

# An Examination on the Factors Affecting the Financial Performance of the Organizational Culture of the Medical Institutions Members

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## Abstract

**Background/Objectives:** The purpose of this study is to see if the organizational culture of members of a medical institution affects financial performance. While the preceding study of organizational culture has been conducted by many researchers, including several scholars, and many studies have been conducted around each industry today, the research on organizational culture and financial performance of medical institutions is not enough.

**Methods/Statistical analysis:** The survey of medical institution members in Seoul and Gyeonggi Province consisted of a total of 45 questions, including 9 questions in the demographics, and the measurement was made using the Likert 5-point scale. As an empirical analysis, we conducted a technical statistical analysis, exploratory factor analysis and reliability analysis using SPSS 22.0, and confirmed factor analysis, measurement model analysis, and research model analysis using AMOS 22.0.

**Findings:** As a result, first, group culture and hierarchical culture have positive effects on job satisfaction. Second, group culture has a positive effect on organizational commitment. Third, developmental culture and rational culture had a positive effect on financial performance. Only organizational commitment was found in the relationship between organizational culture and financial performance. It was found that the organizational culture of medical institution members influences the financial performance and that the results are different depending on the organizational culture. The organization also needs to manage and maintain the organization's operations in order to increase the responsiveness to respond to environmental changes and to enhance the work efficiency of its members.

**Improvements/Applications:** In this study, the higher the organizational culture of medical institution members, the more likely it was to affect job satisfaction, organization commitment, and financial performance. Therefore, we feel the need to expand the scope of the study to analyze whether there will be any differentiation.

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## 1. Introduction

Recently, as the center of medical institution operation is formed by customers using medical services and the level of medical knowledge of customers increases, customers' needs are increasing and customers are changing to customer-centered, customer-satisfaction, and management centers where they can select and evaluate medical institutions. A medical institution is an organization that has more technical and professional individuality than any other organization, which is more diverse and heterogeneous, and has more interconnected members due to the nature of the work. In addition, most medical institutions still take the form of vertically differentiated bureaucracy or functional structures, making it difficult to pursue vertical to horizontal coordination and integration. It is believed that the formation and change of the organizational culture of the members of the medical institution, consisting of the medical institution's fine-grained professional workforce and labor-intensive characteristics, can help enhance the competitiveness of the medical institution if the organizational culture is formed in which all members of the medical institution are satisfied and the satisfaction is conveyed to the client. Currently, most of the research is centered around large hospitals and insufficient financial and research on small and medium-sized hospitals. Therefore, the researchers hope that through this study, the organizational culture of small and medium hospitals will also affect financial performance, so that the value of the members of the organization will be shared and a desirable organizational culture will be formed so that continued growth of the organization will be utilized as a way to improve its financial performance in the long term.

## 2. Materials and Methods

### 2.1. Literature review

#### 2.1.1. Characteristics of Medical Institutions Organizations

The medical institution's organization has different characteristics from that of the general enterprise. First, there is a hierarchy of social strata in which the proportion of job values held by the members of the organization and the hierarchy of the ranks of the upper and lower classes are clearly defined. Second, the medical institution organization is an organization that can never escape its labor-intensive nature, despite the progress of the economy and the concentration of available capital. Third, not only is it impossible to mass-produce medical services, but also because medical activities are not mechanical but professional judgements and human acts. Fourth, it consists of a number of professions, most of which are licensed by members, and also features more female workers. Fifth, the hospital, which is a medical institution, is also a matrix organization that exists at the same time as a horizontal partnership in addition to the formal chain of command, and its members are composed of professionals to pursue high degree of autonomy and are democratic-oriented. Sixth, it is a special organization that requires very interdependence in performing works. Each group in the hospital has higher interdependence than any other organization in horizontal relations, and has a two-sided need for professional and collaborative work[1].

