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**COLLECTIVE EFFICACY AND ORGANIZATIONAL EFFECTIVENESS:  
ANTECEDENTS AND CONSEQUENCES**

**Doktora Tezi**

**SELMA ARIKAN**

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## ÖZET

### KOLEKTİF YETERLİK VE ÖRGÜTSEL ETKİNLİK: ÖNCELLER VE SONUÇLAR

Kolektif yeterlik Sosyal Bilişsel Motivasyon Teorisi'nin önemli kavramlarından olan öz-yeterliğin gruplar, takımlar ve topluluklar için bir uzantısıdır. Grubun belirli bir konuda veya işte yetenek ve becerilerini kullanarak başarılı olabileceğine dair ortak inançları ve algısı anlamına gelen kolektif yeterlik konusunda son zamanlarda yapılan çalışmalar artmıştır. Yöneticilerin bireyler kadar grupları da motive etmesinin önem kazandığı günümüz iş dünyasında kolektif yeterlik algısı ile ilgili daha çok çalışma yapılması gerekmektedir. Daha önce yapılan pek çok çalışma kolektif yeterlik algısı ve grup performansı arasındaki pozitif ilişkileri göstermiştir, ancak sonuçlar kadar kolektif yeterlik algısının oluşumuna hizmet eden önceller konusunda da çalışma yapılmasına ihtiyaç duyulmaktadır. Bu çalışma kolektif yeterlik algısı ile ilgili hem öncel değişkenleri hem de sonuç değişkenleri üzerinde çalışmıştır. Farklı örgütlerde çalışan toplam 933 kişinin katıldığı bu çalışma kapsamında hem birey, hem de grup bazında yapılan analizler ile örgüt kültürü ve ortamın algılanması (tepe yönetim, yönetici, grup ve özyeterlik algıları) ile ilgili değişkenlerin bölümle ilgili grup kolektif yeterlik algısı ve şirketle ilgili örgütsel kolektif yeterlik algısının oluşmasına etkileri incelenmiş ve örgüt kültürü ve ortamın algılanması ile ilgili bazı boyutların kolektif yeterlik algısı üzerinde manidar derecede etkili olduğu bulunmuştur. Örgüt seviyesinde yapılan analizlerde de Örgüt Kültürü boyutlarının örgütsel kolektif yeterlik algısı üzerinde manidar etkileri olduğu bulunmuştur. Ayrıca örgüt kültürünün katılım ve vizyon boyutları, çalışan odaklı örgütsel etkinlik faktörünü anlamlı olarak açıklamakta; vizyon ve adaptasyon boyutları ise örgüt odaklı örgütsel etkinlik faktörünü manidar bir şekilde açıklamaktadır. Ayrıca örgütsel kolektif yeterlik algısının bazı kültür boyutları ile örgütsel etkinlik faktörleri arasında kısmi ara değişken etkisi olduğu bulgusuna ulaşılmıştır.

## GENERAL KNOWLEDGE

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### ABSTRACT

#### COLLECTIVE EFFICACY AND ORGANIZATIONAL EFFECTIVENESS: ANTECEDENTS AND CONSEQUENCES

Collective efficacy is the group, team and collectivity level extension of self efficacy concept in Social Cognitive Theory of motivation. The number of studies about Collective efficacy, which means “*group members shared belief on their potency to achieve a certain attainment*”, is increasing recently. More studies should be conducted on collective efficacy since today’s managers are not only responsible for motivating individuals but the groups as well. A number of previously conducted studies showed that collective efficacy has a positive correlation with group performance; however more studies should be conducted on the antecedents of collective efficacy beside its consequences. This study is concerned with both the antecedents and consequences of collective efficacy. In this study, which 933 employees working in different organizations attended, in the analyses conducted at individual and group levels, the effects of organizational culture and perception of context variables (top management, leader, group, and self efficacy) on group and organizational collective efficacy were analyzed. It was found that some of the organizational culture dimensions and perception of context have significant effects on group and organizational collective efficacy. At the organizational level analyses, it was found that organizational culture has a significant effect on organizational collective efficacy. Moreover involvement and vision dimensions of organizational culture’s have significant effects on employee oriented organizational effectiveness and vision and adaptation dimensions have significant effects on organization oriented organizational effectiveness. In addition it was found that organizational collective efficacy acts as a partial mediator between some cultural dimensions and organizational effectiveness factors.

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## **I. INTRODUCTION:**

In order to adapt in today's globalized and rapidly changing world the organizations have to continuously learn and change. The issue of change forces the organizations to leave their old-fashioned, mechanistic and hierarchical structures to more horizontal and flexible ones. Organizations began to prefer flexible project teams and work groups instead of rigid, unchanging divisions and departments. Groups and teams occupy important roles in today's management and organizational transformations (Sundstrom, De Meuse, and Fortrel, 1990; O'Leary-Kelly, Martocchio, Frink, 1994) and teams become an important and common feature in today's organizational settings (Tasa, Taggar and Seijts, 2007). As a result the managers are asked to motivate not only individuals but also teams and groups of employees as well.

Since motivation of teams and groups is an important issue in organizational life, motivation of teams and motivation concepts like Collective Efficacy become an important research area for the researchers in Industrial and Organizational Psychology and Organizational Behavior.

Social Cognitive Theory, which is also mentioned as Social Learning Theory sometimes, is an important motivation theory since it completes the deficiencies of the previous theories. Self-efficacy is one of the most important concepts brought by Social Cognitive Theory. Self efficacy is defined as "*the self belief in one's capabilities to exercise control over events to accomplish the desired goals*" (Wood and Bandura, 1989, p. 364). People do not live as isolates, they live in groups and many of the challenges and problems of today require collective effort to produce results. The strength of groups, teams, organizations and nations lies in their collective efficacy (Bandura, 1982). "*Perceived collective efficacy is defined as a group's shared belief in its conjoint capabilities to organize and execute the*

*courses of action required to produce given level of attainments.*” (Bandura, 1997, p. 477). Today the challenges of life require people to work together, to solve common and big problems and improve and change their lives. Since the success of teams and organizations require collective effort, collective efficacy is an important research area. There are many studies about the consequences of collective efficacy that show the positive correlations between the teams and groups collective efficacy and performance. On the other hand it is more important and we are in need to conduct researches about the antecedents of collective efficacy. Because of that, this thesis aims to find out the several antecedents of group and organizational collective efficacies. Before passing to Collective efficacy it can be beneficial to mention about Social Cognitive Theory and Self Efficacy.

#### **A. Social Cognitive Theory of Motivation and Collective Efficacy:**

Albert Bandura’s Social Cognitive Theory (SCT) appeared as a reaction against the rigid behaviorist explanations of human behavior, motivation and learning. Opposed to the Behaviorists Bandura stressed the importance of cognitive mechanisms and models in the environment during the learning and motivation process. Like Goal Setting Theory of Motivation the determination of goals are also emphasized in SCT (Donovan, 2002).

SCT has an agentic perspective toward human behavior. Agentic means people are proactive and contributors in their life. They organize, regulate and change their behaviors if necessary (Bandura, 1991). According to Bandura (2006) human agency has four basic properties: intentionality, forethought, self reactivity, and self reflectiveness.

Human action is purposive. People make action plans and strategies derived from their aims. They act intentionally. Like individuals collective entities also form intentions and act

according to them. That is why we can say that intentionality is one of the core properties of human agency (Bandura, Cervone, 1983; Bandura, 2006).

Thanks to their cognitive properties people have a capability to make cognitive representations and visions about the future. Although they don't exist objectively at the present time those images guide our behaviors. We set goals and use these goals and images to guide and motivate our behaviors. This property of human agency is forethought. (Bandura, Cervone, 1983; Bandura, 1991; Bandura, 2006, Wood, and Bandura, 1989).

Human beings are self-reactive because they have the capacity to observe and evaluate their own behaviors and compare their performances with their previously established goals. Those comparisons help them to guide and regulate their behaviors (Bandura, Cervone, 1983; Bandura, 2006).

Moreover human beings have a metacognition capacity; they evaluate the soundness of their thoughts and actions. Since human agency is self reflective they can examine their own thoughts, functioning and capacities (Bandura, 2006).

Although human agency has those properties, this agency is not absolute, because most human pursuits include other agents and appropriate situational conditions. Human functioning is a product of the interplay between the personal, interpersonal and behavioral determinants (Bandura, 2006).

## **1. Modes of Agency in Social Cognitive Theory:**

SCT mentions that there are three modes of agency which can be lined up as individual/personal, proxy and collective. In personal agency; people act with their own personal resources to influence their functions, events and environment (Bandura, 1997; Bandura, 2000).

In many spheres of life, people don't have direct control of their life. In those circumstances they use other agents that have the resources, knowledge, and means to secure their aims. As an example we use lawyers because of their knowledge about the legislation and their advocating skills in the legislative issues. This is socially mediated agency or Proxy agency (Bandura, 1997; Bandura, 2000).

People don't live alone like Robinson Crusoe and they sometimes have common interests and aims. Moreover most of the things they aim to reach require their collective effort. In those situations people have to use their collective agency. In the exercise of collective agency they share and use their knowledge, skills and resources. *"People's shared belief in their collective capacity, collective efficacy, is one of the key ingredients of collective agency"* (Bandura, 1997 p. 477).

## **2. Motivation Process in Social Cognitive Theory:**

According to SCT the motivational process is made up of four phases. These phases are goal setting, self-observation, self-evaluation and self-reaction (Donovan, 2002).

Goal setting is the starting point of the motivation process. Due to their capacity to behave intentionally and forethought people set themselves goals that they aim to achieve in the future. While determining their goals people put two issues into consideration: their past behavior on the similar circumstances and their self efficacy (Bandura, Cervone, 1983; Tasa, Taggar, and Seijts, 2007). Self efficacy is shortly defined as “*the self belief in ones capabilities to exercise control over events to accomplish desired goals*” (As cited in Donovan, 2002).

After they set goals people observe their goal-directed behaviors (self observation) and compare the results of those behaviors with their sub goals derived from their main goal (self evaluation). By doing this, they evaluate their own performances. If their performance exceeds their goals (positive goal-behavior discrepancy) they feel satisfied and their self efficacy increases. If their performance is below their goal (negative goal-behavior discrepancy), this causes dissatisfaction and decrease in their self efficacy beliefs(Donovan, 2002).

Following a negative goal-behavior discrepancy, the dissatisfaction motivates individual to engage in cognitive and behavioral responses. These responses can be increasing effort, changing task strategies to reach the goals or lowering goals. If the negative discrepancy is too high one can abandon the activity totally. The choice among those responses is influenced by one’s beliefs about the causes of his/her performances and self efficacy (Bandura, Cervone, 1983; Bandura, and Locke, 2003; Wood, and Bandura, 1989; Donovan, 2002).

According to Bandura (1986), as a result of a positive discrepancy one can choose higher goals. After each success it is common that people set new challenges for themselves. Human motivation system works on discrepancy production as well as discrepancy reduction. By setting challenging goals people create disequilibrium at first and then try to decrease this equilibrium by increasing efforts (Wood, and Bandura, 1989; Bandura, and Wood, 1989).

### **3. Self Efficacy:**

The concept of self efficacy has taken a lot of attention between the researchers in all areas of psychology, and it is the most frequently researched concept of SCT. Bandura (1982) mentioned that besides knowledge, abilities and skills; “*the self referent thought about ones capacity to do a certain action*” has a core importance on performance and says that this self referent thought, self-efficacy, is a mediator between knowledge, abilities, skills and action (Bandura, 1982, p. 122).

The perception of self efficacy determines our behaviors, thoughts and emotional reactions. It effects our decisions about choice of activities, our perseverance, how much effort we give to a certain action, and how long we persist in the face of obstacles and difficulties (Bandura, 1982, Gist, 1987; Lee and Fahr, 2004; Harrison, Rainer, Hochwarter, and Thompson, 1997).Efficacy beliefs “*affect whether individuals’ think in self-enhancing or self debilitating ways, how well they motivate themselves and persevere in the face of difficulties, the quality of their well-being and their vulnerability to stress and depression, and the choices they make at important decision points*” (Bandura and Locke, 2003, p.87 ). Because of these reasons many training and development programs aim to increase employees’ efficacy beliefs (Choi, Price, and Vinokur, 2003).

### **a. The Sources of Self Efficacy:**

According to SCT there are four ways or sources self efficacy is acquired. These are enactive attainments, vicarious experiences, verbal persuasion and physiological state (Bandura, 1982; Tasa, Taggar, and Seijts, 2007; Wood, and Bandura, 1989; Bandura and Locke, 2003; Lee and Fahr, 2004).

#### **(1). Enactive Attainments:**

Past experiences of success and failure in attempts to accomplish goals are the most important and effective source of self efficacy. Successes increase the perceived efficacy and failures lower it. If failures are not due to lack of effort or adverse external conditions and if they occur early in the course of events, it is more likely that self efficacy decreases (Bandura and Schunk, 1981; Bandura 1982; Riggs, and Knight, 1994; Whitney, 1994; Bandura, 1997; Bandura and Locke, 2003). If people experience easy success, that can cause overconfidence without learning, and in the long run failures. Difficulties and obstacles are useful to learn that success usually requires giving efforts (Wood, and Bandura, 1989).

#### **(2). Vicarious Experience:**

Vicarious learning and modeling is one of the key ingredients in SCT, and it is one of the main sources of self efficacy. When individuals witness similar others' success and failures, they can use this information as a basis for their own competence in similar situations. If similar others perform successfully their self efficacy increases that they possess the same capacities to master the same activities; if similar others fail to achieve despite high efforts the self efficacy of the observer decreases (Bandura, 1982; Wood, and Bandura, 1989; Gist, 1989; Whitney, 1994; Bandura, 1997; Bandura and Locke, 2003).

### **(3).Verbal Persuasion:**

Persuasion is usually used as a source of self efficacy. Parents and teachers use this method to increase the students self efficacy to achieve in the courses and exams. In all areas of life it is widely used to get people to believe that they possess the necessary capabilities to achieve what they seek. However it is a limited source to create continuous increases in self efficacy. Verbal persuasion can be useful if it is realistically applied by a reliable source (Bandura, 1982; Wood, and Bandura, 1989; Whitney, 1994; Bandura, 1997; Bandura and Locke, 2003).

### **(4).Physiological Arousal:**

Perceived self efficacy is also partly influenced by the degree and quality of the emotional and physical arousals. When engaging a particular action people read their visceral arousal signs. In stressful situations they are highly aroused, feel stressed, tense, and fear that may have negative side effects to their performances. These physical responses can cause doubts about ones knowledge and skills. In addition to that in activities that require physical strength and stamina, people read their physical properties like fatigue, pain or strength to evaluate their self efficacy (Bandura, 1982; Wood, and Bandura, 1989; Bandura, 1997; Bandura and Locke, 2003).

Self-efficacy is a cognitive concept. Information which comes from these resources is evaluated through the cognitive appraisal to judge perceived self efficacy (Bandura, 1982; Bandura, 1997). Strength of self efficacy affects the level of behavior change. The stronger the perceived self efficacy, the more likely the people put more efforts and persist their efforts to succeed. Those sources have different levels of effects on self efficacy. Enactive mastery produces the strongest and highest increase in self efficacy. Also self efficacy through

enactive attainment can be generalized to similar conditions. Studies show that enactive attainment is a more powerful source to increase self efficacy compared to vicarious, persuasive and physical sources (Bandura, 1982; Wood, and Bandura, 1989).

**b. Research about Self Efficacy in Organizational Behavior:**

There are a lot of studies in Organizational Behavior and Industrial and Organizational Psychology that used self efficacy as a variable (Donovan, 2002). Those studies both analyze the antecedents, the sources of self efficacy and consequences, performance related results of self efficacy (Donovan, 2002; Shea, and Howell, 2000).

Studies in the OB are mainly concerned with individual, group and organizational level consequences of self efficacy. Studies showed that self efficacy effects career choices and development, decision making and fulfillment of occupational roles, employability and reemployability, training results, job performance, successful organizational socialization, adaptation to change programs, strategic management and decision making, resilience to job and managerial stressors, policy making, innovation, productivity and creativity (Bandura, 1997).

Wood and Bandura (1989) mentioned that in terms of organizational life self efficacy has two major implications: by increasing employees self efficacies to their capabilities, employee talents will be effectively used, and self efficacy can help to enhance employee motivation through selection of higher goals.

Previous studies showed us that the stronger the self efficacy, the better people prepare themselves educationally for different career pursuits. They also think that the more career

options are possible for them (Wood and Bandura, 1989). As an example perceived mathematical efficacy plays an important role in educational and career choices. Perceived mathematical efficacy affects the interest and success in mathematics. Hence students that perceive themselves as efficacious on mathematics choose more technological and science related education and careers (Bandura, 1997). In addition to that in general women feel less efficacious for scientific occupations than men, because they feel less efficacious in quantitative skills. On the other hand they don't differ in quantitative skills and they can easily do the quantitative operations in the tasks that are stereotypically feminine (Betz and Hackett, 1983; as cited in Bandura, 1997). Studies also show that perceived efficacy is an influential factor in job search activities for university graduates and for the employees that lost their jobs. Some longitudinal studies also show that efficacy predicts successful employment and reemployment (Bandura, 1997).

There are also studies about self efficacy and organizational socialization from which we can infer that newcomers who have high sense of self efficacy learn more and perform better during the training programs. Moreover newcomers who have a high sense of efficacy can cope better with the situational demands of the work; and perform more successfully (Bandura, 1997). Also previous studies pointed out that employees who have a higher sense of self efficacy and efficacious in producing new ideas are more proactive and innovative and they submit ideas to improve the work processes of their jobs (Frese, Tang, and Cees, 1996; as cited in Bandura, 1997). Moreover a previous study showed that self efficacy is related with proactive idea implementation and proactive problem solving in organizations (Parker, Williams, and Turner, 2006).

In today's business world, the rate of technological change is very fast. The economies are more global and organizations are more deflected to changes, threats and opportunities. In those organizations transfers, promotions, job rotations, and geographic relocations require employees to adapt to new work demands. Studies show that employee's self-efficacy is one of the most important determinants of career success in such an environment (Bandura, 1997; Gist, 1987).

In conclusion previous research adduced that there is a strong positive relationship between self efficacy and various criteria of human performance in organizational life. As an example Stajkovic and Luthans (1998) reported an average weighted correlation of, 38 between self efficacy and work performance of employees. Moreover when the effect of self efficacy is thought on the self regulation process in Social Cognitive Theory, its effect on enhancing employees' performance can be understood. Self efficacy and performance reciprocally affect each other. Self efficacy beliefs of employees predict employees' performance and performance in turn influences enactive attainment source of self efficacy and increases self efficacy. As Lindsley, Brass and Thomas (1995) emphasized there is interdependence between self efficacy and performance: as one increases, the other also increases. Lindsley et al., (1995) called this relation as efficacy – performance spirals. In their study examining the efficacy-performance spirals over 148 students that were given a manufacturing task, Shea and Howell (2000) found that there is a strong relationship between self efficacy and performance over four trials, supporting the idea of efficacy – performance spirals.

#### **4. Collective Efficacy:**

As mentioned previously one of the modes of agency is collective agency since many of the outcomes people aim to achieve require collective effort. People need to work together

to reach desired results. *“Peoples shared beliefs in their capabilities to organize and execute the courses of action required to produce given level of attainments”* (Bandura, 1997 p.477), collective efficacy, is a key ingredient of collective agency. Collective efficacy is a generalized concept it can be used for all kinds of collective structures like all kinds of teams, departments, organizations, and nations (Gully, Incalcaterra, Joshi, and Beaubien, 2002; Ohmer, 2007).

Group’s collective efficacy is not the sum of the individual efficacy beliefs. A group’s achievement requires interactive, coordinative, and synergetic dynamics of group’s transactions in addition to shared knowledge and skills of different members (Bandura, 2000). Those interactive factors are the mix of knowledge and competencies of the group, the group structure, and coordination of activities, the leadership, the social interactions and other dynamics between the group members. The members may have good levels of knowledge and skills, but their coordination, guidance and interaction between the members may not be good and this can cause detrimental effects on group’s performance. Members of a group are likely to be influenced by their beliefs, motivation, actions and performance of other group members (Gully, et. al, 2002). Therefore we can say that collective efficacy is an emergent group-level attribute (Bandura, 1997; Bandura, 2000; Gully, et. al, 2002).

Although personal and collective efficacies are different units of agencies, both forms of efficacy beliefs have similar sources, show similar functions and operate through similar processes. Like personal efficacy, collective efficacy influence the types of futures people aim to reach, how they use their resources, how much effort they put into their tasks, their persistence on the face of difficulties and obstacles, and their vulnerability to discouragement (Whitney, 1994; Bandura, 1997; Bandura, 2000; Tasa, Taggar, Seijts, 2007).

### **a. Measuring Collective Efficacy:**

There are two main approaches for measuring collective efficacy. The first approach is aggregating members' appraisals of their capabilities for the particular functions; they are responsible for, in the group. In other words we aggregate the perceptions of group members self efficacy beliefs about their own tasks. Although there are supporters of this approach, there are some drawbacks in certain conditions. For example when there is a high interdependence between the members tasks, this method can be misleading. For example an outstanding player in a poor soccer team has high self efficacy about his task but he has doubts about the collective capability of his team because of other players (Lindsley, Bras, and Thomas, 1995). Also this approach is inconsistent with the view that collective efficacy is an emergent group level construct.

The second method is aggregating group members' collective efficacy belief for the group as a whole. Getting information about the individual perceptions of collective efficacy is important also this method is not open to social influence of some group members on other individuals. The second method is more holistic compared to the first approach and it includes sociodynamic factors like coordinative and interactive actions operating within the group (Bandura, 1997; Bandura, 2000, Short, Sullivan, and Feltz, 2005).

It is possible to measure collective efficacy by taking group members concordant judgment. However this method has certain limitations. Forming a common judgment through group discussion is effected by the dynamics of social persuasion and pressures for conformity. Influential members of the group can divert the group judgment, and this

deviation may cause misrepresentations. This method also hides the variability and different points of views in the group. As a result this method can give misleading results (Bandura, 1997; Bandura, 2000).

#### **b. Research about Collective Efficacy:**

In the last 10 years we see an increase in the number of the studies conducted about the collective efficacy. Those studies are mainly concerned with the relationship of collective efficacy with team performance and organizational commitment, which can be thought as consequences of collective efficacy. On the other hand the studies about the antecedents are rare but there is an increase in the interest on the variables that can cause collective efficacy.

##### **(1). Studies about the Consequences of Collective Efficacy:**

Many studies on collective efficacy were conducted on sports teams, and these studies were mainly concerned with the relationships between team efficacy and team performances.

Feltz and Lirgg (1998) conducted a study to examine the relationship between team and player efficacy and team performance in collegiate ice hockey teams. It was a longitudinal study and the team and player efficacy of the 6 teams were assessed before 32 games. Feltz and Lirgg used the official game statistics of the season as performance outcomes. They conducted regression analyses for each team and conducted a meta analysis of those regression results. They found that team efficacy beliefs were predictors of team performance, and this relationship was higher than the relationships between individual player efficacy and team performance.

Myers, Feltz and Short (2004) studied the relationship between collective efficacy of teams, and team performances of American Football teams over a season. The data were collected from the offensive team players of 10 teams before 8 games. The game level performance indexes were used as performance measures. It was found that aggregated collective efficacy measures taken before the games were positive predictors of the offensive performance which has a positive relationship with subsequent collective efficacy.

Myers, Payment, and Feltz (2004) examined the relationship between collective efficacy and team performance in women's intercollegiate ice hockey teams within weekends with the same opponent for two games. 12 teams' efficacy beliefs were assessed prior to both games for 7 weeks. They found a moderate and positive relationship between Saturday's collective efficacy and Saturday's performance.

In their study conducted to analyze the mediator effect of collective efficacy on the relationship between transformational leadership and work outcomes on 402 employees employed in banking and finance sectors in China and India, Walumbwa, Wang, Lawler, and Shi (2004) found that collective efficacy partially mediated the relationship between transformational leadership and work outcomes like job satisfaction and organizational commitment of employees. Moreover it was found that collective efficacy mediated the negative relations between transformational leadership and job and work withdrawal.

Ware and Kitsantas (2007) conducted a study on a large school staff sample, 26257 teachers and 6711 principals, about the effects of collective efficacy on teachers' professional commitment. They found that collective efficacy significantly predicted commitment of teachers to teaching activity.

In another study by Myers, Paiament, and Feltz (2007), 12 women ice-hockey teams' collective efficacies were assessed 24 hours before the games for at least seven weeks. Again the game statistics were used as performance measures. It was found that collective efficacy was a statistically significant predictor of team performance.

Manning (2008) made a study by using 163 collegiate athletes that attended in eight sport events. He found significant correlations between collective efficacy, cohesion, and coaching competency. He also detected that collective efficacy affects athletes performance positively.

Beside the studies on Sports teams, there are lots of studies conducted on university students' project teams. Whitney (1994) conducted a study on 108 introductory psychology students that made up 36 3 –person groups. She found that group efficacy affected group cohesiveness and group performance when group goals are in congruence with groups' collective efficacy. In addition she attained that groups that have higher collective efficacy performed better than other groups. Also Durham, Knight and Locke (1997) conducted a study on 72 teams, each of which made up of 3 university students. Those teams performed a computerized tank battle simulation; effects of leader role, team-set goal difficulty, team efficacy and tactics on team effectiveness were analyzed. It was found that team efficacy influenced team-set goal difficulty, which also influenced team tactics that affected the team performance.

In their study on the effects of goal setting and group size on group performance and individual performance dilemma, Seijts and Latham (2000) found significant correlation

coefficients between collective efficacy levels of the groups varying in their sizes and group performances in a making money simulation conducted on 274 students.

Again in a study by Durham, Locke, Poon, and McLeod (2000) 56 student groups made up of 3 persons performed the Winter Survival performance. Winter Survival Exercise required students to imagine being a passenger on a plane which has crash landed in the wilderness in winter. The results showed that group efficacy of the teams influenced the level of group-set goals, and group-set goals effected performance through group information seeking.

In a study by Lee and Fahr (2004) 260 second year students in an organizational behavior course were used. 45 project groups completed 2 class projects. It was found that the interaction of gender diversity of the groups and collective efficacy was positively related to project grade and group cohesion.

In a closer research Tasa, Taggar, and Seijts (2007) studied collective efficacy in 50 self managing student teams. 191 students attended in the longitudinal study, in which both antecedents and consequences of the collective efficacy concept were under investigation. The study lasted ten weeks. Team work self efficacy, task relevant knowledge, and individual team work behavior data were collected as individual level variables. For the team level; initial performance of the team at the first week, collective efficacy at the end of the second week, collective efficacy in the seventh week, and the team performance at the end of the tenth week were assessed. It was found that team level team work behavior derived from the additive aggregation of individual level team work behaviors, and initial performance at the

beginning of the second week affected both collective efficacy measures, which at the end effected team performance.

Villanueva, and Sanchez (2007) conducted a research on trait emotional intelligence, leadership self efficacy and collective efficacy. They used 217 undergraduate students randomly assigned to 3 group teams with 1 leader and 2 followers. Their performance was measured in terms of the boxes they produced. Researchers found that collective efficacy of the groups are the best predictor of groups' production performance.

There are also studies that are conducted in the actual work places. Little and Madigan (1997) studied the relationship between collective efficacy and team performance of self – managed work teams at a manufacturing plant. The study was longitudinal and the teams' performances were measured by Behavioral Observation Scales at 4 time periods. It was found that team's collective efficacy is related with work teams' performances.

In a Meta –analysis by Gully, Incalcaterra, Joshi and Beaubien (2002), 67 empirical studies with 256 effect sizes were analyzed. They found that the relationship between team efficacy and performance was stronger when the task interdependence was high. But at the team level for both tasks with interdependence and without interdependence, the effect sizes were significant for the relationship of team efficacy and team performance.

Caprara, Barbaranelli, Borgogni, Petitta and Rubinacci (2003) conducted a study to find the teachers', school staffs', and parents' efficacy beliefs relation to attitudes toward school. They found collective efficacy is a proximal determinant of affective commitment and

job satisfaction of teachers and staff. Collective efficacy also had a positive relationship with satisfaction of parents from the school.

In some studies we saw the concept of group potency which is related with team efficacy and collective efficacy. “Potency refers to generalized beliefs about the capabilities of the team across tasks and contexts.”(Gully, et. al, 2002; p. 820). Although both constructs refer to beliefs in team’s capability, efficacy is more task oriented (Gully, et. al. 2002). There are examples of studies in the literature that showed positive relationships between group potency and group performance.

Campion, Pepper, and Medsker (1996) conducted a study to depict the relationship between group characteristics and group effectiveness. They collected data from 357 employees, 93 managers, and 60 teams of a financial service company. One of the team characteristics that they measured was potency; the belief of team members that they can be effective. They found a significant positive relationship between potency and performance judgments.

Jung and Sosik (1999) designed a longitudinal study and investigated the effects of group characteristics on work group performance of 31 student Project teams. Again a positive relationship with group potency and group performance was found. Moreover group potency was strongly related with group performance. Jung, Sosik, and Baik (2002) replicated the same longitudinal studies with US and Korean samples. Again the results showed that group potency beliefs derived from the past performances of groups predicted the subsequent group performance.

There is also a recent study that analyzes a special kind of efficacy, collective implementation efficacy, on collective acceptance of innovation and successful implementation of new technologies. In their study conducted on 47 government agencies of South Korea, on 60 external experts and 1732 government employees, Choi, and Chang (2009) investigated implementing process innovation named as E-Government. They detected that management support affected agencies collective implementation efficacy of new technology. Furthermore collective implementation efficacy of agencies predicted collective acceptance of innovation, successful implementation, and amount of long term benefit from the new processes.

## **(2) Studies about the Antecedents of Collective Efficacy:**

According to Bandura the mechanisms of self-efficacy and collective efficacy are analogous (Bandura, 1997; Chen and Bliese, 2002). As mentioned previously “*collective efficacy is defined as a group’s shared belief in its conjoint capabilities to organize and execute the courses of action required to produce given levels of attainments.*”(Bandura, 1997, p. 477). Like self efficacy previous researches have shown that collective efficacy has a positive relationship with motivation, performance and commitment (Chen and Bliese, 2002; Borgogni, Russo, and Falcone, 2007; Mastroiilli, Borgogni, and Petitta, 2007; Petitta, and Falcone, 2007; Russo; Dammacco, and Borgogni, 2007; James, 2008). Hence it can be concluded that efficacy beliefs at two levels, individual and collective, are related to important organizational outcomes. As a result of this it is important to understand the antecedents of collective efficacy, so that managers can increase self and collective efficacy beliefs of their employees.

