

**RELATIONSHIP BETWEEN JOB STRESS, JOB SATISFACTION AND  
ORGANIZATIONAL CULTURE IN HOSPITALS AND INVESTIGATION OF  
SIGNIFICANT DIFFERENCES:  
KAYSERİ EDUCATION AND RESEARCH HOSPITAL**

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**ABSTRACT**

In this study, it was aimed to determine the relationship between work stress, job satisfaction and organizational culture of health personnel working in intensive care units of Kayseri Education and Research Hospital. In addition to identifying these relationships, significant differences in these variables will be examined according to Title, work experience and working time in the institution. The survey was conducted with a face-to-face interview method of 275 personnel. Descriptive research techniques were used for quantitative research methods. As a result of research; it was found that there was a one-way and positive relationship between job stress and job satisfaction, and that there was statistically significant difference between job stress, job satisfaction and organizational culture levels according to title, work experience and working time in the institution.

**Keywords:** Job stress, job satisfaction, organizational culture, hospital, health management

**HASTANELERDE İŞ STRESİ, İŞ TATMİNİ VE ÖRGÜT KÜLTÜRÜ  
ARASIDAKİ İLİŞKİLER VE ANLAMLI FARKLILIKLARIN İNCELENMESİ:  
KAYSERİ EĞİTİM VE ARAŞTIRMA HASTANESİ ÖRNEĞİ**

**ÖZET**

Bu çalışmada Kayseri Eğitim ve Arařtırma Hastanesi yoğun bakım ünitelerinde çalışan sađlık personelinin iş stresi, iş tatmini ve örgüt kültürü düzeyleri arasındaki ilişkilerin tespit edilmesi amaçlanmıştır. Bu ilişkilerin tespitine ilave olarak unvan, iş tecrübesi ve kurumdaki çalışma süresine göre bu deđişkenlerdeki anlamlı farklılıklar incelenecektir. Arařtırmaya 275 personele yüzyüze görüşme metoduyla arařtırma anketi uygulanmıştır. Arařtırmada nicel arařtırma yöntemlerinden tanımlayıcı arařtırma teknikleri kullanılmıştır. Arařtırma sonucunda; iş stresi ve iş tatmini arasında tek yönlü ve pozitif bir ilişki olduđu; unvan, iş tecrübesi ve kurumdaki çalışma süresine göre iş stresi, iş tatmini ve örgüt kültürü düzeyleri arasında istatistiksel açıdan anlamlı bir şekilde farklılařtığı tespit edilmiştir.

**Anahtar Kelimeler:** İş stresi, iş tatmini, örgüt kültürü, hastane, sađlık yönetimi

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## INTRODUCTION

Globalization, competition, and constant changes in market and technology have caused an increase in the importance of human capital that an organization possesses. In order for organizations to have a maintainable competitive advantage over their rivals, they must have quality human capital and benefit from the human capital. With the comprehension of this perspective by researchers and practitioners and with the fact that human capital is the main factor in the achievement of organization's goals, organizations have started to consider how to benefit from their employees efficiently and productively and approach the human factor elaborately.

The most important resources of enterprises are humans. In recent years, to understand and analyze the human has gained strategic importance for societies and enterprises. Enterprises which have realized the importance of human factor, have tended to be more selective while hiring employees, to educate these employees again selectively, and to satisfy them by preparing them an appropriate workplace. Along with these advancements, there has been an increase in the number of studies that investigate job satisfaction and burnout in the marketing and management literature. In recent years, researchers working in the fields of positive psychology and positive organizational behavior have concentrated on how employees could work efficiently and productively.

Nowadays, the decrease in profit rates and increasing competition have begun to change the direction of interaction in institutional elements and by changing the form of duty in the hierarchical structuring, it shifted towards assuming a teamwork-oriented task. Employee management in an organization means not only managing technical skills but also managing other factors of human resources (Jegadeesan, 2007). High job satisfaction of employees is as important as financial power.

Negative emotion caused by the nature of the work or the factors originating from the organization is the job stress. The change in the adaptation process brings about changes in reactions. The job stress, which has a perceptual nature, is difficult to measure because it varies among both individuals and cultures.

Stress in enterprises causes many consequences such as the quality of work, leaving the job, absenteeism, and inefficiency. In addition to this, it can cause many physical or psychological diseases such as mental tension, high blood pressure, migraine, fatigue, ulcers, anxiety, coronary heart diseases, asthma attacks, and depression. The results of stress should be evaluated not as one dimensional but as multidimensional.

Job dissatisfaction leads to results such as reluctance to go to work, dismissal from work, desire to move away from work, lack of cooperation, feelings of insufficiency, inexact decisions, low amount and quality of work. Job stress of individuals with low job satisfaction is in increase.

