Verification of Mediating Effects of Organizational Culture In Hospital

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Abstract
Introduction: Human resource is an invisible resource and the most important asset in an organization. Among hospital staff, 40%~60% are nursing staff, which is the majority in hospital. They are the people who deal with patients most directly and for the longest time. Therefore, the quality of nursing work directly affects the image of the hospital; it could also influence the management efficiency and business development in the hospital.
Objective: This study, with the subjects of nursing staff in a medical center located in central Taiwan, investigated the relationship among personal characteristics, organization culture, and job satisfaction.
Method: Quantity research method has been employed in this study. Statistic analysis including Pearson Correction, and Structural Equation Modeling (SEM) was adopted in this study.
Result: The result of this study shows: 1. There is a positive relationship among personality characteristics, organizational culture, and job satisfaction. 2. Organizational culture indeed has mediating effects between personal characteristics and job satisfaction.
Conclusion: This study successfully proved that job satisfaction can be influenced by personal characteristics through the mediating variable of organization culture. Suitable perception of organization culture can increase job satisfaction.

Keywords: Personality Traits, Organizational Culture, Job Satisfaction

Introduction

A company can only develop and keep its competitive advantages by creating values that other competitors cannot simulate. Therefore, in order to enhance hospital's efficiency, other than hospital strategies, hardware/software equipment, and relative resources, humane resource should also be well managed. Medical institutions are highly professional organizations; the relationship between customers and the organization are created and maintained by individuals who provide the service. Thus, the way staff take care of customers directly affects customer satisfaction. Therefore, how an employee feel about his job would affect the service he provides to customers. Medical service is a series of contact and interaction between medical providers and patients; thus, the purpose of evaluating job satisfaction is not only to enhance employees' job satisfaction, but also to increase the quality of medical service and patient satisfaction. Therefore, this study investigated the influence of personal characteristics and the organizational culture on job satisfaction. We hope the management of medical institution can take personal characteristics and organizational culture into serious consideration when evaluating or improving employees' job satisfaction.

Literature Review

Personal Characteristics

The Big Five Model, developed in the 50's, divides personal characteristics into 5 categories and is the most common method used to classify personal characteristics. Goldberg named the 5 personal factors "Big Five" in 1981. Costa & McCrea furthered these traits into 5 personal characteristic constructs (John & Srivastava, 1999).

Robbins (2007) further explained the "Big Five": (1) Extraversion: it refers to how comfortable an individual feels when being with others. The more comfortable an individual feels with others, the better his extraversion is. (2)Agreeableness: it refers to a tendency to be obedient under certain rules and norms. The better an individual follows the rules, the higher his agreeableness is. (3) Conscientiousness: it refers to a tendency to show self-discipline, act dutifully, and aim for achievement. An individual with fewer goals and higher concentration on these goals has higher conscientiousness. (4) Neuroticism/ Emotional Stability: it refers to the amount and strength of impact which can cause individual experience unpleasant emotions. Low amount or strength indicates low emotional stability. (5) Openness to Experience: It refers to the depth and width of an individual's interests. People with a variety of interests usually have higher openness to experience. Based on above literature review, personal characteristic are consistent under different circumstances. It is used to show the sum of an individual's thoughts, feelings, and behaviors, and is an overall appearance.

Organizational Culture

Wallach divided organizational culture into Bureaucratic Culture, Supportive culture, and Innovative culture:

(1) Bureaucratic Culture: It is often based on a clear stratum. Responsibilities and power in the organization are defined very clearly. Jobs are systemized and repeative. This kind of culture usually is built upon control and power. Most of this type of organizations are stable, careful, and mature.

(2) Supportive Culture: Supportive culture is an open and harmonic work environment. People help each other, highly value interpersonal relationship, and feel secure in the organization. This type of organizations is highly supportive, fair, and ecouraging.

(3) Innovative Culture: Innovative culture usually is more vibrant, dynamic, risky, encouring, vivid, and stimulative.

Job Satisfaction

There are various definitions for job satisfaction since researchers have different study subjects and adopt different theories. We conclude job satisfaction into 3 major categories.

(1)Overall Satisfaction: Blum & Naylor (1968) defined job satisfaction as a result of employees' attitude toward his job, life, and other related factors. Price (1972) explained that job satisfaction is a member's positive emotion about his role in the organization, meaning satisfied employees. Vroom (1962) argued that job satisfaction is a general feeling or emotion a worker feels about his role in the organization. Kalleberg (1977) indicated that job satisfaction is only a single concept; it means the total satisfaction and dissatisfaction workers have from different job aspects and become a collective feedback. In another word, it is the attitude and perception employees hold toward job related environment.

(2)Expectation Discrepancy: Porter & Lawler (1968) suggested that an individual's job satisfaction depends on the discrepancy between his actual reward and expected reward; the smaller the discrepancy, the more satisfied he can be; or another way around.