Bandura (1997) mentioned that like self efficacy, collective efficacy is influenced by enactive attainment, vicarious experience, verbal persuasion and physiological and affective stages. For example in their study on 324 university students making up 81 4-member groups, Prussia and Kinicki (1996) turned up that performance feedback which can be associated with enactive attainments, and vicarious experiences affect collective efficacy. As mentioned previously enactive attainments and vicarious experiences are the strongest sources of self efficacy. According to some scholars, although some similarities in the mechanisms of efficacy beliefs at both levels are found, collective efficacy may have unique and different antecedents compared to self-efficacy (Zaccaro, Blair, Peterson and Zazanis, 1995; as cited in Chen and Bliese, 2002). Self and collective efficacies have differences in a number of ways. First of all they differ in unit of agency: self efficacy is an individual level phenomenon, on the other hand collective efficacy is a group level phenomenon (Bandura, 1997). Self efficacy is an individual's judgment of individual capabilities; collective efficacy is a group's member's perception of his/her group's capabilities. (Feltz and Chase, 1998; as cited in Morritz and Watson, 1998). Collective efficacy is an emergent group attribute; hence it is the product of the interactions, coordination and the social dynamics between the group members, although it is the perception of the single group member (Morritz and Watson, 1998).

Due to the reasons mentioned above it is required to conduct studies to understand the underlying mechanisms and antecedents of collective efficacy (Collins, and Parker, 2003). Despite the rareness in their numbers compared to studies about consequences, there are some studies and efforts to understand the antecedents of collective efficacy.

Before passing to experimental and field studies about the antecedents of collective efficacy, it can be useful to mention about Gibson and Early's (2007) theoretical model of

how group efficacy develops. They approached the collective efficacy as self efficacy, a cognitive phenomena which is the product of cognitive appraisal and integration of attribution analysis of experiences, personal and situational resources and constraints. Collective efficacy is a product of much more complex processes compared to self efficacy, because multiple individual cognitive processes are at play among group members. Collective efficacy has origins both at the individual and group level. Gibson and Early (2007) reviewed the literature about teams, collective efficacy and cognition, and proposed their model about the development and operation of group efficacy. They divided the main process to three sub processes as; accumulation of information, interaction and examination, and accommodation of information. While developing this 3 process model they made use of the work of Gibson's (2001) model of collective cognitive processes: accumulation, interaction, examination and accommodation. According to Gibson most groups pass all four processes, however time spent on each process varies across groups. In the accumulation process like individuals, groups gather information in order to develop beliefs, perspectives, orientations and decisions. According to Levine and Moreland long term store of information in groups arises as members live and struggle together while they are answering some key questions: who or what kind of person belongs to group? What makes the group different? How should work be performed? And who does what tasks? (Levine and Moreland, 1991; as cited in Gibson and Early, 2007). From these questions Gibson and Early (2007) derived the sources of information for collective efficacy: characteristics of members, characteristics of the group as whole, characteristics of work processes, and characteristics of the task context.

**(a). Characteristics of Members:**

Previous studies showed us that knowing team member characteristics like; team member abilities, and team member self efficacy; it is important for the development of

groups' collective efficacy. When the groups were given a certain task objective, if they know each other's skills, abilities, and previous experiences related with the task objective, the group will develop a higher level of collective efficacy for achieving the objective. Durham, Knight and Locke found that perceived member ability influenced team performance through its effect on team efficacy for student groups (Durham, Knight, and Locke, 1997; as cited in Gibson and Early, 2007). Gibson and Early (2007) argued that knowing team member abilities will be a predictor of collective efficacy.

In a study of Fernandez – Ballesteros, Diez- Nicolas, Caprara, Barbaranelli, and Bandura (2002), which is conducted among a sample of 1214 Spanish subjects, it was found that group member's personal efficacy is related to collective efficacy. Individual members, who are high in their belief of their personal efficacies for their task objectives, share their confidence as collective efficacy of the group develops.

In addition in a study conducted by Allen, Jones and Sheffield (2009) on 265 athletes from 31 interdependent sport teams, they spotted that, member' attributions about their teams' previous accomplishments affect collective efficacy beliefs in new achievement settings.

**(b).Characteristics of the Group:**

According to Gibson and Early (2007) group characteristics including affect, climate, and cohesiveness may influence collective efficacy development. From the point of information processing research, it is known that people who feel good tend to call positive materials in the memory. That's also consistent with Bandura's (1997) idea that affective information provided by the mood is important for judging personal efficacy. When the group

is in a positive mood, they tend to focus on positive information about group members' past experiences etc.

Beyond affect, cohesiveness is an important aspect that may affect collective efficacy. In addition in the previous studies it was found that group cohesion and the strength of group norms are positively related with collective efficacy (Lee, Tinsley, and Bobko 2002; Gibson and Early, 2007; Kozub and McDonnell, 2000).

**(c). Characteristics of Work Processes:**

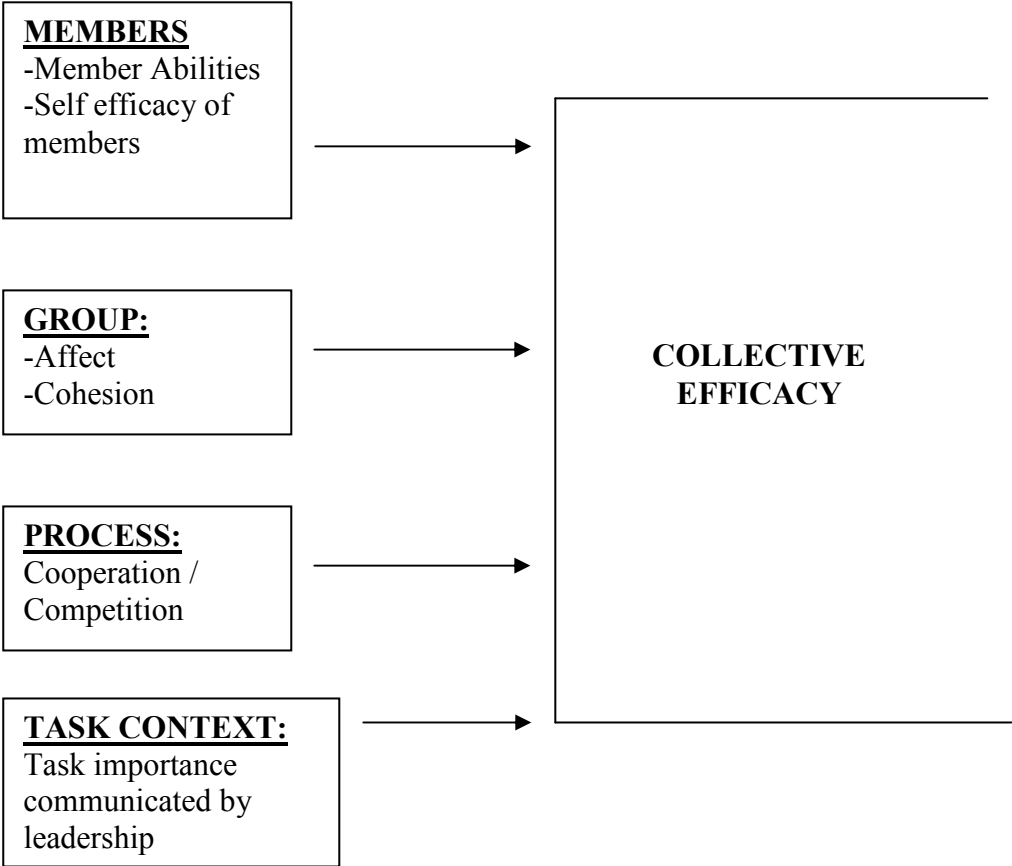
Gibson and Early (2007) put cooperation and competition as the core of efficacy development in group as work process characteristics, because they affect how the group members will interact each other. In a previous laboratory research Mulvey and Ribbens found that groups engaging in intergroup competition have higher collective efficacy compared to other groups (Mulvey and Ribbens, 1999; as cited in Gibson and Early, 2007). On the other hand intergroup cooperation increases group interaction, sharing knowledge and competencies and hence confidence to group's capabilities (Gibson and Manuel, 2003; as cited in Gibson and Early, 2007). In a study conducted on 40 work groups of 145 students in a University in Tehran, Alavi and McCormick (2008) detected that, group members who perceive themselves as more interdependent in the group work and who assign their tasks interdependently develop higher collective efficacy through the end of the group work. Task interdependence is one of the determinants of development of collective efficacy in groups. Moreover Collins and Parker (2003) conducted a study on 41 MBA students that made up 3 to 7 –member project teams in an Australian graduate school who spent 36 weeks together. They examined work design, role clarity and participative decision making effects on the development of collective efficacy. Their results adduced that role clarity and participative decision making affected collective efficacy over the 20 week time period.

**(d). Characteristics of the Task Context:**

In terms of task context affecting collective efficacy Gibson and Early (2007) summarized variables related to leadership. They mentioned that a supportive leadership for team work, charismatic leadership, transformational leadership and leadership climate for teamwork affect collective efficacy. Studies related with leadership will be presented in depth below.

In general from Gibson and Early’s model the antecedents of collective efficacy are presented in Figure 1, below:

**Figure 1: Efficacy Development: Accumulation of Information:**



### **c. Leadership and Collective Efficacy:**

Leadership is one of the important factors that affects groups collective efficacy. Effective leaders empower subordinates, enhance employees motivation, set challenging goals, coordinate members and abolish the barriers for effective performance (House, 1971; Shamir, House, Arthur, 1992). Charismatic leaders increase their subordinates' motivation through visions they create and inspiring their subordinates (Fiol, Harris, and House, 1999; Masood, Dani, Burns, Backhouse, 2006). By doing these leaders they both nurture subordinates' individual self efficacies and group self efficacy as a whole at the same time (House, 1971; Shamir, House, Arthur, 1992; Morritz and Watson, 1998). In addition from Gibson's and Earley's (2007) work we learned that leaders as group members and leaders as communicators of task importance affect group efficacy. Moreover leaders as models can enhance the group member's efficacy through their leadership styles. For example Rafferty and Griffin (2006) conducted a study on 2864 subjects from 197 work groups in an Australian public sector organization and found that both developmental and supportive leadership styles affected employees' role breadth self-efficacy, and developmental leadership style was more effective compared to supportive style. Also team members who believe in their leaders capabilities also believe in their group, too (Ware, and Kitsantas, 2007). Supportive leader behaviors were also found to be affecting group cohesion, cooperation and group arousal. (Greene, and Sciesheim, 1980) From this point of view studies will be presented in two parts. As a member of group, leader's leadership efficacy affects group's collective efficacy, and leadership climate by supporting and developing members, and communicating the task importance affects collective efficacy.

### **(1). Leadership Efficacy and Leadership Self Efficacy:**

Leadership efficacy or leadership self efficacy refers to ones belief in his/her general ability and capacity to lead (Hoyt, Murphy, Halverson, and Watson, 2003; Al-mailam, 2004; Hoyt, and Blascovich, 2007).It is a specific form of efficacy concerned with leaders' level of confidence in the knowledge, skills, and abilities associated with leading followers and coworkers (Hannah, Avolio, Luthans and Harms, 2008). Previous studies have shown results about the importance of leadership efficacy on leader's and followers' performance.

In a study which Robertson and Sadri (1993) analyzed the relationship between managerial self efficacy and supervisor ratings of performance of administrative staff members of a UK bank, they detected that except for written communication managerial self efficacy was significantly related with supervisor-rated performance. Onglatco, Yuen, Leong, and Lee (1993) assessed the managers in Singapore for their managerial efficacy, perceived mobility, perceived success and salary. They found out that managerial efficacy of leaders was significantly related to perceived mobility ( $r=.18$ ), perceived success ( $r=.27$ ), and earned salary ( $r=.24$ ). Chemers and colleagues found that the leadership efficacy of Reserve Officer Training corps was related with leadership ratings by superior officers, peers and trained observers (Chemers, Watson, and May, 2000). Murphy, Chemers, Kohles and Macaulay found that perceived leadership efficacy was positively related with leader's performance (Murphy, Chemers, Kohles and Macaulay, 2003; as cited in Hoyt et. al, 2003). Al- Mailam (2004) had found that transformational style of leadership of medical directors was related to high level of employee perception of leadership efficacy.

Watson and friends found leadership efficacy as a predictor of team performance for women's and men's college basketball teams (Watson, Chemers, and Preiser, 1996; as cited

in Hoyt, et. al, 2003). In their study investigating the leader self efficacy Murphy and Ensher (1999) studied interns and their supervisors at a media company over an 8-week period. They found that leader self efficacy correlated significantly ( $r=.30$ ) with perception of followers performance. In a study by Pescosolido, it was found that informal leaders' self-efficacy was strongly related with group member's collective efficacy (Pescosolido, 2001; as cited in Hoyt, et. al, 2003). Previous studies also showed that the relationship of leadership efficacy to leader, group and organizational performance is stronger under stressful and demanding situations (Murphy, 2002; as cited in Hoyt, 2003). Hendricks and Payne (2007) investigated the mediating effect of leadership self efficacy between goal orientation and affective identity and social normative motivation to lead. Furthermore they also analyzed the leadership self efficacy's effect on the group manufacturing task performance of 4-student groups. They rustled up that leadership self efficacy is a partial mediator between goal orientation and affective-identity and social normative motivation to lead. Moreover in their study leadership self efficacy correlated significantly ( $r=.29$ ), with subjective group outcomes.

In their two laboratory studies Hoyt, and colleagues (2003) formed 3-person groups; a leader and two followers. They found that leadership efficacy affected leaders collective efficacy through leadership task self efficacy; and leadership collective efficacy affected followers collective efficacy. Villanueva and Sanchez (2007) conducted a leadership self efficacy and collective efficacy research on a sample of 217 undergraduate students. The students which were randomly assigned to work teams of a leader and two followers performed a paper boxes production task. They found that leadership self efficacy affected collective task efficacy through leaders task self efficacy. They found that collective task efficacy was the best predictor of group's performance. When we think about coaches as leaders of the teams we can relate Vargas-Tossing, Warner and Feltz's (2003) study on

coaching efficacy to leadership efficacy. They investigated the relationship between 12 coaches coaching efficacy, and their 133 athletes' team efficacy and player efficacy. Their analysis showed that coaching efficacy affected teams' collective efficacy.

Leaders not only lead the groups, but they are members of the groups as well. If the followers believe that their leaders have the capabilities to lead effectively, their belief in the collective efficacy of their group will be higher.

## **(2). Leadership as a Climate:**

Leadership can be conceptualized as a shared group-level climate, because it reflects group members' perceptions about leader's behaviors. Employees working in the same group are generally influenced by the same and similar leadership behaviors (Chen and Bliese, 2002; Dragoni, 2005). Also leaders cause developing shared climates in groups and teams through their ambient behaviors directed at followers as a whole (Chen, Kirkman, Kanfer, Allen, and Rosen, 2007). Chen and Bliese (2002) also found that leadership climate at a higher organizational level was the strongest predictor of collective efficacy.

## **d. Italian Perception of Context Studies**

Different in conceptualization of Gibson and Early (2007), but have some similarities in practice those researchers gave importance to perception of colleagues' behaviors and abilities, perception of group leader, and perception of top management as important antecedents of collective efficacy and found supporting results.

Mastorilli, Borgogni, and Petitta (2007) studied the relationship between self efficacy, perception of leadership, perception of colleagues, and collective efficacy; and they found

significant relations between those variables. They found that self efficacy was positively related with perception of leadership  $r=.41$ , and perception of colleagues  $r=.45$ , and collective efficacy  $r=.18$ . There were also positive relations between perception of leadership and collective efficacy  $r=.51$ , and perception of colleagues and collective efficacy  $r=.30$ . The  $R^2$  of the regression analysis of those variables affecting collective efficacy was high  $R^2: .75$ . Moreover they found that variance in collective efficacy explained the variance in organizational commitment and job satisfaction positively.

Russo, Dammacco, and Borgogni (2007) studied perception of colleagues, perception of leader, and task interdependence as antecedents of collective efficacy in a telecommunication company and found significant results. They found that task interdependence affects how group members perceive their colleagues and leader. They also found positive correlation between perception of colleagues and perception of leader  $r=.42$ . At the end of the study the results also showed that task interdependence, perception of colleagues, and perception of leader affected group collective efficacy.

Petitta and Falcone (2007) investigated the relationship of some of the organizational climate related variables (perception of top management, perception of emotion expression, and perception of reward system), perception of leadership, and perception of colleagues to group and organizational collective efficacy beliefs. They found positive relations with the context variables and collective efficacy beliefs. In addition they found that both group level and organizational level collective efficacies predicted organizational commitment of the employees.

To sum up, from those studies above it was concluded that perception of top management, perception of group members/ colleagues, and perception of leader and leadership efficacy, and self efficacy seem to be important antecedents of collective efficacy and put in the research model of this study.

## **B. Organizational Culture:**

Culture is a displaced concept in organization studies, which is borrowed from social anthropology in the late 1970s. In 1979 Pettigrew's article on culture was published in *Administrative Science Quarterly*, and in this article Pettigrew showed how culture related concepts like symbolism, myths and etc. could be used in organization studies (Reichers, and Schneider, 1990; Meek, 1988). Like anthropology, there is not a consensus on the definition and research methods of culture in organization studies. There are various perspectives which define and approach the studying of culture differently (Kwan, Walker, 2004).

First of all there are two main approaches to the study of organizational culture. A group of researchers see culture as something an organization has, the other group of researchers consider culture as something an organization is (Smircich, 1983; Reichers and Schneider, 1990; Kwan, and Walker, 2004). From these two main perspectives, we can see 5 different approaches for studying culture, which use different assumptions and metaphors to explain and understand culture for organizational studies.

### **1. Main Approaches of Studying Culture in Organizational Studies:**

There is not a single way of approaching the concept of culture in organizational studies. There are various ways of studying and approaching culture that have different epistemological point of views.

### **a. Culture as an independent variable in comparative management:**

In those studies culture is seen as an independent variable, a background factor, that affects managerial and employee practices, behaviors and attitudes (Ogaard, Larsen, Marnburg, 2005; Chatman, and Spataro, 2005; Garnett, Marlowe, and Pandey, 2008; Smircich, 1983; Feldman, 1988). In the macro focus the effects of culture on the organizational structure, strategy and etc are studied, and in the micro focus the behaviors, and attitudes of the employees and managers in different cultures were compared (Smircich, 1983).

Cross cultural studies of organizations are examples of this approach. Those researchers try to find the differences and similarities among different cultures (Smircich, 1983).

### **b. Corporate culture: Culture as an internal variable:**

These researchers recognize culture is something that is produced by the organization beside products and services. Schein is one of the most noteworthy of these scholars and he defines organizational culture as the pattern of shared basic assumptions, values, norms, and artifacts that the organization members learned as they solved organizations problems of external adaptation and internal integration. Those basic assumptions are worked well enough to be considered valid, and taken for granted. Those assumptions and values are taught to new members during the organizational socialization process (Schein, 1992; Marcoulides, and Heck, 1993; Howard, 1998). Martin and Siehl (1983) emphasized the role of organizational culture as an interpretation of the organizations history for the members that they use to understand how they would be expected to behave. Moreover they see culture as “*a control mechanism that approve or prohibit some patterns of behavior*” (Martin and Siehl, 1983,

p.52).They also defined culture as “*the social and normative glue that holds the organization together*” (As cited in Smircich, 1983, p. 344; Wiener, 1988).

The scholars in this perspective differ in their approaches to study the organizational culture. Some of them advocate qualitative methods for studying organizational culture (Rousseau, 1990). For example Smircich (1983) advocates that culture reflects a social construction of reality which is unique to members of the social unit in consideration, and because of that uniqueness, it can not be studied by standardized quantitative methods. The advocates of qualitative methods also highlight that qualitative techniques like in depth interviews, observation and participation is required to reach inaccessible and unconscious cultural material like basic assumptions (Rousseau, 1990; Schein, 1992).

On the other hand quantitative approach is consist of techniques that are public, replicable and standardized procedures for obtaining and scoring information on the specific cultural dimensions. Interview schedules, questionnaires, and q-sorts are examples of quantitative techniques (Rousseau, 1990).

Ashkanasy, Broadfoot, and Falkus (2000) identified two broad classifications of quantitative culture measures as typing measures, and profiling measures. Typing measures are used for categorizing organizations into specific culture types. For example Organizational Culture Inventory of Cooke and Lafferty assort three general types of organizational cultures: Constructive, Passive/Defensive, and Aggressive/Defensive (Cooke, and Szumal, 2000). Profiling measures present a detailed description of organizational culture by discrete dimensions and cultural traits representing different categories of norms,

behaviors, beliefs and values. Profiling surveys also can be divided into three main subgroups as: effectiveness surveys, descriptive surveys, and fit profiles.

Effectiveness surveys try to assess the values that are thought to produce cultures associated with high organizational performance and effectiveness. Descriptive surveys assess the values, but they don't make evaluations of organizational effectiveness. Fit profiles compare the values of employees and the organization, and try to find out the congruence between the individuals and the organization (Saffold, 1988; Ashkanasy, Broadfoot, and Falkus, 2000; Ashkanasy, and Jackson, 2002). Denison Organizational Culture Survey, which is used in this study and will be presented later on, is an example of a profiling effectiveness surveys.

### **c. Culture as a root metaphor:**

Culture as a root metaphor sees culture as something an organization is. Instead of viewing organizations as machines or organisms, those researchers define organizations as expressive forms, manifestations of human consciousness and symbols. However those scholars are also divided into three parts in terms of the anthropological view they hold.

According to cognitive anthropology, culture is a system of shared cognitions, knowledge and beliefs. The scholars who have this view see organizations as “*a particular structure of knowledge for knowing and acting*” (Smircich, 1983, p. 348). Anthropologists that have a symbolic perspective treat cultures as systems of shared meanings and symbols, and organization is conceived as a pattern of symbolic discourse, thus to understand organizations requires reading, interpreting and deciphering (Smircich, 1983).

Another perspective approaches culture from a structural and psychodynamic perspective, and from this point of view culture reflects the workings of unconscious infrastructure and organizational practices and tried to be understood in terms of the transformation of unconscious energy into new forms (Smircich, 1983).

The reason the different perspectives of defining and understanding cultures and organizations were explained above is to show solely the diversity in the epistemological views to understand and study culture. From the approaches mentioned above, this research adopts the second perspective: culture is something which the organization has, and we approach the culture as organizational / corporate culture from Schein's perspective. In terms of research methodology, the quantitative survey method is espoused and the instrument used is an example of a profiling measure, effectiveness survey.

## **2. Denison's Organizational Culture Model:**

As previously mentioned there is a strong debate in other words "paradigm wars" between the academicians studying culture (Denison, 1984; Denison, 1996; and Fisher and Alford, 2000). Dr. Daniel Denison motivated by the conviction that there should be a way to measure organizational culture, in order that the business world of real life can benefit from culture studies (Denison, 1984; Denison, 1996; Fisher and Alford, 2000). On the contrary to the traditional view of culture, he tried to move culture out of the academic area to everyday business life. Denison also believed that organizational culture is embedded in a set of basic assumptions, values and beliefs about employees, management, customers, share holders, suppliers and others. However he also believed that those beliefs, assumptions and values are not hidden, they affect and they are manifested by the observable behaviors of organizational members. Since culture is manifested by observable behaviors, it is possible to measure and

quantify and compare different organizational cultures (Juechter, Fisher, and Alford, 1998; Fisher and Alford, 2000).

Denison Organizational Culture Model is a profile kind of model, that is aimed to measure effectiveness related cultural dimensions. The model is based on the study of Denison's and colleagues'' systematic works on organizational culture and effectiveness since 1980. Denison's culture model and survey was applied to more than 1400 companies ranging in size from 10 people to 300.000 in different ages. The organizations are from various industries and sectors from different countries.

In the development of Denison Organizational Culture Survey, 950 organizations of different sizes and sectors participated to the study. With the help of the coauthor Neale; the results were expressed in a model that measure four basic dimensions: Mission, Involvement, Adaptability, and Consistency. As can be seen Denison's model focuses on the contradictions that occur as the organizations try to achieve internal integration and external adaptation. Denison model assumes that the effective organizations are the ones that solve the contradictions of stability and flexibility, and top-down effects to bottom up effects in a balanced and best way.

**a. The Dimensions and Sub dimensions of Denison's Culture Model:**

Denison's model is made up of 4 basic dimensions and 12 sub dimensions that are found to be related with organizational performance like return on investment, return on assets, growth in revenues and sales, market share, innovation, quality of products and services, and employee satisfaction. The studies showing the relation with organizational performance criteria and these traits (dimensions) will be presented later.

**(1). Mission:**

This dimension is external, stability and top-down effect oriented. It represents the degree that the organization knows “raison d’être”: why it exists and what its direction is (Denison, and Mishra, 1989; Fisher, 2000; Denison, Haaland, and Goelzer, 2003; Fey and Denison, 2003, Yilmaz, and Ergun, 2008, Gillespie, Denison, Haaland, Smerek, & Neale, 2008). The employees of successful organizations have a clear vision of how the organization will look in the future. They know their goals and objectives, and they have a strategic direction to reach those objectives and goals. In the model strategic direction and intent, goals and objectives, and vision are the sub dimensions of the mission trait.

**(2). Involvement:**

This dimension is internal, flexibility, and bottom-up effect oriented. It is the degree to which employees at all levels of the organization are engaged in and committed to the direction of the organization. The organizations that score higher in this trait empower their employees, the work groups are built around teams, and employees’ capabilities are developed at all levels. As a result of this, executives, managers, and employees are committed to their work, and feel responsible as they own a piece of the organization. The employees at all levels can have some input into decisions that affect their work. As a result the involvement trait is made up of sub dimensions of empowerment, team-orientation, and capability development (Denison, and Mishra, 1989; Fisher, 2000; Denison, Haaland, and Goelzer, 2003; Fey and Denison, 2003, Yilmaz, and Ergun, 2008, Gillespie, Denison, Haaland, Smerek, & Neale, 2008).

### **3). Adaptability:**

This dimension is external, flexibility oriented. The effective organizations are the ones that can adapt well to dynamics of their external environment (Parry, and Proctor-Thompson, 2003; Denison, and Mishra, 1989; Fisher, 2000; Denison, Haaland, and Goelzer, 2003; Fey and Denison, 2003, Yilmaz, and Ergun, 2008, Gillespie, Denison, Haaland, Smerek, & Neale, 2008). They are consumer oriented and driven by their consumers needs. They take risks and create changes to be successful at the market. They can develop new services and products to provide value for their customers. They are open to learning, and see the mistakes and experiences as an opportunity for learning. The system is open to change so that organization and its members can improve continuously. Creating changes, customer focus, and organizational learning are the sub dimensions of the adaptability trait (Denison, and Mishra, 1989; Fisher, 2000; Denison, Haaland, and Goelzer, 2003; Fey and Denison, 2003, Yilmaz, and Ergun, 2008, Gillespie, Denison, Haaland, Smerek, & Neale, 2008).

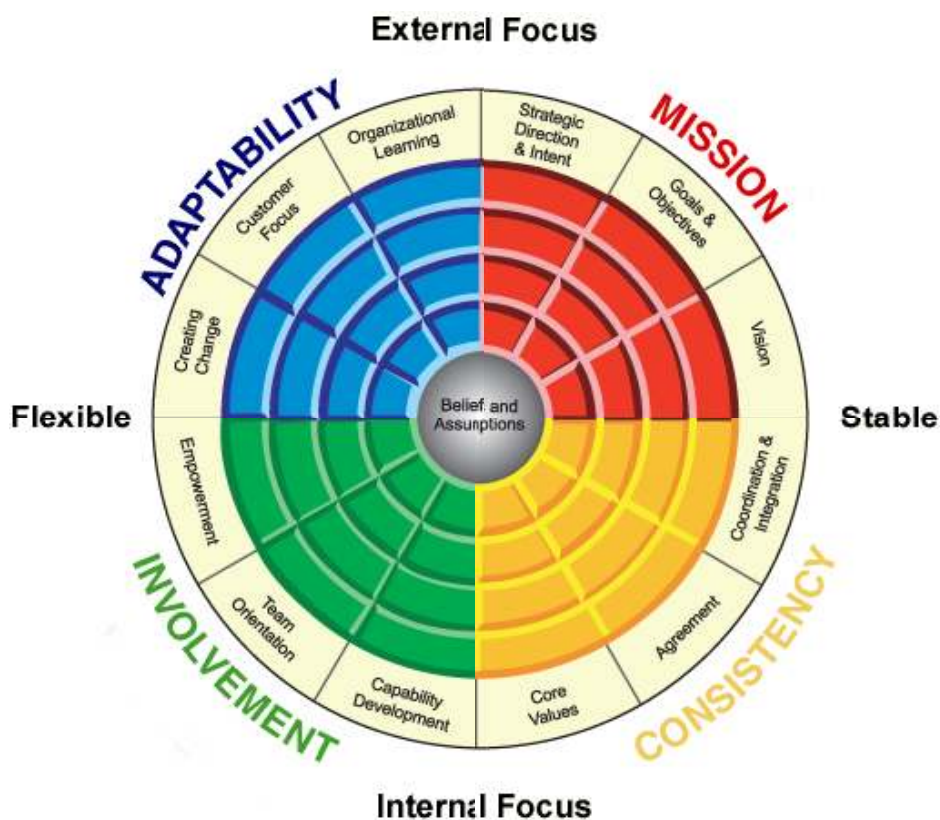
### **(4).Consistency:**

This dimension is stability and internal oriented, that is aimed to sustain internal integration. Although they continuously change and adapt their environment, successful organizations are integrated around core values that all of the employees share. In another saying, they have “strong cultures”. Those organizations have necessary systems, structures, and processes for integration. Despite the existence of different ideas, the employees are able to reach an agreement on important issues, and different divisions are well coordinated to reach organizational goals. Core values, agreement, and coordination and integration are the sub dimensions of consistency trait (Denison, and Mishra, 1989; Fisher, 2000; Denison, Haaland, and Goelzer, 2003; Fey and Denison, 2003, Yilmaz, and Ergun, 2008, Gillespie, Denison, Haaland, Smerek, & Neale, 2008).

