rol oynayamadıkları ve atmosferinde stresin yoğun olduğu örgütlerdir (Kırbaş, 2013). Bu nedenle bu örgütlerde, sıkı denetim ve sürekli kriz durumları vardır.

Örgütsel iletişim kanalları da örgütsel toksisite davranışlarını etkilemektedir. Formal ve informal iletişim kanalları olarak ikiye ayrılan örgütsel iletişim, formal olarak örgütlerin prosedürleri sonucu ortaya çıkarken informal iletişim çalışanların informal ilişkileri sonucu kendiliğinden ortaya çıkmaktadır. Özellikle informal iletişim kanalları örgütlerde önemsenmediği takdirde bazen zehirli bir yapıya bürünerek örgütlerin işleyişine ve çalışanların ilişkilerine zarar verir. Toksik iletişim olarak adlandırılan bu süreç informal iletişim ağlarında ortaya çıkan dedikodu, söylenti gibi sözel ifadelerin yanında kişilerin birbirlerine karşı gerçekleştirdikleri olumsuz ve yıkıcı davranışları da kapsar. Toksik iletişim sürecinde, örgüt çalışanları genel olarak diğer çalışanlar üzerinde yoğunlaşarak onlara zarar vermeyi hedefleyen söz ve davranışlarda bulunurlar. Yani toksik iletişimin sözel boyutunda dedikodu ve söylenti yer alırken sözsüz iletişim boyutunda sağlıklı davranışlar ve sözsüz tepkiler yer almaktadır (Eğinli ve Bitirim, 2008). Wilson (2006)'a göre toksik iletişim; çalışanların güvenini, saygısını, işbirliğini, performansını düşüren ve hatta öldüren örgütsel bir kanser türüdür (akt. Kırbaş, 2013).

Örgütlerdeki sağı solu belli olmayan, işyeri kurallarını sabote eden, mesai arkadaşlarına ya da yöneticilerine olumsuz duygusal patlamalar yaşatan toksik çalışanlar ise toksik örgütlerin başkahramanlarıdır. Bu çalışanlar söyledikleri bazı sözler ya da sergiledikleri bazı davranışlar yapıcı olmak yerine çoğu zaman kırıcı (Frost, 2003) olurlar.

- Örgütlerdeki toksik çalışanlarda aşağıdaki belirtiler görülür (Mitnick, 2009);
- Moral düşüş,
- Üretkenlik azalışı,
- Toksik çalışan ile diğer çalışanlar arasında tartışmalarda artış,
- Negatif-düşmanca tutumlar,
- Negatif yorumlar ve kişisel saldırılarda artış,
- Negatif, zarar verici veya kötü dedikodu ve söylentilerde artış,
- İsteksiz bir şekilde mesaiye kalma ya da sebepsizce işe geç gelme,
- Diğer çalışanlara isteksiz bir şekilde yardım etme,
- Diğer çalışanlara karşı zorbalık.

Örgütlerde toksik çalışanların davranışları çeşitli nedenlerden dolayı devam eder. Bu nedenlerin başında (Kusy and Holloway, 2010:); a)toksik çalışanları, örgütlerde koruyan özel bağlantıları veya güçleri vardır, b)toksik çalışan, örgütte kritik bir görevde görülür, c) toksik çalışan, yüksek derecede verimli ve yetenekli kabul edilir.

Örgütlerdeki toksisite davranışları etkileyen bir diğer kaynağı ise toksik yöneticilerdir. Toksik yöneticiler, gerçekleştirmeleri gereken görevleri ve davranışları normal olmayan yollarla ortaya koyan (Goldman, 2006), çalışanların moralini bozarak ortamdaki işbirliği ve bilgi paylaşımına müdahale eden, kendi personeline olumsuz bir çalışma ortamı yaratan