The relationships between practices and techniques in management and the cultures of general community culture and special organizations have been investigated. The facts that management is related to the "human" and that "human factor" is a "societal product" have highlighted the cultural event that constitutes a society. Every enterprise organization is a small society. Therefore, this small society will have a "shared set of values", that is, a culture.

It is quite difficult to give an accepted definition of the concept of organizational culture by all researchers. In the 80s, some changes occurred in the handling and definition of this concept, which was the subject of business administration. In the first studies which

attempted to define the organizational culture, the main elements of the organizational culture were emphasized, and the cultural values and norms' function of influencing the behaviors and socialization process were kept in the foreground. When the efforts to define the concept of organizational culture are examined, it is seen that the same facts are given place..

## 1. STRESS

The origin of stress comes from the words "estricia" in Latin, "estrece" in ancient French and it was used for objects, people, organs and spiritual being in the meanings of disaster, trouble, pest, bother, grief, and anguish in the 17th century while in the 18th and 19th centuries, it was used to mean power, oppression, and force (Ertekin, 1993; Torun, 1997; Güney, 2007).

Stress is a widely used concept today. It is generally considered to be a term that affects the behavior, performance, and relationships with others and that tells negative stimuli. The concept is expressed as a physical, psychological, and behavioral response given by a person's body (Kreitner and Kinicki, 2002). According to another definition, stress is defined as a mental and physical tension that occurs when people experience psychological or physical dangers (Cooper and Cartwright, 1994; Palmer et al., 2004). The two most important concepts in stress are the concepts of stimulus and response (Ivancevich and Matteson, 2002). Some researchers tend to perceive stress only as a negative condition resulting from stimuli (Grimshaw, 2000).

Selye (1950; 1956; 1976; 1977) was the main developer of the modern stress concept with his researches called "general adaptation syndrome". Selye stated that stress is the changes in the human body caused by the changes in the internal and external environment (Özdevecioğlu et al., 2003). According to him, it is the ambiguous response shown against the pressure and requests to which the organism is exposed. Additionally, the human organism necessarily shows a biochemical response against both positive and negative external factors and regardless of the factor, agent's response is always the same (Güney, 1997).

In general terms, stimuli that disrupt the harmony and balance of the organism are considered as stress. Stress is the situation where the individual perceives the situation as a threat, where it cannot be controlled by the human, and which, therefore, has a negative impact on the mental and psychological health of the human being (Tutar, 2004; Tınaz, 2013a). Difficult living conditions and an increase in uncertainty due to change and changes in the interactions between people cause stress to increase. In addition, disruption of the balance of life due to external factors such as urbanization, technological developments, and natural phenomena make it difficult for humans to adapt to the external environment and consequently make people experience more intense stress (Ward, 2000; Bilgen et al., 2018).

### 1.1. Symptoms of Stress

Stress-related symptoms can be classified into four groups as physical, emotional, mental, and social (Altuntaş, 2003; Baltaş and Baltaş, 2013):

1. Physical Symptoms: Headache, irregular sleep, back pains, jaw contraction or tooth grinding, constipation, diarrhea and colitis, rash, muscle aches, indigestion and ulcers, high blood pressure or heart attack, excessive sweating, change in appetite, fatigue or energy loss, increase in accidents.

2. Emotional Symptoms: Anxiety or worry, depression or ready-to-cry, rapid and continuous change of mental state, irritability, tension, loss of self-confidence or feeling of

insecurity, excessive sensitivity or easy frustration, anger outbursts, aggression or hostility, feeling emotionally exhausted.

3. Mental Symptoms: Difficulty in decision-making and concentration, forgetfulness, confusion, weakness in memory, excessive imagination, being engaged in a single idea or thought, loss of sense of humor, low productivity, decrease in work quality, increase in errors, and weakness in judgment.

4. Social Symptoms: Distrust towards people, blaming others, not going to appointments or canceling while a very short time left, trying to find mistakes in people and offending them, overly defensive attitude, being crossed with many people, and not talking.

If these symptoms start to be common except for the usual cases, individuals are under stress. The first step to control stress is to be aware of stress. What needs to be done is that the individual analyzes his or her physical, emotional, mental, and social characteristics well, recognizes these symptoms in abnormal situations, and can cope best with the situation creating stress.

## **1.2. Job Stress**

Stress in the business life is generally evaluated in a negative way and considered as a concept describing disturbing situations. However, in the related literature, there are approaches that state that there can be positive effects of job stress as well as negative effects. According to these approaches, only up to a certain level, stress can provide individuals with energy, function as a stimulus, and create positive results. Stress that is acceptable to the organism plays an encouraging role in achieving the goals of individuals, motivating employees, and increasing their success and performance (Shermerhron et al., 2000).