### 3. How the model Works for companies?

The four main dimensions and 12 sub dimensions are shown in a circumplex as shown in the figure. The employees and managers of the companies take the Denison Organizational Culture Survey that is consist of 60 items; each sub dimension is measured through five items. Then the results of each company and group are aggregated to reach an organizational level measure. The organization level scores are presented for each culture sub dimension as percentile scores based on the comparison of other organizations that have completed the Denison Organizational Culture Survey. Percentile scores are shown in the circumplex through filling the necessary blanks in the dimension pies. The fuller the sub dimension pie in the circumplex, the more the company has this cultural trait. Hence the cultural strengths and weaknesses can be understood from this circumplex and leaders can be consulted through (Mobley, Wang, Fang, 2005).

**Figure 2: Denison Organizational Culture Model:**



Source: [www.denisonconsulting.com](http://www.denisonconsulting.com)

#### **4. Research about Denison's Organizational Culture Model:**

The roots of Denison's culture model go back to the beginnings of 1980s. Daniel Denison conducted studies about corporate culture related variables and their relations with organizational effectiveness criteria when he was working as a project director and assistant research scientist at the University of Michigan's Institute for Social Research (Denison, 1984).

In 1984 he conducted a research by using 34 companies' data from Surveys of Organizations archive at the University of Michigan's Institute for Social Research (ISR). The Survey of Organizations Questionnaire has 125 items, operationalized through the participative management theories of Rensis Likert. Denison's study was based on the perceptions of 43747 employees working in 34 different companies. In terms of organizational effectiveness he used financial ratios like Return on Investment (ROI), equity and sales from the ISR archive and New York Stock Exchange data. He found that the organization of work index, which contains survey items measuring whether the work is sensibly organized, work methods are adapted to changing conditions, the organizational goals are clear and reasonable, and decisions are made at the appropriate levels; have impacts on organizational performance. He found that the companies that were perceived as having well organized work environments had significantly higher ROI. He also found that companies using adaptable work methods and having clear goals have better Return on Sales (ROS) ratios. In terms of participative management at the first 2 years participative decision making companies had a slightly lower ROI. However after the third year the participative decision making companies outperformed the others. In terms of ROS data the participative decision making companies had better ratios compared to other companies and the difference

increased as the years passed, showing that participative management had better effects in the long run (Denison, 1984).

In 1995 Denison and Mishra conducted qualitative and quantitative studies to develop the model of organizational culture and effectiveness based on the four traits of Denison Organizational Culture Model: Involvement, Consistency, Adaptability, and Mission. In their first study they conducted qualitative case studies of five companies: Procter and Gamble, Medtronic, Detroit Edison, People's Express, and Texas Commerce Bancshares. Those companies were selected because in Denison's (1984) previous study close relationship between the level of involvement and organizational performance was found for them. Denison and Mishra (1995) conducted the qualitative case studies in order to find the other cultural characteristics of those companies other than involvement that affected their performance. In the case studies the publicly available sources like annual reports, business histories, etc. were used at the beginning. Knowledgeable outsiders like researchers, journalists, consultants and past employees were interviewed in order to provide insights about the companies. Also direct interviews were conducted with 25-100 organizational members. With those careful works the main cultural traits that have effects on organizational effectiveness were derived. It was found that Medtronic, the premier firm in the cardiac piece maker industry since 1960, had participative culture, and involvement of employees is related to its effectiveness. Moreover Medtronic's goals are clear, employees had a unity of purpose, and the mission and vision of the company had a positive effect on organizational effectiveness. In addition to that Medtronic had a strong culture, which is referred as consistency in Denison's model, which had an affect on organizational effectiveness (Denison and Mishra, 1995).

The other firm People's Express Airlines was an innovative low-fare airline that was founded in 1981, grew steadily to 1986, and acquired by Texas Air Corporation in 1987. People's Express had a culture that stressed the importance of involvement, the members were organized and socialized as teams. All the employees were empowered as responsible autonomies. The involvement and empowerment were critical in company's success (Denison and Mishra, 1995).

Detroit Edison is the other company that was studied, and consistency and mission were the core cultural characteristics that affected its success. Procter and Gamble (P&G), consumer product giant of years, has innovative work designs in some divisions like brand management and profit sharing, advertising and promotion. Also P&G has a very strong culture that nurtures company's success. Texas Commerce Bancshares had a very consistent culture from top to down with uniformity of practices, strict financial controls, and clear objectives (Denison and Mishra, 1995).

Those five case studies mentioned above were used for developing hypothesis about culture and effectiveness, and Denison and Mishra (1995) hypothesized that involvement, consistency or the degree of normative integration, adaptability or capacity for internal change in response to external demands, and sense of mission or long-term vision are the cultural traits that were positively related with organizational effectiveness. Those hypotheses were tested by examining the survey measures of the traits that were obtained from 764 companies, and compared to both subjective and objective effectiveness criteria like profitability, quality, sales growth, satisfaction, and overall effectiveness. Multidimensional scaling analysis of items showed discriminant and convergent validity for the four culture traits. In addition to that different cultural traits are related to different effectiveness criteria. With subjective

effectiveness measures like sales growth, profits, quality, employee satisfaction and overall performance, it was found that involvement as a cultural trait had positive relations with quality, employee satisfaction, and overall performance. Consistency had positive relations with profits, quality, employee satisfaction and overall performance. Mission had positive relations with all subjective effectiveness criteria. In terms of objective criteria like return on assets, and sales growth all cultural traits had positive correlations with effectiveness criteria. Denison and Mishra's (1995) research showed that the traits of mission and consistency predicted profitability, the traits of involvement and adaptability predicted innovation, the traits of adaptability and mission predicted sales growth (Denison and Mishra, 1995; Denison, Haaland, and Goelzer, 2004).

Fey and Denison (2003) studied the link between organizational culture and effectiveness for 179 foreign-owned firms operating in Russia, and the results were compared with the results of the firms that were previously obtained from US. Those 179 companies were the population of foreign-owned companies in October 1997 in Russia. Those companies had headquarters in Canada, Germany, Finland, France, Sweden and US. Denison Organizational Culture Survey (DOCS) and Effectiveness index, effectiveness index was composed of items measuring subjective criteria about overall performance, market share, sales growth, profitability, and employee satisfaction, quality of products and services, and new product development. The factor analysis of the DOCS for Russian data confirmed the validity of DOCS for Russia. It was found that Adaptability and Involvement strongly correlated with effectiveness index for Russian data. Moreover all cultural traits correlated with market share, sales growth, and profitability (Fey and Denison, 2003).

United States comparison sample of Fey and Denison's (2003) study came from a study conducted by Denison, Cho, and Young in 2002. This study had a sample of 36542 employees from 94 firms in the US. As a result of the comparison Fey and Denison (2003) found that Adaptability and Involvement were more important determinants of effectiveness in Russia compared to US. In US Mission and Involvement were highly associated with effectiveness compared to Russia (Fey and Denison, 2003).

Denison, Haaland, and Goelzer (2004) examined the relationship between organizational culture and organizational effectiveness with two studies. In the first study they analyzed the data from 230 organizations from Europe, North America, and Asia. In the second study they worked on the data gathered from 218 organizations from 7 countries: Canada, Australia, Brazil, USA, Japan, Jamaica, and South Africa. For the first study 36820 employees from 230 organizations from different industries and in different sizes completed Denison Organizational Culture Survey (DOCS). The data were gathered in 5 years. Positive correlations were found between the 12 culture indices and performance for companies in North America, Europe, Middle East, and Africa. Moreover the different regions did not have significant differences in terms of four cultural traits. However no significant correlation was found between the cultural traits and organizational performance for the Asian companies (Denison, et al., 2004).

Denison and colleagues' (2004) second study included 2162 employees of independently owned grocery stores that are members of International Grocers Alliance (IGA), from 7 countries: 92 stores in Australia, 17 stores in Brazil, 13 stores in Canada, 18 stores in Jamaica, 20 stores in Japan, 20 stores in South Africa, and 38 stores in United States (US). The employees completed DOCS and items on perceptions of store's performance like

sales growth, profitability, quality of products and services, employee satisfaction, and overall organizational performance. The results were as follows: all 12 culture indices were significantly correlated with overall performance ratings in Brazil, US, and Australia. 11 of the indices were significantly correlated with organizational performance in South Africa; Organizational Learning did not correlated significantly with organizational performance for South Africa. Strategic Direction and Intent, and Goals and Objectives correlated with performance in Canada. Core Values, Strategic Direction and Intent significantly correlated with organizational performance in Japan. For Jamaica none of the 12 indices correlated with organizational performance (Denison, et al., 2004).

Denison, Lief, and Ward (2004) conducted a study by comparing 20 family-owned and nonfamily-owned companies and they found that family companies scored higher on 12 subdimensions of Denison Organizational Culture survey. The differences in capability development, core values, and agreement were significantly higher. Denison et al (2004) mentioned that the family owned companies perform better because of the cultural values they possess.

Smerek and Denison (2007) conducted a research from a social capital point of view, by drawing 102 data points from the archive of publicly traded companies surveyed with DOCS between 1997 and 2004. The sample which was used represented 29 industries. The Return of Assets (ROA), sales growth and other financial data were got from Standard&Poors' COMPUSTAT database, and 1-3 years performances were derived for each company. In terms of ROA, and market-to-book ratios over a 3-year period, correlation of Adaptability and Involvement increased over time. The correlations of Mission were weaker although they were reaching statistical significance. It was found that the trait Consistency

had the weakest correlations with ROA and market-to-book ratio. For the sales growth of the companies, all of the four cultural traits had significant positive correlations for the short-run. For the second year the trait of Adaptability and sales growth had the strongest correlation ( $r=.356$ ). However the effects of cultural traits did not increase over time for the sales growth (Smerek and Denison, 2007).

In Gillespie, Denison, Haaland, Smerek, and Neale's study (2008), the effects of organizational culture on the customer satisfaction of the companies were investigated. They collected data from 32 regional home building markets (2410 employees) and 148 automobile dealerships (7975 employees) in US. The employees completed 60 item DOCS. Customers who recently bought houses from the home-building company and the customers of automobile dealerships were asked how they were satisfied with the overall experience with the companies. It was found that four of the main cultural traits related significantly with customer satisfaction for both samples. For the home building companies the correlations of the cultural traits with customer satisfaction from strongest to weakest were ordered as: adaptability, mission, involvement, and consistency. For the automobile dealerships the trait of consistency had the strongest relationship with customer satisfaction. Besides the correlation analysis, multiple regression analysis was conducted for both samples. For the home building markets the regression equation was only marginally significant while four traits explained 28% of the variance in customer satisfaction. For automobile dealerships the equation was significant while explaining 11% of the variance in overall customer satisfaction, and from 12 indexes Coordination and Customer Focus related positively with customer satisfaction (Gillespie, et al., 2008).

Yılmaz and Ergun (2008) conducted a study in Turkey to examine the relationship between organizational culture and organizational effectiveness by using DOCS. They conducted 60-item DOCS and 7-item organizational performance measures scales to 100 companies' top managers (mostly general managers) operating in the Kocaeli district of Turkey. Those firms were representing 18 different industries, such as; textiles, chemicals, automobiles, consumer goods, furniture, pharmaceuticals, ships and boats building etc. Moreover they conducted DOCS to the other managerial and lower level position employees. They totally gathered 1176 questionnaires from 100 companies. They conducted confirmatory factor analysis and discriminant validity analysis to DOCS and 12 component indexes displayed a good fit with the observed covariance across the measurement items. They found significant correlations between the four traits of DOCS and organizational effectiveness items like market share growth, ROA, quality improvements, new product development, employee satisfaction and overall effectiveness with correlations ranging between .27 (consistency and market share growth) and .66 (involvement and employee satisfaction). The mission trait had the highest correlations with organizational effectiveness indicators. In addition to correlation analysis, multiple regression analysis was conducted. The results showed that sales growth ( $R^2$ : .43) and ROA ( $R^2$ : .40) significantly related with the mission trait. Market share growth was associated with mission and consistency ( $R^2$ : .45). Moreover it was found that Involvement predicted quality improvements ( $R^2$ : .47), employee satisfaction ( $R^2$ : .53), and overall firm performance ( $R^2$ : .45). Innovativeness was associated with adaptability ( $R^2$ : .37). Mission and Involvement found to be explaining the variance in overall firm performance ( $R^2$ : .45). Moreover total scores from four cultural traits had positive effects on organizational effectiveness indicators ranging between .43 and .66 (for ROA and employee satisfaction). In addition to those analyses Yılmaz and Ergun (2008) analyzed the imbalances between cultural traits and their effects on organizational effectiveness indicators.

Also the imbalance between mission and involvement was found to increase overall firm performance, sales growth, market share growth and employee satisfaction. Moreover the imbalance between consistency and adaptability increased overall firm performance, sales growth, market share growth, and employee satisfaction (Yılmaz and Ergun, 2008).

Schmidt, Gillespie, Kotrba, Richie, and Denison (2009) analyzed the combined effects of the cultural trait of consistency with other traits: mission, adaptability, and involvement, on organizational effectiveness: market-to-book ratio. The DOCS completed by the employees of 137 organizations from 17 different industries between 1995 and 2006 were used for the organizational culture analysis. Those 137 organizations were chosen because they are publicly-traded companies, and their financial records can be found through Standard&Poors' COMPUSTAT database. The analysis showed that there were significant bivariate correlations between market-to-book ratio and mission and involvement traits. It was also found that the effects of consistency on market-to-book ratio were moderated by the other 3 cultural traits. Consistency was positively related with market-to-book ratio when Involvement, Adaptability, and Mission were high. When consistency was combined with low levels of Involvement, Adaptability, and Mission, it was negatively related with market-to-book ratio (Schmidt et al., 2009).

As can be seen Denison's Organizational Culture Model, is a strong model that depends on more than 25 years of careful research and studies.

### **C. Organizational Effectiveness:**

The aim of most of the organization related studies is to find the ways for organizations to reach organizational effectiveness (Öge, 2000). Hence history of

effectiveness studies can be said to be started from the early 1900s with the emergence of Taylorism that was aimed to find the scientific ways for organizations to reach the highest levels of productivity and efficiency.

Although the concept of organizational effectiveness is repeatedly stated in organizational literature, there is not a common accepted definition or a theory for the term. As a result of that we can see different criteria for organizational effectiveness in different studies (Steers, 1975; Cameron, and Whetten, 1981; Wilkins, and Ouchi, 1983; Ridley, and Mendoza, 1993; Öge, 2000; Wang, Shieh, and Wang, 2008; Campbell et. al,1979 as cited in Ridley and Mendoza,1993; and Öge, 2000) found 26 different criteria that were used as indicators of organizational effectiveness, such as productivity, efficiency, quality, revenues, absenteeism, occupational accidents, job satisfaction, flexibility and adaptability, empowerment, training and development of employees etc. Those 26 criteria can be categorized into four main groups as: economic indicators, technical indicators, organizational indicators, and social indicators (Kıroğlu, 2008). The differences in the definition, criteria and scope of organizational effectiveness concept in organizational literature can be related with the differences in the dominant theories of organizational studies history.

### **1. Models of Organizational Effectiveness:**

The earlier models of effectiveness were usually using a single criterion to define organizational success. Thorndike was the first in the general trend among the researchers to measure effectiveness among the researchers to measure effectiveness with a single criterion like net profit, productivity or organizational growth. However by the time and with the development of new perspectives multivariate organizational effectiveness models emerged, that were using different criteria at the same time.(Steers, 1975).

By the end of the World War II , with the developments in Organization Theory and emergence of Open Systems Theory, the number of organizational effectiveness models and studies increased swiftly. The models and studies were grounded on different assumptions and different points of views (Öge, 2000). Mainly organizational effectiveness models can be counted as: goal model, system models, strategic constituencies' model and competing values model (Kıroğlu, 2008).

#### **a. Goal Model:**

This model is based on two basic assumptions: First of all, organizations have goals that they aim to achieve; secondly those goals can be correctly defined and measured. This model views organization as a rational instrument to reach an economical goal. It is grounded on the views of classical organization theory and mechanistically view of organization (Steers, 1975; Öge, 2002; Isoraite, 2005).

Goal model has become the target of many critiques about the methodological and conceptual problems related with goal definitions. There is not a consensus between the different constituencies of organization about the organizational goals. Different constituencies like managers, share holders, the society, and the employees have conflicting interests and different aims. However the goal model is mainly interested in the aims of managers and share holders excluding the workers and society (Yutchman and Seashore, 1967; Steers, 1975; and Öge, 2000).

Goal model is also depended on the premise that the organizational goals are represented with the organizational structure as hierarchy of goals. However, that is not the

case; different units of the organization may have different aims (Öge, 2000). Goal model assumes that all of the resources and energy of the organization is disbursed for reaching the goal, but in real life some of the resources and energy of organizations is preserved for the survival of organization in the future. By the researchers who accepted goal model, organizational effectiveness is defined with a single criterion as a dependent variable, and an internal variable of an organization. However, organizational effectiveness is not an abstracted dependent variable, it is a system of different variables.(Steers, 1975; Öge, 2000). Moreover the goals of all organizations can not be measured. We can measure the revenue, productivity, and efficiency for some business organizations but we can not measure the output of non-governmental and religious organizations (Öge, 2000).

#### **b. System Models:**

The system model of organizational effectiveness is related with the modernist organization theory. In contrast to the mechanical point of view of organization in the classical management theory, modernist theory view organization as an organism living in a system and organization itself is part of the system (Hatch, 1997; Öge, 2000; Isoraite, 2005). System theory of organizational effectiveness is grounded on the Open Systems Theory and General Systems Theory of Ludwig Von Bertalanfly. Organizations are viewed as open systems that take inputs from their environment like raw materials and other resources. Those inputs are transformed into outputs by the organizations like goods and services (Hatch, 1997). In order to survive the organization should sustain the permanence of those resources. Moreover organizations should adapt to the changes in their environment in order not to extinct. The system models of effectiveness do not neglect the organizational goals like productivity, financial revenues etc., but they emphasize the means and resources to reach those goals, and the environment the organization is in. (Yutchman, and Seashore, 1967; Öge,

2000; Kiroğlu, 2008). Bennis's, Katz and Kahn's, Yutchman and Seashore's models are all examples of system models of organizational effectiveness (As cited in Steers, 1975 and Öge, 2000).

**Table 1: Examples of Open System Models**

MODEL	Evaluation Criteria
Bennis (1962)	Adaptability, Sense of identity, Capacity to test reality
Katz and Kahn (1966)	Growth, Storage, Survival, Control over environment
Yutchman and Seashore (1967)	Successful acquisition of scarce and valued resources, control over environment

Based on Steers (1975)

Etzioni mentioned that system models are superior compared to goal model, because system models view other social systems at work instead of focusing on the interests of management. System models are more dynamic, they focus on the adaptability and survival of the organizations in a constantly changing environment (Steers, 1975).

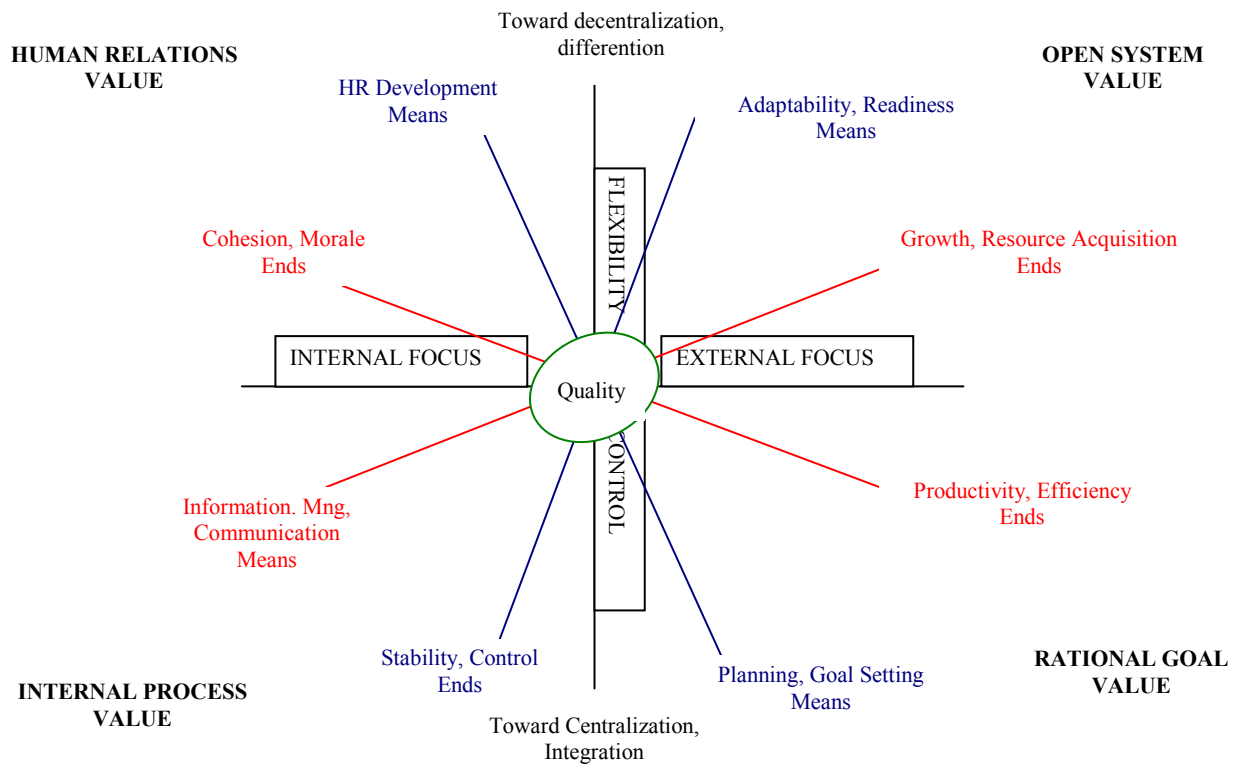
**c. Strategic-Constituencies Model:**

This model accepts the importance of managerial goals and adaptation and survival of the organization in a changing environment. Moreover it includes the different expectations and interests of various powerful groups related with the organization. Those interest groups are the share holders, employees, customers, suppliers, financial creditors, government and society (Connolly, Colon, and Deutch, 1990; as cited in Kiroğlu, 2008).

#### **d. Competing Values Model / Competing Values Framework:**

As Cameron (1986, p. 545) states “Organizational *effectiveness is inherently paradoxical. To be effective, an organization must possess attributes that are simultaneously contradictory, even mutually exclusive*” The Competing Values Model of organizational effectiveness was developed by Quinn and Rohrbaugh in 1983. The model emphasized that organizational effectiveness depends on the organizations and managers’ ability to satisfy multiple and conflicting performance criteria based on four value sets. Those four value sets are the result of combination of two main dimensions: flexibility vs. control and internal focus vs. external focus (Cameron, 1986; Denison, Hooijberg, and Quinn, 1995; Buenger, Daft, Conlon, and Austin, 1996; Howard, 1998; Panayotopoulou, Bourantas, and Papalexandris, 2003; Kwan, and Walker, 2004; Dikmen, Birgönül, and Kızıldaş, 2005). Moreover in Competing Values Model Quinn and Rohrbaugh distinguishes outcome objectives (ends) and means by which these ends are to be achieved (Pounder, 2000). The Competing Values can be summarized as it is shown in Figure 3.

**Figure 3: Competing Values Framework**



*Source: Pounder (2000).*

On the upper right quadrant Open System Value is seen, which is characterized as managers emphasizing flexibility and external focus in order to adapt to environmental conditions. In the Open Systems Value commitment to experimentation, individual initiative, readiness and insight are stressed in order to reach creativity, cutting edge output, growth and external support.

On the bottom right quadrant, Rational Goal Value is seen with the combination of external focus and control emphasis. In that model goal clarification and orientation, direction, decisiveness, planning, and achievement of measurable goals are emphasized in order to reach productivity, efficiency and market growth.

For Internal Process Value which is seen on the bottom left quadrant, managers use information management, communication, standardization and formalization in order to reach stability and control.

The last value which is seen on the upper left quadrant is called Human Relations Value. The managers exert discussion, participation, consensus, teamwork and employee development as means to gain employee morale, cohesion, commitment, and human resource development. (Buenger, et. al , 1996; Baker and Branch, 2002; Panayotopoulou, et. al, 2003).

## **2. Indicators of Organizational Effectiveness:**

When the literature is reviewed it reveals that Competing Values Model of organizational effectiveness provided a theoretical framework for more than 40 organizational effectiveness studies with 9 dimensions of effectiveness (Kıroğlu, 2008).

### **a. Productivity- Efficiency:**

Productivity is one of the most difficult concepts to define in the organizational literature, like the related constructs such as performance, effectiveness, and efficiency. Those terms are used by a variety of disciplines and levels of analysis (Neal, and Hesketh, 2002). However for the scope of this research we use Pounder's definition of productivity which is concerned with the quantity and volume of what the company produces in a given time (Pounder, 2002; as cited in Kıroğlu, 2008). Productivity is a term generally used for group and organizational level analysis (Huselid, 1995; Huselid, Jackson, and Schuler, 1997; Neal, and Hesketh, 2002; Kıroğlu, 2008).

On the other hand efficiency is the ratio of the output, to the inputs required to produce it (Öge, 2000; Neal, and Hesketh, 2002). If an organization uses less resources to produce a unit output compared to competitors, it is said to be more efficient (Öge, 2000; Kıroğlu, 2008).

**b. Quality:**

Quality is related with the firm's and workers' dedication for producing and creating superior quality products or services. If the products and services are high in quality the customers are willing to pay a premium price and company's reputation increases. With the value created by the quality of the products, the companies invest in quality enhancing systems to produce more value for customers (Kıroğlu, 2008).

**c. Cohesion:**

Cohesion aspect of organizational effectiveness is related with the staff morale, interpersonal relationships between employees, disposition and gratification for teamwork, and high sense of belonging to the working group and company (Pounder, 2000). As a result of cohesion employees in a group have goal agreement, commitment, motivation, and involving extra effort for the job (Campbell, 1977; as cited in Kıroğlu, 2008). In organizations that have cohesive employees, managers take positive steps to create a climate which employees at all levels feel valued, and there are mechanisms for the staff to work together and share problems and solutions (Pounder, 2000).

**d. Adaptability-Readiness:**

Organizations that have a high capacity to adopt their environment are flexible, open to change, and give importance to innovation (Kıroğlu, 2008). Readiness refers that

organizations trace the developments around their environment, and get prepared for the new developments and challenges through research and development activities. Moreover adaptability and readiness requires organizations to have empowered employees and flexible organizational structures that can be easily altered if necessary (Pounder, 2000; Pounder, 2002 as cited in Kıröğlü, 2008).

**e. Information Management:**

If an organization is said to be effective for this dimension, it means that the organization has the ability to distribute accurate information needed by the employees to do their jobs. In addition to that organization distributes the necessary information on time. The mechanisms are introduced for disseminating the information not only from top to down, but from bottom to up as well (Pounder, 2000).

**f. Growth:**

Growth is concerned with organizations ability to secure external support, acquire more resources and increase in organization's capabilities (Pounder, 2002; as cited in Kıröğlü, 2008). Growth can be represented by increase in plant capacity, the number of employees, sales, profits, assets, market shares, etc (Huselid, 1995; Isoraite, 2005; Huselid, Jackson and Schuler, 1997; Pounder, 2002; as cited in Kıröğlü, 2008 ).

**g. Planning and Goal Setting:**

It is related with organizations ability to set goals and objectives and systematically plan for reaching those objectives and plan for future. Organizations that score higher in this dimension make coherent instructional plans. They have a mission and visions related to that

mission, and to realize the organizations vision, the broad aims are fragmented as specific and action oriented objectives for departments and employees. Even the budgeting plans of departments can be counted as the sub dimension of planning and goal setting (Pounder, 2000).

#### **h. Human Resource Development:**

Human resource development is counted as a mean to reach employee morale and cohesion in the Human Relations Value of Competing Values Framework (Smart, 2003; Pounder, 2000). Organizations that score higher in Human Resources development give importance to training and development of their employees, facilitate participation in decision making, and empower their employees (Huselid, 1995; Birdi, Clegg, Patterson, Robinson, Stride, Wall, and Wood, 2008).

#### **i. Stability and Control:**

On the bottom left quadrant of the Competing Values Framework, in the Internal Process Model, stability and control is mentioned as an end that is reached through information management and communication (Smart, 2003; Pounder, 2000). It is the company's ability to control the flow of information and work and direct the behaviors of its members. Stability is concerned with the maintenance of organizations structure, functions and resources, particularly in stressful situations (Walton and Dowson, as cited in Kıroğlu, 2008).

#### **D. The Purpose of the Study:**

As mentioned before there are various studies conducted to show the relationship between collective efficacy and group and team performance in the motivation literature.

However the number of the studies showing the antecedents of this construct is relatively rare. Moreover studies about organizational antecedents of collective efficacy are nearly an untouched research area. First of all the aim of this research is to find the relationship between organizational culture and collective efficacy. For this reason Denison's Organizational Culture Model and survey was selected as to profile organizational culture. As can be understood, organizational culture is approached as an internal variable and organizational culture is seen as a background factor in organizations that affects managerial and employee practices, behaviors and attitudes.

Moreover it is aimed to replicate Petitta and Falcone (2007), Mastroilli et. al (2007), and Russo et. al (2007) studies on the relationship between perception of context and collective efficacy.

In addition to those goals it is aimed to inspect the relationship between collective efficacy and organizational effectiveness, since it is related with organizational performance.

### **1. Hypothesis:**

As previously mentioned Petitta and Falcone (2007), Mastroilli et. al (2007), and Russo et. al (2007) found that perception of context: Perception of leader, and Perception of colleagues; and employees own self efficacy are positively related with employees' sense of collective efficacy of the group that he/she is the member. Moreover Petitta and Falcone (2007) also found that perceptions of organizations top management, which is another aspect of perception of context, also affects the formation of collective efficacy. As a result of those studies it is expected that; Perception of context: Perception of top management, Perception of

leader, and Perception of colleagues with employees own self-efficacy will affect collective efficacy at both individual and group levels. Hence:

**H<sub>1a</sub>:** Perception of context and employees own self-efficacy affect group collective efficacy.

**H<sub>1b</sub>:** Perception of context and employees own self-efficacy affect organizational collective efficacy.

**H<sub>1c</sub>:** Group collective efficacy mediates the relation with perception of context, employees self efficacy and organizational collective efficacy.

As it is stated above we assume organizational culture as a background factor affecting employees' behaviors in organizations. Hence it is expected that organizational culture will affect how employees will perceive their context and themselves (their self-efficacy) and their perception of collective efficacy. However different dimensions of the organizational culture will affect those variables differently.