#### 2.1.2. Organizational Culture

Organizational culture is a culture shared by each member of the organization, and it was the first to use the term 'organizational culture' as a source of the organization's

overall concepts such as symbolism, language, ideology, belief, consciousness, and mythology[2]. Organizational culture is the standard for defining organizational values, creed, and pattern of behavior as organizational traditions and atmosphere[3]. Another researcher said that organizational culture is the shared values and actions that combine the members together as collective doctors of the organization's members as specified by the organization's norms, relationships, and rituals. As a type of organizational culture, the Computing Value Mode (CVM) consists of two basic dimensions, 'vertical dimension' and 'horizontal dimension'. The vertical dimension is divided into axes of the opposing value of 'Flexibility vs Control', and the horizontal dimension is divided into the opposing value of 'Internal vs External'. Thus, in Computing Value Mode, organizational culture types are classified as Group Culture, Hierarchical Culture, Development Culture and Rational Culture[4].

### **2.1.3. Job Satisfaction**

Job satisfaction is defined as the generalization of all emotions that an individual experience in relation to his or her work, or an attitude that depends on a balance of favor[5]. Another scholar described job satisfaction as an emotional form of the outcome of an individual's experience of his or her job, defining it as a function of the degree of satisfaction gained or experienced through the job, and saw it closely related to desire and value[6]. Job satisfaction is important because it directly affects the performance of a member, and a person with positive feelings for his or her job can talk positively about the organization he or she belongs to, and a person who is satisfied with his or her job can maintain a smooth interpersonal relationship not only inside but outside the organization[7].

### **2.1.4. Organizational Commitment**

Organizational commitment is defined as a state in which a large number of interests

are established in the sequence of activities by additional investments during the course of an individual's service to an organization[8]. It is the willingness and attitude of the members to accept the organization's goals and values, spare no effort to improve the organization's performance, and remain a member of the organization. Organizational commitment also refers to the extent to which individuals are immersed in an organization by equating themselves with the organization and can be defined as the acceptance of clear beliefs about the goals and values of the organization[9]. Organizational commitment is an essential element of organizational development and performance improvement because it can reduce members' turnover, increase productivity, and increase their sense of belonging and loyalty as a member of the organization, contributing to the achievement of the organization goals[7].

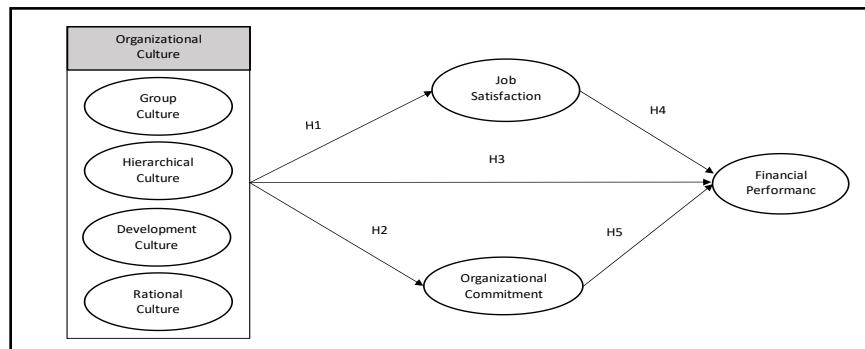
### **2.1.5. Financial Performance**

In general, a company's performance refers to an output factor for a certain period of time input factors in its management system, and is a process of measuring the effectiveness and efficiency of its management activities. This measure of performance has traditionally focused on financial performance, focusing on financial performance that represents profitability, such as sales, net income, return on investment and market share [10]. However, because the purpose of the hospital is to provide services rather than to obtain a net profit, the service is very vague and less measurable than the profit [11].

## **2.2. Proposed Work**

### **2.2.1. Research Model**

Based on prior research, this study proposes a study model on the effect of the organizational culture of medical institution members on job satisfaction and organizational commitment and financial performance, as shown in [Figure 1].