Job stress, also called organizational stress, results from changes in the external environment, the work of the employees and their interaction with other people. The size of the stress and the reactions of the individual to the stress are influenced by many factors such as individual characteristics of the individual, lifestyle, living conditions, socio-demographic characteristics, and profession (Rollinson, 2005).

It is reported that job and occupational stress affect the health of employees, decrease their efficiency, and cause work accidents, interpersonal conflicts, and alienation at the workplace and that the stressful employee can harm colleagues (Bhuin et al., 2005; Güner, Çiçek and Can, 2014).

Stress sources can be channeled into a certain attitude after the person is aware of it, by creating potential for mental tension and in accordance with one's ability and capacity. The individual results of mental tension arise in physiological, psychological and behavioral areas (Soysal, 2009). The literature reveals that the stress that leads to inefficiency and poor performance exacts a toll on both employees and organization management (Copper and Straw, 1998; Okutan and Tengilimoğlu, 2002).

The performance of employees with stress will decrease, their work efficiency will be low, and work accidents will be increased due to stress-related distraction (Tokmak, Kaplan and Türkmen, 2011). Because stress reduces the ambition to work, it leads to poor performance. However, a certain level of stress has an effect of increasing performance.

Excessive tensions in the workplace and the continuation of these situations occasionally lead the employees to leave their jobs. In case of failures to hire an employee with similar qualities as the leaving employee, it is reflected in the organization as costs of time and money (Coffey, Dugdill and Tattersall, 2004).

## 2. JOB SATISFACTION

Job satisfaction is one of the most frequently studied business attitudes by organizational behavior researchers (Ghazzawi, 2008). In the context of industrial relations, most of the social scientists who study work-related problems are interested in job satisfaction. Some social scientists by approaching the job satisfaction from the personal value system window assert that the jobs that support the personal development of the individuals and enable the use of their personal potential also bring the reputation to the individuals. Therefore, it is thought the kind of jobs that increase respectability contribute to the satisfaction of the needs. Some of the social scientists suggest that job satisfaction affects individuals beyond their business life and that their quality of life, including the mental and physical health of the employees, has changed in this axis. Some social scientists saw that job satisfaction as a vehicle of increasing organizational efficiency and effectiveness (Kalleberg, 1977).

The first job satisfaction researches were handled by F.W.Taylor within the framework of scientific management approach. Taylor ignored the fact that people are a social being. Taylor ignored the fact that people are a social being; he thought that the employees would be satisfied only by increasing the wages and he laid the foundations of the incentive fee system. Elton Mayo and his friends, as a result of studies that are known as Hawthorne research at the Western Electric Company, have revealed the necessity to handle human as a whole with the social aspect, and they have reached the conclusion that employees cannot be satisfied only by increasing wages.

The motivation model that revealed in the field of organizational psychology has been developed inspired against job dissatisfaction. Thus, as a result of the monotonous and mechanized works, it was understood that the skills of industrial workers became blind, unskilled and alienated. Within the framework of the motivation model that highlights the elements such as job enrichment, talent diversification, and autonomous working environment; With the job satisfaction, it is aimed to increase intrinsic motivation, to increase continuous rates and to ensure customer satisfaction (Morgeson and Campion, 2003).

The theories, also known as motivation theories, are generally divided two as into scope and process theories. Scope theories focus on the motivation reasons of individuals and aim to reveal situations that create motivation. Process theories, in contrast to the theories of scope, focus on some external factors that can be called purpose and can be used to meet human needs rather than to focus on needs and motives (Şimşek et al, 2008).

The most well-known approach in motivation theories is the "Approach of Needs Hierarchy" asserted by Abraham Maslow. Maslow (1970), for the first time, revealed that there is a hierarchy in the people's needs. According to his assertion, after once the lower-level needs are met, these needs become less of interest area and are replaced by higher-order needs. Maslow argues that higher-level needs cannot be met before the lower-level needs are met (Border, 2004).

The second approach in scope theories was developed Double Factor Theory by F. Herzberg. Theory has emerged after a study on the satisfaction of the needs of engineers and accountants in the workplace and the motivational effects of these satisfaction (Koçel, 2018). According to this theory, in order to motivate employees, hygiene conditions must be found in the working environment and motivating factor must be formed beyond these conditions (Başaran, 2008).

Theory of Achievement Need that was developed by D. McClelland focuses on the needs of the employees. According to this theory, motivation varies according to the individual's efforts to reach what he/she wants or to the power of win. The people's tendencies that to overcome the obstacles and difficulties they encounter, to reach the situation that they defined as perfect with reaching their goals, to increase confidence and respect against their environment and own by the benefit from own-abilities and meeting the need for self-realization in parallel to these, for meeting the need for success (Barutçugil, 2004).