The first dimension of Denison's Culture Model is Mission, which is composed of three sub dimensions: Strategic direction and intent, Goals and objectives, and Vision. An organization that have higher points on this dimension has a clear mission, managers and employees share a common vision for organization's future, and strategic plans are made, goals and objectives of employees are clear to reach this vision.

Denison's second cultural dimension Involvement is consisting of Empowerment, Team orientation, and Capability development as sub dimensions. As the employees are empowered and their capabilities are developed, they get new skills and more experiences related with their work, they will be more satisfied with their job, organizational environment,

leadership and top management. Moreover teamwork experiences may increase group cohesion of the employees; they can recognize each others' capabilities and skills. As the team work activities are exhorted in the organization, collective efficacy may increase.

The third dimension of Denison's Organizational Culture Model is Adaptability which consists of Creating changes, Customer focus, and Organizational learning sub dimensions. If an organization has higher points on creating change it means that the organizational structure and operations are flexible and open to change, the top management can develop new strategies according to the changes in organizational environment and competitors. In addition the work related developments are monitored and applied in the organization. If the company is customer-oriented, the customer views and demands are taken into account, and the products, services or operations are adapted to customer demands. Moreover if an organization has a higher score on organizational learning, the organization creates opportunities for learning for its employees, and risk taking and innovation are valued and encouraged.

Fourth dimension of Denison's culture model is consistency and it is made up of core values, agreement, and coordination. If an organization has high point in core values, the managers and employees in that organization have ethical values that direct their behaviors, the managers apply what they say, and in general there are clear and consistent rules in organization that guide work related practices. Moreover in a consistent organization employees can easily agree on common points to solve work related problems, and those solutions can satisfy all parties. If the organization scored higher on coordination sub dimension it means that the employees and different departments can have a common point of view on work related issues and they can coordinate easily. All those properties of

organizational culture can have a positive effect on perception of organizational context and collective efficacy at both individual and group levels. Hence it is expected that:

**H<sub>2a</sub>:** Organizational culture dimensions have positive effects on perception of context and employees own self efficacy.

**H<sub>2b</sub>:** Organizational Culture dimensions have positive effects on group collective efficacy.

**H<sub>2c</sub>:** Organizational culture dimensions will have positive effect on organizational collective efficacy.

**H<sub>2d</sub>:** Perception of context variables mediate the relationship between organizational culture and group collective efficacy.

**H<sub>2e</sub>:** Perception of context variables mediate the relationship between organizational culture and organizational collective efficacy.

According to Information Processing theory, people feeling good tend to call positive materials in the memory. Positive perceptions of context, employees own self efficacy and group-level collective efficacy can cause employees to remember and to have positive images about their work environment and organization. Also as Bandura (1997) stated that affective information by the mood is important for judging efficacy belief. Hence when the employees perceive their group as more positive and efficient, it is more likely for them to perceive their organization more positive and efficacious. Hence it is expected that at both individual and group levels:

**H<sub>3</sub>:** Group collective efficacy affects organizational collective efficacy positively.

As mentioned before in the literature review on collective efficacy, collective efficacy is related with higher performance of employees. Hence it is normal to expect that organizational level collective efficacy will cause organization's members to have higher performance, so those organizations which have higher scores on organizational collective efficacy will have higher scores on Organizational Effectiveness Indicators Questionnaire. Moreover as previously mentioned there are studies indicating that the dimensions of DOCS; involvement, mission, consistency and adaptation, affect Organizational Effectiveness. (Schmidt, et. al, 2009; Yılmaz and Ergun 2008); Gillespie, et. al, 2008; Smerek and Denison 2007). As a result it is also possible to expect that at the organizational level Organizational Culture will have an effect on Organizational Effectiveness. In addition we are expecting that organizational collective efficacy will mediate the relationship between organizational culture and organizational effectiveness.

**H<sub>4a</sub>:** Organizational culture affects organizational collective efficacy positively.

**H<sub>4b</sub>:** Organizational culture affects organizational effectiveness positively.

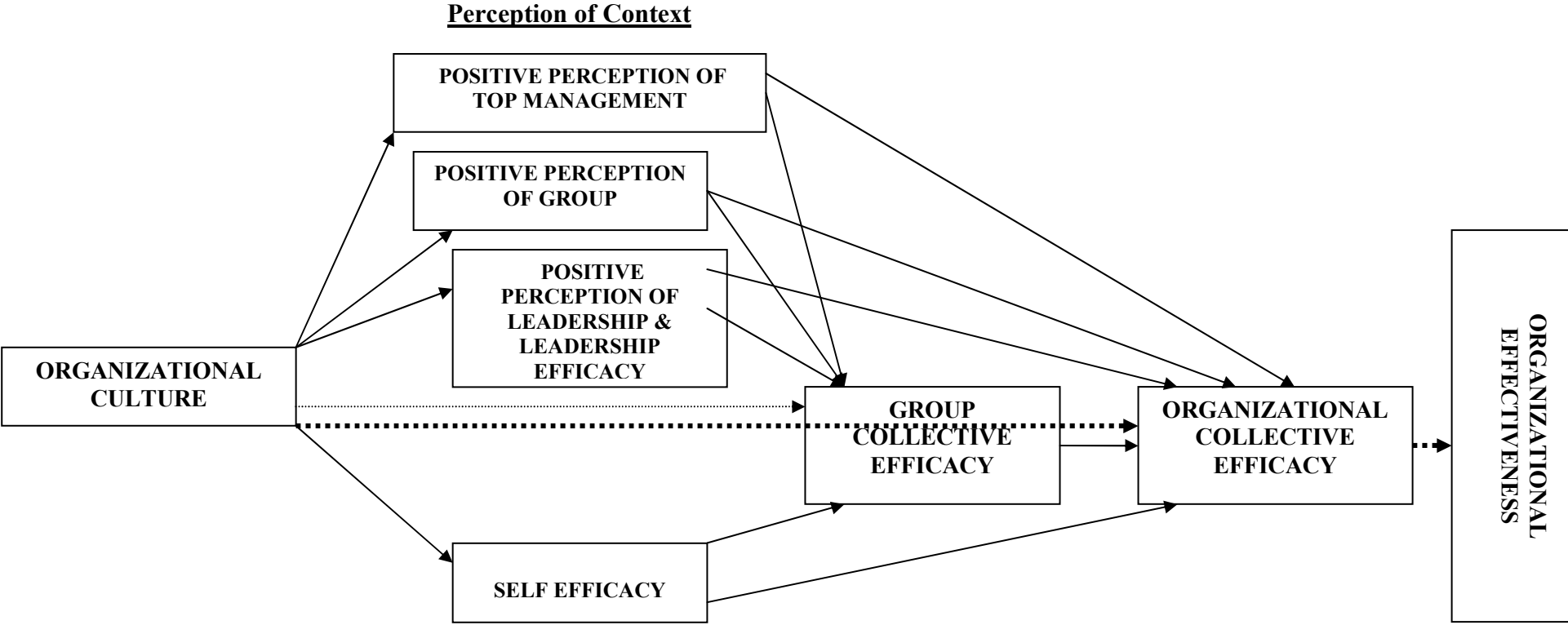
**H<sub>4c</sub>:** Organizational collective efficacy affects organizational effectiveness positively.

**H<sub>4d</sub>:** Organizational collective efficacy mediates the relationship between organizational culture and organizational effectiveness.

## **2. Theoretical Model:**

To sum up we can summarize our research model as it is shown in Figure 4. However it should be noted that the relationship between organizational culture, organizational collective efficacy, and organizational effectiveness will be analyzed in the organizational level. The other analyses will be conducted at both individual and group levels.

**Figure 4: Research Model:**



## II. METHOD:

### A. Subjects:

Convenience sampling was used to reach the subjects of this study. At least 2500 surveys were sent out or given to employees working in different sectors, departments and positions. Approximately 1000 of the surveys filled out and returned back. At the end of the data gathering process we ended up with 933 usable questionnaires for further statistical analysis.

The employees were from 163 large organizations from different sectors like banking and finance, information technology, consultancy, pharmacy, construction, automotive, education, Fast Moving Consumer Goods (FMCG), mining, retail industry, aviation, marine industry, production industry and other industries. The allocation of the subjects in terms of sectors can be seen in Table 2.

**Table 2 The distribution of the subjects in terms of the industries they work**

<b>Sector</b>	<b>Frequency</b>	<b>Percent</b>
automotive	46	4,9
aviation	9	1,0
banking and finance	124	13,3
construction	17	1,8
consulting	47	5,0
education	124	13,3
FMCG	14	1,5
information technologies	18	1,9
marine	8	0,9
metal	61	6,5
mining	20	2,1
others	73	7,7
pharmacy	21	2,3
production	159	17,1
public	52	5,6
retail	21	2,3
security	18	1,9
telecommunication	84	9,0
transportation	14	1,5
missing	3	,3
<b>Total</b>	<b>933</b>	<b>100</b>

The subjects also cover white and blue collar employees, but 78% of them who mentioned their positions were white collars. The subjects were holding different position levels from workers and assistants to General Managers and CEO's. The distribution of the subjects in terms of positions they hold can be seen in Table 3.

**Table 3 The Distribution of the Subjects' Positions**

<b>Position</b>	<b>Frequency</b>	<b>Percent</b>
<b>White Collars</b>	<b>728</b>	
Top Management	7	
Middle Management	60	
Staff Management	100	
Specialists	491	
Consultants	12	
Other staff	58	
<b>Blue Collars</b>	<b>187</b>	
Craftsman	13	
Foreman	174	
missing	18	
<b>Total</b>	<b>933</b>	<b>100</b>

The questions regarding the demographic characteristics of the subjects were age, gender, marital status, education level, and their tenure and work experiences. The descriptive statistics of the demographic characteristics of the subjects are also presented in Table 4.

**Table 4 The Demographic Characteristics of The Subjects**

<b>Variable</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Minimum</b>	<b>Maximum</b>				
Age	32,94	7,46	17	67				
Tenure in the org.	6,32	5,81	,10	37				
Tenure in the dept.	5,70	5,51	,10	35				
Total experience	10,63	7,90	,10	65				
<b>Marrital Status</b>	<b>Married</b>	<b>Single</b>	<b>Divorced</b>	<b>Seperately living</b>				
Frequencies	559	325	28	4				
<b>Education</b>	<b>Phd</b>	<b>Master</b>	<b>Licence</b>	<b>Pre Lic</b>	<b>High S</b>	<b>Sec. S</b>	<b>Primary</b>	<b>Literate</b>
Frequencies	21	156	340	86	245	34	45	0

## **B. Instruments:**

### **1. Denison Organizational Culture Survey**

Denison Organizational Culture Survey's short Turkish version was used which is adapted by Mehmet Yahyagil (Yahyagil, 2004). Original form of Denison Organizational Culture Questionnaire, which was developed by Daniel R. Denison and William S. Neale, consists of 60 items, measuring four main traits: adaptability, mission, involvement, and consistency, which form the main scales of the survey. Each scale that is measured by 15 items is also made up of three subscales. Adaptability scale consists creating change, customer focus, and organizational learning subscales each of which are measured by 5 items. Mission scale is also having 3 subscales: strategic direction and intent, goals and objectives, and vision. The third scale of survey Involvement has also 3 subscales: empowerment, team orientation, and capability development. Consistency is the scale that covers core values, agreement, and coordination and integration subscales.

The Turkish version of DOCS consists of 36 items and each scale is measured by 9 items and each subscale is measured by 3 items. Although the validation and reliability analysis of the Turkish and short version of the scale are available, an exploratory factor analysis was conducted to the survey to see the factor structure with this sample. The factor structure of the DOCS and reliability coefficients of the factors will be presented in the results section. The response scale of the questionnaire in this study is 1 strongly agree to 6 strongly disagree. The 36 item Turkish version of the DOCS can be seen in Appendix. The factor structure and reliabilities of the scales of DOCS will be presented in the results section.

## **2. Self Efficacy Questionnaire**

The General Self Efficacy Questionnaire of Schwarzer and Jerusalem (1995), containing 10 items, was used to measure the self efficacy of employees. This scale was adopted and used by Bal (2008) for her PhD thesis. The response scale of the questionnaire is from 1 strongly disagree to 6 strongly agree. The Cronbach  $\alpha$  of the scale is .92, and it shows us that the scale is highly reliable. Example items from this scale are: “I can always manage to solve difficult problems if I try hard enough” and “I can remain calm when facing difficulties because I can rely on my coping abilities”.

## **3. Perception of Context Questionnaires**

The perception of context questionnaires were developed by Petitta and Falcone (2007) and used in some Italian studies. The English versions of the questionnaires were sent by the Italian researchers, and they were translated by two Industrial Psychologists to Turkish and controlled in a pilot study of 72 subjects. The response scale of the questionnaire in this study are 1 strongly agree to 6 strongly disagree.

### **a. Perception of Top-Management**

The perception of Top Management questionnaire was consisting of 4 items and the reliability of that questionnaire is high: Cronbach  $\alpha$ : .90. An example of the items is: “Expected goals and results are clearly defined from top management”. As the subjects evaluate their top managements more positively, the scores in this scale get higher.

### **b. Perception of Group**

The perception of group questionnaire is also made up of 4 items measuring how the employees perceive their colleagues in his/her department. The Cronbach  $\alpha$  of the scale is

,89, it is reasonably high. An example item from the scale is “In my department we can always count on others’ help.” The higher scores in this scale mean the colleagues are evaluated more positively.

### **c. Perception of leader**

The perception of leader is a 4-item questionnaire that measures how the employee evaluates his/her direct manager. The Cronbach  $\alpha$  of the scale is .91. An example item from that scale is “My direct supervisor is very skilled and competent”. The higher the scores in this scale, the more positively the leaders are evaluated by the subjects.

### **d. Leadership efficacy questionnaire**

The original version of the Leadership Efficacy Questionnaire was developed by Murphy (1992) and used in her PhD thesis in University of Washington, Seattle. Chrystal Hoyt who is specialized on leadership efficacy studies sent the English version of the questionnaire to the researcher. The original questionnaire was developed to be filled out by the leaders themselves. For this study the items are adapted in a way that the subordinates evaluated the efficacy of their managers’ leadership. In the original scale 7 point scale was used by Murphy indicating that -3 strongly disagree to +3 strongly agree. However in this study, as it is used for the other scales, the response scale of the questionnaire is from 1 strongly disagree to 6 strongly agree. An example item of the questionnaire “In general, he/she is very good at leading a group of his/her peers.” The Cronbach  $\alpha$  of the scale is ,95, showing that the scale is highly reliable.

#### **4. Collective Efficacy Questionnaires**

The collective efficacy questionnaires were developed by the Italian researchers and used in different studies in Italia (Petitta and Falcone, 2007; Mastroilli, Borgogni, and Petitta, 2007; Russo, Dammacco, and Borgogni, 2007).

##### **a. Group Collective Efficacy Questionnaire**

Group collective efficacy questionnaire was made up of nine items measuring the employees' thoughts about the group, the department they are working in. An example item of the questionnaire is "We always achieve to coordinate in order to get over the obstacles we face". The response scale of the questionnaire is from 1 strongly disagree to 6 strongly agree. The Cronbach  $\alpha$  of the scale is .96, and it shows that the scale has a high internal reliability.

##### **b. Organizational Collective Efficacy Questionnaire**

Organizational collective efficacy questionnaire also consists of 9 items measuring about the efficacy beliefs of the employees about their organization in general. For instance an item measuring organizational collective efficacy is "Our company is always able to anticipate the markets and sectors' trends" The response scale of the questionnaire is from 1 strongly disagree to 6 strongly agree. The Cronbach  $\alpha$  of the scale is .96, and it shows that the scale has a high internal reliability.

#### **5. Organizational Effectiveness Indicators Questionnaire**

The Competing Values framework of Quinn and Rohrbaugh was used as an effectiveness model as Pounder (2000) used in his study. The original versions of the questionnaires measuring productivity – efficiency, cohesion, adaptability – readiness, information management – communication, planning – goal setting, and stability – control

comes from the Pounder's (2002: as cited in Kiroğlu, 2008) study, Quality was measured by using the scale of Lopez-Cabrales et al. (2006: as cited in Kiroğlu, 2008). and these scales were used by Kiroğlu (2008) for her master thesis. Some examples from the questionnaire are: "Regular meetings at all levels devoted to improve productivity and efficiency" for productivity and efficiency scale. "There is a strong commitment to quality at all organizational levels" for quality scale. "Our organization is highly concerned with staff teamwork" for cohesion scale. "Organization's ability is adequate for readily altering or adapting its structure to changing demands" for adaptability and readiness scale. "The mechanisms are adequate for the purpose of cascading information systematically from top to bottom of the organizational hierarchy" for information management and communication scale. For the growth scale an example item is "Marketing of products and services is successful.", for the planning and goal setting scale "In this organization, future plans are implemented exactly on time.". For the Human Resources Development scale "The organization provides individual growth opportunities for its staff", for the stability and control "Our organization's ability to control the flow of work under of pressure or threat is adequate". The response scale of the Organizational Effectiveness questionnaire is from 1 strongly disagree to 6 strongly agree.

### **C. Procedure**

First of all a pilot study was conducted with 72 employees from the banking and finance sectors to see whether the questionnaires' items are understood by the subjects and the scales are reliable. From the feedback of the subjects it was understood that completing the questionnaires lasted 15 minutes on average. The pilot study showed us that the items are easily understood as it is aimed and data collection process continued with the approved questionnaires.

Data collection went ahead in four ways: by going to companies and distributing the questionnaires to the employees by hand, by online surveys, and via e-mail as word documents.

The companies which the researcher went were called by telephone and the aim of the study and administration of the questionnaires were told to the Human Resources Managers, specialists or staff managers or after the telephone call they were informed via e-mails. The employees of the companies that accepted the administration of the questionnaires were given the questionnaires and envelopes. They were told that the data will only be used for scientific purposes and it is expected for them to fill out the questionnaires in a week and put the filled out questionnaires in a closed envelope. After a week the researcher visited the companies for several times to get back the filled out questionnaires. Most of the companies were visited at least 4 times for data collection. Data collection with this method lasted for 11 months in 4 different cities, Istanbul, İzmit, Kastamonu and Balıkesir; more than 70% of the data (679 surveys) of this research was collected by this way.

For online data collection, one of the very well known online survey service company was used. The items in the questionnaires were put in the system and an online survey was created. Then the invitation links of the survey were e-mailed to the subjects. Only the completed questionnaires were used for further analysis. Total 132 usable questionnaires were derived with this way. Online data collection lasted for two months.

Moreover the researcher e-mailed the word documents of the questionnaires to her associates working in different companies. The questionnaires were filled out and sent back to the researcher. 122 of the questionnaires in this research were collected with this method.

To control whether the data collection method affected the responses of the subjects, One Way ANOVA analysis was conducted between the 3 groups of subjects and no scale differences was found between the three groups.

#### **D. Statistical Analyses:**

Based on the proposed model multiple regression analyses were conducted between the variables on both individual and group levels. Group level values of each variable are aggregated by the aggregation command of SPSS 16.00, by using organizations and departments as break variables.

In the analyses, the variables on the left side of the model were treated as independent variables compared to the variables on their left. Moreover mediation analysis were conducted for the variables between the organizational culture and organizational effectiveness by using Baron and Kenny's method (1986), but before the regression analyses exploratory factor analyses and reliability analyses were conducted for Organizational Culture and Organizational Effectiveness Indicators Questionnaires. For each factor of these scales Cronbach  $\alpha$  coefficients were found for reliability analysis. In addition Pearson correlations of all the variables to each other were taken into consideration to avoid the multicollinearity for further multiple regression analyses. In addition to that the co linearity diagnostics were used while multiple regressions were conducted to check whether multicollinearities between variables exist.

Moreover in the statistical analyses, levels of analysis issues were also taken into consideration for the organizational level variables. As organizational effectiveness was an

organizational level variable the analyses including this variable were conducted by organizational level data by converting the organizational culture, organizational collective efficacy, and organizational effectiveness data to organizational level. To reach the organizational level value of the variables aggregate option of SPSS 16.00 was used again, and the data from the employees of same organizations were aggregated to reach a value for an organization.

### III. RESULTS

In this section the results of the analysis are presented. First of all the construct validity of the organizational culture and organizational effectiveness scales were analyzed through exploratory factor analysis. The internal reliabilities of the subscales were controlled through measuring Cronbach  $\alpha$  coefficient. The factor analyses and reliability analyses that are presented below were conducted at the individual level.

#### A. Factor Analysis of the Organizational Culture Survey

Although the reliability and validity analysis of the 36 item questionnaire was conducted by Yahyagil (2004), and the results were satisfactory; an exploratory factor analysis was also conducted for this research data. Each step was conducted on one-item-a-time basis by discarding any item which loaded to more than one factor with a .10 or less difference, or that loaded less than .50. Those factors with Eigen values of 1.00 or more were taken into consideration in total variance explained.

Principal Component Analysis with Varimax rotation were conducted, and 15 items were discarded one by one resulting with the 21 items of the scale showing four factors in the last analysis. Those four factors were *involvement*, *mission*, *consistency*, and *adaptation*. The KMO (Kaiser -Meyer -Olkin) measure of sampling adequacy was larger than .50, and Bartlett test value was significant for this analysis, showing that it is statistically appropriate to rely on the results of the factor analysis. Moreover the results showed that those four factors emerged, explains the 56,68% of the total variance.

For four emerging factors' subscales Cronbach  $\alpha$  coefficients were found in order to test the subscales' internal reliabilities. The analyses showed that for the first two factors:

involvement and mission scales have high reliabilities. Cronbach  $\alpha$  for involvement is ,86, and Cronbach  $\alpha$  for Mission is ,88. For the last two factors; consistency and adaptation (flexibility) scales have reliabilities less than, 70. Cronbach  $\alpha$  of Consistency is ,69, and Cronbach  $\alpha$  of Adaptation (Flexibility) is ,65. However as the reliability coefficients were very close to ,70; they were found satisfactory for further analyses. The factor structure of the organizational culture survey and the reliabilities of the subscales can be seen in Table 5 below.

**Table 5 The Factor Structure of The Short Turkish Version of DOCS**

Factor	Items	F. Loadings	Explained Variance	Cronbach $\alpha$
<b>Involvement</b>	2.information sharing	,77	34,92	,86
	1.work engagement	,73		
	6.work & org. objectives	,68		
	8.development of employee capacities	,64		
	5.emp. in planning own work	,63		
	13.satisfactory solutions for all emp.	,63		
	3.emp. in general planning	,60		
<b>Mission</b>	28. availability of long term plans	,79	10,37	,88
	29.clear mission	,73		
	35.long term visions of management	,72		
	32.main objectives and behaviors	,70		
	21.tracing developments in industry	,68		
	25. development opportunities	,63		
	12.ethical codes	,75		
<b>Consistency</b>	24.customer demands	,69	6,05	,69
	18.coordination btw dept.	,63		
	34.shared vision	,63		
	4.coordination btw dept.	,60		
	22.changes according to customer demands	,80		
<b>Adaptation (Flexibility)</b>	23.customer orientation of employees	,60	5,34	,65
	19. flexibility and change orientation	,59		
	<b>Total : 56,68</b>			
<b>Kaiser-Meyer-Olkin</b>	,93			
<b>Bartlett's Test of Sphericity</b>	Approx. Chi-Square	7,56		
	df	210		
	Sig.	,000		

N: 933

**B. Factor Analysis of the Organizational Effectiveness Indicators Questionnaire:**

As previously mentioned Organizational Effectiveness Indicators scale was used on a Turkish sample for a master thesis research in Turkey (Kıroğlu, 2008). Although there is a previous study that conducted the factor analysis in Turkish, an exploratory factor analysis was conducted for this research data again. Principal Component Analyses with Varimax

Rotations were conducted and the items that have loadings less than ,50, or loaded to more than one factor with high factor loadings were taken from the questionnaire.

Those factors with Eigen values of 1.00 or more were taken into consideration in total variance explained. As a result of the factor analyses two main factors emerged: ***Employee Oriented Effectiveness*** factor, and ***Organization Oriented Effectiveness*** factor. Employee Oriented Effectiveness factor includes the items that are related with employees' well-being, quality of communication, and information sharing related items. On the other hand Organization Oriented Effectiveness factor involves the items related with growth of sales, market share, profitability, and efficiency; the permanence of the organization in disturbing periods, and the acceptance of organizational objectives by its members. . The results show that those two factors explain 64,74 % of the total variance. The Cronbach  $\alpha$  coefficients of the items measuring these factors showed that the subscales are reliable: Cronbach  $\alpha$  of Employee Oriented Effectiveness is, 96, and Cronbach  $\alpha$  of Organization Oriented Effectiveness is ,92. The factor structure of the Organizational Effectiveness Indicators Questionnaire and the internal reliabilities of the factors can be seen in Table 6.

**Table 6: The Factor Structure of Organizational Effectiveness Indicators Questionnaire**

Factor	Items	F. Loadings	Explained Variance	Cronbach $\alpha$
<b>Employee Oriented Effectiveness</b>	1. Employee morale	,82	36,69	,96
	11. Susceptibility to employees' needs	,79		
	34. Organizational citizenship	,77		
	2. Productivity and efficiency meetings	,76		
	13. Quality of communication	,74		
	6. Adequacy of information sharing mechanisms	,72		
	22. Employee involvement to organizational decisions	,72		
	3. Accomplishments related with productivity and efficiency	,72		
	17. Employee development opportunities	,70		
	28. Brain storming processes	,67		
	35. Sufficiency of employees' equipments	,64		
	32. Information sharing related with new products and markets	,63		
	30. Endurance against pressures	,62		
	4. The quality of work done	,62		
<b>Organization Oriented Effectiveness</b>	31. Growth in sales	,83	28,05	,92
	15. Growth in market share	,81		
	23. Growth in profitability	,79		
	8. Success in marketing	,70		
	18. Continuity of the organization	,66		
	21. Success in responding to internal and external demands	,65		
	19. Lower costs	,61		
	16. Department budgets	,61		
26. Organizational objectives	,58			
		<b>Total:</b>	64,74	
<b>Kaiser-Meyer-Olkin</b>	,98			
<b>Bartlett's Test of Sphericity</b>	Approx. Chi-Square	1,71		
	df	253		
	Sig.	,000		

N: 933

### **C. Means, Standard Deviations and Correlations of variables**

The means, standard deviations, and correlations of the variables in the research model, including the factors of Organizational Culture and Organizational Effectiveness were analyzed at the individual level. The Pearson correlations between the variables imply us whether multicollinearities exist between the different variables. In order to avoid multicollinearity in multiple regression analyses, the variables that have at least ,70 correlations in between are not put in a multiple regression analysis together. The means, standard deviations and correlations of the variables can be seen in Table 7, on the next page. As leadership efficacy, and perception of leader correlated very highly and significantly ( $r=.89, p<.01$ ), and both of those scales were used to measure how employees perceived and evaluated their direct managers leadership, only perception of leader is going to be used in further regression analyses.

**Table 7: The means, standard deviations, and correlations of the variables**

Measures	Mean	SD	Involvement	Mission	Consistency	Adaptation	Leadership Efficacy	Pof leader	Pof group	Pof Top-Mng	Self Efficacy	Gr.Collective Efficacy	Org.Collective Efficacy	Emp. Or. Effec.	Org. Or. Effec.
<b>Involvement</b>	3,97	,95	1												
<b>Mission</b>	3,96	1,07	,69**	1											
<b>Consistency</b>	3,90	,98	,20**	,21**	1										
<b>Adaptation</b>	4,07	1,00	,53**	,56**	,09**	1									
<b>Leadership Efficacy</b>	4,05	1,26	,52**	,60**	,23**	,38**	1								
<b>Pof leader</b>	4,06	1,34	,50**	,61**	,24**	,40**	,89**	1							
<b>Pof group</b>	4,52	1,02	,51**	,40**	,18**	,36**	,36**	,37**	1						
<b>Pof Top-Mng</b>	3,93	1,25	,58**	,71**	,23**	,43**	,59**	,62**	,41**	1					
<b>Self Efficacy</b>	4,71	,74	,35**	,30**	,03	,34**	,32**	,27**	,34**	,30**	1				
<b>Gr.Collective Efficacy</b>	4,48	,99	,57**	,47**	,17**	,42**	,44**	,42**	,77**	,45**	,44**	1			
<b>Org.Collective Efficacy</b>	4,07	1,07	,62**	,72**	,22**	,51**	,60**	,60**	,42**	,72**	,35**	,54**	1		
<b>Emp. Or. Effec.</b>	3,79	1,12	,68**	,78**	,22**	,52**	,64**	,65**	,41**	,76**	,30**	,50**	,83**	1	
<b>Org. Or. Effec.</b>	4,12	,99	,60**	,73**	,21**	,53**	,57**	,58**	,39**	,66**	,34**	,49**	,80**	,82**	1

Note: All variables are scored on a 1 to 6 point scale  
 N:933  
 \*\* Correlation is significant at the 0.01 level (2-tailed)

#### **D. Individual Level Regression Analyses for Hypotheses 1,2 and 3:**

In order to test our hypotheses at the individual level multiple regression and simple regression analyses were conducted. Also for the mediation hypothesis Baron and Kenny's (1986) method was utilized. The hypothesis testing results are as follows:

##### **1. The effects of perception of context variables on collective efficacy variables and mediation effect of group collective efficacy at the individual level :**

From Table 7 it can be seen that two perception of context variables; perception of leader and leadership efficacy have a very high correlation coefficient ( $r=.89, p>.01$ ). As a result of this, it was avoided to put these two variables in a multiple regression analysis at the same time. So perception of leader was put in the regression analysis with the other perception of context variables.

For testing *Hypothesis 1a*: “the effects of perception of context variables; perception of top management, perception of leader, and perception of group; and self efficacy on group collective efficacy” , a multiple regression analysis was conducted. It was found that perception of context variables and self efficacy together significantly affect group collective efficacy ( $F: 412,08, p<.05$ ). Those variables all together explain 64% of the total variance in group collective efficacy. The multiple regression analysis also demonstrated that among the independent variables perception of group has the highest effect on group collective efficacy (Beta: ,650,  $p<.00$ ). The other variables also affect group collective efficacy: self efficacy (Beta: ,170,  $p<.00$ ), perception of top management (Beta: ,091,  $p<.00$ ), and perception of leader (Beta: ,077,  $p<.00$ ). The results of this analysis can be seen in Table 8 below.