yöneticilerdir. Kendi departmanlarındaki başarıları üstlenirler ancak başarısızlıklardan dolayı çalışanları suçlarlar. Çünkü bu tip yöneticiler *biz* değil *ben* bilinci ile hareket ederler. Bu yöneticiler geribildirim ve yaratıcılığa yer bırakmadan hızlı bir şekilde hedeflere ulaşmaya odaklanırlar (Kimura, 2003; akt. Appelbaum and Roy-Girard, 2007). Bir kurumdaki toksik yönetim tarzı; umutsuzluk, kızgınlık, düşük moral, kötü iletişim gibi olumsuz duyguların yayılmasında doğrudan etkili olur (Appelbaum and Roy-Girard, 2007). Toksik yöneticiler, örgütlerine bazen pahalıya mal olacak olaylar da yaşatırlar. Toksik yöneticiler bireyleri, grupları, örgütleri hatta ve hatta şehirleri harap edebilirler.

Kırbaş (2013)'in yapmış olduğu araştırma sonucunda; tüm örgütlerin az ya da çok toksik özellikleri potansiyel olarak barındırdığı, toksisitenin örgüt içerisinde kendisine yer bulduğu andan itibaren düzenli ve hızlı bir biçimde yayıldığı, toksik liderlerin elde ettiği başarılarla, etik olmayan davranışlarını maskeleyebildiğini, kötü karar alma sürecinin, toksik iletişimin adaletsiz uygulamaların toksik okul kültürünün oluşmasına neden olduğu ortaya çıkmıştır.

3. ARAŞTIRMA METODOLOJİSİ

Araştırmanın örneklemini Balıkesir'deki kamu ve özel sektörde görev yapan 150 çalışandan oluşmaktadır. Ancak toplanan anketler incelendiğinde 125 anket formunun kullanılabilir veri içerdiği tespit edilmiş ve uygulamaya alınmıştır.

Toksik Duygu Deneyimleri Ölçeği Keifer ve Barclay (2012)'in yapmış olduğu çalışmadan alınarak Türkçe 'ye çevrilmiştir. Ölçekte (hiçbir zaman (1puan), nadiren (2 puan) bazen (3 puan), sık sık (4 puan) ve çok sık (5 puan) 5'li likert ölçeği kullanılmıştır. Ölçek öncelikle birkaç araştırmacı tarafından ayrı ayrı Türkçe 'ye çevrilmiş ve ifadeler birbirleriyle karşılaştırılmıştır. Çevirinin anlaşılır olması için en yalın ifadeler seçilmiştir. Uygulamaya geçilmeden önce farklı kademelerde görev yapan 15 çalışana ölçek maddeleri okutulmuş ve ifadelerin anlaşılır olup olmadığı kontrol edilmiştir. Ölçek 14 ifade ve 3 faktörden oluşmaktadır. Bu faktörler psikolojik olarak tekrarlanan duygular, bağlantıyı kesen duygular, bezdirici (yorucu) duygulardır.

Bu çalışmada Keifer ve Barclay (2012) tarafından kullanılan toksik duygu deneyimleri ölçeğinin geçerlilik ve güvenilirlik çalışmasının yapılması amaçlanmış ve bu amaç doğrultusunda, ölçeğin güvenilirliği için açımlayıcı ve doğrulayıcı faktör analizi yapılmıştır. Ölçeğin güvenilirliğini ölçmek için SPSS programında Cronbach Alpha katsayıları hesaplanmıştır. Analizlere ait bulgular, tablolar halinde verilmiş ve sonuçları yorumlanmıştır.

Tablo 1: Katılımcıların Demografik Özelliklere Göre Dağılımı

		Kişi Sayısı	%
Cinsiyet	Kadın	56	44,8
	Erkek	69	55,2
		125	100
Yaş	20-30	50	40
	31-40	45	36
	41-50	30	24
		125	100
Eğitim	İlkokul	12	9,6
	Ortaokul	14	11,2
	Lise	46	36,8
	Ön lisans	26	20,8
	Lisans ve üstü	27	21,6
		125	100
Kurum	Kamu	51	40,8
	Özel	74	59,2
	TOPLAM	125	100

Tablo 1'e göre; araştırmaya katılan çalışanların %55,2'si erkek % 44,8'i kadındır. %40'ı 20-30, % 36'sı 31-40, % 24'ü ise 41-50 yaş grubu arasındadır. Araştırmaya katılan çalışanların % 9,6'sı ilkokul, % 11,2'si ortaokul, %36,8'i lise, % 20,8'i ön lisans ve % 21,6'sı lisans ve üstü mezundur. Araştırmaya katılan çalışanların %40,8'i kamu sektöründe çalışırken, %59,2'si özel sektörde çalışmaktadır.