The ERG Approach that was developed by Clayton Alderfer is the motivation theory that simplifying the Hierarchy of Needs developed by Maslow. In this theory, classification or grouping of needs is very simple. The needs are hierarchically ordered. In a way, Maslow's hierarchy of needs is adapted to the human needs in the organization (Koçel, 2018). In his theory, he examined requirements in three groups as Existence, Relatedness and Growth requirements (Porter et al., 2003). In this theory, as the needs of existence and relatedness become satisfactory, the next requirements from them will be more desirable. Only development requirements will be more desirable to the extent that they are met. One aspect of the theory that departs from Maslow is that the requirements are arranged here according to their state of concreteness. Therefore, when a higher-level requirement is difficult to meet, a lower set of requirements will be more desirable. Because, according to this theory, those that cannot achieve more differentiated, less concrete objectives tend to have more concrete aims. The truth need will not be made saturated, but the more concrete is its replacement (Johns and Saks, 2001).

The basis of the theory of expectation is based on the work of Kurt Lewin and Edward Tolman in the 1930s and 1940s. The first systematic formulation of expectation theory is presented by Victor Vroom in his work that is "Work and Motivation" (Şimşek et al., 2008). According to Vroom, the factors that lead to the emergence of a behavior are determined and guided by the combined effect of the individual's personal characteristics and environmental conditions. Every person has different needs, desires, and goals from other people. Likewise, each individual desire different prizes. People behave according to the awards that they desire (Eren, 2004).

Unlike Vroom's theory of expectation, the model developed by Lawler-Porter, in this theory; the individual's high effort does not automatically result in a parallel success. The motivation of the person is affected by his/her expectancy. However, it provides to have that what they need, a number of skills and the knowledge, and it should bring a role understanding that is proper for these skills and knowledge (Bingöl, 2003).

According to the Equality Theory developed by J. Stacy Adams, the degree of job success and satisfaction of the person depends on the equality or inequality that he perceives in relation to the environment in which he/she works. According to Adams, the employee compares his/her effort and the result that he/she has obtained in exchange for the effort and results of the other employees in the same work environment. This comparison is usually when the employee creates a rate that includes the effort and the result of this effort. The employee who perceives an inequality as a result of the comparison will behave in a way that resolves this inequality. The direction of this behavior will depend on the degree of perceived inequality, the individual's possibilities and the degree of convenience of the behavior (Koçel, 2018).

According to the Theory of Purpose was developed by Edvin Locke, the goals that people choose for themselves will also determine their degree of motivation. According to Locke, the personal goals of the employee are one of the most important factors affecting the

success in the job. The motivation of the employees towards organizational purposes varies according to the process of perceiving the objectives of the workplace in accordance with their own purposes (Eren, 2004).

### **2.1. Individual Factors Affecting Job Satisfaction**

The effort of development, satisfaction, enrichment for the individual is an activity that is considered a priority throughout history. Developing the characteristics of the employee such as talent, skill and relationship in the work environment is one of the important factors in finding his life meaningful and valuable (Keser, 2005).

Individual factors are determinants that enable individuals to achieve different levels of satisfaction (Özaydın and Özdemir, 2014). Individual factors affecting job satisfaction can be classified as demographic characteristics as age, gender, education level, working time, status, marital status (Chiu, 1998; Akıncı, 2002; Smith, 2002; Köroğlu, 2011; Gürsel, et al, 2012; Özaydın and Özdemir, 2014).

It is possible to divide the job satisfaction into two from individual aspect as internal and external satisfaction. In general, satisfaction that obtained as a result of work such as price and economic rewards is expressed as "external satisfaction"; satisfaction that felt during the study is expressed as "internal satisfaction" (Deniz, 2005). In other words, the satisfaction of the result of the study is considered as an external satisfaction, and the satisfaction that it feels while working is considered as an internal satisfaction (Şimşek, et al. 2008).

### **2.2. Organizational Factors Affecting Job Satisfaction**

The qualification of the work done by employees is an element that can affect the levels of job satisfaction of employees. If it is desired that the employee is required to adapt to the job as soon as possible, depending on the nature of the work, the conditions affecting the work environment and work should be arranged in a good way. Any activity to be made for this purpose will focus on employees rather than the business itself, and it will please them and thereby ensuring that they are satisfied (Özler and Ünver, 2012).

The person who receives a high wage in return for his/her work indicates that the employer is satisfied with his/her; the person who receives a low wage in return for his/her work indicates that the employer is dissatisfied with his/her. The employee's attitude towards the job is determined by the adequacy of the fee and the degree of meeting the needs (Luthans, 2011).