**Figure 1. Research Model**

### 2.2.2. Research Hypothesis

The main interest in the study in the relationship between organizational culture and job satisfaction and organizational commitment has been attributed to the belief that organizational culture is a major factor in determining the relationship between job satisfaction and organizational commitment [12]. Kim, Moon-Jun & Lee, and Chang-Ho (2015) in the study of the effects of corporate organizational culture on job satisfaction and organizational commitment, job satisfaction has been appeared to affect (+) in the order of rational culture, group culture and hierarchical culture, organizational commitment has been appeared to affect (+) in the order of group culture, rational culture and hierarchical culture [13]. Han, Yong-Jun & Roh, Kun Chang & Lee, and Hoon-Young (2015) found that the organizational culture of university and corporate hospital members has a positive influence on relationship-oriented, innovation-oriented, and the impact of the organization's organizational culture on job satisfaction and organizational commitment [14]. Much research is being done on the relationship between organizational culture and financial performance, but the results show conflicting results in some cases [15]. Organizational culture is generally correlated with the short-term performance of the entity, and strong organizational culture has a significant correlation with short-term performance, but has described negative consequences for long-term performance [16]. Kim, Moon-Jun & Lee and Chang-Ho (2015) found that in a study

of companies in Bucheon organizational culture was found to be a partial (+) relationship to management performance [13]. Meanwhile, Lee, Gwang-Yeong & Lee, and Kamp-Du (2015) showed a positive influence on management performance in the relationship of strategic human resource management to organizational culture and management performance [17]. The findings of the study on the relationship between job satisfaction and organizational commitment and financial performance suggested that Brown (1993) represents a positive relationship between financial performance, depending on the level of morale and job satisfaction of the members of the organization [18]. Choi, Yeongho (2017) explained that organizational commitment has a greater impact on service orientation and financial performance of management performance than on job satisfaction or organizational co-ordination [19].

Therefore, the following hypothesis was established to verify the causal relationship in this study based on the results of previous studies.

#### **H1. Organizational culture will have a positive effect on job satisfaction.**

H1-1. Group culture will have a positive effect on job satisfaction.

H1-2. Hierarchical culture will have a positive effect on job satisfaction.

H1-3. Development culture will have a positive effect on job satisfaction.

H1-4. Rational culture will have a positive effect on job satisfaction.



## **H2. Organizational culture will have a positive effect on organizational commitment.**

H2-1. Group culture will have a positive effect on organizational commitment.

H2-2. Hierarchical culture will have a positive effect on organizational commitment.

H2-3. Development culture will have a positive effect on organizational commitment.

H2-4. Rational culture will have a positive effect on organizational commitment.

## **H3. Organizational culture will have a positive effect on financial performance.**

H3-1. Group culture will have a positive effect on financial performance.

H3-2. Hierarchical culture will have a positive effect on financial performance.

H3-3. Development culture will have a positive effect on financial performance.

H3-4. Rational culture will have a positive effect on financial performance.

## **H4. Job satisfaction will have a positive effect on financial performance.**

## **H5. Organizational commitment will have a positive effect on financial performance**

### **2.3. Study Methods**

#### **2.3.1. Population and Sample Characteristics**

In order to test the hypothesis set in this study, 207 copies of written and online surveys were collected among members of the medical institution in Seoul and Gyeonggi Province and analyzed using the SPSS 22.0 and AMOS 22.0 statistical packages 204 copies, excluding those with

missing value. The general characteristics of the samples were similar to those of individuals (51%) and medical corporations (49%), and most of them worked in general hospitals as hospital-grade medical institutions (39.2 %) and as general hospitals (59.8%). The number of beds was less than 100 beds (22.5%), less than 100 ~ 300 beds (70.6%), less than 300 ~ 600 beds (6.9%). The working departments were administrative (34.3%), nursing (40.7%), medical department (22.1%), and others (2.9%).

#### **2.3.2. Feasibility and Reliability Analysis**

An exploratory factor analysis was conducted to validate the variables to be used in this study. The orthogonal rotation method was adopted for simplification of the factorial value, and the variable criteria were based on the eigenvalue of 1.0 or higher and the factor value of 0.4 or higher. Seven questions below the threshold of the factorial fit were removed, and the total variance described was 69.767%. The variables were extracted into seven equal theoretical structures of the preceding study and named as collective culture, hierarchical culture, development culture, rational culture, job satisfaction, organizational commitment, and financial performance, and reliability analysis for each variable was conducted. All items were used for analysis as no factors were found to impair the confidence level, and the Cronbach's  $\alpha$  values for each variable were distributed between 0.716 and 0.898 and thus were found to be reliable (Cronbach's  $\alpha > 0.7$ ). The analysis result was found to be [Table 1].