Örneklem büyüklüğü açısından faktör analizi için toksik duygu deneyimleri ölçeğinin veri yapısının uygunluğunu test etmek amacıyla Kaiser Meyer Olkin testi ve verilerin çok değişkenli normal dağılıma uyup uymadığını belirlemek amacıyla Barlett Küresellik testi uygulanmıştır. KMO gözlenen korelasyon katsayıları büyüklüğü ile kısmi korelasyon katsayılarının büyüklüğünü karşılaştıran bir indekstir. Bu değer ne kadar yüksek ise veri seti faktör analizine o kadar uygundur (Kalaycı, 2008)

Tablo 2: KMO Değerleri ve Yorumları

KMO Değeri	Kabul Düzeyi
0,80 ve üzeri	Mükemmel
0,70 ve 0,80 arası	İyi

Ölçeğin KMO değeri .884 çıkmıştır. Tablo 2'ye göre bu veri yapısı faktör analizi yapılabilmesi için çok uygundur. Bartlett değeri ise .000'dır. Bartlett küresellik testi ana kütledeki değişkenlerin birbiriyle ilişkili olup olmadığı hipotezini test etmektedir. Ölçeğin Bartlett test sonuçlarının anlamlı olduğu gözlenmiştir.

Açımlayıcı faktör analizi sonuçlarına göre ölçeğin 3 faktörde toplandığı tespit edilmiştir. 1. faktörde toplam 5 ifade, 2. faktörde 5 ifade ve 3. faktörde 4 ifade bulunmaktadır. Faktör maddeleri incelendiğinde orijinal anket değişime uğramadan kalmış, faktörler arasında madde geçişi olmamıştır. Sadece Madde6'nın iki faktörde de yüksek değere sahip olduğu tespit edildiği için ölçekten çıkarılması uygun bulunmuştur. Üç faktörün açıkladıkları ortak varyans % 72'dir.

Tablo 3: Toksik Duygu Deneyimleri Ölçeğine Ait Faktör Yükleri

Maddeler	Faktörler ve Faktör Yükleri		
	Faktör1	Faktör2	Faktör 3
Çalıştığım kurumda;			
Madde1: uzun süredir olumsuz duygular yaşıyorum.	,869		
Madde3: olumsuz duygularım yüzeye çıkıyor.	,832		
Madde2: olumsuz duygusal deneyimlerim devam ediyor.	,824		
Madde5: yaşadığım bazı olumsuz duygusal deneyimler aklımdan gitmiyor.	,768		
Madde4: bazı farklı durumlar olumsuz duygularımı geri getiriyor.	,741		
Madde11: kendimi bitkin hissediyorum.		,816	
Madde12: enerjim hemen düşüyor.		,805	
Madde13: kendimi işten kopuk hissediyorum.		,776	
Madde14: halim kalmamış gibi hissediyorum.		,773	
Madde15: kendimi uyuşuk hissediyorum.		,707	
Madde9: başkaları ile etkileşim kuramıyorum.			,859
Madde8: kendimi yalnız hissediyorum.			,792
Madde10: diğer çalışanlar beni görmezden geliyor.			,701
Madde7: kendimi izole etmek istiyorum.			,550
İç tutarlılık katsayısı	0,91	0,81	0,92

14 ifadeden oluşan ölçeğin güvenilirliği için hesaplanan Cronbach Alpha (iç tutarlılık) katsayısı 0,93 olarak hesaplanmıştır. Tekrarlanan duygular boyutu (Faktör1) için iç tutarlılık katsayısı 0,91, bağlantıyı kesen duygular (Faktör2) için iç tutarlılık katsayısı 0,81 ve bezdirici (yorucu) duygular (Faktör3) boyutu için iç tutarlılık katsayısı 0,92'dur. Elde edilen bulgulara göre, bu ölçeğin Türkçe formunun toksik duygu deneyimlerini ölçmek konusunda güvenilir bir ölçme aracı olduğu sonucuna varılmıştır.