### **2.3. The Relation of Job Satisfaction to Other Concepts**

Motivation has two main features; the first one is that motivation is personal. In other words, any situation or event that motivates a person may not motivate another person to the same degree. The second feature is that motivation can only be observed in human behavior. In this context, motivation is closely related to the effort and the desire of people' transact business, engage in the activity, to get results. Motivation plays an important role in the situation that the individual is pleased to the work, be satisfied, be saturated (Koçel, 2018).

Job satisfaction will certainly affect performance within certain limits. If those who work are happy, they will respond by working more efficiently. If high success is rewarded with visible methods and encouraged job satisfaction increases. Generally, prizes arise as a result of good performance. These awards perceived as equal affect the satisfaction, satisfaction performance (Matteson and John, 1996). If there is external job satisfaction, job satisfaction improves performance; however, if there is internal job satisfaction, performance increases job satisfaction (Judge et al, 2003).

The results of the researches show that there may be a link between job satisfaction and work efficiency. For this reason, many researchers try to determine the factors that will help create a better climate in the work environment by measuring job satisfaction (or dissatisfaction) in the workplace. When job satisfaction is high, there are studies showing that the stress is reduced for the employees (Topaloğlu and Tuna, 1998).

When the employees that have high-job satisfaction experienced emotional exhaustion syndrome, and they shared opinions that the negative effects of this syndrome did not reflect the psychological capital they used for organizational purposes (Boylun et al. 2017).

In a study that investigated the effect of organizational structures in hospitals on the organizational commitment and professional commitment and job satisfaction and the intention to leave the job, there are some studies that the organizational commitment of the nurses is not high (Jones, 2001).

Increasing job satisfaction and structuring organizational culture according to employees' expectations and value judgments can lead to strengthening of organizational commitment (Barge and Schlueter, 1998). In other words, if the individual's working environment is in harmony with the needs, value judgments and personality traits of the individual, the job satisfaction of the person is so high (Kristof, 1996).

### 3. ORGANIZATIONAL CULTURE

Mendenhall et al. (1995) have stated that the term “culture” in English derives from “cultura” in Latin. “Cultura” is associated with the word “cultus”. “Cultus” means “cult” and “worship”. In Turkish, these two words are translated as “mezhep” and “tapınmak” or “ibadet”, respectively. Mendenhall et al. (1995) state that cult or group represent or imply well the meaning of culture. Hofstede (1980) defines culture as “the jointly programmed intelligence that differs one group from another group” while Koçel (2018) defines it as “the sum of the learned and shared values, beliefs, behaviors, and symbols.

Organization culture is the system of tendencies which are shared by the members of the organization (Dubrin, 2005; Robbins and Judge, 2013), which hold the units together, and which have them gain a distinctive identity (Hoy and Miskel, 2010). This system positively affects the organizational processes and the outcomes of these processes (Jenkins et al., 2008).

It can be said that organizational culture has five basic elements (Robbins and Judge, 2013):

1. Commitment: Culture creates commitment to the organization rather than to personal profits.
2. Identity: Culture has the organization’s members gain an identity.
3. Control Mechanism: Culture helps to shape and guide the employee behaviors and attitudes as a control mechanism. In today’s organizations, direct and close managerial control is a choice anymore.
4. Defines the Limits: Culture creates a difference among organizations.
5. Social Stability: Culture takes the role of social adhesive in holding the organization together by providing appropriate standards for employee behaviors acceptable for the society

Organizational culture is one of the ways of applying organizational standards and maintaining organizational activity.

### **3.1. The Importance and the Factors of Organizational Culture**

The organization's unique characteristics (Hoy and Miskel, 2010), its history, the characteristics of employees, the communicative features within the organization (Sadri and Less, 2001), common sense of the organization (Koçel, 2018), and its identity and components (Robbins and Judge, 2013) are the main determiners of forming, managing, and changing the administrative system of an organization (Pool, 2000). The sample of our study includes doctors, nurses, medical staff, assisted health personnel and managers, each with different cultural identities, and each group works according to their own interpretation system, which influences their understanding of organizational symbols (Brooks, 2003).

### **3.2. Types of Organizational Culture**

The culture of an organization refers to the dominant culture of that organization (Robbins and Judge, 2013). Organizations dominated by the hierarchy culture are highly formalized and have strict rules and procedures. In this structure, the coordination and organization capabilities of the leaders come into prominence (Berrio, 2003).

Subculture is the culture that represents the common problems, situations, or experiences that groups of members, who work in the same department or in the same place, usually develop in large organizations (Robbins and Judge, 2013).