(3)Frame of Reference: Smith, Kendall & Hulin (1969) indicated that job satisfaction is an individual's explanation of job features based on his frame of reference. Xu Chang-E's "Job Face" or "Job Face Satisfaction" pointed out the importance as the emotional response that workers have about frame of reference.

The Correlation among Personal Characteristics, Organizational Culture, and Job Satisfaction

Pervin (1970) suggested that when an individual fits the environment well, he will have better performance. Locke (1983) also pointed out that the higher person-environment congruence, the higher job satisfaction. Furnham & Fudge (2008) also supported the theory that person-environment congruence positively affects work performance, job satisfaction, and physical/mental health. The more an employee shares the organization value, the more satisfied he will be and the less resignation rate a company will have (Daniel, 1996). Based on above literature review, the relationship between organization culture and job satisfaction can be concluded.

Method

Based on the motives and literature review of this study, the following framework is proposed:
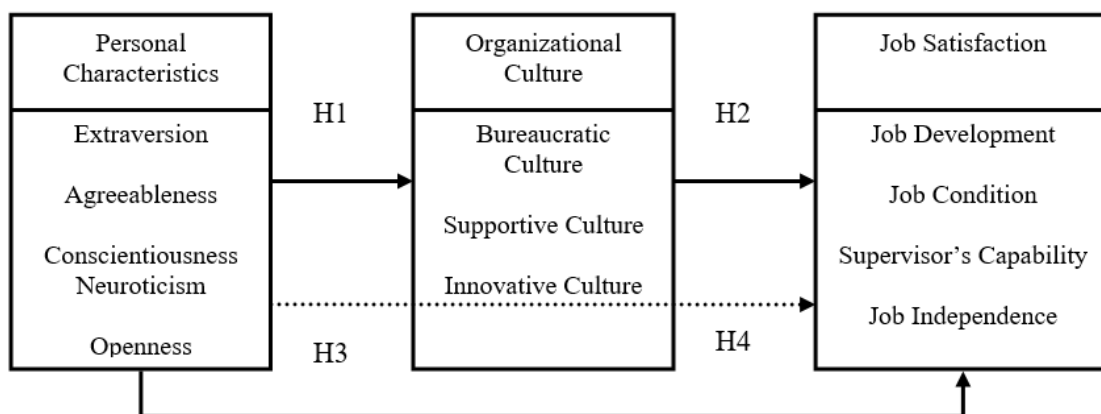

Figure 1: Research Model

The correlation among motivation of achievement, psychological contract, and work attitude can be found in worldwide literature. Therefore, we proposed the following hypotheses based on the purpose and framework of this study.

H1: Nursing staff's personal characteristics significantly /positively affect the perception of hospital's organizational culture.

H1.1: Nursing staff with personality of extraversion has significant/positive influence on the perception of hospital's organizational culture.

H1.2: Nursing staff with personality of agreeableness has significant/positive influence on the perception of hospital's organizational culture.

H1.3: Nursing staff with personality of conscientiousness has significant/positive influence on the perception of hospital's organizational culture.

H1.4: Nursing staff with personality of neuroticism/ emotional stability has significant/positive influence on the perception of hospital's organizational culture.

H1.5: Nursing staff with personality of openness to experience has significant/positive influence on the perception of hospital's organizational culture.

H2: Different organizational cultures significantly/positively affect nursing staff's job satisfaction

H2.1: Bureaucratic Culture significantly/positively affects nursing staff's job satisfaction

H2.2: Supportive Culture significantly/positively affects nursing staff's job satisfaction

H2.3: Innovative Culture significantly/positively affects nursing staff's job satisfaction

H3: Nursing staff's personal characteristics significantly/positively affects their job satisfaction.

H3.1: Nursing staff's extraversion significantly/positively affects their job satisfaction.

H3.2: Nursing staff's agreeableness significantly/positively affects their job satisfaction.

H3.3: Nursing staff's conscientiousness significantly/positively affects their job satisfaction.

H3.4: Nursing staff's neuroticism/ emotional stability significantly/positively affects their job satisfaction.

H3.5: Nursing staff's openness to experience significantly/positively affects their job satisfaction.

H4: Perception of organizational culture has significant mediating effects between personal characteristics and job satisfaction.

Operational Definition of Variables and Measurement Design

(1) Personality Characteristics

The measurement of personal characteristics developed by Costa & McCrae was adopted and modified in our study along with Robbins' Big Five (2007). The measurement includes 5 categories, namely Extraversion", "Agreeableness", "Conscientiousness", "Neuroticism/ emotional stability", and "Openness to experience".

(2) Organizational Culture

Organizational culture measurement and organizational culture types proposed by Wallach (1983) were adopted in this study. The measurement includes "Bureaucratic culture", "supportive culture", and "innovative culture".