**Table 8: The effect of perception of context variables and self efficacy on group collective efficacy**

<b>Dependent Variable</b>	Group collective efficacy		
<b>Independent Variables</b>	P of top management, P of Leader, P of group & self efficacy		
<b>Adjusted R<sup>2</sup> : .64</b>	<b>F test: 412,08</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
P of top management	,091	3,50	,00
P of leader	,077	3,03	,00
P of group	,650	28,62	,00
Self efficacy	,170	7.79	,00

N: 933

In the light of those findings above it can be concluded that *hypothesis 1a* was supported. All of the perception of context variables and self efficacy of the employees affect the formation of group collective efficacy significantly at the individual level.

To test *hypothesis 1b*: “the effect of perception of context variables and self efficacy on organizational collective efficacy”, again a multiple regression analysis was conducted. The regression results pointed out that perception of context variables, and self efficacy affect organizational level collective efficacy (F: 310,11 ,p<,05), and those variables explain 57% of the total variance in organizational collective efficacy. Those results are shown on Table 9. The regression analysis figured out that perception of top management is the most important indicator of organizational collective efficacy (Beta:,.504, p:,.00). Moreover perception of leader also has an important impact on organizational collective efficacy (Beta:,.229, p:,.00). Perception of group (Beta:,.087, p:,.00) and self efficacy also acts on the variance of organizational collective efficacy. The result of this regression analysis can be seen in Table 9 below.

**Table 9: The effect of perception of context variables and self efficacy on organizational collective efficacy**

<b>Dependent Variable</b>	Organizational collective efficacy		
<b>Independent Variables</b>	P of top management, P of Leader, P of group & self efficacy		
<b>Adjusted R<sup>2</sup> : ,57</b>	<b>F test: 310,11</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
P of top management	,504	17,69	,00
P of leader	,229	8,25	,00
P of group	,087	3,53	,00
Self efficacy	,111	4,74	,00

N:933

From the findings above we can conclude that *hypothesis 1b* was supported. Perception of context variables and self efficacy together affect organizational collective efficacy significantly at the individual level.

*Hypothesis 1c* was a mediation hypothesis for group collective efficacy between perception of context variables, self efficacy and organizational collective efficacy. As it was mentioned at the beginning of the results section, in order to test the mediation hypotheses Baron and Kenny's method was used. According to Baron and Kenny (1986) in order to talk about mediation, three conditions should be satisfied (Çakar, and Yıldız, 1989; Gelfand, Mensinger, and Tenshave, 2009):

1. The independent variable must affect dependent variable
2. The mediating variable must affect dependent variable
3. When the mediating variable is put in a regression analysis with independent variable as an independent variable, the effect of independent variable on dependent variable must disappear or the effect must diminish. If the mediation is full, the effect of

independent variable perishes; if the mediation is partial the effect of independent variable declines in the last regression analysis.

The first condition of Baron and Kenny’s method was met as it can be seen in Table 9. For testing H1c: “The mediating effect of group collective efficacy between perception of context variables, and self efficacy and organizational collective efficacy” a simple regression analysis was conducted between group collective efficacy and organizational collective efficacy. By doing this, the second requirement of Baron and Kenny’s method was tested. As it can be designated in Table 10, group collective efficacy significantly affects organizational collective efficacy (F:375,97,  $p < .05$ ), and it explains the 29% of the total variance in organizational collective efficacy (Beta: ,537,  $p < .00$ ). Hence it can be concluded that the second requirement of Baron and Kenny’s method was satisfied. The results of this simple regression analysis are presented in Table 10.

**Table 10: The effect of group collective efficacy on organizational collective efficacy.**

<b>Dependent Variable</b>	Organizational collective efficacy		
<b>Independent Variable</b>	Group collective efficacy		
<b>Adjusted R<sup>2</sup>: ,29</b>	<b>F test: 375,97</b>	<b>Significance: ,00</b>	
	<b>Beta</b>	<b>T</b>	<b>P</b>
Group collective efficacy	,537	19,39	,00

N:933

In order to control Baron and Kenny’s third requirement perception of context variables, self efficacy and group collective efficacy were put in a regression analysis as if they were all independent variables. However as it can be seen above in Table 7, perception of group and group collective efficacy had very high correlation ( $r: ,77$ ,  $p < .01$ ), to avoid multicollinearity perception of group variable was excluded from the analysis. As it is inferred from Table 9 and Table 11 the effects of perception of top management, perception

of leader, and self efficacy explicitly declined. Perception of top management's beta value fell from ,504 to ,472; perception of leader's beta value declined from ,229 to ,206; and finally the beta value of self efficacy decreased from ,111 to ,065. Hence it can be said that group collective efficacy partially mediates the relationship between perception of context variables, self efficacy and organizational collective efficacy; in the light of the above findings it can be concluded that *hypothesis 1c* is partially supported at the individual level.

**Table 11: The mediation effect of group collective efficacy between context variables and organizational collective efficacy**

<b>Dependent Variable</b>	Organizational collective efficacy		
<b>Independent Variables</b>	P of top management, P of Leader, self efficacy, group collective efficacy		
<b>Adjusted R<sup>2</sup>: ,60</b>	<b>F test: 342,47</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
P of top management	,472	17,02	,00
P of leader	,206	7,59	,00
Self efficacy	,065	2,76	,01
Group collective efficacy	,210	8,28	,00

N:933

## **2. The relationship between organizational culture, perception of context variables, self efficacy and collective efficacy:**

In order to test hypothesis 2a, 2b, 2c, 2d, and 2e at the individual level, multiple regression analyses were conducted. Now the results of these multiple regression analyses are presented.

### **a. Effect of organizational culture on perception of context variables and self efficacy:**

In order to test *Hypothesis 2a* several multiple regression analyses were conducted by using culture dimensions as independent and perception of context variables, and self efficacy as dependent variables.

To control whether organizational culture effects how the employee perceives top management of his/her company, the cultural dimensions were put in the regression analysis as independent variables and perception of top management as the dependent variable. As it is designated in Table 12 involvement, mission and consistency dimensions significantly affect perception of top management (F:250,43,  $p < .05$ ), and those dimensions explain 52% of the change in perception of top management. As Table 12 demonstrates that mission is the most important cultural dimension affecting perception of top management (Beta: ,565,  $p : .00$ ). Involvement (Beta,170,  $p : .00$ ) and consistency (Beta: ,079,  $p : .00$ ) also affect perception of top management significantly in the individual level.

**Table 12: The effects of organizational culture dimensions on perception of top management**

<b>Dependent Variable</b>	Perception of top management		
<b>Independent Variables</b>	Involvement, Mission, Consistency, Adaptation		
<b>Adjusted R<sup>2</sup>: ,52</b>	<b>F test: 250,43</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Involvement	,170	5,23	,00
Mission	,565	16,94	,00
Consistency	,079	3,39	,00

N:933

In order to test the effects of organizational culture on perception of leader a multiple regression analysis was conducted. As it is purported in Table 16 all of the four cultural dimensions significantly affect perception of leader (F:151,26,  $p < .05$ ) and organizational culture explains 39% of the variance in perception of leader. Again mission affects the perception of leader clearly (Beta: ,461,  $p : .00$ ). Involvement (Beta: ,119,  $p : .00$ ), consistency (Beta: ,116,  $p : .00$ ), and adaptation (Beta: ,070,  $p : .00$ ) also operate on perception of leader significantly. The results of this analysis are shown in Table 13.

**Table 13: The effects of organizational culture dimensions on perception of leader**

<b>Dependent Variable</b>	Perception of leader		
<b>Independent Variables</b>	Involvement, Mission, Consistency, Adaptation		
<b>Adjusted R<sup>2</sup>: ,39</b>	<b>F test: 151,26</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Involvement	,119	3,244	,00
Mission	,461	12,330	,00
Consistency	,116	4,414	,00
Adaptation	,070	2,190	,00

N:933

To control the effect of organizational culture on perception of group, a multiple regression analysis was conducted again. Table 14 marks that except for mission, all other cultural dimensions affect perception of group (F:88,33,  $p < ,05$ ). Those three dimensions explain the 27% of the total variance in perception of group. As the table shows us involvement (Beta: ,404,  $p < ,00$ ), consistency (Beta: ,077,  $p < ,00$ ), and adaptation (Beta: ,105,  $p < ,00$ ) significantly affect how the employees perceive the group they are working in.

**Table 14: The effects of organizational culture dimensions on perception of group**

<b>Dependent Variable</b>	Perception of group		
<b>Independent Variables</b>	Involvement, Mission, Consistency, Adaptation		
<b>Adjusted R<sup>2</sup>: ,27</b>	<b>F test: 88,33</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Involvement	,404	10,11	,00
Consistency	,077	2,66	,01
Adaptation	,105	3,00	,00

N:933

To analyze the effects of cultural dimensions on employees' self efficacy, another multiple regression analysis was conducted. As Table 15 connotes involvement and adaptation dimensions of culture affect self efficacy (F: ,42,78,  $p < ,05$ ), and adjusted R<sup>2</sup> points

out that these two dimensions explain 15% of the total variance in self efficacy. The beta values of involvement and adaptation can be seen in Table 15 below.

**Table 15: The effects of organizational culture dimensions on employees self efficacy**

<b>Dependent Variable</b>	Self efficacy		
<b>Independent Variables</b>	Involvement, Mission, Consistency, Adaptation		
<b>Adjusted R<sup>2</sup>: ,15</b>	<b>F test: 42,78</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Involvement	,20	4,69	,00
Adaptation	,21	5,48	,00

N:933

To sum up it can be said that organizational culture dimensions affected perception of context variables, and self efficacy differently. Hence it can be said that *hypothesis 2a* was just about to be supported at the individual level.

**b. Direct effects of organizational culture on group and organizational collective efficacy:**

To test *hypothesis 2b* multiple regression was conducted by putting organizational culture dimensions to independent variables and group collective efficacy to dependent variable. As it is depicted in Table 16 involvement, mission and adaptation dimensions significantly affect group collective efficacy (F:121,55, p<,05). Involvement is the most effective variable on group collective efficacy (Beta:,.426, p:,.00). Mission (Beta:,.083, p:,.00), and adaptation (Beta:,.136, p:,.136) also significantly operate on group collective efficacy. Those three dimensions explain 34% of the total variance. To sum up it can be stated that except for consistency dimension *hypothesis 2b* was supported at the individual level.

**Table 16: The effects of organizational culture dimensions on group collective efficacy**

<b>Dependent Variable</b>	Group collective efficacy		
<b>Independent Variables</b>	Involvement, Mission, Consistency, Adaptation		
<b>Adjusted R<sup>2</sup>: ,34</b>	<b>F test: 121,55</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Involvement	,426	11,17	,00
Mission	,083	2,14	,03
Adaptation	,136	4,11	,00

N:933

For testing *hypothesis 2c* organizational collective efficacy was put instead of group collective efficacy in the dependent variable part of the regression analysis. It revealed that four of the cultural dimensions explain 56% of the total variance (F:294,22, p<,05). Mission is the most important dimension on the formation of organizational collective efficacy (Beta:,.501, p:,.00). Secondly, involvement affects organizational collective efficacy (Beta:,.200, p:,.00). Adaptation (Beta:,.120, p:,.00) and consistency (Beta:,.064, p:,.00) also came out to be the other effective cultural dimensions. As a result it can be confidently mentioned that *hypothesis 2c* was fully supported at the individual level. Those results are presented in Table 17 below.

**Table 17: The effects of organizational culture dimensions organization collective efficacy**

<b>Dependent Variable</b>	Organizational collective efficacy		
<b>Independent Variables</b>	Involvement, Mission, Consistency, Adaptation		
<b>Adjusted R<sup>2</sup>: ,56</b>	<b>F test: 294,22</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Involvement	,200	6,39	,00
Mission	,501	15,68	,00
Consistency	,064	2,85	,00
Adaptation	,120	4,40	,00

N:933

**c. The mediation analysis of perception of context variables, and self efficacy on group collective efficacy:**

By using Baron and Kenny's (1986) technique; the mediating effects of perception of top management, perception of leader, perception of group, and self efficacy between organizational culture and collective efficacy variables were examined to test *hypothesis 2d* and *hypothesis 2e*. In the previous section the first step of Baron and Kenny's technique was conducted and we saw that Involvement, Mission and Adaptation significantly affected group collective efficacy, and Involvement, Mission, Consistency and Adaptation significantly affected organizational collective efficacy. To test the mediation hypothesis, the effects of perception of context variables and self efficacy on group collective efficacy were analyzed one by one to control the second criteria of Baron and Kenny. Then the perception of context variables and self efficacy were put in multiple regression analyses as independent variables with organizational culture dimensions to control the third requirement of mediation analysis.

Table 18 below exhibits that, the second requirement of mediation was supported. The results of the simple regression showed that perception of top management significantly affects group collective efficacy ( $F: 239,05$ ,  $p < ,05$ ), and 20% of the total variance in group collective efficacy can be explained with the changes in perception of top management. When we look back to Table 16 and compare it with Table 18 below, it can be stated with composure that perception of top management fully mediates the relationship between mission dimension of culture and group collective efficacy since the effect of mission disappeared in Table 18. Moreover perception of top management partially mediates the relationship between involvement, and adaptation and group collective efficacy (For involvement beta value fell from ,426 to ,399; and for adaptation beta value slightly decreased to ,135)

**Table 18: The mediating effect of perception of top management**

<b>Dependent Variable</b>	Group Collective Efficacy		
<b>Independent Variable</b>	Perception of top management		
<b>Adjusted R<sup>2</sup>: ,20</b>	<b>F test: 239,05</b>	<b>Significance: ,00</b>	
<b>Variable in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Perception of top management	,453	15,46	,00
<b>Dependent Variable</b>	Group Collective Efficacy		
<b>Independent Variable</b>	Involvement, Mission , Consistency, Adaptation, perception of top management		
<b>Adjusted R<sup>2</sup>: ,35</b>	<b>F test: 102,49</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Involvement	,399	10,41	,00
Adaptation	,135	1,36	,00
Perception of top management	,160	4,19	,00

Mission's beta 0.83 in the previous analysis showed in Table 16, disappeared in this analysis

N:933

As depicted in Table 19, perception of leader has an affect on group collective efficacy; showing that the second criteria of the mediation analysis has been met. When Table 16 is reminded, it can be said that for mission dimension, perception of leader is a full mediator, because when we look at Table 19, it can be seen that the effect of mission disappeared when perception of leader was put in the equation. For involvement (Beta changed from 426 to ,412) and adaptation (Beta changed ,136 to, 135) the beta values slightly fell down, and for those two dimensions of culture perception of leader is a partial mediator

**Table 19: The mediating effect of perception of leader**

<b>Dependent Variable</b>	Group Collective Efficacy		
<b>Independent Variable</b>	Perception of leader		
<b>Adjusted R<sup>2</sup>: ,17</b>	<b>F test: 192,47</b>	<b>Significance: ,00</b>	
<b>Variable in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Perception of leader	,415	13,87	,00
<b>Dependent Variable</b>	Group Collective Efficacy		
<b>Independent Variable</b>	Involvement, Mission, Consistency, Adaptation, perception of leader		
<b>Adjusted R<sup>2</sup>: ,35</b>	<b>F test: 102,30</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Involvement	,410	10,77	,00
Adaptation	,129	3,90	,00
Perception of leader	,138	4,07	,00

Mission's beta 0.83 in the previous analysis showed in Table 16, disappeared in this analysis

N:933

As it is displayed in Table 20, perception of group explains the 59% of the total variance in group collective efficacy, while meeting the second criteria of the mediation analysis. The multiple regression analysis results in the lower part of Table 20 showed that perception of group is a full mediator between the mission dimension of organizational culture and group collective efficacy. It is also a partial mediator for the relationship of involvement (Beta fell from ,426 to ,169) and adaptation (Beta fell from ,136 to ,069) dimensions and group collective efficacy.

**Table 20: The mediating effect of perception of group**

<b>Dependent Variable</b>	Group Collective Efficacy		
<b>Independent Variable</b>	Perception of group		
<b>Adjusted R<sup>2</sup>: ,59</b>	<b>F test: 1,33</b>	<b>Significance: ,00</b>	
<b>Variable in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Perception of group	,767	36,44	,00
<b>Dependent Variable</b>	Group Collective Efficacy		
<b>Independent Variable</b>	Involvement, Mission, Consistency, Adaptation, perception of group		
<b>Adjusted R<sup>2</sup>: ,63</b>	<b>F test: 322,09</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Involvement	,169	5,62	,00
Adaptation	,069	2,78	,01
Perception of group	,634	27,14	,00

Mission's beta 0.83 in the previous analysis showed in Table 16, disappeared in this analysis

N:933

Table 21 shows the results of the second and third steps that were taken to analyze the mediation effect of self efficacy. The upper part of Table 21 shows that self efficacy significantly affects group collective efficacy, and the change in self efficacy explains 19% of the total variance in Group Collective Efficacy. In the multiple regression analysis, the third step of mediation analysis, self efficacy was depicted to be a full mediator between mission and group collective efficacy. When Table 16 is taken into consideration and compared with the Table 21.it can be seen that in the last regression analysis the effect of mission dimension was cleared out. Also for involvement and adaptation beta values decreased, denoting that self efficacy is a partial mediator for them. Moreover it can be seen in Table 21 that with the effect of self efficacy, consistency dimension of culture also started to affect group collective efficacy significantly at the individual level (Beta: ,059, p: ,03).

**Table 21: The mediating effect of self efficacy**

<b>Dependent Variable</b>	Group Collective Efficacy		
<b>Independent Variable</b>	Self efficacy		
<b>Adjusted R<sup>2</sup>: ,19</b>	<b>F test: 215,96</b>	<b>Significance: ,00</b>	
<b>Variable in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Self efficacy	435	14,70	,00
<b>Dependent Variable</b>	Group Collective Efficacy		
<b>Independent Variable</b>	Involvement, Mission, Consistency, Adaptation, self efficacy		
<b>Adjusted R<sup>2</sup>: ,40</b>	<b>F test: 123,74</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Involvement	,375	10,17	,00
Consistency	,059	2,24	,03
Adaptation	0,83	2,56	,01
Self efficacy	,259	9,34	,00

Mission's beta 0.83 in the previous analysis showed in Table 16, disappeared in this analysis

N:933

From the regression analyses and tables above it can be stated that *Hypothesis 2d* is partially supported. The mediating effects were full for mission dimension, and partial for involvement and adaptation dimensions. For the consistency dimension of culture no variable analyzed showed a mediation effect at the individual level.

**d. The mediation analyses of perception of context variables on organizational collective efficacy:**

To test *hypothesis 2e*, again Baron and Kenny's(1986) technique was utilized. Firstly the mediating effect of perception of top management between organizational culture and organizational collective efficacy was analyzed. In the simple regression analysis it revealed that the change in perception of top management explains the 51% of the variance in organizational collective efficacy (F: ,966, p<,05) and (Beta: ,714, p: ,00) marking that the second criteria of mediation analysis is met. Compared to beta values in Table 17, it is evident that the effects of involvement (Beta: ,137, p: ,00), mission (Beta: ,288, p: ,00) and adaptation

(Beta: ,116, p: ,00) diminished in Table 22. Hence it can be concluded that for involvement, mission and adaptation dimensions; perception of top management partially mediates the relationship with organizational collective efficacy. In the results of the last regression analysis in Table 22 the effect of consistency on organizational collective efficacy disappeared. Subsequently it can be concluded that, for the relationship of consistency and organizational collective efficacy, perception of top management is a full mediator.

**Table 22: The mediating effect of perception of top management:**

<b>Dependent Variable</b>	Organizational Collective Efficacy		
<b>Independent Variable</b>	Perception of top management		
<b>Adjusted R<sup>2</sup>: ,51</b>	<b>F test: 966,41</b>	<b>Significance: ,00</b>	
<b>Variable in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Perception of top management	,714	31,09	,00
<b>Dependent Variable</b>	Organizational Collective Efficacy		
<b>Independent Variable</b>	Involvement, Mission, Consistency, Adaptation, perception of top management		
<b>Adjusted R<sup>2</sup>: ,63</b>	<b>F test: 310,92</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Involvement	,137	4,70	,00
Mission	,288	8,56	,00
Adaptation	,116	4,65	,00
Perception of top management	,375	12,94	,00

Consistency dimensions beta : ,064 showed in Table 17 disappeared in this analysis.

N:933

As a second step to test *hypothesis 2e*, perception of leader was examined. The result of the simple regression that is shown in Table 23 below; points out that, the F test was significant (F: ,529,30, p<,05) and perception of leader explains 36% of the total variance in organizational collective efficacy (Beta: ,603, p: ,00). In order to control the third requirement of Baron and Kenny's (1986), a multiple regression analysis was conducted by putting the perception of leader as an independent variable besides the organizational cultural dimensions. Compared to the beta values of Table 17, the beta values of involvement, mission

and adaptation fell down: (Beta: ,174, p: ,00) for involvement, (Beta: ,396, p: ,00) for mission, and (Beta: ,104, p: ,00) for adaptation. For these three cultural dimensions perception of leader is a partially mediating variable. Moreover compared to Table 17, it can be seen that the effect of consistency dimension was removed; eventually denoting us that perception of leader is a full mediator between consistency and organizational collective efficacy.

**Table 23: The mediating effect of perception of leader:**

<b>Dependent Variable</b>	Organizational Collective Efficacy		
<b>Independent Variable</b>	Perception of leader		
<b>Adjusted R<sup>2</sup>: ,36</b>	<b>F test: 529,30</b>	<b>Significance: ,00</b>	
<b>Variable in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Perception of leader	,603	23,01	,00
<b>Dependent Variable</b>	Organizational Collective Efficacy		
<b>Independent Variable</b>	Involvement, Mission, Consistency, Adaptation, perception of leader		
<b>Adjusted R<sup>2</sup>: ,59</b>	<b>F test: 266,50</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Involvement	,174	5,75	,00
Mission	,396	11,90	,00
Adaptation	,104	3,96	,00
Perception of leader	,226	8,34	,00
Consistency dimensions beta : ,064 showed in Table 17 disappeared in this analysis.			

N:933

To test whether the perception of group is a mediator or not, a simple regression and a multiple regression analyses were conducted. Table 24 marks that perception of group significantly affects organizational collective efficacy (F:192, p<,05), meeting the second criteria of the mediation analysis. The results of multiple regression analysis also showed that for all of the cultural dimensions the beta values declined compared to the values in Table 17: Involvement beta fell from ,200 to ,169; mission beta value fell from ,501 to ,496; consistency beta value fell from ,064 to ,056; and finally adaptation beta value fell from ,112 to ,080 (for all Beta values p: ,00). Consequently it can be stated that perception of group partially

mediates the relationship between all cultural dimensions and organizational collective efficacy.

**Table 24: The mediating effect of perception of group:**

<b>Dependent Variable</b>	Organizational Collective Efficacy		
<b>Independent Variable</b>	Perception of group		
<b>Adjusted R<sup>2</sup>: ,17</b>	<b>F test: 192,60</b>	<b>Significance: ,00</b>	
<b>Variable in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Perception of group	,415	13,88	,00
<b>Dependent Variable</b>	Organizational Collective Efficacy		
<b>Independent Variable</b>	Involvement, Mission, Consistency, Adaptation, perception of group		
<b>Adjusted R<sup>2</sup>: ,56</b>	<b>F test: 239,37</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Involvement	,169	5,15	,00
Mission	,496	15,57	,00
Consistency	,056	2,52	,00
Adaptation	,112	4,10	,00
Perception of group	,080	3,13	,00

N:933

For analyzing the mediating effect of self efficacy between organizational culture and organizational collective efficacy simple regression and multiple regression analyses were conducted again. The results showed that self efficacy affects organizational collective efficacy and when self efficacy and organizational culture dimensions were put in a regression analysis together as independent variables, the effects of cultural dimensions diminished in Table 25 compared to Table 17. The new Beta values can be seen in Table 25 below. That findings proved up that self efficacy is a partial mediator between organizational culture dimensions and organizational collective efficacy.

**Table 25: The mediating effect of self efficacy**

<b>Dependent Variable</b>	Organizational Collective Efficacy		
<b>Independent Variable</b>	Self efficacy		
<b>Adjusted R<sup>2</sup>: ,12</b>	<b>F test: 130,79</b>	<b>Significance: ,00</b>	
<b>Variable in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Self efficacy	,351	11,44	,00
<b>Dependent Variable</b>	Organizational Collective Efficacy		
<b>Independent Variable</b>	Involvement, Mission, Consistency, Adaptation, Self efficacy		
<b>Adjusted R<sup>2</sup>: ,57</b>	<b>F test: 243,82</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Involvement	,180	5,75	,00
Mission	,494	15,61	,00
Consistency	,066	2,99	,00
Adaptation	,099	3,60	,00
Self efficacy	,104	4,43	,00

N:933

In conclusion it can be mentioned that *hypothesis 2e* was supported partially.

### **3. Group Collective Efficacy and Organizational Collective Efficacy at individual level**

In order to test *hypothesis 3*: “whether group collective efficacy affects organizational collective efficacy”, a simple regression analysis was conducted. As it can be seen in Table 26, group collective efficacy explains the 29% of the total variance in organizational collective efficacy (F:375,97, p<,05) and (Beta:;,537, p:;,00). It can be concluded that *hypothesis 3* was supported.

**Table 26: The effect of Group Collective Efficacy on Organizational Collective Efficacy**

<b>Dependent Variable</b>	Organizational collective efficacy		
<b>Independent Variables</b>	Group Collective Efficacy		
<b>Adjusted R<sup>2</sup>: ,29</b>	<b>F test: 375,97</b>	<b>Significance: ,00</b>	
<b>Variable in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Group Collective Efficacy	,537	19,39	,00

### **E. Group Level Analyses of Hypotheses 1, 2 and 3:**

In order to test our hypotheses 1, 2, and 3 at the group level, a group level data file was created by using the aggregate option of SPSS 16.00. To create group level data, department and company name was used to create a variable named as *group* by merging department and organization names in the individual level data, and this data was aggregated by using this *group* variable as a break variable. By doing this, for every variable in our research model, the group means were derived. As a result of this procedure we ended up with 412 groups. All the group level analyses were conducted by using this 412 groups' data.

#### **1. The effects of perception of context variables on collective efficacy variables and mediating effects of group collective efficacy :**

First of all in order to test *hypothesis 1a* at the group level, two multiple regression analyses were conducted again. In the first regression analysis group collective efficacy was analyzed as the dependent variable; and perception of top management, perception of leader, perception of group, and self efficacy were analyzed as independent variables. As it can be seen in Table 27 below, except for perception of leader, all the other perception of context variables with self efficacy have effects on group collective efficacy, and the model explains 67% of the total variance in group collective efficacy (F:211,88,  $p < ,05$ ). Again as it is in the individual level, the most important variable on group collective efficacy was perception of

group (Beta: ,681, p: ,00 ). Furthermore perception of top management (Beta: ,178, p: ,00), and self efficacy (Beta: ,123, p: ,00) also affect group collective efficacy at the group level analysis. That result pointed out that *hypothesis 1a* was partially supported at the group level.

**Table 27: The effect of perception of context variables and self efficacy on group collective efficacy at the group level**

<b>Dependent Variable</b>	Group collective efficacy		
<b>Independent Variables</b>	P of top management, P of Leader, P of group & self efficacy		
<b>Adjusted R<sup>2</sup> : .67</b>	<b>F test: 211,88</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
P of top management	,178	4,41	,00
P of group	,681	20,81	,00
Self efficacy	,123	4,04	,00

N:412

To test *Hypothesis 1b* perception of top management, perception of leader, perception of group and perception of self efficacy variables' effects on organizational collective efficacy were analyzed. Consistent with the individual level analysis, the most effective variable in explaining organizational collective efficacy is perception of top management (Beta: ,581, p: ,00). The other variables also have considerable and significant effects on organizational collective efficacy. Perception of leader (Beta: ,153, p: ,00), perception of group (Beta: ,120, p: ,00) and self efficacy (Beta: ,103, p: ,00) have effects on organizational collective efficacy at the group level analysis. Those results are presented below in Table 28, denoting us that *hypothesis 1b* was supported at the group level.

**Table 28: The effect of perception of context variables and self efficacy on organizational collective efficacy at the group level**

<b>Dependent Variable</b>	Organizational collective efficacy		
<b>Independent Variables</b>	P of top management, P of Leader, P of group & self efficacy		
<b>Adjusted R<sup>2</sup> : .64</b>	<b>F test: 179,91</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
P of top management	,581	13,65	,00
P of leader	,153	3,62	,00
P of group	,120	3,50	,00
Self efficacy	,103	3,19	,00

N:412

In order to test *hypothesis 1c* at the group level first of all a simple regression analysis was conducted by using group collective efficacy as independent and organizational collective efficacy as dependent variables. In addition to that, to test the third step of Baron and Kenny (1986) perception of context variables and group collective efficacy were all together put in the independent variables part of the regression analysis to test their effects on organizational collective efficacy. However perception of group variable was excluded from this analysis since it has a very high correlation with group collective efficacy to avoid multicollinearity (See Table 7). The results showed that compared to Table 28, the beta values of the perception of context variables declined when group collective efficacy was put as an independent variable in the regression analysis with them. This result marked that group collective efficacy partially mediates the relationship between perception of context variables, self efficacy and organizational collective efficacy. Hence *hypothesis 1c* was partially supported at the group level analysis. The results are presented in Table 29 below.

**Table 29: The mediation effect of group collective efficacy at the group level**

<b>Dependent Variable</b>	Organizational Collective Efficacy		
<b>Independent Variable</b>	Group Collective Efficacy		
<b>Adjusted R<sup>2</sup>: ,36</b>	<b>F test: 233,45</b>	<b>Significance: ,00</b>	
<b>Variable in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Group collective efficacy	,603	15,28	,00
<b>Dependent Variable</b>	Organizational Collective Efficacy		
<b>Independent Variable</b>	Perception of top management, perception of leader, self efficacy, group collective efficacy		
<b>Adjusted R<sup>2</sup>: ,67</b>	<b>F test: 204,55</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Perception of top management	,526	12,59	,00
Perception of leader	,145	3,61	,00
Self efficacy	,065	2,07	,04
Group collective efficacy	,244	6,99	,00

N:412

## **2. The relationship between organizational culture, perception of context variables, self efficacy and collective efficacy at the group level:**

In order to test *hypothesis 2a, 2b, 2c, 2d, and 2e* multiple regression analyses were conducted at the group level. Currently those results are submitted below.

### **a. Effect of organizational culture on perception of context variables and self efficacy:**

In order to test *hypothesis 2a* at the group level several multiple regression analyses were conducted again by using culture dimensions as independent and perception of context variables, and self efficacy as dependent variables.