**Table 1. Exploratory Factor Analysis and Reliability Analysis**

	Factor Loading						
	1	2	3	4	5	6	7
GC1	.827	.125	.110	.068	.003	.063	-.050
GC2	.822	.026	.242	.141	.051	.063	.096
GC4	.812	.019	.091	.106	.057	.231	.112
GC5	.796	.066	.074	.235	.035	.093	.057
GC3	.769	.102	.188	.128	.126	.058	.045

FP3	.026	.856	.084	.076	-.064	.149	.085
FP2	.008	.830	.121	.153	.062	.097	.136
FP5	.150	.822	.139	.170	-.018	-.031	.084
FP4	.135	.767	.211	.129	-.023	.042	.067
FP1	.048	.692	.102	.257	.096	.168	-.005
JS1	.247	.079	.782	.157	.203	.132	-.048
JS4	.185	.184	.755	.209	.036	-.101	.014
JS5	.081	.177	.719	.085	.006	.187	.019
JS2	.118	.087	.710	-.002	.018	.271	.026
JS3	.093	.143	.683	-.008	-.172	.243	.197
DC4	.212	.208	.073	.843	-.020	-.001	.138
DC5	.047	.134	.160	.808	.031	-.030	.115
DC3	.097	.215	.058	.806	.044	.135	.160
DC1	.213	.114	.086	.697	.236	.133	-.041
DC2	.371	.222	.060	.598	-.020	.329	.082
HC5	.006	.130	.049	.148	.826	-.079	.128
HC4	.080	-.015	.156	-.004	.792	.070	.113
HC1	.127	-.097	-.177	.054	.736	.180	.118
OC1	.094	.168	.236	.116	.145	.799	.052
OC2	.288	.137	.342	.150	.115	.710	.045
OC4	.262	.153	.382	.115	-.066	.558	.150
RC3	.113	.044	-.013	.158	.101	.065	.800
RC4	-.097	.121	.078	-.009	.242	-.021	.794
RC2	.189	.149	.091	.200	.037	.123	.677
<b>KMO=.839 Bartlett's <math>\chi^2= 3370.415</math> <math>p&lt;.001</math></b>							
Eigen value	3.893	3.599	3.320	3.318	2.133	1.993	1.977
Described variance(%)	13.425	12.410	11.449	11.440	7.354	6.872	6.816
Accumulated variance(%)	13.425	25.835	37.284	48.725	56.079	62.951	<b>69.767</b>
Cronbach's $\alpha$	<b>0.898</b>	0.887	0.842	0.876	0.741	0.805	<b>0.716</b>

### 2.3.3. Confirmatory Factor Analysis

The single dimensionality of each measurement variable was tested before analyzing the hypothetical relationships among the component concepts concerning group culture, hierarchical culture, development culture, rational culture, job satisfaction, organizational commitment, and financial performance for the variables to be used in this study. The index  $\chi^2$ , CMIN/DF, GFI, AGFI, NFI, IFI, CFI, RMR, and RMSEA were used to test the suitability of the data. In order to improve the suitability of the data, the removal process was carried out in turn based on SMC values. The results of a confirmed factor analysis of the organizational culture, which is an independent variable, show the

suitability index after removing the four measurement variables ( $\chi^2=76.476$ ,  $df=48$ ,  $p=0.000$ , CMIN/DF=1.593, RMR=0.034, GFI=0.942, AGFI=0.906, NFI=0.937, IFI=0.976, CFI=0.975, RMSEA=0.054) appeared appropriately. The results of a confirmed factorial analysis of the dependent variables (job satisfaction, organizational commitment, and financial performance) show that the conformity index is adjusted after removing one measurement variable ( $\chi^2=112.572$ ,  $df=51$ ,  $p=0.000$ , CMIN/DF=2.207, RMR=0.031, GFI=0.916, AGFI=0.871, NFI=0.909, IFI=0.948, CFI=0.947, RMSEA=0.077) in general, confirmatory factor analysis was considered good.