The aim of adhocracy typology, which has a flexible organizational culture that encourages work based on volunteerism, creative thinking, and risk-taking, is to create an entrepreneurial, innovative and creative organizational structure (Berrio, 2003). The main emphasis in adhocratic organizations is on creativity, risk-taking and the ability to produce rapid solutions (Schimoeller, 2006). Examples of such organizations are software companies and consulting companies.

When the enterprises dominated by innovative organizational culture are examined, it is observed that the organizations with a culture that supports innovation are often customer-oriented, value-driven, and strategic (Stanleigh, 2008).

### **3.4. Organizational Culture Studies Done in the Field of Healthcare in Turkey (Last 3 years)**

Yaşlı, in his study named "The Relationship between Organizational Culture and Burnout in terms of Nurses Working at Private Hospitals", done in 2015, concluded that nurses, in general, had a low level of organizational culture perception and that they had a low level of burnout perception.

In the study named "The Relationship between Organizational Culture and Commitment in the Public Hospital", done by Aydın et al. in 2016, the effects of reward, communication and behavioral empowerment, which were sub-factors of organizational culture, on the organizational commitment of hospital employees were investigated. In the study, it was determined that there was a moderate and positive correlation between the sub-factors of organizational culture, which were reward, communication and behavioral empowerment, and organizational commitment and its affective and normative sub-factors. Employees' organizational commitment was found to be higher in the continuance commitment factor.

In the study named "Investigation of Organization Culture Types Perception of Hospital Personnel: An Application in Two Hospitals in Yozgat Province", conducted by Çıraklı et al. in 2017, they examined the type of organizational culture in a state hospital and a private hospital in Yozgat province according to the demographic characteristics, working

conditions, and ownership of the personnel working in these institutions. They found that organizational culture differed according to the type of organization and the demographic characteristics.

Yıldız, in his study named “The Relationship between Organizational Culture and Organizational Structure: A Research on the Hospitals in Muğla Province”, conducted in 2018, found that hospital personnel, in general, had a higher level of perception of mechanical organizational structure and that they tend to adopt development, supportive, hierarchy, and normative dimensions of culture.

In the study “The Relationship between the Behavior of Patients and the Level of Job Satisfaction of Employees: On the Example of the Turkish Medical Institution”, conducted by Büyüksivaslioğlu and Terekhin in 2018, the effect of patient behaviors and organizational culture on job satisfaction was investigated in Kayseri Education and Research Hospital and it was concluded that job satisfaction was affected by both variables.

#### **4. MATERIAL AND METHOD**

This is an instrument development study to determine managers’ levels of openness to change in management processes based on the results of exploratory factor analysis (EFA) and confirmatory factor analysis (CFA).

##### **4.1. The Purpose of the Research**

The purpose of the research is to evaluate the impact of patient behaviors on job stress and job satisfaction of health professionals working at Kayseri Education and Research Hospital.

Distant goal is to contribute indirectly to the formation of health institutions with high levels of organizational culture which would have problems with patients at the minimum level and have peace at health management by diminishing sources of job stress.

##### **4.2. Scope and Limitations**

The research is limited to health professionals of Kayseri Education and Research Hospital due to time and expense limitations.

##### **4.3. Population and Sample**

The sample specifies the process of selecting a piece from the population that reflects all the characteristics of the population that forms the subject. The sample is a small example of the whole selected. The whole group in which the sample is selected forms the population. When selecting a sample, it is important to note that the sample is representative and of sufficient size. The research done by selecting a sample can be effective in terms of time and cost as well as being valid, healthy and reliable as the results obtained by examining the whole population.

Population consists of 466 individuals working in Kayseri city center and its districts. It was aimed to reach 330 individuals in population. However, 278 voluntary participants were reached and as a result of validity and reliability analyses, 275 questionnaires were included in the evaluation. The evaluated group consists of 109 females (39,6%) and 166 males (60,4%). Detailed information about population’s demographic characteristics is given in Table 1.