(3) Job Satisfaction

In addition to 7 factors of job satisfaction proposed by Vroom (1962), the 5 factors proposed by Smith, Kendall & Hulin (1969) were also adopted in this study. Subjective and objective environmental factors are also taken into consideration for analysis. Job satisfaction is divided into job development (job itself), job condition (environment, pay/salary), satisfaction of supervisors' capability (direct supervisor, boss), and job independence (job content).

Questionnaire Distribution and Sampling Design

The subjects of this study are nursing staff working in the medical center in central Taiwan. Total number of questionnaires distributed is 300 with 210 returned. Total number of valid questionnaires is 169 after subtracting 41 invalid ones. The valid return rate is 56.33%.

Result

Person Correlation

H1.1, 1.2, 1.3, 1.4, and 1.5 are all proven to be true based on table 1 & 2. H2.1, 2.2, and 2.3 are proven to be true as well based on table 1 & 3. Table 1 & 4 proves H3.1, 3.2, 3.3, 3.4, and 3.5 to be true. It shows that nursing staff with different personal characteristics significantly/positively affect the perception of hospital's organizational culture. Different organizational cultures positively affect nursing staff's job satisfaction; different personal characteristics significantly/positively affect nursing staff's job satisfaction.

Table 1: Correlation analysis among variables

	Personal Characteristics	Organizational Culture	Job Satisfaction
Personal Characteristics	1		
Organizational Culture	0.656**	1	
Job Satisfaction	0.570**	0.705**	1

Table 2: Correlation analysis between factors of personal characteristics and organizational culture

		Organizational culture
Personal Characteristics	Extraversion	0.364**
	Agreeableness	0.478**
	Conscientiousness	0.476**
	Neuroticism/ Emotional Stability	0.545**
	Openness to Experience	0.530**

Table 3: Correlation Analysis between Factors of Organizational Culture and Job Satisfaction

		Job Satisfaction
Organizational Culture	Bureaucratic culture	0.595**
	Supportive Culture	0.622**
	Innovative Culture	0.617**

Table 4: Correlation Analysis between Factors of Personal Characteristics and Job Satisfaction

		Job Satisfaction
Personal Characteristics	Extraversion	0.451**
	Agreeableness	0.612**
	Conscientiousness	0.594**
	Neuroticism/ Emotional Stability	0.541**
	Openness to experience	0.568**

Structural Equation Model Analysis

Structural Equation Modeling (SEM) was adopted in this study for analyzing the correlation among personal characteristics, organizational culture, and job satisfaction, and verifying the entire model fit. According to the analysis, χ^2=168.604 and P=0.000, both reached significant level. Since the figure of χ^2 often changes with the sample; therefore, model fit can be verified. In addition to χ^2, we also adopted other methods to verify the model fit. Hair (1998) suggested that AGFI should be close to 1, but there is no certain figure to determine the goodness of fit between sample data and the model, therefore, we assume the figure should be set at 0.8. Browne & Cudeck (1989) pointed out that when GFI and AGFI both reach 0.8, the entire model fit should be acceptable.

Table 5: Index of Entire Model Fit

Index of Model Fit	Result	Model Acceptance
Chi-square (χ^2)	P = 0.000	Insufficient
GFI (Goodness of Fit Index)	0.853	Acceptable
AGFI (Adjusted for Degrees of Freedom)	0.8	Acceptable
CFI (Comparative Fit Index)	0.908	Good
RMR (Root Mean Square Residual)	0.019	Good
SRMR (Standardized Root Mean Square Residual)	0.00	Good
NFI (Normed Fit Index)	0.875	Acceptable
NNFI (Non-Normed Fit Index)	0.838	Acceptable

Conclusions and Suggestions

Conclusions

This study successfully proved that job satisfaction can be influenced by personal characteristics through the mediating variable of organization culture. Suitable perception of organization culture can increase job satisfaction. It confirmed the theory proposed by Locker (1983) that higher person-environment congruence enhances individual's job satisfaction.

Suggestions

The result of this study shows that personal characteristic indeed plays an important role in job satisfaction and the perception of organizational culture. Understanding the influence of personal characteristics on the perception of organizational culture helps organizations select suitable employees. Understanding the relationship between personal characteristics and job satisfaction helps organizations making decisions of hiring, transferring, giving raise, and promoting employees. If managers can use personality test to evaluate the personal characteristics of their candidates and applicants and predict their behaviors and job satisfaction, the organization will operate more smoothly.

When building organizational culture, in addition to the characteristics of leadership and employee training, employees' characteristics should be understood and tasks should be

assigned accordingly. People whose personal characteristics fit the organizational culture should be assigned to the same department, so that they can have better job satisfaction.

Salary raise, promotion, or rewards sometimes are not enough for employees to achieve job satisfaction; organizations should learn employees' personal characteristics/organizational culture fit before rewarding them. Organization department or hospital's culture can be built through stories and pictures. Selecting suitable employees helps develop similar cognition of organizational culture, and through the employees with better fit, hospital employees' satisfaction can be achieved.

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