### 2.3.4. Measurement Model Analysis

In this study, a measurement model analysis was performed on all measurement variables of potential variables secured in compliance through a confirmed factor analysis. In order to generate the suitability indicated in the final paragraph, the removal process was repeated based on the SMC value to the extent that the measurement variable describes the potential variable. Finally, after removing two measurement variables, the analysis shows that the *t* value for estimating the relationship between potential and measurement variables is well above 1.965 and that the SMC value shows a value of 0.4 and above, which is useful for measuring the validity of the concept of composition. In addition, the conformity index of the measurement

model is ( $\chi^2=333.773$ ,  $df=188$ ,  $p=0.000$ ,  $CMIN/DF=1.775$ ,  $RMR=0.036$ ,  $GFI=0.879$ ,  $AGFI=0.837$ ,  $NFI=0.866$ ,  $IFI=0.937$ ,  $CFI=0.936$ ,  $RMSEA=0.062$ ) looking back, indexes such as GFI, AGFI, and NFI were found to be suitable for analysis because they were slightly below the applied conformity criteria, or indices such as CMIN/DF, CFI, IFI, RMR, and RMSEA met the applicable criteria. Since the component load of the measurement model item was shown to be more than optimal ( $SRW>.5$ ), and all variables showed that the CR value was greater than 0.7 and the AVE value was greater than 0.5 and the AVE value was higher than the reference value, the measurement model was able to achieve intensive validity[Table 2].

**Table 2. Goodness of Fit of Measurement Model**

Measure		SRW	SE	t-value	p	CR	AVE	SMC
Group Culture	GC1	0.779				0.93 5	0.74 2	0.607
	GC2	0.845	0.099	12.86	***			0.715
	GC3	0.76	0.103	11.334	***			0.578
	GC4	0.813	0.096	12.29	***			0.662
	GC5	0.804	0.101	12.116	***			0.646
Hierarchical Culture	HC4	0.746				0.79 7	0.66 3	0.556
	HC5	0.791	0.217	4.83	***			0.626
Development Culture	DC3	0.824				0.92	0.79 5	0.679
	DC4	0.947	0.082	14.852	***			0.898
	DC5	0.751	0.075	12.12	***			0.564
Rational Culture	RC3	0.678				0.78 1	0.64 3	0.46
	RC4	0.815	0.267	4.535	***			0.665
Job Satisfaction	JS1	0.906				0.88 2	0.71 7	0.82
	JS2	0.71	0.074	10.161	***			0.504
	JS4	0.661	0.074	9.45	***			0.437
Organizational Commitment	OC1	0.727				0.86 8	0.69	0.529
	OC2	0.901	0.116	10.801	***			0.812
	OC4	0.68	0.093	9.093	***			0.462
Financial Performance	FP1	0.697				0.92 8	0.76 7	0.486
	FP2	0.911	0.122	11.54	***			0.831
	FP3	0.845	0.101	11.009	***			0.714
	FP5	0.72	0.1	9.521	***			0.519
Goodness of fit of measurement model		x <sup>2</sup> =333.773, df=188, p=0.000, <b>CMIN/DF=1.775</b> , <b>RMR=0.036</b> , <b>GFI=0.879</b> , <b>AGFI=0.837</b> , <b>NFI=0.866</b> , <b>IFI=0.937</b> , <b>CFI=0.936</b> , <b>RMSEA=0.062</b>						
Ref1)SRW : Standardized Regression Weights , Ref2)SE : Standard Error, Ref3)CR : Construct Reliability, Ref4)AVE : Average Variance Extracted, Ref5)SMC : Squared Multiple								

## Correlations

\*\*\*P<0.001

In order to test the discriminant validity, as shown in [Table 3], the AVE values of each potential variable and the size of the determinant between each potential variable were compared. The correlation

squared values were confirmed to be discriminative on the basis that (JS ↔ OC) was greater than the determinant of the greatest variability correlation.