In order to test the effects of organizational culture on perception of top management multiple regression analysis was conducted. The results showed that Involvement (Beta: ,164, p: ,00), and Mission (Beta: ,686, p: ,00) have significant effects on how employees perceive their top management at the group level (F: 178,77, p < ,05). Variance in those two cultural

dimensions explains the 64 % of the total variance in perception of top management. These results are presented in Table 30 below.

**Table :30 The effects of cultural dimensions on perception of top management at the group level**

<b>Dependent Variable</b>	Perception of top management		
<b>Independent Variables</b>	Involvement, Mission, Consistency, Adaptation,		
<b>Adjusted R<sup>2</sup> : ,64</b>	<b>F test: 178,77</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Involvement	,164	3,64	,00
Mission	,686	14,82	,00

N:412

As a second step to test *hypothesis 2a* at the group level, the effects of cultural dimensions on perception of leader were examined with a multiple regression analysis. The results of this analysis marked that mission (Beta: ,548, p: ,00) and consistency (Beta: ,092, p: ,00) have significant effects on perception of leader at group level analysis (F: 74,54, p < ,05). Mission and consistency explain the 42 % of the total variance in perception of leader at the group level.

**Table 31: The effects of cultural dimensions on perception of leader at the group level**

<b>Dependent Variable</b>	Perception of leader		
<b>Independent Variables</b>	Involvement, Mission, Consistency, Adaptation		
<b>Adjusted R<sup>2</sup> : ,42</b>	<b>F test: 74,54</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Mission	,548	9,36	,00
Consistency	,092	2,27	,00

N:412

In the third step to test *hypothesis 2a* at the group level, perception of group was replaced with perception of leader in the multiple regression analysis. As it can be seen in Table 32 below, the regression analysis pointed out that, at the group level the only cultural

dimension affecting perception of group is involvement (Beta: ,451 p: ,00). This model explains the 32 percent of the total variance in perception of group (F: 48,28, p<,05).

**Table 32: The effects of cultural dimensions on perception of group at the group level**

<b>Dependent Variable</b>	Perception of group		
<b>Independent Variables</b>	Involvement, Mission, Consistency, Adaptation		
<b>Adjusted R<sup>2</sup>: ,32</b>	<b>F test: 48,28</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Involvement	,451	7,31	,00

N:412

To test *hypothesis 2a* at the group level, lastly the effects of cultural dimensions on self efficacy of the group members were analyzed through multiple regression analysis. The results of this analysis are presented in Table 33 below. As it can be seen, cultural dimensions explain 15 percent of the total variance in group members self efficacy (F: 19,16 , p<,05). Involvement (Beta: ,157 p: ,02 ), Mission (Beta: ,173 p: ,04) and adaptation (Beta: ,173 p: ,00) significantly affect self efficacy of the group members.

**Table 33: The effects of cultural dimensions on self efficacy at the group level**

<b>Dependent Variable</b>	Self efficacy		
<b>Independent Variables</b>	Involvement, Mission, Consistency, Adaptation		
<b>Adjusted R<sup>2</sup>: ,15</b>	<b>F test: 19,16</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Involvement	,157	2,29	,02
Mission	,146	2,07	,04
Adaptation	,173	2,95	,00

N:412

To sum up, from the results presented above it can be concluded that some of the organizational culture dimensions affect perception of context variables and self efficacy differently. Hence *hypothesis 2a* was partially supported at the group level.

**b. Direct effects of organizational culture on group and organizational collective efficacy at the group level**

In order to test *hypothesis 2b*, organizational culture dimensions affect on group collective efficacy at the group level, again a multiple regression analysis was conducted. The results of this regression analysis reckoned that Involvement (Beta,445, p:,00) and mission (Beta:,199, p:,00) significantly affect group collective efficacy at the group level (F: 72.09, p<,05). These two cultural dimensions explain 41 percent of the total variance in group collective efficacy. These results are presented below in Table 34. To sum up, it can be mentioned that *hypothesis 2b* was partially supported at the group level analysis.

**Table 34: The effects of cultural dimensions on group collective efficacy at the group level**

<b>Dependent Variable</b>	Group Collective Efficacy		
<b>Independent Variables</b>	Involvement, Mission, Consistency, Adaptation		
<b>Adjusted R<sup>2</sup>: ,41</b>	<b>F test: 72,09</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Involvement	,445	7,77	,00
Mission	,199	3,39	,00

N:412

For testing *hypothesis 2c* at the group level, another multiple regression analysis was conducted by putting organizational collective efficacy as a dependent and organizational culture dimensions as independent variables. The results are submitted in Table 35 below. These results denote that involvement (Beta:,156, p:,00), mission (Beta:,609, p:,00) and consistency (Beta:,073, p:,02) dimensions of organizational culture significantly affect organizational collective efficacy at the group level(F:183, 85, p<,05).Furthermore these three cultural dimensions explain 64 percent of the total variance in Organizational collective

efficacy. From these results it can be culminated that *hypothesis 2c* was partially supported at the group level analysis.

**Table 35: The effects of cultural dimensions on organizational collective efficacy at the group level**

<b>Dependent Variable</b>	Organizational Collective Efficacy		
<b>Independent Variables</b>	Involvement, Mission, Consistency, Adaptation		
<b>Adjusted R<sup>2</sup>: ,64</b>	<b>F test: 183,85</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Involvement	,156	3,49	,00
Mission	,609	13,25	,00
Consistency	,073	2,30	,02

N:412

**c. The mediation analysis of perception of context variables, and self efficacy on group collective efficacy at the group level:**

Once again Baron and Kenny's (1986) method was applied to the group level data to conduct the mediation analyses at the group level. Firstly a simple regression analysis was conducted to test perception of top management's direct effect on group collective efficacy, to control the second requirement of Baron and Kenny's (1986) method. The simple regression yielded significant result showing that perception of top management explains 26 percent of the total variance in group collective efficacy (F:145,41, p<,05). To test the third requirement of the mediation analysis, perception of top management was analyzed with cultural dimensions as if it was an independent variable. When Table 34 and Table 36 are compared, it can be seen that the effect of mission totally perished, and the effect of involvement declined (Beta fell from ,445 to ,428). Hence it can be concluded that perception of top management is a full mediator between mission and group collective efficacy. Moreover it

partially mediates the relationship between involvement and group collective efficacy since the beta values of these dimensions fell down in Table 36..

**Table 36: The mediation analysis of perception of top management between organizational culture and group collective efficacy at the group level.**

<b>Dependent Variable</b>	Group Collective Efficacy		
<b>Independent Variable</b>	Perception of top management		
<b>Adjusted R<sup>2</sup>: ,26</b>	<b>F test: 145,41</b>	<b>Significance: ,00</b>	
<b>Variable in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Perception of top management	,453	15,46	,00
<b>Dependent Variable</b>	Group Collective Efficacy		
<b>Independent Variable</b>	Involvement, Mission, Consistency, Adaptation, perception of top management		
<b>Adjusted R<sup>2</sup>: ,41</b>	<b>F test: 58,17</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Involvement	,428	7,36	,00
Perception of top management	,102	1,61	,107
Mission dimensions beta: ,199 showed in Table 34, disappeared in this analysis			

N:412

As a second step to test *hypothesis 2d* at the group level, the relationship between perception of leader and group collective efficacy was analyzed through a simple regression. The results of this analysis marked that perception of leader significantly affects group collective efficacy and the change in perception of leader explains 19 percent of the total variance in group collective efficacy (F:99,51, p<,05). To control the third requirement of mediation perception of leader was put in the multiple regression analysis with the organizational culture dimensions as an independent variable. Compared to Table 34 the results in Table 37 connote that the beta values of involvement and mission declined. This purports that perception of leader partially mediates the relationship between involvement and mission dimensions of culture and group collective efficacy.

**Table 37: The mediation analysis of perception of leader between organizational culture and group collective efficacy at the group level.**

<b>Dependent Variable</b>	Group Collective Efficacy		
<b>Independent Variable</b>	Perception of leader		
<b>Adjusted R<sup>2</sup>: ,19</b>	<b>F test: 99,51</b>	<b>Significance: ,00</b>	
<b>Variable in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Perception of leader	,443	9,98	,00
<b>Dependent Variable</b>	Group Collective Efficacy		
<b>Independent Variable</b>	Involvement, Mission, Consistency, Adaptation, perception of leader		
<b>Adjusted R<sup>2</sup>: ,41</b>	<b>F test: 58,69</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Involvement	,437	7,63	,00
Mission	,139	2,15	,03
Perception of leader	,107	2,16	,03

N:412

Thirdly the mediating effect of perception of group was analyzed. The simple regression analysis showed that perception of group significantly affects group collective efficacy, and the change in perception of group explains 63 percent of the total variance in group collective efficacy (F:702,79,  $p < .05$ ). When the third step of the mediation analysis conducted, the results showed that compared to Table 34, the beta values of involvement and mission decreased at certain levels. The explanatory power of the model increased to ,69 when perception of group was included in the model. Hence it can be concluded that perception of group partially mediates the relationship between involvement and mission dimensions of culture and group collective efficacy at the group level.

**Table 38: The mediation analysis of perception of group between organizational culture and group collective efficacy at the group level.**

<b>Dependent Variable</b>	Group Collective Efficacy		
<b>Independent Variable</b>	Perception of group		
<b>Adjusted R<sup>2</sup>: ,63</b>	<b>F test: 702,79</b>	<b>Significance: ,00</b>	
<b>Variable in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Perception of group	,795	26,51	,00
<b>Dependent Variable</b>	Group Collective Efficacy		
<b>Independent Variable</b>	Involvement, Mission, Consistency, Adaptation, perception of group		
<b>Adjusted R<sup>2</sup>: ,69</b>	<b>F test: 181,93</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Involvement	,157	3,55	,00
Mission	,120	2,80	,00
Perception of group	,640	19,14	,00

N:412

As a last step to test *hypothesis 2d* at the group level at first a simple regression analysis was conducted between self efficacy and group collective efficacy. The simple regression analysis showed that the change in self efficacy explains 15 percent of the variance in group collective efficacy (F: 71,35, p<,05). To test the third step of mediation analysis self efficacy was analyzed with organizational culture dimensions as if it was an independent variable. The results are presented below in Table 39. Compared to Table 34, the beta values of involvement and mission decreased, depicting that self efficacy is a partial mediator between these dimensions and group collective efficacy.

From the findings above it can be concluded that *hypothesis 2d* was partially supported.

**Table 39: The mediation analysis of self efficacy between organizational culture and group collective efficacy at the group level.**

<b>Dependent Variable</b>	Group Collective Efficacy		
<b>Independent Variable</b>	Self Efficacy		
<b>Adjusted R<sup>2</sup>: ,15</b>	<b>F test: 71,35</b>	<b>Significance: ,00</b>	
<b>Variable in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Self Efficacy	,386	8,45	,00
<b>Dependent Variable</b>	Group Collective Efficacy		
<b>Independent Variable</b>	Involvement, Mission, Consistency, Adaptation, self efficacy		
<b>Adjusted R<sup>2</sup>: ,43</b>	<b>F test: 63,49</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Involvement	,418	7,41	,00
Mission	,172	2,97	,00
Self Efficacy	,175	4,33	,00

N:412

**d. The mediation analysis of perception of context variables, and self efficacy on organizational collective efficacy at the group level:**

In order to test *hypothesis 2e* at the group level, the second and third steps of mediation analyses were conducted for perception of context variables and self efficacy one by one through simple and multiple regression analyses.

First of all a simple regression analysis was conducted between the perception of top management and organizational collective efficacy. The result of the simple regression analysis yielded a significant effect of perception of top management on organizational collective efficacy (F: 588,19,  $p < ,05$ ) and change in perception of top management explains 59 percent of the total variance in organizational collective efficacy. Compared to Table 35 the beta values of involvement, mission and consistency decreased in Table 40. Hence it can be concluded that perception of top management partially mediates the relationship between these dimensions and organizational collective efficacy.

**Table 40: The mediation analysis of perception of top management between organizational culture and organizational collective efficacy at the group level.**

<b>Dependent Variable</b>	Organizational Collective Efficacy		
<b>Independent Variable</b>	Perception of top management		
<b>Adjusted R<sup>2</sup>: ,59</b>	<b>F test:</b> 588,19	<b>Significance:</b> ,00	
<b>Variable in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Perception of top management	,768	24,25	,00
<b>Dependent Variable</b>	Organizational Collective Efficacy		
<b>Independent Variable</b>	Involvement, Mission, Consistency, Adaptation, Perception of top management		
<b>Adjusted R<sup>2</sup>: ,69</b>	<b>F test:</b> 183,59	<b>Significance:</b> ,00	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Involvement	,095	2,25	,02
Mission	,357	6,77	,00
Consistency	,059	2,00	,04
Adaptation	,086	2,44	,01
Perception of top management	,368	8,11	,00

N:412

In addition the mediating effect of perception of leader was also analyzed. Firstly a simple regression analysis was conducted between perception of leader and organizational collective efficacy. The simple regression pointed out that change in perception of leader explains 40 percent of the total variance in organizational collective efficacy (F: 274,21,  $p < ,05$ ). Then perception of leader's and organizational cultural dimensions' effects on organizational collective efficacy were analyzed through a multiple regression analysis. The results of this analysis marked that involvement, mission and perception of leader explains 66 percent of the variance in organizational collective efficacy (F:162,75,  $p < ,05$ ). The results of these analyses are presented in Table 41 below. When the results of Table 41 are compared with Table 35, it can be concluded that the effects of involvement (Beta fell from ,156 to ,138 ) and mission (Beta fell from ,609 to ,499) declined. Moreover the effect of consistency totally vanished. To sum up, perception of leader is a full mediator between consistency

dimension and organizational collective efficacy and it partially mediates the relationships between involvement and mission dimensions and organizational collective efficacy.

**Table 41: The mediation analysis of perception of leader between organizational culture and organizational collective efficacy at the group level**

<b>Dependent Variable</b>	Organizational Collective Efficacy		
<b>Independent Variable</b>	Perception of leader		
<b>Adjusted R<sup>2</sup>: ,40</b>	<b>F test: 274,21</b>	<b>Significance: ,00</b>	
<b>Variable in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Perception of leader	,634	16,56	,00
<b>Dependent Variable</b>	Organizational Collective Efficacy		
<b>Independent Variable</b>	Involvement, Mission, Consistency, Adaptation, Perception of leader		
<b>Adjusted R<sup>2</sup>: ,66</b>	<b>F test: 162,75</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Involvement	,138	3,19	,00
Mission	,499	10,20	,00
Perception of leader	,201	5,35	,00
Consistency's beta ,073 showed in Table 35, disappeared in this analysis			

N:412

To test the mediation effect of perception of group between organizational culture dimensions and organizational collective efficacy firstly a simple regression analysis was conducted. The result of the simple regression analysis adduced that perception of group significantly affects organizational collective efficacy (F:117,09 p>,05), and the change in perception of group explains 22 percent of the total variance in Organizational collective efficacy. Lastly perception of group was implicated as an independent variable with the organizational cultural dimensions on organizational collective efficacy. The result of this multiple regression analysis in Table 42 disclosed that the beta values of involvement (Beta fell from ,156 to ,114), mission (Beta fell from , 609 to ,598) and consistency (Beta fell from ,073 to ,066) fell gradually compared to Table 35. These results revealed that perception of

group partially mediates the relationship between involvement, mission and consistency dimensions and organizational collective efficacy.

**Table 42: The mediation analysis of perception of group between organizational culture and organizational collective efficacy at the group level**

<b>Dependent Variable</b>	Organizational Collective Efficacy		
<b>Independent Variable</b>	Perception of group		
<b>Adjusted R<sup>2</sup>: ,22</b>	<b>F test:</b> 117,09	<b>Significance:</b> ,00	
<b>Variable in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Perception of group	,472	10,82	,00
<b>Dependent Variable</b>	Organizational Collective Efficacy		
<b>Independent Variable</b>	Involvement, Mission, Consistency, Adaptation, Perception of group		
<b>Adjusted R<sup>2</sup>: ,65</b>	<b>F test:</b> 150,51	<b>Significance:</b> ,00	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Involvement	,114	2,42	,01
Mission	,598	13,04	,00
Consistency	,066	2,07	,03
Perception of group	,093	2,60	,01

N:412

The most recent mediation analysis was conducted for self efficacy between cultural dimensions and organizational collective efficacy. The simple regression analysis of self efficacy on organizational collective efficacy showed a significant effect (F:62,91, p<,05) indicating that the change in self efficacy explains 13 percent of the total variance in organizational collective efficacy. As self efficacy was included as an independent variable with the cultural dimensions to multiple regression analysis, the results in Table 43 noted that compared to Table 35 the effects of involvement, mission, and consistency fell off slightly, illustrating that self efficacy of the employees partially mediates the relationship between involvement, mission, and consistency dimensions and organizational collective efficacy.

**Table 43: The mediation analysis of self efficacy between organizational culture and organizational collective efficacy at the group level**

<b>Dependent Variable</b>	Organizational Collective Efficacy		
<b>Independent Variable</b>	Self efficacy		
<b>Adjusted R<sup>2</sup>: ,13</b>	<b>F test: 62,91</b>	<b>Significance: ,00</b>	
<b>Variable in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Self efficacy	,366	7,93	,00
<b>Dependent Variable</b>	Organizational Collective Efficacy		
<b>Independent Variable</b>	Involvement, Mission, Consistency, Adaptation, Self efficacy		
<b>Adjusted R<sup>2</sup>: ,65</b>	<b>F test: 150,65</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Involvement	,143	3,20	,00
Mission	,597	13,01	,00
Consistency	,077	2,44	,01
Self efficacy	,085	2,65	,00

N:412

To sum up, from the results presented above it can be mentioned that *hypothesis 2e* was partially supported at the group level analyses.

### **3.Group Collective Efficacy and Organizational Collective Efficacy at group level**

*Hypothesis 3* was also tested at the group level again. In order to test the group collective efficacy's effect on organizational collective efficacy a simple regression was conducted. The results of this simple regression analysis can be seen in Table 44. It can be inferred from the results that group collective efficacy significantly affects organizational collective efficacy at the group level analysis (F: 233,45,  $p < ,05$ ), and the change in group collective efficacy explains 36 percent of the total variance in organizational collective efficacy. In the light of these findings it can be summarized that *hypothesis 3* was supported at the group level.

**Table 44: The effect of Group Collective Efficacy on Organizational Collective Efficacy at the group level**

<b>Dependent Variable</b>	Organizational Collective Efficacy		
<b>Independent Variable</b>	Group collective efficacy		
<b>Adjusted R<sup>2</sup>;</b>	<b>F test:</b> 233,45	<b>Significance:</b> ,00	
<b>Variable in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Group Collective Efficacy	,603	15,28	,00

N:412

#### **F. Organizational level analyses: Organizational culture, organizational collective efficacy and organizational effectiveness**

As it was expressed before in the methodological explanations of this research, the employees that attended this study were from 163 different organizations. More over it was mentioned previously that since the organizational effectiveness was a variable that should be analyzed in the organizational level, the relationship between organizational culture, organizational collective efficacy and organizational effectiveness would be analyzed in the organizational level. To turn the individual employees' responses to organizational level values, aggregate option of SPSS 16.00 was used. An organizational level data file was created with the variables of Organizational Culture, Organizational Collective Efficacy and Organizational Effectiveness, and the following regression analyses were conducted with this data file.

In an effort to test the *hypothesis 4a*, whether the organizational culture dimensions affected organizational collective efficacy, multiple regression analysis was conducted by putting the cultural dimensions in the independent variables, and organizational collective efficacy to the dependent variable. The results showed that four cultural dimensions have a significant effects on organizational collective efficacy (F:95,36,  $p < .05$ ), and adjusted R<sup>2</sup> of the regression analysis revealed that the changes in involvement, mission, consistency and

adaptation dimensions explain 70% of the total variance in Organizational Collective Efficacy. From the Table 45 below, it figured out that mission is the most effective cultural dimension on organizational collective efficacy (Beta: ,195, p: ,00). In addition Involvement (Beta: ,195, p: ,00), Consistency (Beta: ,096, p: ,04), and Adaptation (Beta: ,092, p: ,00) have notable effects on Organizational Collective Efficacy. To sum up, it can be concluded that *hypothesis 4a* was supported.

**Table 45: The direct effect of organizational culture on organizational collective efficacy**

<b>Dependent Variable</b>	Organizational collective efficacy		
<b>Independent Variables</b>	Involvement, Mission, Consistency, Adaptation		
<b>Adjusted R<sup>2</sup>: ,70</b>	<b>F test: 95,36</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Involvement	,195	2,99	,00
Mission	,591	9,12	,00
Consistency	,096	2,03	,04
Adaptation	,092	1,70	,00

N:163

As it was previously shown in Table 6, from the factor analysis of the Organizational Effectiveness Indicators Questionnaire, two factors emerged: Employee Oriented Organizational Effectiveness, and Organization Oriented Organizational Effectiveness. In order to test *hypothesis 4b* “Organizational culture affects organizational effectiveness positively” two multiple regression analysis were conducted by putting each organization effectiveness factor on dependent variable one by one.

Firstly the effect of organizational culture on employee oriented effectiveness was analyzed. The regression analysis pointed out that the change in two organizational cultural dimensions explains 70% of the total variance in Employee Oriented Organizational Culture.

From Table 46, it figured out that Mission affects Employee Oriented Organizational Effectiveness the most (Beta: ,225, and p: ,00). Involvement also has a considerable effect on Employee Oriented Organizational Effectiveness (Beta: ,225, p: ,00).

Another multiple regression was conducted to analyze the effect of organizational cultural dimensions on Organization Oriented Organizational Effectiveness. The results of this regression can be seen in Table 47. As it is shown in the table, Mission and Adaptation dimensions together explain 60% of the variance in Organization Oriented Organizational Effectiveness (F: 93,36, p < ,05). Mission is again the most important cultural dimension affecting Organization Oriented Organizational Effectiveness (Beta: ,623, p: ,00). Adaptation is the other dimension which contributed to the variance in Organization Oriented Organizational Effectiveness (Beta: ,225, p: ,00).

From the findings mentioned above it can be concluded that *hypothesis 4b* was partially supported. The results are presented below in Table 46 and Table 47.

**Table 46: The direct effect of organizational culture on employee oriented organizational effectiveness**

<b>Dependent Variable</b>	Employee oriented organizational effectiveness		
<b>Independent Variables</b>	Involvement, Mission, Consistency, Adaptation		
<b>Adjusted R<sup>2</sup>: ,70</b>	<b>F test: 93,36</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Involvement	,225	3,42	,00
Mission	,625	9,58	,00

N:163

**Table 47: The direct effect of organizational culture on organization oriented organizational effectiveness**

<b>Dependent Variable</b>	Organization oriented organizational effectiveness		
<b>Independent Variables</b>	Involvement, Mission, Consistency, Adaptation		
<b>Adjusted R<sup>2</sup>: ,60</b>	<b>F test: 60,41</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Mission	,623	8,28	,00
Adaptation	,167	2,66	,01

N:163

*Hypothesis 4c* was about the effect of organizational collective efficacy on organizational effectiveness. Two simple regression analyses were conducted to test the effect of organizational collective efficacy on employee oriented and organization oriented organizational effectiveness.

First simple regression analysis connoted that Organizational Collective Efficacy is a very important contributor on Employee oriented organizational effectiveness (F:513,50,  $p < ,05$ ). 76% of the total variance in employee oriented organizational effectiveness is explained by the variance in organizational collective efficacy. Moreover beta value of organizational collective efficacy shows how important its contribution on Employee oriented Organizational Effectiveness is.(Beta: ,873,  $p: ,00$ ).

The second simple regression analysis pointed out that Organizational Collective efficacy contributes 66% of the variance in Organization Oriented Collective efficacy (F:317,64,  $P < ,05$ ) (Beta : ,815,  $p: ,00$ ). Those findings are summarized in Table 36. From those findings we can conclude that *hypothesis 3c* was supported.

**Table 48: The effect of organizational collective efficacy on employee and organization oriented organizational effectiveness:**

<b>Dependent Variable</b>	Employee oriented organizational effectiveness		
<b>Independent Variables</b>	Organizational Collective efficacy		
<b>Adjusted R<sup>2</sup>: ,76</b>	<b>F test: 513,50</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
<b>Organizational collective efficacy</b>	,873	22,66	,00
<b>Dependent Variable</b>	Organization oriented organizational effectiveness		
<b>Independent Variables</b>	Organizational Collective efficacy		
<b>Adjusted R<sup>2</sup>: ,66</b>	<b>F test: 317,64</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	
<b>Organizational collective efficacy</b>	,815	17,82	,00

N:163

The last organizational level hypothesis was the mediation hypothesis about the organizational collective efficacy. According to the literature review and our research model it was expected that organizational collective efficacy is a mediator between the organizational culture and organizational effectiveness.

From Baron and Kenny's (1986) technique for testing the mediation effect, the first condition was satisfied for the effect of Mission and Involvement dimensions on employee oriented organizational effectiveness (The results can be seen in Table 46). In addition the second condition of the mediation analysis also has been satisfied: Organizational collective efficacy significantly contributes to employee oriented organizational effectiveness (The first part of Table 48). The third requirement of Baron and Kenny's (1986) technique is that, to call Organizational collective efficacy as a mediator, the effects of Mission and Involvement should disappear or decline when they are all together put in the regression analysis as independent variables. When the regression analysis was conducted the results showed that Organizational collective efficacy partially mediated the relationship between Mission and

Involvement dimensions: because the beta value of Mission decreased from ,625 to ,283 ; and the beta value of involvement declined from ,225 to ,112 (all the Beta values were significant at p:,00 level). These results are submitted in Table 49.

**Table 49: The mediation effect of organizational collective efficacy between organizational culture and employee oriented organizational effectiveness**

<b>Dependent Variable</b>	Employee oriented organizational effectiveness		
<b>Independent Variables</b>	Involvement, Mission, Consistency, Adaptation, organizational collective efficacy		
<b>Adjusted R<sup>2</sup>: ,80</b>	<b>F test: 126,36</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>P</b>
Involvement	,112	2,02	,04
Mission	,283	4,28	,00
Organizational collective efficacy	,579	8,80	,00

N:163

Furthermore for testing the mediating effect of organizational collective efficacy between organizational culture and organization oriented organizational effectiveness one more multiple regression analysis was conducted. As it can be seen in Table 47 and in the second part of Table 48, first two conditions of Baron and Kenny's technique was satisfied for Mission and Adaptation. To test the third requirement of the mediation hypothesis organizational culture dimensions and organizational collective efficacy were put in the regression analysis together as independent variables. The results of this analysis are presented in Table 50. As it can be seen the Beta values of Mission and Adaptation declined when the effect of Organizational collective efficacy was included in the equation. By comparing Table 47 and Table 50, it can be stated that for Mission (Beta declined from ,623 to ,281, p:,00) and Adaptation (Beta declined from ,167 to ,114, p:,00) dimensions,

organizational collective efficacy is a partial mediator between organizational culture and organization oriented organizational effectiveness.

In the light of above findings, we can conclude that Organizational collective efficacy partially mediated the relationship between three of the Organizational culture dimensions and Organizational effectiveness. As a result *hypothesis 4d* was partially supported.