Tablo 4: Toksik Duygu Deneyimleri Ölçeğine İlişkin Ortalama ve Standart Sapma Değerleri

	N	Min.	Max.	Ort.	Std. Sapma
Tekrar eden olumsuz duygular	125	1,00	5,00	2,3680	1,01930
İletişimi kesen duygular	125	1,00	5,00	1,9860	,88690
Bezdirici (yorucu) duygular	125	1,00	5,00	2,1392	,97260
TOKSİK DUYGU DENEYİMLERİ ÖLÇEĞİ	125	1,00	5,00	2,1771	,80479

Tablo 4'e göre, katılımcıların toksik duygu deneyimleri ölçeğine verdikleri cevaplara ilişkin ortalama ve standart sapma değerler incelendiğinde ortalama 2,17 standart sapma 0.80'dir. Araştırmaya katılan çalışanların toksik duygu deneyimleri ölçeğine verdikleri cevaplar "nadiren"(2 puan) ile "bazen"(3 puan) arasında olduğu tespit edilmiştir.

Burkholder ve Harlow (2003)'a göre doğrulayıcı faktör analizi (DFA), verinin temelindeki yapıyı değerlendiren açıklayıcı faktör analizinin bir uzantısıdır. DFA, belirlenen faktörler arasında yeterli düzeyde ilişkinin olup olmadığını, hangi değişkenlerin hangi faktörlerle ilişkili olduğunu, faktörlerin birbirinden bağımsız olup olmadığını, faktörlerin modeli açıklamakta yeterli olup olmadığını test etmek amacıyla kullanılmaktadır (Erkorkmaz vd., 2013). Bu nedenle toksik duygu deneyimleri ölçeğinin özgün formunun faktör yapısının Türk örnekleme doğrulanıp doğrulanmayacağını belirlemek üzere doğrulayıcı faktör analizi yapılmıştır. DFA özellikle başka kültürlerde ve örneklemlerde geliştirilmiş ölçme araçlarının uyarlanması için kullanılan bir geçerlilik belirleme yöntemidir (Seçer, Halmatov ve Gençdoğan, 2013).

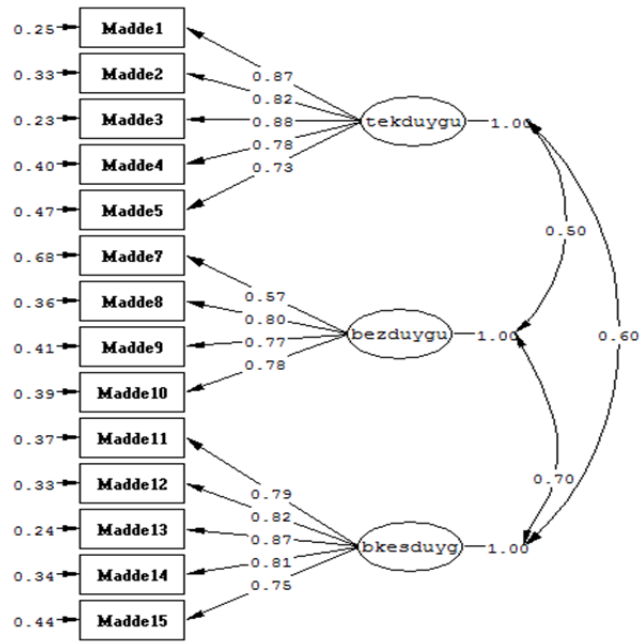
Tablo 5: Ölçüm Modeli Uyum İstatistikleri