**Table 3. Results of the Discriminant Feasibility Analysis between Composition Concepts**

Composition Concepts	GC	HC	DC	RC	JS	OC	FP
<b>GC</b>	<b>0.862</b>						
<b>HC</b>	0.186	<b>0.814</b>					
<b>DC</b>	0.404	0.194	<b>0.892</b>				
<b>RC</b>	0.091	0.379	0.218	<b>0.802</b>			
<b>JS</b>	0.468	0.267	0.283	0.119	<b>0.847</b>		
<b>OC</b>	0.514	0.246	0.308	0.151	<u>0.576</u>	<b>0.831</b>	
<b>FP</b>	0.205	0.147	0.423	0.277	0.265	0.348	<b>0.876</b>

Annotation: The diagonal dark part is the AVEsquared value.

## 3. Results and Discussion

### 3.1.Hypothesis test

Since the suitability, reliability and validity of the measurement model analysis were all verified, the suitability of the research model was assessed to verify the research theory. The conformity index of the research model was shown ( $\chi^2=360.486$ ,  $df=189$ ,  $p=0.000$ ,  $CMIN/DF=1.907$ ,  $RMR=0.044$ ,  $GFI=0.871$ ,  $AGFI=0.827$ ,  $NFI=0.856$ ,  $IFI=0.926$ ,  $CFI=0.924$ ,  $RMSEA=0.067$ ). Although some compliance indices are below the criteria, they may be appropriate to describe the

causal relationship of the measurement model variables because the conformity indices such as CMIN/DF, IFI, CFI, RMR, and RMSEA meet the criteria.

### 3.2.Hypothesis test results through path analysis

The results of hypothesis verification through path analysis in this study are as shown in [Table 4], and empirical analysis results of hypotheses established according to the study model can be verified.

**Table 4. Hypothesis Test Results through Path Analysis**

Path Analysis	$\beta$	t-value	p	Result	R <sup>2</sup>
H1-1 GC → JS	0.418	5.119	***	<b>Accept</b>	0.291
H1-2 HC → JS	0.186	2.075	0.038	<b>Accept</b>	
H1-3 DC → JS	0.102	1.307	0.191	Reject	
H1-4 RC → JS	-0.003	-0.035	0.972	Reject	
H2-1 GC → OC	0.479	5.372	***	<b>Accept</b>	0.33
H2-2 HC → OC	0.126	1.449	0.147	Reject	
H2-3 DC → OC	0.092	1.192	0.233	Reject	
H2-4 RC → OC	0.051	0.606	0.545	Reject	
H3-1 GC → FP	-0.11	-1.094	0.274	Reject	0.265
H3-2 HC → FP	-0.055	-0.603	0.547	Reject	
H3-3 DC → FP	0.335	3.985	***	<b>Accept</b>	
H3-4 RC → FP	0.186	2.094	0.036	<b>Accept</b>	



H4	JS → FP	0.111	1.267	0.205	Reject	
H5	OC → FP	0.231	2.489	0.013	Accept	
$\chi^2=360.486$ , $df=189$ , $p=0.000$ , <b>CMIN/DF=1.907</b> , <b>RMR=0.044</b> , $GFI=0.871$ , $AGFI=0.827$ , $NFI=0.856$ , <b>IFI=0.926</b> , <b>CFI=0.924</b> , <b>RMSEA=0.067</b>						

\*\*\* $P<0.001$

### 3.3. Analysis of Mediating Effects

In this study, the analysis was performed using the bootstrapping method of the study model to statistically test the medium effect. In the relationship between organizational culture and financial performance, the path coefficient was significant and the path coefficient through

organizational commitment was significant, confirming the result of partial mediation.