Table 1: Frequency and percentage distribution of participants according to several variables

Variable	Frequency	Percentage (%)	
Gender	Male	166	60,4
	Female	109	39,6
Age	Age 18-30	29	10,5
	Age 31-40	46	16,7
	Age 41-50	70	25,5
	Age >50	130	47,3
Experience	1-5 years	64	23,3
	6-10 years	59	21,5
	11-20 years	101	36,7
	21 years or more	51	18,5
Term of employment in hospital	<1 year	62	22,5
	1-5 years	67	24,4
	6-10 years	90	32,7
	11 years or more	56	20,4
Job title	Consultant Dr.	55	20,0
	As. Doctor	26	9,5
	Nurse	118	42,9
	Delivery nurse	46	16,7
	Health officer	10	3,6
	Medical secretary	20	7,3

#### 4.4. The Model of the Research

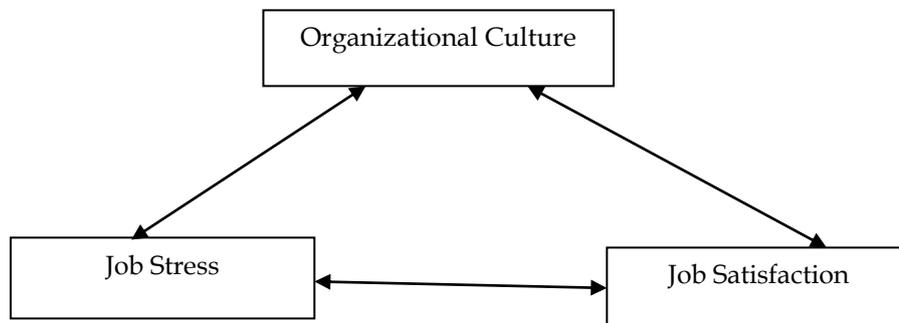


Figure 1: Model of the Research

It is assumed that there is significant relationships between organizational culture, job stress and job satisfaction of health professionals working at Kayseri Training and Research Hospital.

#### 4.5. Hypothesis of the Research

Hypotheses of the research are as followings:

H1. There is a significant relationship between organizational culture and job stress.

H2. There is a significant relationship between organizational culture and job satisfaction.

H3. There is a significant relationship between job stress and job satisfaction

H4. According to title, job stress, job satisfaction and organizational culture has statistical differences.

H5. According to work experience, job stress, job satisfaction and organizational culture has statistical differences.

H6. According to working time in the institution, job stress, job satisfaction and organizational culture has statistical differences.

#### 4.6. Questions and Scales Used in the Research

In the research, the data was collected by face-to-face survey method. The data of the surveys are fundamentally formed by following subgroups. It is formed by demographic questions, organizational culture, job satisfaction and job stress. The data of the surveys will fundamentally be formed by following subgroups:

Demographic questions (5 questions)

Job satisfaction (20 questions), Minnesota Satisfaction Questionnaire

Job Stress (61 questions), 12 dimensions

Organizational Culture (17 questions) Haris and Moran (1996), 6 dimensions

Survey results were evaluated by using SPSS 23 program, frequency, variance, mean, percentage distribution, standard error, validity-reliability test, one-way anova and correlation analyses.

#### 4.7. Data Analysis

Scales that consists of 5 statements was developed as being 5-point by using Likert-scale. Assessment was determined as “Strongly Disagree (1)”, “Disagree (2)”, “Neither Agree nor Disagree (3)”, “Agree (4)” and “Strongly Agree (5)”. Since it provides important advantages such as high percentage of answering and allowing to ask many questions, face-to-face questionnaire method was used in order to collect the data (Ayten, 2016).

### 5. FINDINGS

Table 2: Reliability Tests

Scales	Alpha Coefficient	Number of Questions
Whole survey conducted	,823	98
Job satisfaction scale	,930	20
Job stress scale	,768	61
Organizational culture scale	,907	17

Obtained results show that the scale has a high level of reliability.

Table 3: Distribution of participants in terms of gender

Gender	Frequency	Percentage (%)
Female	109	39,6
Male	166	60,4
Total	275	100

109 (39.6%) of participants are male and 166 (60.4%) are female.

Table 4: Distribution of participants in terms of age

Age	Frequency	Percentage (%)
Between the ages 18-30	29	10,5
Between the ages 31-40	46	16,7
Between the ages 41-50	70	25,5
Age 51 or over	130	47,3
Total	275	100,0

29 of (10.5%) of participants are between 18-30, 46 (16.7%) between 31-40, 70 (25.5%) between 41-50 and 130 (47.3%) are 51 or over.

Table 5: Distribution of participants according to their departments

Departments	Frequency	Percentage (%)
Outpatient	72	26,2
Inpatient	180	65,4
Administrative units	23	8,5
Total	275	100,0

72 (26.2%) of participants work at outpatient department, 180 (65.4%) at inpatient department and 23 (8.5%) at administrative units.

Table 6: Distribution of participants in terms of work experience

Work Experience	Frequency	Percentage (%)
Between 0-5 years	64	23,3
Between 6-10 years	59	21,5
Between 11-20 years	101	36,7
21 years or more	51	18,5
Total	275	100,0

64 (23.3%) of participants have 0-5 years of work experience, 59 (21.5%) 6-10 years of work experience, 101 (36.7%) 11-20 years of work experience and 51 (18.5%) 21 years or more.