Uyum Ölçüsü	Model	Kriter	Uyum	Sonuç
χ^2/df	Ki-kare	$\chi^2 < 5$	İyi uyum	2,2
RMSEA	Yaklaşım hatasının kök ortalama karesi	$0,05 \leq RMSEA \leq 0,10$	Makul uyum	0,101
CFI	Karşılaştırmalı uyum indeksi	$0,95 \leq CFI \leq 1$	İyi uyum	0,96

Tablo 5'e göre, toksik duygu deneyimleri ölçeğinin uyum istatistikleri χ^2/df (166.94/74= 2,2), CFI=0,96, RMSE=0,101 çıktığı için ölçüm modelinin büyük oranda yapısal olarak geçerli olduğu görülmüştür. Aynı şekilde grafik 1'deki ölçüm modelinin standardize edilmiş çözüm değerlerine, grafik 2'deki ölçüm modelinin t değerlerine bakıldığında da ölçeğin 14 madde ve 3 faktörlü yapısını açıklayıcı faktör analizinden sonra doğrulayıcı faktör analizi sonucunda da koruduğu görülmüştür.

Grafik 1 ve grafik 2'de yer alan (tekduygu) tekrar eden olumsuz duyguları, (bezduygu) bezdirici duygular, (bkesduyg) iletişimi kesen duygular boyutunu ifade etmektedir.

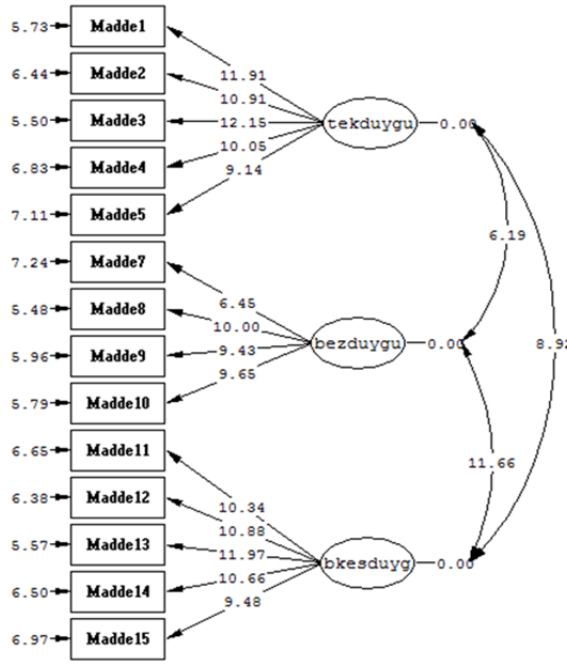
Grafik 1: Toksik Duygu Deneyimleri Ölçeğine Ait Ölçüm Modelinin Standardize Edilmiş Çözüm Değerleri



Chi-Square=166.94, df=74, P-value=0.00000, RMSEA=0.101

Grafik 1'de yer alan toksik duygu deneyimleri ölçeğine ait ölçüm modelinin standardize edilmiş çözüm değerlerine bakıldığı zaman 0,57 ile 0,88 arasında değiştiği görülmektedir.

Grafik 2: Toksik Duygu Deneyimleri Ölçeğine Ait Ölçüm Modelinin t Değerleri



Chi-Square=166.94, df=74, P-value=0.00000, RMSEA=0.101

Grafik 2'deki toksik duygu deneyimleri ölçeğine ait t değerlerine göre, tüm standardize edilmiş çözümlene değerleri ile örtük değişkenlerin anlamlı ilişkilere sahip olduğu görülmektedir. t değerleri ise ($p < 0.001$) 6,51 ile 12,25 arasında değişmektedir.

5. SONUÇ

Günümüzde örgütlerin yapısındaki karmaşa, örgütlerde birçok etik dışı davranışın da yaşanmasına zemin hazırlamaktadır. Birçok etik dışı davranışın temelini oluşturan örgütsel toksisite ise formal veya informal boyutta örgüt çalışanlarını etkilemektedir.