**Table 50: The mediation effect of organizational collective efficacy between organizational culture and organization oriented organizational effectiveness**

<b>Dependent Variable</b>	Organization oriented organizational effectiveness		
<b>Independent Variables</b>	Involvement, Mission, Consistency, Adaptation, organizational collective efficacy		
<b>Adjusted R<sup>2</sup>: ,69</b>	<b>F test: 74,32</b>	<b>Significance: ,00</b>	
<b>Variables in equation</b>	<b>Beta</b>	<b>T</b>	<b>p</b>
Mission	,281	3,47	,04
Adaptation	,114	2,07	,00
Organizational collective efficacy	,580	7,21	,00

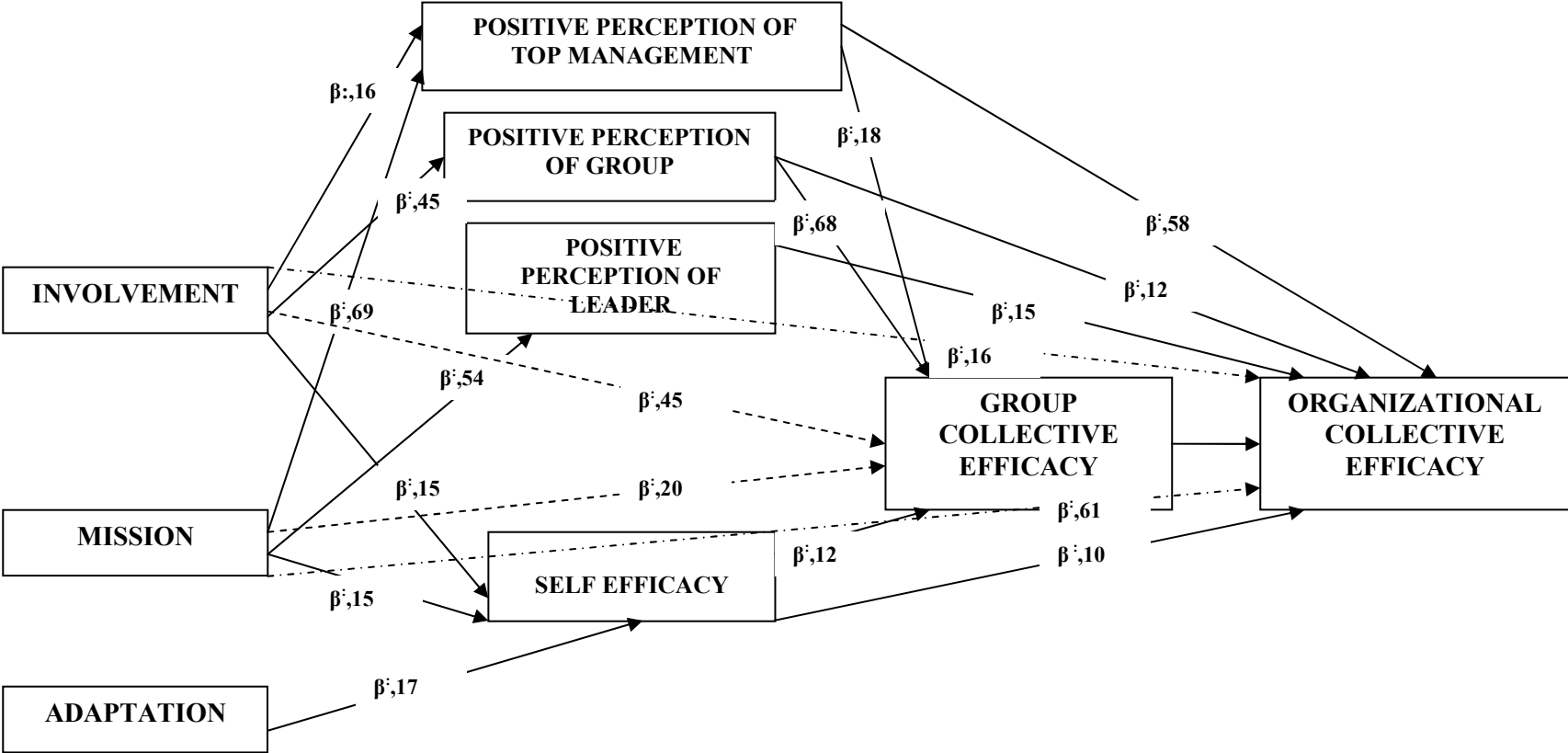
N:163

### **G. Summary of the Findings:**

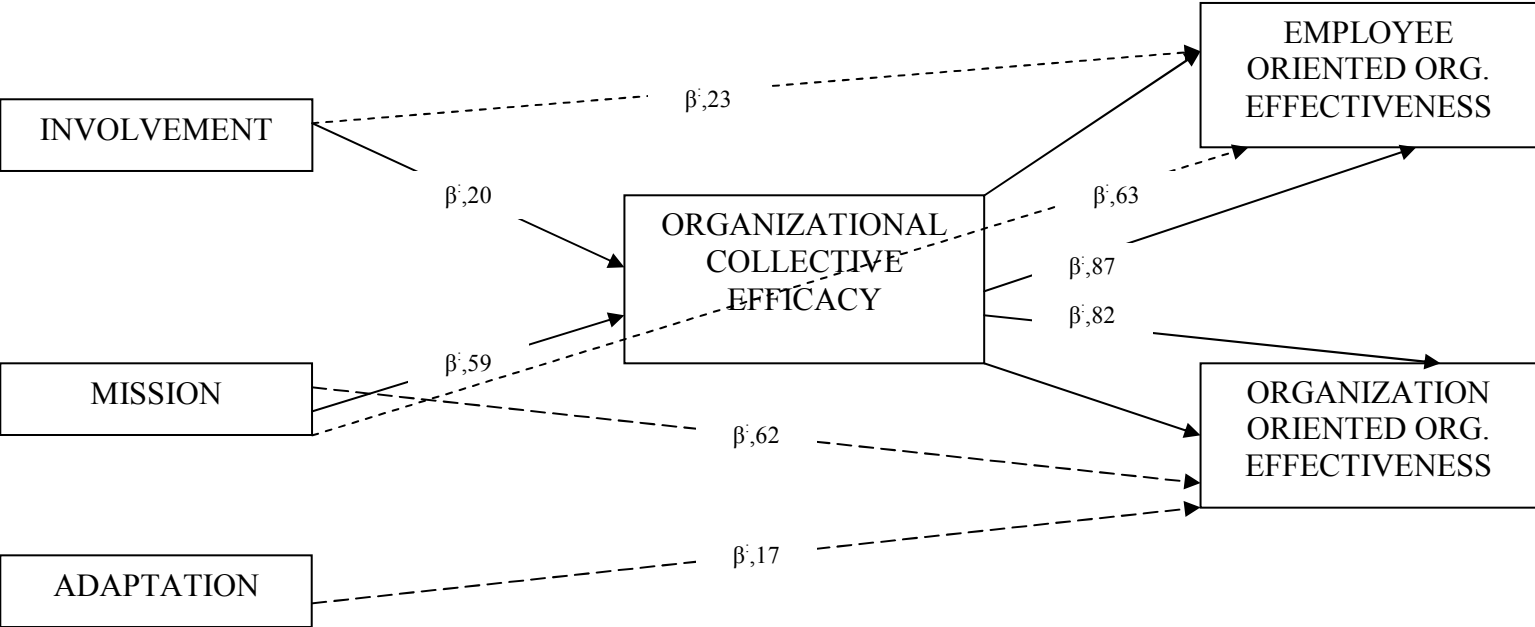
The summary of the findings of this research are figured out below at Figures 5 and 6. Figure 5 represents the group level findings of the regression analyses conducted to find the main effects of the organizational culture dimensions on perception of context variables and on collective efficacy, and the main effects of perception of context variables on group and organizational collective efficacy. Group level results are presented because group level results also cover the most important relationships found in the individual level analyses. In Figure 6 the regression analyses conducted at the organizational level are summarized. In both

Figure 5 and Figure 6 only the beta values that are larger than ,10 and significant less than  $p:05$  level are shown.

**Figure 5: The Summary of the Group Level Regression Analyses**



**Figure 6: The Summary of the Organizational Level Regression Analyses**



## **IV .DISCUSSION**

### **A. Conclusion:**

One of the aims of this study was to determine the antecedents that bring about the perception of collective efficacy, so the antecedents related hypothesis were analyzed at both individual and group levels. The analyses were conducted at individual level to determinate how antecedents determine the individual level perception of collective efficacy since the data is gathered from the group members at first. Moreover collective efficacy is a group level construct so the antecedents related hypotheses were also tested at the group level. This is one of the strengths of this research.

In addition, from the studies concerned with organizational culture and effectiveness, it was thought that organizational culture which affects how employees perceive their job environment, organization and themselves should affect the formation of collective efficacy beliefs in employees mind about the groups they are working in. Hence organizational culture was included in the model and Denison Organizational Culture model was used since there are studies showing its relevance with organizational effectiveness (Denison, 1984; Denison and Mishra, 1995; Denison, 1996; Fisher and Alford, 2000; Fisher, 2000; Denison, et al., 2003; Fey and Denison, 2003; Yılmaz, and Ergun, 2008; Gillespie, et al., 2008). Moreover organizational effectiveness was included in the research model as the consequence of collective efficacy. To sum up at the individual level and group level organizational culture and perception of context variables and self efficacy were used as the antecedents that affect the formation of collective efficacy beliefs in employees mind. In the organizational level organizational collective efficacy was entrenched in the model as a mediator between the organizational culture and organizational effectiveness.

Moreover one of the strengths of this study is its multi-level approach to efficacy beliefs. Leadership efficacy and perception of leaders, workers self efficacy, and collective efficacy at both group and organizational levels were analyzed. In addition, these various efficacy beliefs interactions and relations were also tested. With these qualities this study remedies Hannah et al.'s (2008) call for studies built out on a multilevel examination that links leader, follower and collective efficacies. On the other hand since the data is collected from the same source, each participant evaluated all levels of efficacies, this study fills the need for multilevel examination of efficacy beliefs partly since the results may be prone to common method bias. Future studies can be conducted by using different sources, both leaders and followers, at the same time to avoid common method bias.

We started with testing the effects of perception of context variables with self efficacy at the individual level on the formation of group and organizational collective efficacy and our findings were congruent with the previous Italian studies, that our hypotheses were supported both for group and organizational collective efficacy. It was found that perception of top management, perception of leader, perception of group, and employees own self efficacy significantly affect how employees evaluate their groups and organizations potency and collective efficacy. However those variables effects were different at different levels of collective efficacy. Perception of group is found to be the most important variable that employees evaluate when they are considering their group collective efficacy. As Gibson and Early (2007) mentioned, knowing group members abilities and previous positive experiences with the group; in other saying positive perceptions related with group and group cohesion (Lee, et al., 2002; Mastrorilli, et al., 2007; Petitta and Falcone ,2007; Russo, et al., 2007) are the most important inputs while employees are evaluating their groups collective efficacy. In addition to perception of group, employees also evaluate their own self efficacy, their

managers, and the organizations' top management while they are appraising their work groups' collective efficacy. On the other hand in the formation of organizational collective efficacy, perception of top management was found to be the most important factor contributing to organizational collective efficacy, denoting that while employees evaluate their organizations' potency and efficacy they take the characteristics, applications and behaviors of organizations' top management into account. Besides top management, they also evaluate their managers' leadership skills and behaviors to judge about organizations collective efficacy. Although their effects are smaller compared to top management and leader related perceptions, perception of group and self efficacy also found to be the other significant contributors to organizational collective efficacy at the individual level. All those findings were consistent with the previous findings of Petitta and Falcone (2007).

On the other hand, at the group level analysis of perception of context variables and self efficacy of employees' effects on group collective efficacy, the significant effect of perception of leader on group collective efficacy disappeared. However the other variables: perception of top management, perception of group and employees' self efficacy variables effects were sustained. As congruent with the individual level analysis, perception of group had the major effect on the formation of group collective efficacy. The difference between the individual and group level analyses in terms of perception of leader might be related with the characteristics of the sample used in this research. As it will be stated in the limitations of this study, the group level analyses were conducted at the departmental level, and in the companies that accepted to attend this study, all of the employees did not completed the questionnaires. Hence the departmental level analysis might fall short in determining the perception of leader objectively since conception of all of the employees in the departments could not be covered. Furthermore at the individual level analysis the effect of perception of

leader on group collective efficacy was very small although it was significant. This small effect could be vanished since the subject size decayed at the group level analysis. When the perception of context variables and employees self efficacies effects on organizational collective efficacy were analyzed at the group level, the results were similar with the analysis at the individual level. Yet, perception of top management has the strongest effect on the formation of organizational collective efficacy, and perception of leader, perception of group and self efficacy variables effects kept going in considerable amounts. These findings were also in congruence with Petitta and Falcone's (2007) findings.

Furthermore the mediation effect of group collective efficacy between perception of context variables and organizational collective efficacy were weighted at both individual and group levels; and the results were in concordance with our hypothesis: group collective efficacy was found to be a partial mediator between perception of context variables and organizational collective efficacy at both levels. These findings point out that, employees consider their group level collective efficacy as another important input while evaluating their organizations organizational collective efficacy.

As a second step the effects of organizational culture on perception of context variables and employees own self efficacy were taken into account at both individual and group level analyses. In our analyses it was found that Mission is the most important dimension contributing the positive perception of top management. This finding purports that if the employees note that their organization has a clear mission, management has long term visions, main organizational and divisional objectives are clearly defined, and developments in the industry are really traced; they confide in their top managers and they have positive perceptions about top management. What is more, despite its smaller effect compared to

mission, involvement is the second important dimension that employees take into account while they are evaluating their top management at the individual level. From this finding it can be inferred that when employees are empowered and taken inside the decision making process they evaluate their top management more positively. Consistency inside the organization is also found to be another significant contributor while employees appraise their top management and it is not surprising that if the organizational procedures are consistent and reliable and organizations have ethical codes that direct their work flow and procedures, employees perceive their top management in a positive manner. However the significant effect of consistency disappeared at the group level. This could be the result of the descending sample size at the group level analysis since its effect was very small at the individual level.

In addition organizational culture is found to be affecting how employees perceive their direct managers. All of the organizational culture dimensions were found to be contributing to perception of leader at the individual level. For once again mission was the most effective dimension marking that if the employees know organizations mission and vision, goals and objectives are clearly defined, and if employees are developed through these objectives; employees evaluate their managers more positively. This finding is inevitable when it's thought that one of the main tasks of an effective leader is to set clear goals and objectives to their followers and leaders' role is acting as a bridge while communicating the mission and the vision of the organization between his/her staff and top management. Consistency and Involvement are found to be the other important contributors at the individual level, and this finding is not surprising again, because leaders are evaluated more positively when they consent and empower their subordinates, and they behave consistently. Although it's minor the results also showed that adaptation dimension also has a significant effect on the perception of leader at the individual level. However the effects of involvement

and adaptation disappeared when the analyses were conducted at the group level. These analyses showed that the most important issues that are related with positive perception of leaders are consistency of leaders' behaviors and whether they communicate and transfer the mission, vision and mission of organization to their subordinates. Yet, the differences in the individual and group level analyses might depend on the descending sample size of group level analysis.

For perception of group; involvement, adaptation and consistency dimensions were found to be the significant cultural factors. Involvement is the most important contributor, and when organizations that score higher in involvement dimension is thought, this finding is not surprising. Development of employee capacities, team orientation, empowerment in planning, work engagement and cooperation of employees and information sharing are the characteristics of the organizations that score higher in involvement dimension (Denison and Mishra, 1995). Above all team orientation, work engagement and cooperation and information sharing between the employees are the most important characteristics that increase group cohesion (Pounder, 2000; Gibson and Early, 2007). Moreover related with cohesion, intergroup cooperation increases group interaction, sharing knowledge and competencies and hence confidence to group's capabilities (Gibson and Manuel, 2003). Moreover involvement cultures nurtures the sources of efficacy beliefs. To sum up involvement dimensions effect on perception of group is a finding in congruence with the previous studies. Consistency dimension is also related with coordination inside the organization (Denison and Mishra, 1995). When coordination of employees is positively evaluated and instigated, this creates a positive climate between the employees, and employees perceive their colleagues more positively. Adaptation dimension covers organizational learning that also leads to employees' capability development, so adaptation

effect on perception of group is not surprising. Involvement was also found to be a positive contributor to perception of group at the group level analysis. The effects of consistency and adaptation vanished. This shows that the main cultural factor affecting perception of group positively is involvement dimension. The other two dimensions effects might vanish when the sample size decreased at the group level analyses.

In terms of employees self efficacy, involvement and adaptation are found to be the most important cultural dimensions affecting self efficacy at the individual level. When the sources of self efficacy are reminded, enactive attainments of employee, vicarious experiences of his/her equivalent coworkers, and verbal persuasion of managers while they are empowering their employees; it is not surprising that involvement is the most important dimension because involvement culture nurtures those efficacy resources (Bandura, 1982; Bandura, 1997; Denison and Mishra, 1995). Also when employees are empowered on their jobs, they took their own responsibilities, run on their own initiatives and accomplish on their own; and all those experiences are adding value to employees' enactive attainments and eventually affect their self efficacy in a positive manner. Adaptation is the second cultural dimension contributing positively to employees self efficacy. Organizations that score higher on this dimension are open to learning, and see the mistakes and experiences of their employees as opportunities for learning so that organization and its members can improve continuously (Fisher, 2000; Denison, Haaland, and Goelzer, 2003; Fey and Denison, 2003, Yilmaz, and Ergun, 2008, Gillespie, Denison, Haaland, Smerek, & Neale, 2008). When employees have the convenience to take initiatives; their experiences, even the mistakes are evaluated as opportunities for learning and exhorted; they behave in a more confident manner and the number of their enactive attainments increases. All those mentioned sources create

compatible climate for employees with high self efficacy. Involvement and adaptation were also found to be the important contributors to self efficacy at the group level.

In terms of the relationship between organizational culture and collective efficacy at first, direct effects of organizational culture on group and organizational collective efficacy were analyzed. Involvement, adaptation, and mission are found to be the significant dimensions affecting group collective efficacy at the individual level. Involvement has the most important effect on the formation of group collective efficacy, and as previously mentioned before in perception of group part of this discussion; in organizations that score higher in involvement dimension employees are empowered, the work groups are built around teams, employees' capabilities are developed at all levels, the employees at all levels can have some input into decisions that affect their work and involvement trait is made up of empowerment, team-orientation, and capability development dimensions (Fisher, 2000; Denison, Haaland, and Goelzer, 2003; Fey and Denison, 2003, Yilmaz, and Ergun, 2008, Gillespie, Denison, Haaland, Smerek, & Neale, 2008). All those characteristics nurture the environment for group cohesion. Moreover these characteristics also nurture the sources of efficacy like enactive attainments and vicarious experiences at both individual and group level. For organizational collective efficacy, all of the four cultural dimensions were found to be significant contributors. Mission is the most powerful dimension affecting organizational collective efficacy. If the organizations score higher on this dimension the employees share a clear vision for future, they know their goals and objectives, and they have a strategic direction to reach those objectives and goals and as a result they perceive their organization as more competent (Fisher, 2000; Denison, Haaland, and Goelzer, 2003; Fey and Denison, 2003, Yilmaz, and Ergun, 2008, Gillespie, Denison, Haaland, Smerek, & Neale, 2008). Involvement is the second important dimension that has an effect on organizational collective efficacy. As

previously mentioned in this discussion if the managers empower their subordinates, decision making and planning activities are shared with employees, the employees have more positive perceptions related with their direct and top managers. And as our results previously showed organizational collective efficacy is positively related with positive perceptions of managers and top managers. The emergence of adaptation dimension as the third important dimension affecting organizational collective efficacy is not surprising, because adaptability dimension is concerned with organizations adaptive capacity to the dynamic work environment, continuous improvement and change, organizational learning and customer environment (Fisher, 2000; Denison, Haaland, and Goelzer, 2003; Fey and Denison, 2003, Yılmaz, and Ergun, 2008, Gillespie, Denison, Haaland, Smerek, & Neale, 2008). If employees believe their organizations are successful on these topics, they also believe that their organizations are competent and successful. Consistency is also a significant factor in explaining organizational collective efficacy. It is ordinary for employees to evaluate their organization more positively if the organizational members are integrated around core values, and there is a strong coordination between the employees and departments of the organization. However on the group level analyses the effects of adaptation disappeared.

In addition to those findings the perception of context variables and self efficacy were analyzed to find whether they act as mediators between organizational culture and collective efficacy at the individual level. All of the perception of context variables including self efficacy and leadership efficacy were found to be full mediators between the Mission dimension of culture and group collective efficacy. Furthermore the results also marked that these variables partially mediate the relationship between involvement and adaptation dimensions and group collective efficacy. These results connote that, not only organizational culture directly affect group collective efficacy but it affect collective efficacy through its

effects on perception of context variables. For organizational collective efficacy the same analyses were conducted, and the results pointed out that perception of top management, perception of leader and leadership efficacy are full mediators between consistency dimension of culture and organizational collective efficacy. Moreover perception of group and self efficacy are partial mediators between consistency dimension and organizational collective efficacy. All of the perception of context variables including self efficacy and leadership efficacy are found to be partial mediators between involvement, mission and adaptation dimensions of culture and organizational collective efficacy. Again it can be stated that organizational culture not only directly affects organizational collective efficacy but it indirectly affects organizational collective efficacy through its effect on perception of context and self efficacy.

At the group level mediation analyses of perception of context variables and self efficacy on group collective efficacy and organizational collective efficacy, again partial and full mediation effects were found. For group collective efficacy perception of leader, perception of group, and self efficacy were found to be partial mediators between involvement and mission dimensions of culture and group collective efficacy. Perception of top management was found to be a full mediator between mission dimension of culture and group collective efficacy. Perception of top management was also found to be acting as a partial mediator between involvement dimension of culture and group collective efficacy at the group level analyses. Group level mediating effects of perception of context variables and self efficacy between culture and organizational collective efficacy were also found. It was found that perception of top management, perception of group and self efficacy partially mediate the relationship between cultural dimensions of involvement, mission, and consistency and organizational collective efficacy. In addition perception of leader is a full

mediator between consistency dimension of culture and organizational collective efficacy. Perception of leader was also found to be a partial mediator between involvement and mission dimensions and organizational collective efficacy.

To sum up the last two paragraphs concerned with the mediation analyses of perception of context variables and self efficacy between organizational culture and collective efficacy, partial or full these variables act as mediators between some cultural dimensions and collective efficacy perceptions at both individual and group level analyses. Culture not only directly affects the formation of collective efficacy, but indirectly affects through its effects on perception of context variables and employees' self efficacy beliefs.

In addition it was found that group collective efficacy has an effect on organizational collective efficacy at both individual and group level analyses. These findings were in congruence with our expectations since the positive perceptions related with group and group-level collective efficacy bring about employees to have positive images about their general work environment and organization. If the employees are happy and satisfied with the capabilities of their department or group, they are in generally satisfied with their organization and tend to have positive perceptions regarding their organizations.

As previously mentioned in the introduction and in the discussion part of this thesis, there are studies that are showing organizational culture's effects on organizational effectiveness (Denison, 1984; Denison and Mishra, 1995; Denison, et al., 2004; Fey and Denison, 2003; Smerek and Denison, 2007; Gillespie et al., 2008; Yılmaz and Ergun ,2008; Schmidt et al., 2009; Marcoulides, and Heck, 1993; Lee and Yu, 2004; Rashid, Sambasivan, and Johari, 2003; Ogaart, et al., 2005; Ngo, and Loi, 2008). However these studies only mark

organizational culture's direct effect on effectiveness and they don't include the variables between organizational culture and effectiveness. Organizational culture evolves from the interaction of the organization members, and alternately is a process that affects the interaction of organization members (Bozkurt, 1997; Bozkurt, 2000) It is one of the most important background factors which affect managerial and employee practices, behaviors and attitudes of employees in the organization (Smircich, 1983). On the other hand organizational effectiveness is attained through the motivation, practices, behaviors and achievements of organizational members including all employees from different levels. Organizational collective efficacy which is an important construct that try to explain the motivation of collective entities is thought to be one of the variables between organizational culture and organizational effectiveness. Organizational culture is thought to affect organizational effectiveness directly and indirectly through affecting organizational collective efficacy.

The organizational level analysis results were consistent with those expectations. It was found that four of the organizational culture dimensions affect organizational collective efficacy. Mission was the most important factor related with organizational collective efficacy. If the employees know organizations' goals and objectives, and they have strategic directions to reach those objectives and they have clear visions and shared missions, employees tend to evaluate their organizations more efficacious. Involvement was found to be the second important factor affecting organizational collective efficacy. As previously mentioned when employees are empowered, their capabilities are developed, they are included in decision making and planning, they have tendencies to evaluate their organizations more positively.

Before passing to the organizational cultures effect on organizational effectiveness it should be mentioned here that in our factor analyses the original 9 factor organizational effectiveness indicators yielded 2 main factors: employee oriented organizational effectiveness and organization oriented organizational effectiveness. This finding is meaningful showing that organizational effectiveness dimensions also can be classified in two major dimensions whether they put the employees' well-being or organizations well-being in the center.

The results connoted that organizational culture affects both kind of organizational effectiveness. However it is more strongly related with employee oriented organizational effectiveness. Involvement and mission dimensions were found to be affecting employee oriented organizational effectiveness; mission and adaptation were found to be explaining organization oriented effectiveness. In both analyses the results showed that mission was the most important factor contributing to organizational effectiveness. In the light of these findings it can be concluded that, organizations which have a clear mission, shared vision, strategic direction and clear objectives and goals tend to be more effective compared to other organizations (Fisher, 2000; Denison and Mishra, 1995; Denison, Haaland, and Goelzer, 2003; Fey and Denison, 2003, Yılmaz, and Ergun, 2008, Gillespie, Denison, Haaland, Smerek, & Neale, 2008). In terms of employee oriented organizational effectiveness involvement is found as the second important cultural dimension. Since organizations that get higher scores on involvement empower their employees, the work groups are built around teams, and employees' capabilities are developed at all levels, employee well being is an important orientation. Those companies administer employee oriented effectiveness indicators well. Adaptation was found to be the second important factor affecting the organization oriented organizational effectiveness this is not surprising since adaptation refers to the

organizations capacities to adapt well to dynamics of their external environment. Adaptation also contains creating changes, customer focus, and organizational learning that are related with organization oriented organizational effectiveness.

Further more it was found that organizational collective efficacy affects organizational effectiveness significantly. This is not surprising because from the literature review it was hypothesized that it would affect organizational effectiveness since there are studies that proved up its effects on group and organizational performance (Gully, et. al 2002; Stajkovic, Lee and Nyberg, 2009). Its effect on employee oriented effectiveness was slightly more powerful compared to organization oriented effectiveness, but this difference was small.

Moreover organizational collective efficacy's mediating effect between organizational culture and organizational effectiveness was analyzed. It was found that it partially mediates the relationship between mission and involvement dimension and employee oriented organizational efficacy. It was also found to be a partial mediator between mission and adaptation and organization oriented effectiveness. This results showed that between the organizational culture and effectiveness there are other motivation related factors like collective efficacy, and those factors should be studied in further to understand the mechanisms between organizational culture and effectiveness.

Most of the results of this study were in congruent with the expectations. As previously mentioned before; motivating groups, teams and other collective entities are important in today's dynamic and changing world. To survive in such a challenging world and to solve the major problems in business, economics, environmental or in the other areas, collective efforts of the people are required. Hence it is important to understand the mechanisms that underly

the motivation of collective entities. This research tried to reveal the antecedents and underlying factors that cause the formation of collective efficacy in the organizational settings.

To sum up this research showed that organizational culture and perception of context and employees' self efficacies are important determinants of collective efficacy in organizations. In addition it disclosed that collective efficacy which determines employees' goal setting, efforts, and perseverance in the face of obstacles and difficulties and hence performance in the organizations; might be an important determinant of organizational effectiveness. In addition this study marked that in the relation of organizational culture and organizational effectiveness, collective efficacy is an important factor that partially mediates this relation.

### **C. Limitations of the Study:**

This study is based on the individual based reports and all the variables were measured through the same subjects which make it open to common method bias (Conway, 2002). Another drawback of this study was its sampling method. The sample choice was not random. At the beginning of the study Human Resources departments of many companies were contacted. However most of them avoided to attend the study. The companies that accepted to attend in the study were reached through personal contacts in general. Hence our sample is convenience sampling.

Moreover for the group level analyses and organizational level analyses, as it was mentioned above not all of the members of the groups and organizations completed the

questionnaires. However it was impossible to avoid this situation since the participation on this study was voluntary.

What is more organizational effectiveness was measured through employees' perceptions instead of hard data like sales growth, growth in market share, or Return on Assets. Although this method is frequently used in organizational effectiveness studies, hard data is usually preferred and the researchers count this method as a limitation for their studies (Fey and Denison, 2003; Yılmaz and Ergün, 2008). The results of this study must be evaluated in terms of these limitations.

#### **D. Practical Implications:**

The results indicated that beside organizational culture, top management's and management's behaviors and how they are interpreted by the employees' are important determinants of collective efficacy. Our findings represent some practical implications for managers and top managers. First of all top managers must be sure that the vision and objectives of the organization are well communicated to the bottom levels of the organization. The staff managers have an important responsibility on communicating and sharing the organizations objectives with their staff. The literature is full of studies showing the importance of goals on employees' motivation and performance (Donovan, 2002). While informing employees about organizational goals, both top managers and managers should share their responsibilities in decision making and planning with their subordinates through empowering them. In addition to empowerment, the employees should be trained and their capabilities must be invested by the organization. Involving employees in planning and decision making and investing to their capabilities are some of the most important contributors to their efficacy beliefs and motivation. Besides all these the employees expect consistency

between the behaviors of managers and top managers. By attending on these issues managers might bring about improvements on their subordinates efficacy beliefs, motivation and hence performance levels to create more effective organizations.

#### **F. Suggestions for Future Research:**

This study is important since it's one of the first studies that analyzed organizational culture's effect on collective efficacy. However four dimensions of Denison Organizational Culture Model were only under examination. Future studies might concentrate on different organizational culture models and different dimensions that might affect collective efficacy.

In addition in this study organizational effectiveness was measured through employees' perceptions. In the future studies the relationship between collective efficacy and organizational effectiveness might be studied with hard data of organizational effectiveness.

Besides, future studies might take on task interdependence effect on collective efficacy while at the same time concentrating on the effects of organizational cultures and perceptions related with organizational context. In addition cross cultural studies related with the effects of individualistic and collectivistic values on the formation of collective efficacy perceptions might give insights related with the collective efficacy concept.

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## APPENDICES

### I. The survey which was used in this research is presented below:

Elinizdeki anket, Marmara Üniversitesi İngilizce İşletme Ana Bilim Dalı, Örgütsel Davranış Bilim Dalında Doktora tez öğrencisi olan Selma Arıkan tarafından yürütülen bir araştırmada kullanılmak amacıyla hazırlanmıştır. ***Ankette yer alan hiç bir sorunun doğru ya da yanlış cevabı yoktur.*** Önemli olan cevapların içtenlikle ve düşünülerek verilmesidir. Araştırmamız açısından kimliğinizin bilinmesi önem taşımadığından, ***anket formları üzerine isim ve soyadı yazılması gerekmemektedir.*** Cevaplarınız sadece araştırmacı tarafından bilimsel amaçlarla değerlendirilecektir.

Verilerin doğru toplanması ve yapılacak istatistik analizlerinin anlamlı çıkması açısından ankette ***hiç bir sorunun boş bırakılmamasını önemle rica ederiz.*** Araştırma sonuçları ile ilgili bilgi almak isterseniz [selmaarikan@yahoo.com.tr](mailto:selmaarikan@yahoo.com.tr) adresinden araştırmacıya ulaşabilirsiniz.

Anketimizi doldurarak bize zaman ayırdığınız ve çalışmamıza katkıda bulunduğunuz için içtenlikle ***tesekkür ederiz.***

**Tez Danışmanı**

Prof. Dr. Handan Kepir SİNANGİL

**Doktor Adayı**

Selma ARIKAN

**Diğer sayfalara geçmeden önce lütfen aşağıdaki bölümü doldurunuz.**

1. Yaşınız:.....

2. Cinsiyetiniz:  Erkek  Kadın

3. Medeni Durumunuz:  Evli  Bekâr  Boşanmış  Ayrı yaşıyor

4. Eğitim Düzeyiniz: (Lütfen en son diploma aldığınız okulu dikkate alınız)

Doktora

Yüksek Lisans

Lisans

Ön Lisans

Lise

Ortaokul

İlkokul

Okur yazar

5. Çalıştığınız Bölüm:.....

6. Pozisyonunuz (Görev Seviyeniz):.....

7. İşyerinizdeki toplam çalışma süreniz:.....

8. Bölümünüzdeki çalışma süreniz:.....

9. Toplam iş deneyiminiz:.....

10. Çalıştığınız Sektör:.....

11. Bölümünüzde farklı kişilerin yaptığı işlerin birbiri ile ilişkisini beşli ölçekte nasıl değerlendirirsiniz?

Birbirinden tamamen bağımsız -1  2  3  4  5  -Tamamen birbirine bağlı

*(Herkes kendi işini yapıyor)*

*(Birimizin hatası ya da başarısı hepimizin performansını etkiliyor )*

Aşağıda iş dünyasındaki uygulamalara ilişkin *farklı görüşler* içeren ifadeler yer almaktadır. Lütfen, yalnız çalıştığınız bu iş yerinin koşullarını düşünerek, aşağıda belirtilen her bir ifadeye *hangi oranda katıldığınızı uygun rakamı işaretleyerek belirtiniz*.