Table 7: Distribution of participants according to time that they have worked in the institution

Time	Frequency	Percentage (%)
Less than 1 year	62	22,5
Between 1-5 years	67	24,4
Between 6-10 years	90	32,7
11 years or more	56	20,4
Total	275	100,0

62 (22.5%) of participants have worked less than 1 year, 67 (24.4%) have 1-5 years, 90 (32.7%) have 6-10 years and 56 (20.4%) have 11 years or more in the institution.

Table 8: Correlation test

Variables	Organizational Culture	Organizational Stress	Job Satisfaction
Organizational Culture	1		
Organizational Stress	,065	1	
Job Satisfaction	-,042	,213*	1

\*. Correlation is significant at the 0.05 level (2-tailed).

When the Table 8 above is examined, it is seen that there is a positive and one-way relationship between organizational culture and job satisfaction at the 0.213\* level (Hypothesis H1 and H2 rejected, H3 accepted).

Table 9: Significant differences by title (one-way anova test)

Variables		Sum of Squares	df	Mean Square	F	Sig.
Organizational Culture	Between Groups	62,212	5	12,442	29,569	0,000
	Within Groups	110,246	262	0,421		
	Total	172,459	267			
Job Satisfaction	Between Groups	61,353	5	12,271	31,691	0,000
	Within Groups	104,154	269	0,387		
	Total	165,507	274			
Organizational Stress	Between Groups	45,800	5	9,160	41,843	0,000
	Within Groups	58,888	269	0,219		
	Total	104,687	274			

p<.,05

When the Table 9 above is examined, there are statistically significant differences between title and organizational culture, organizational stress and work satisfaction (Hypothesis H4 accepted).

Table 10: Significant differences by work experience (one-way anova test)

Variables		Sum of Squares	df	Mean Square	F	Sig.
Organizational Culture	Between Groups	7,019	3	2,340	3,783	0,011
	Within Groups	160,170	259	0,618		
	Total	167,190	262			
Job Satisfaction	Between Groups	6,512	3	2,171	3,697	0,012
	Within Groups	156,182	266	0,587		
	Total	162,693	269			
Organizational Stress	Between Groups	3,463	3	1,154	3,143	0,026
	Within Groups	97,712	266	0,367		
	Total	101,175	269			

p<.,05

When the Table 10 above is examined, there are statistically significant differences between work experience and organizational culture, organizational stress and work satisfaction (Hypothesis H5 accepted).

Table 11: Significant differences by working time in the institution (one-way anova test)

Variables		Sum of Squares	df	Mean Square	F	Sig.
Organizational Culture	Between Groups	6,613	3	2,204	3,524	0,016
	Within Groups	163,875	262	0,625		
	Total	170,488	265			
Job Satisfaction	Between Groups	5,791	3	1,930	3,272	0,022
	Within Groups	158,691	269	0,590		
	Total	164,481	272			
Organizational Stress	Between Groups	3,394	3	1,131	3,029	0,030
	Within Groups	100,481	269	0,374		
	Total	103,875	272			

When the Table 11 above is examined, there are statistically significant differences between working time in the institution and organizational culture, organizational stress and work satisfaction (Hypothesis H6 accepted).

### CONCLUSION AND RECOMMENDATIONS

Enterprises established to produce goods and services to meet human needs are in interaction with the environment to which they are connected by their input-output relations. It is possible for businesses to maintain their lives for many years and perform well if this interaction is healthy. In order for this interaction to be healthy, occasional changes are needed.

Humans have been encountering the concept of stress in a number of areas of life recently. This concept is mostly perceived negatively and considered the reason for troubles. It especially affects individuals' mental health but it could sometimes impact the physical health. While elimination of these effects occurs primarily with individuals' wishes and efforts, it sometimes requires a professional help. This help is produced by a scientific study known as stress.

The satisfaction level of employees in workplace is called job satisfaction. Job satisfaction requires a number of factors to be take place. Stress is one of the most important factors that affects job satisfaction. Therefore, the effect of the concept stress on job satisfaction constitutes our topic's theme. These recommendations below are suggested as a result of findings of the research.

This research was conducted with health professionals working in Public and Private Hospitals of the Ministry of Health in Kayseri province. It is estimated that conducting this research different cities will be beneficial.

It is concluded that relationship between stress and job satisfaction according to gender of the research should be practiced in different departments or cities.

It is predicted that health professional should be given regular education, positive methods should be practiced when increasing the level of job satisfaction and health professionals should be informed about social support sources.

It is anticipated that health professionals should be taken care individually and, to enable this care to create more positive effects, psychologig support should be increased in certain periods and be approached sensitively.

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