Örgütsel toksisite davranışları çalışanlarda; tükenmişlik, güvensizlik, moral bozukluğu gibi duyguların oluşmasına neden olarak örgütlerde negatif örgütsel iklim oluşumuna sebep olur. Örgütlerdeki toksisite davranışların yayılmasına genellikle, yönetici davranışları ve örgüt kültürü zemin hazırlar. Bazı örgütlerde özellikle yönetim kademeleri, bu tür toksiklere göz yumarak hatta çoğu zaman destek olacak şekilde yaklaşımlar sergiler. Eğer bir örgüt içerisinde bu tür toksik davranışları önlemeye veya cezalandırmaya yönelik politikalar mevcut değilse, toksik çalışanlar yeni toksikler yaratmaya devam ederek örgütleri de sonuçlarına katılmak zorunda bırakırlar.

Örgütlerdeki toksisitenin önlenmesi en azından azaltılabilmesi için öncelikle örgütlerdeki yöneticilere büyük görevler düşmektedir. Her yöneticinin objektif olarak çalışma hayatında faaliyet göstererek, örgütsel güvene dayanan bir örgütsel iklim yaratması, örgütlerdeki toksisite kaynaklarına odaklanması, açık bir iletişim ağı kurması, iş

ve aile yaşamını dengeleyerek çalışanlara da aynı şekilde imkânlar sunması ve çalışanların özel hayatlarına değil çalışma hayatlarına odaklanması gerekir. Örgütlerde, örgütsel başarının önünde zehirli sayılan toksisite davranışlar ortadan kaldırılmadan çalışanlardan; verimli çalışma, örgütsel güven, örgütsel bağlılık, örgütsel destek, işe tutkunluk gibi davranışlar beklenemez.

Bu çalışmada örgütlerdeki toksisite davranışların kaynaklarını ortaya koyduktan sonra toksik duygusal deneyimleri ölçek çalışmasının geçerlilik ve güvenilirliği test edilmiştir. Toksik duygu deneyimleri ölçeğinin Türk kültürüne uyarlanması için yapılan bu çalışmada, öncelikle açılımlayıcı faktör analizi yapılmış ve toplam varyansın % 72'sini açıklayan üç boyutlu bir yapı elde edilmiştir. Büyüköztürk (2008)'e göre ölçek geliştirme ve uyarlama çalışmalarında açıklanan varyans oranı için %30 ve üzerinin ölçüt olarak alınabileceği düşünüldüğünde, elde edilen bilgilere göre toksik duygu deneyimleri ölçeğinin gelecekteki çalışmalar için kolay uygulanan, güvenilir bir ölçek olduğu düşünülmektedir. Gelecekteki çalışmalar için toksik davranışların etkileyebileceği düşünülen performans, motivasyon, bağlılık gibi örgütsel davranış konuları ile ilişkisinin incelenmesi kavrama yeni boyutlar kazandıracaktır.

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EK: Toksik Duygu Deneyimleri Ölçeği

Maddeler
Çalıştığım kurumda;
Madde1: uzun süredir olumsuz duygular yaşıyorum.
Madde2: olumsuz duygusal deneyimlerim devam ediyor.
Madde3: olumsuz duygularım yüzeye çıkıyor.
Madde4: bazı farklı durumlar olumsuz duygularımı geri getiriyor.
Madde5: yaşadığım bazı olumsuz duygusal deneyimler aklımdan gitmiyor.
Madde6: kendimi diğer çalışanlardan geri çekiyorum.
Madde7: kendimi izole etmek istiyorum.
Madde8: kendimi yalnız hissediyorum.
Madde9: başkaları ile etkileşim kuramıyorum.
Madde10: diğer çalışanlar beni görmezden geliyor.
Madde11: kendimi bitkin hissediyorum.
Madde12: enerjim hemen düşüyor.
Madde13: kendimi işten kopuk hissediyorum.
Madde14: halim kalmamış gibi hissediyorum.
Madde15: kendimi uyuşuk hissediyorum.