Kesinlikle Katılmıyorum	Katılmıyorum	Pek Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5	6

***Çalışmakta olduğum bu iş yerinde...***

	1	2	3	4	5	6
12. Çalışanların çoğunluğu yaptıkları işle bütünleşmişlerdir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Çalışanlar arasında yeterli ölçüde bilgi paylaşımı olduğundan, gerektiğinde herkes istenilen bilgiye ulaşabilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. İş planları yapılırken, tüm çalışanlar karar verme sürecine belli ölçüde dahil edilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Farklı bölümler (departmanlar) arasında işbirliği yapılamamaktadır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Takım çalışması yapılması, bütün iş faaliyetlerinde esas alınmaktadır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Tüm çalışanlar kendi görevleri ile işletmenin amaçları arasındaki ilişkiyi kavramıştır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Çalışanlara kendi işlerini planlamaları için gerekli yetki verilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Çalışanlarımızın iş-görme kapasiteleri sürekli bir gelişim göstermektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Çalışanların iş-görme becerilerini artırmak için gereken her şey yapılmaktadır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Yöneticiler söylediklerini uygulamaktadırlar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. İş-görme yöntemlerimize yol gösteren net ve tutarlı bir değerler sistemimiz vardır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. İşlerin yürütülmesinde davranışlarımızı yönlendiren ve doğru ile yanlışın ayırt edilmesini sağlayan ( <i>etik</i> ) değerler yoktur.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	1	2	3	4	5	6
24. İş faaliyetlerinde bir anlaşmazlık meydana geldiğinde, her bir çalışan tatmin edici bir çözüm bulmak için çok gayret göstermektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Bu iş yerinde güçlü bir işletme kültürü vardır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Problematik konularda dahi kolayca bir görüş birliği sağlanabilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Çalışanlarımız işletmenin farklı bölümlerinde de olsalar iş faaliyetleri açısından ortak bir bakış açısını paylaşabilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. İşletmenin farklı bölümleri tarafından yürütülen projeler kolayca koordine edilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Başka bölümden bir kişiyle çalışmak, adeta farklı bir işletmeden birisiyle çalışmak gibidir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. İş-görme tarzımız oldukça esnek ve değişime açıktır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Rakip firmaların faaliyetleri ve iş alanındaki değişimlere bağlı olarak yönetim, uygun stratejiler geliştirilebilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. İş alanımızdaki yenilik ve gelişimler, yönetim tarafından izlenmekte ve uygulanmaktadır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Müşterilerin istek ve önerileri, iş faaliyetlerinde sıklıkla değişiklikler yapılmasına yol açabilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Tüm çalışanlar, müşterilerimizin istek ve ihtiyaçlarını anlamağa özen göstermektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Müşteri istemleri (talepleri) iş faaliyetlerimizde genellikle dikkate alınmamaktadır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Herhangi bir başarısızlıkla karşılaşıldığında bu, yönetim tarafından, gelişim ve öğrenme için bir fırsat olarak değerlendirilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Yenilikçilik ve yapılan işlerde risk almak, yönetimce istenmekte ve ödüllendirilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Çalışanların işleriyle ilgili olarak öğrenmeleri (yeni bilgiler edinmesi) önemli bir amaçtır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. Uzun-dönemli bir iş programı ve belli bir gelişim planımız mevcuttur.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. Çalışanların yaptıkları işlere yön verebilecek net, açık bir işletme misyonumuz vardır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. İşletmenin geleceğine yönelik olarak belirlenmiş stratejik bir iş-planlaması yoktur.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. İşletmenin faaliyet amaçlarına ilişkin olarak çalışanlar arasında tam bir uzlaşma vardır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	1	2	3	4	5	6
43. Yöneticiler, işletmemizin temel hedefleri doğrultusunda hareket edebilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. Çalışanlar, uzun dönemde işletmenin başarılı olabilmesi için yapılması gerekenleri bilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. Çalışanlar, geleceğe yönelik olarak belirlenmiş olan işletme vizyonunu paylaşmaktan uzaktır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. Yöneticilerimiz uzun-dönemli bir bakış açısına sahiptirler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. Kısa-dönemli iş-talepleri, vizyonumuzdan ödün vermeden karşılanabilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Aşağıda iş dünyasındaki yöneticilere ilişkin *farklı görüşler* içeren **maddeler** yer almaktadır. Lütfen, *sizin bağlı bulunduğunuz yöneticinizi(üstünüzü) düşünerek*, aşağıda belirtilen her bir ifadeye **ne ölçüde katıldığınızı işaretleyiniz**.

Kesinlikle Katılmıyorum	Katılmıyorum	Pek Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5	6

### *Yöneticim...*

	1	2	3	4	5	6
48. İyi bir liderin nasıl olması gerektiği konusunda pek çok yöneticiden daha fazlasını bilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. Ekibine işlerini başarıyla tamamlatmasını bilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. Genelde kendisi ile aynı seviyedeki iş arkadaşlarını (diğer yöneticileri) yönlendirmede başarılıdır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51. Lideri olduğu çalışma grubunu etkileme yeteneklerine güvenir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52. Bir çalışma grubunun sorunsuz ve uyumlu bir şekilde işlemlerini sağlayabilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53. İyi ekip performansını cesaretlendirmeyi bilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54. Bir grubu yönetirken grup üyelerinin işe katkıda bulunmasına rahatlıkla fırsat verir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55. Genel olarak bir çalışma grubuna liderlik etmekte başarılıdır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	1	2	3	4	5	6
56. Beni ve diğer grup üyelerini öneri ve fikir sunma konusunda teşvik eder.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57. Çok becerikli ve yeterlidir (yetkindir).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58. Benim profesyonel gelişimimde sorumluluk alır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59. Ulaşılması gereken hedef ve sonuçları açık ve net bir şekilde iletir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Lütfen, *üyesi olduğunuz ekibi düşünerek*, aşağıda belirtilen her bir ifadeye **ne ölçüde katıldığınızı işaretleyiniz**.

Kesinlikle Katılmıyorum	Katılmıyorum	Pek Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5	6

	1	2	3	4	5	6
60. Bölümümüzde her zaman diğer arkadaşların yardım edeceğine güvenebiliriz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
61. Aynı bölümde çalıştığım insanların çoğuna güvenirim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62. Ortak hedeflere ulaşabilmek için bölümümüzde aktif bir işbirliği vardır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63. Bölümümüzde çalışan kişiler çok yeterlidir (yetkindir).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Lütfen, *üyesi olduğunuz kurumun üst yönetimini düşünerek*, aşağıda belirtilen her bir ifadeye *ne ölçüde katıldığınızı işaretleyiniz*.

Kesinlikle Katılmıyorum	Katılmıyorum	Pek Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5	6

*Üst yönetim...*

	1	2	3	4	5	6
64. Personelin istismar edilmemesi konusunda dikkatli davranır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
65. Tüm çalışanlara karşı içten bağlı ve eşit davranır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
66. Beklenen hedef ve sonuçları açık ve net bir şekilde tanımlar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
67. Kurum politikalarını ve prosedürlerini açık bir şekilde iletir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Lütfen, *iş hayatındaki genel durumunuzu düşünerek*, aşağıda belirtilen her bir ifadeye *ne ölçüde katıldığınızı işaretleyiniz*.

Kesinlikle Katılmıyorum	Katılmıyorum	Pek Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5	6

	1	2	3	4	5	6
68. Yeni bir durumla karşılaştığımda ne yapmam gerektiğini bilirim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
69. Beklenmedik durumlarda nasıl davranmam gerektiğini her zaman bilirim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
70. Bana karşı çıkıldığında kendimi kabul ettirecek yolları bulurum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
71. Her türlü zorluğun üstesinden gelirim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
72. Eğer gayret edersem güç sorunların çözümlerini her zaman bulurum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	1	2	3	4	5	6
73. Tasarılarımı gerçekleştirmek ve hedeflerime erişmek bana zor gelmez.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
74. Bir sorunla karşılaştığım zaman onu çözebilmeye yönelik birçok fikrim vardır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
75. Güçlükleri soğukkanlılıkla karşılarım, çünkü yeteneklerime her zaman güvenebilirim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
76. Ani olayların da üstesinden geleceğime inanıyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
77. Her sorun için bir çözümlüm vardır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Lütfen, *üyesi olduğunuz ekibi düşünerek*, aşağıda belirtilen her bir ifadeye **ne ölçüde katıldığınızı işaretleyiniz**.

Kesinlikle Katılmıyorum	Katılmıyorum	Pek Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5	6

***İnanıyorum ki ekip olarak.....***

	1	2	3	4	5	6
78. Karşılaştığımız zorlukları aşmak için koordine olmayı daima becerebiliriz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
79. En zor anlarımızda bile uyumumuzu koruyabiliriz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
80. Ortak hedeflerimize ulaşabilmek için daima bütünleşebiliriz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
81. Ortak başarımız için farklı bilgi, beceri ve deneyimlerimizi paylaşabiliriz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
82. Çok iş yükümüz olduğu zamanlarda bile ortak hedeflerimize ulaşmayı başarabiliriz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
83. Her zaman birbirimize destek olabiliriz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
84. Farklı görüşlere sahip olsak bile alınan kararlarda herkesin katılımını sağlayabiliriz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	1	2	3	4	5	6
85. Bilgi, beceri ve deneyimlerimizi en iyi şekilde bütünleştirebiliriz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
86. En zor anlarda bile sinerjimizi koruyabiliriz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Lütfen, *çalıştığınız kurumu düşünerek*, aşağıda belirtilen her bir ifadeye *ne ölçüde katıldığınızı işaretleyiniz*.

Kesinlikle Katılmıyorum	Katılmıyorum	Pek Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5	6

*İnanıyorum ki çalıştığım kurum....*

	1	2	3	4	5	6
87. Beklenmedik koşullarla karşılaşsa bile fonksiyonlarını daima en iyi şekilde yerine getirebilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
88. Büyümesini garantilemek için en uygun yapıyı (görev dağılımları, süreçler) daima oluşturabilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
89. Bilgi alışverişini kolaylaştırabilmek için iletişim kanallarını daima en iyi şekilde kullanabilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
90. Çalışanları arasında daima pozitif bir iklim yaratabilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
91. Daima tüm çalışanları birleştiren organizasyonlar gerçekleştirebilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
92. Kurum dışında da daima pozitif bir imaj oluşturabilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
93. Zor koşullarla karşılaşsa bile daima rakiplerinin önüne geçebilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
94. Pazarın ve sektörün zorlukları karşısında bile daima başarılı olabilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
95. Daima pazarın ve sektörün eğilimlerini (trendlerini) öngörebilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Lütfen, *çalıştığınız kurumun sektördeki konumunu ve çalıştığınız kurumdaki mevcut uygulamaları düşünerek*, aşağıda belirtilen her bir ifadeye *ne ölçüde katıldığınızı işaretleyiniz.*

	1	2	3	4	5	6
96. Kurumumuzda çalışanların morali yüksek tutulmaya çalışılır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
97. Üretkenlik ve verimlilik konuları üzerine düzenli toplantılar gerçekleştirilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
98. Üretkenliği ve verimliliği artırma yönünde tüm bölümler önceden saptanmış görevleri başarıyla yerine getirebilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
99. Kurumun tüm kademelerinde yapılan işin kalitesine çok önem verilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
100. Sürekli gelişme ve ilerleme, kurumun ana hedefidir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
101. Kurumdaki hiyerarşik düzene uygun olarak, yukarıdan aşağıya doğru bilgi akışını sağlayacak mekanizmalar yeterlidir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
102. Değişen iç ve dış taleplere göre, kurum kendi yapısını değişime başarıyla adapte edebilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
103. Kurumun ürün ve servisleri başarıyla pazarlanabilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
104. Kurumumuzda gelecek ile ilgili yapılan planlar tutarlıdır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
105. Uzun dönem hedefleri, kurumun kültürüne uygun olarak belirlenmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
106. Kurumumuz personelinin bireysel ihtiyaçlarına karşı duyarlıdır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
107. Kurum yönetimi, dış baskılar altında iş akışını kontrol etme yeterliliğine sahiptir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
108. Kişilerarası iletişimin kalitesine dikkat edilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
109. Her çalışan yaptığı işin ne derece önemli olduğundan haberdardır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	1	2	3	4	5	6
110. Kurumun pazar payı giderek artmaktadır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
111. Her birim gelecek yıl planlarına göre kendi bütçesini hazırlar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
112. Kurum, çalışanlara kişisel gelişim imkânları sunar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
113. Kurum yönetimi, dış baskılar altında kurumun devamlılığını sağlama yeterliliğine sahiptir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
114. Düşük maliyet uygulama yönünde istikrarlı bir başarı söz konusudur.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
115. Çalışanlar ürettikleri ürün veya hizmetlerin kalitesinin analizine son derece önem verirler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
116. Değişen iç ve dış taleplere göre, kurum uyguladığı programları başarıyla güncelleyebilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
117. Çalışanlar örgütsel karar alımlarına dahil edilirler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
118. Kurumun karlılığı giderek artmaktadır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
119. Kurumumuzda takım çalışması faaliyetleri başarıyla uygulanmaktadır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
120. Tüm bölümler ve bireyler kaynakları verimli kullanmaya teşvik edilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
121. Kurumun görev ve amaçları, çalışanlar tarafından iyi bilinir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
122. Hazırlanan planlar tam olarak ve hedeflenen zamana uygun olarak gerçekleştirilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
123. Ürün ve hizmetlerin kalitesini artırmak için “beyin fırtınası”... gibi yöntemler kullanılır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
124. Kurumumuz örgütsel bir bütün halinde değişen koşullara uyum göstermeye hazırdır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
125. Kurumumuz yönetimi, dış baskılar altında çalışanlarını yönetme yeterliliğine sahiptir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	1	2	3	4	5	6
126. Kurumun satış hacmi giderek artmaktadır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
127. Çalışanlar yeni ürün çalışmaları, yeni pazarlara girme niyeti ... vb konularından zamanında haberdar olur.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
128. Dönemsel incelemeler yapılarak, her bölümün kuruma sağladığı maddi değer ölçülür.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
129. Kurumumuzda çalışanların aidiyet duygusunu sağlamak üzere yönetim üzerine düşeni başarıyla yerine getirir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
130. Çalışanların verimliliği için çalışma ortamında yeterli genişlik ve gereken teçhizatlar sağlanır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
131. Kurumun hedef, amaç ve stratejilerini de içeren planları her yıl güncellenmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
132. Çalışanlar yaptıkları işin kalite ölçümlerini ve kayıtlarını tutarlar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Çalışmamıza vermiş olduğunuz destek için çok teşekkür ederiz.**

## II. Short Version of Denison Organizational Culture Questionnaire

Aşağıda iş dünyasındaki uygulamalara ilişkin *farklı görüşler* içeren ifadeler yer almaktadır.

Lütfen, yalnız çalıştığınız bu iş yerinin koşullarını düşünerek, aşağıda belirtilen her bir ifadeye *hangi oranda katıldığınızı uygun rakamı işaretleyerek belirtiniz*.

Kesinlikle Katılmıyorum	Katılmıyorum	Pek Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5	6

### *Çalışmakta olduğum bu iş yerinde...*

	1	2	3	4	5	6
12. Çalışanların çoğunluğu yaptıkları işle bütünleşmişlerdir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Çalışanlar arasında yeterli ölçüde bilgi paylaşımı olduğundan, gerektiğinde herkes istenilen bilgiye ulaşabilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. İş planları yapılırken, tüm çalışanlar karar verme sürecine belli ölçüde dahil edilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Farklı bölümler (departmanlar) arasında işbirliği yapılamamaktadır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Takım çalışması yapılması, bütün iş faaliyetlerinde esas alınmaktadır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Tüm çalışanlar kendi görevleri ile işletmenin amaçları arasındaki ilişkiyi kavramıştır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Çalışanlara kendi işlerini planlamaları için gerekli yetki verilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Çalışanlarımızın iş-görme kapasiteleri sürekli bir gelişim göstermektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Çalışanların iş-görme becerilerini artırmak için gereken her şey yapılmaktadır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Yöneticiler söylediklerini uygulamaktadırlar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. İş-görme yöntemlerimize yol gösteren net ve tutarlı bir değerler sistemimiz vardır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. İşlerin yürütülmesinde davranışlarımızı yönlendiren ve doğru ile yanlışın ayırt edilmesini sağlayan ( <i>etik</i> ) değerler yoktur.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	1	2	3	4	5	6
24. İş faaliyetlerinde bir anlaşmazlık meydana geldiğinde, her bir çalışan tatmin edici bir çözüm bulmak için çok gayret göstermektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Bu iş yerinde güçlü bir işletme kültürü vardır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Problematik konularda dahi kolayca bir görüş birliği sağlanabilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Çalışanlarımız işletmenin farklı bölümlerinde de olsalar iş faaliyetleri açısından ortak bir bakış açısını paylaşabilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. İşletmenin farklı bölümleri tarafından yürütülen projeler kolayca koordine edilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Başka bölümden bir kişiyle çalışmak, adeta farklı bir işletmeden birisiyle çalışmak gibidir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. İş-görme tarzımız oldukça esnek ve değişime açıktır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Rakip firmaların faaliyetleri ve iş alanındaki değişimlere bağlı olarak yönetim, uygun stratejiler geliştirilebilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. İş alanımızdaki yenilik ve gelişimler, yönetim tarafından izlenmekte ve uygulanmaktadır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Müşterilerin istek ve önerileri, iş faaliyetlerinde sıklıkla değişiklikler yapılmasına yol açabilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Tüm çalışanlar, müşterilerimizin istek ve ihtiyaçlarını anlamağa özen göstermektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Müşteri istemleri (talepleri) iş faaliyetlerimizde genellikle dikkate alınmamaktadır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Herhangi bir başarısızlıkla karşılaşıldığında bu, yönetim tarafından, gelişim ve öğrenme için bir fırsat olarak değerlendirilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Yenilikçilik ve yapılan işlerde risk almak, yönetimce istenmekte ve ödüllendirilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Çalışanların işleriyle ilgili olarak öğrenmeleri (yeni bilgiler edinmesi) önemli bir amaçtır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. Uzun-dönemli bir iş programı ve belli bir gelişim planımız mevcuttur.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. Çalışanların yaptıkları işlere yön verebilecek net, açık bir işletme misyonumuz vardır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. İşletmenin geleceğine yönelik olarak belirlenmiş stratejik bir iş-planlaması yoktur.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. İşletmenin faaliyet amaçlarına ilişkin olarak çalışanlar arasında tam bir uzlaşma vardır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
43. Yöneticiler, işletmemizin temel hedefleri doğrultusunda hareket edebilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. Çalışanlar, uzun dönemde işletmenin başarılı olabilmesi için yapılması gerekenleri bilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. Çalışanlar, geleceğe yönelik olarak belirlenmiş olan işletme vizyonunu paylaşmaktan uzaktır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. Yöneticilerimiz uzun-dönemli bir bakış açısına sahiptirler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. Kısa-dönemli iş-talepleri, vizyonumuzdan ödün vermeden karşılanabilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### III. Leadership Efficacy Questionnaire

Aşağıda iş dünyasındaki yöneticilere ilişkin *farklı görüşler* içeren **maddeler** yer almaktadır. Lütfen, *sizin bağlı bulunduğunuz yöneticinizi(üstünüzü) düşünerek*, aşağıda belirtilen her bir ifadeye **ne ölçüde katıldığınızı işaretleyiniz.**

Kesinlikle Katılmıyorum	Katılmıyorum	Pek Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5	6

#### *Yöneticim...*

	1	2	3	4	5	6
48. İyi bir liderin nasıl olması gerektiği konusunda pek çok yöneticiden daha fazlasını bilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. Ekibine işlerini başarıyla tamamlatmasını bilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. Genelde kendisi ile aynı seviyedeki iş arkadaşlarımı (diğer yöneticileri) yönlendirmede başarılıdır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51. Lideri olduğu çalışma grubunu etkileme yeteneklerine güvenir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52. Bir çalışma grubunun sorunsuz ve uyumlu bir şekilde işlemlerini sağlayabilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53. İyi ekip performansını cesaretlendirmeyi bilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54. Bir grubu yönetirken grup üyelerinin işe katkıda bulunmasına rahatlıkla fırsat verir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55. Genel olarak bir çalışma grubuna liderlik etmekte başarılıdır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### IV. Perception of Leader Questionnaire

Aşağıda iş dünyasındaki yöneticilere ilişkin *farklı görüşler* içeren **maddeler** yer almaktadır. Lütfen, *sizin bağlı bulunduğunuz yöneticinizi(üstünüzü) düşünerek*, aşağıda belirtilen her bir ifadeye **ne ölçüde katıldığınızı işaretleyiniz.**

<b>Kesinlikle Katılmıyorum</b>	<b>Katılmıyorum</b>	<b>Pek Katılmıyorum</b>	<b>Biraz Katılıyorum</b>	<b>Katılıyorum</b>	<b>Kesinlikle Katılıyorum</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
56. Beni ve diğer grup üyelerini öneri ve fikir sunma konusunda teşvik eder.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57. Çok becerikli ve yeterlidir (yetkindir).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58. Benim profesyonel gelişimimde sorumluluk alır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59. Ulaşılması gereken hedef ve sonuçları açık ve net bir şekilde iletir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## V. Perception of Group Questionnaire

Lütfen, *üyesi olduğunuz ekibi düşünerek*, aşağıda belirtilen her bir ifadeye *ne ölçüde katıldığınızı işaretleyiniz*.

<b>Kesinlikle Katılmıyorum</b>	<b>Katılmıyorum</b>	<b>Pek Katılmıyorum</b>	<b>Biraz Katılıyorum</b>	<b>Katılıyorum</b>	<b>Kesinlikle Katılıyorum</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
60. Bölümümüzde her zaman diğer arkadaşların yardım edeceğine güvenebiliriz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
61. Aynı bölümde çalıştığım insanların çoğuna güvenirim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62. Ortak hedeflere ulaşabilmek için bölümümüzde aktif bir işbirliği vardır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63. Bölümümüzde çalışan kişiler çok yeterlidir (yetkindir).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## VI. Perception of Top Management Questionnaire

Lütfen, *üyesi olduğunuz kurumun üst yönetimini düşünerek*, aşağıda belirtilen her bir ifadeye *ne ölçüde katıldığınızı işaretleyiniz*.

<b>Kesinlikle Katılmıyorum</b>	<b>Katılmıyorum</b>	<b>Pek Katılmıyorum</b>	<b>Biraz Katılıyorum</b>	<b>Katılıyorum</b>	<b>Kesinlikle Katılıyorum</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>

### *Üst yönetim...*

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
64. Personelin istismar edilmemesi konusunda dikkatli davranır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
65. Tüm çalışanlara karşı içten bağlı ve eşit davranır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
66. Beklenen hedef ve sonuçları açık ve net bir şekilde tanımlar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
67. Kurum politikalarını ve prosedürlerini açık bir şekilde iletir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## VII.General Self-Efficacy Questionnaire

Lütfen, *iş hayatındaki genel durumunuzu düşünerek*, aşağıda belirtilen her bir ifadeye **ne ölçüde katıldığınızı işaretleyiniz**.

<b>Kesinlikle Katılmıyorum</b>	<b>Katılmıyorum</b>	<b>Pek Katılmıyorum</b>	<b>Biraz Katılıyorum</b>	<b>Katılıyorum</b>	<b>Kesinlikle Katılıyorum</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
68. Yeni bir durumla karşılaştığımda ne yapmam gerektiğini bilirim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
69. Beklenmedik durumlarda nasıl davranmam gerektiğini her zaman bilirim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
70. Bana karşı çıktığında kendimi kabul ettirecek yolları bulurum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
71. Her türlü zorluğun üstesinden gelirim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
72. Eğer gayret edersem güç sorunların çözümlerini her zaman bulurum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
73. Tasarılarımı gerçekleştirmek ve hedeflerime erişmek bana zor gelmez.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
74. Bir sorunla karşılaştığım zaman onu çözebilmeye yönelik birçok fikrim vardır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
75. Güçlükleri soğukkanlılıkla karşılarım, çünkü yeteneklerime her zaman güvenebilirim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
76. Ani olayların da üstesinden geleceğime inanıyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
77. Her sorun için bir çözümlüm vardır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### VIII. Group Collective Efficacy Questionnaire

Lütfen, *üyesi olduğunuz ekibi düşünerek*, aşağıda belirtilen her bir ifadeye *ne ölçüde katıldığınızı işaretleyiniz*.

<b>Kesinlikle Katılmıyorum</b>	<b>Katılmıyorum</b>	<b>Pek Katılmıyorum</b>	<b>Biraz Katılıyorum</b>	<b>Katılıyorum</b>	<b>Kesinlikle Katılıyorum</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>

#### *İnanıyorum ki ekip olarak.....*

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
78. Karşılaştığımız zorlukları aşmak için koordine olmayı daima becerebiliriz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
79. En zor anlarımızda bile uyumumuzu koruyabiliriz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
80. Ortak hedeflerimize ulaşabilmek için daima bütünleşebiliriz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
81. Ortak başarımız için farklı bilgi, beceri ve deneyimlerimizi paylaşabiliriz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
82. Çok iş yükümüz olduğu zamanlarda bile ortak hedeflerimize ulaşmayı başarabiliriz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
83. Her zaman birbirimize destek olabiliriz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
84. Farklı görüşlere sahip olsak bile alınan kararlarda herkesin katılımını sağlayabiliriz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
85. Bilgi, beceri ve deneyimlerimizi en iyi şekilde bütünleştirebiliriz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
86. En zor anlarda bile sinerjimizi koruyabiliriz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## IX. Organization Collective Efficacy Questionnaire

Lütfen, *çalıştığınız kurumu düşünerek*, aşağıda belirtilen her bir ifadeye *ne ölçüde katıldığınızı işaretleyiniz*.

Kesinlikle Katılmıyorum	Katılmıyorum	Pek Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5	6

### *İnanıyorum ki çalıştığım kurum....*

	1	2	3	4	5	6
87. Beklenmedik koşullarla karşılaşsa bile fonksiyonlarını daima en iyi şekilde yerine getirebilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
88. Büyümesini garantilemek için en uygun yapıyı (görev dağılımları, süreçler) daima oluşturabilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
89. Bilgi alışverişini kolaylaştırabilmek için iletişim kanallarını daima en iyi şekilde kullanabilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
90. Çalışanları arasında daima pozitif bir iklim yaratabilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
91. Daima tüm çalışanları birleştiren organizasyonlar gerçekleştirebilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
92. Kurum dışında da daima pozitif bir imaj oluşturabilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
93. Zor koşullarla karşılaşsa bile daima rakiplerinin önüne geçebilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
94. Pazarın ve sektörün zorlukları karşısında bile daima başarılı olabilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
95. Daima pazarın ve sektörün eğilimlerini (trendlerini) öngörebilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### X. Organizational Effectiveness Indicators Questionnaire

Lütfen, *çalıştığınız kurumun sektördeki konumunu ve çalıştığınız kurumdaki mevcut uygulamaları düşünerek*, aşağıda belirtilen her bir ifadeye *ne ölçüde katıldığınızı işaretleyiniz.*

	1	2	3	4	5	6
96. Kurumumuzda çalışanların morali yüksek tutulmaya çalışılır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
97. Üretkenlik ve verimlilik konuları üzerine düzenli toplantılar gerçekleştirilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
98. Üretkenliği ve verimliliği artırma yönünde tüm bölümler önceden saptanmış görevleri başarıyla yerine getirebilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
99. Kurumun tüm kademelerinde yapılan işin kalitesine çok önem verilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
100. Sürekli gelişme ve ilerleme, kurumun ana hedefidir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
101. Kurumdaki hiyerarşik düzene uygun olarak, yukarıdan aşağıya doğru bilgi akışını sağlayacak mekanizmalar yeterlidir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
102. Değişen iç ve dış taleplere göre, kurum kendi yapısını değişime başarıyla adapte edebilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
103. Kurumun ürün ve servisleri başarıyla pazarlanabilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
104. Kurumumuzda gelecek ile ilgili yapılan planlar tutarlıdır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
105. Uzun dönem hedefleri, kurumun kültürüne uygun olarak belirlenmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
106. Kurumumuz personelinin bireysel ihtiyaçlarına karşı duyarlıdır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
107. Kurum yönetimi, dış baskılar altında iş akışını kontrol etme yeterliliğine sahiptir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
108. Kişilerarası iletişimin kalitesine dikkat edilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
109. Her çalışan yaptığı işin ne derece önemli olduğundan haberdardır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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110. Kurumun pazar payı giderek artmaktadır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
111. Her birim gelecek yıl planlarına göre kendi bütçesini hazırlar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
112. Kurum, çalışanlara kişisel gelişim imkânları sunar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
113. Kurum yönetimi, dış baskılar altında kurumun devamlılığını sağlama yeterliliğine sahiptir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
114. Düşük maliyet uygulama yönünde istikrarlı bir başarı söz konusudur.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
115. Çalışanlar ürettikleri ürün veya hizmetlerin kalitesinin analizine son derece önem verirler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
116. Değişen iç ve dış taleplere göre, kurum uyguladığı programları başarıyla güncelleyebilmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
117. Çalışanlar örgütsel karar alımlarına dahil edilirler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
118. Kurumun karlılığı giderek artmaktadır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
119. Kurumumuzda takım çalışması faaliyetleri başarıyla uygulanmaktadır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
120. Tüm bölümler ve bireyler kaynakları verimli kullanmaya teşvik edilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
121. Kurumun görev ve amaçları, çalışanlar tarafından iyi bilinir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
122. Hazırlanan planlar tam olarak ve hedeflenen zamana uygun olarak gerçekleştirilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
123. Ürün ve hizmetlerin kalitesini artırmak için “beyin fırtınası”... gibi yöntemler kullanılır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
124. Kurumumuz örgütsel bir bütün halinde değişen koşullara uyum göstermeye hazırdır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
125. Kurumumuz yönetimi, dış baskılar altında çalışanlarını yönetme yeterliliğine sahiptir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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126. Kurumun satış hacmi giderek artmaktadır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
127. Çalışanlar yeni ürün çalışmaları, yeni pazarlara girme niyeti ... vb konularından zamanında haberdar olur.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
128. Dönemsel incelemeler yapılarak, her bölümün kuruma sağladığı maddi değer ölçülür.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
129. Kurumumuzda çalışanların aidiyet duygusunu sağlamak üzere yönetim üzerine düşeni başarıyla yerine getirir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
130. Çalışanların verimliliği için çalışma ortamında yeterli genişlik ve gereken teçhizatlar sağlanır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
131. Kurumun hedef, amaç ve stratejilerini de içeren planları her yıl güncellenmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
132. Çalışanlar yaptıkları işin kalite ölçümlerini ve kayıtlarını tutarlar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