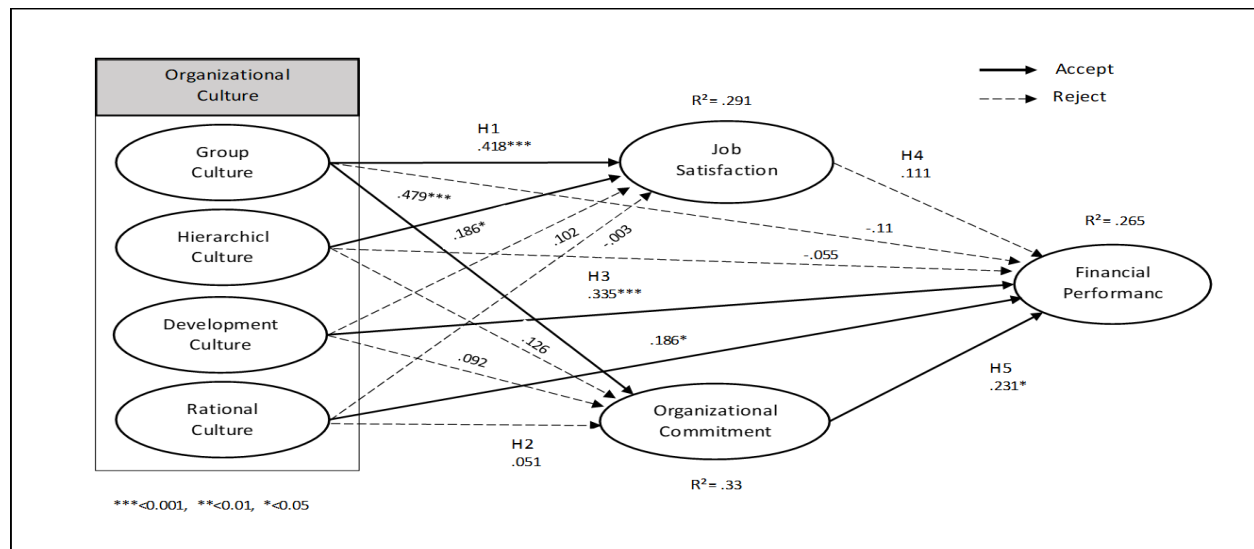
### 3.4. Hypothesis Testing Result

The results for hypothesis testing for this study are summarized in [Table 5].

**Table 5. Hypothesis Testing Result**

Hypothesis		Result
<b>H1</b>	<b>Organizational culture will have a positive effect on job satisfaction.</b>	
H1-1	Group culture will have a positive effect on job satisfaction.	Accept
H1-2	Hierarchical culture will have a positive effect on job satisfaction.	Accept
H1-3	Development culture will have a positive effect on job satisfaction.	Reject
H1-4	Rational culture will have a positive effect on job satisfaction.	Reject
<b>H2</b>	<b>Organizational culture will have a positive effect on organizational commitment.</b>	
H2-1	Group culture will have a positive effect on organizational commitment.	Accept
H2-2	Hierarchical culture will have a positive effect on organizational commitment.	Reject
H2-3	Development culture will have a positive effect on organizational commitment.	Reject
H2-4	Rational culture will have a positive effect on organizational commitment.	Reject
<b>H3</b>	<b>Organizational culture will have a positive effect on financial performance.</b>	
H3-1	Group culture will have a positive effect on financial performance.	Reject
H3-2	Hierarchical culture will have a positive effect on financial performance.	Reject
H3-3	Development culture will have a positive effect on financial performance.	Accept
H3-4	Rational culture will have a positive effect on financial performance.	Accept
<b>H4</b>	<b>Job satisfaction will have a positive effect on financial performance.</b>	Reject
<b>H5</b>	<b>Organizational commitment will have a positive effect on financial performance.</b>	Accept

The results of the verification of the path analysis performed to verify the evaluation of the research model and the theory of the study are as shown in [Figure 2].



**Figure 2. Path Coefficient Analysis**

This study shows that in the relationship between job satisfaction and organizational commitment, group culture and hierarchical culture have positive effects on job satisfaction, and group culture has positive effects on organizational commitment. The relationship between organizational culture and financial performance showed that development culture and rational culture had positive influence on financial performance. It has been shown that financial performance is the only positive influence in organizational commitment.

#### 4. Conclusion

In this study, we wanted to find out about the impact of the organizational culture of medical institution members on job satisfaction, organization commitment, and financial performance. A high culture of organization could be seen to affect job satisfaction and organizational commitment, and it was confirmed that it also affected financial performance. A high organizational culture (collective culture, hierarchical culture) affects job satisfaction, which could be seen as a positive sign of satisfaction with one's duties if internal organizations that emphasize flexibility and stability are strong. In addition, organizational commitment as a member of an organization can be seen in the

decline, which can share the values the organization seeks and feel the will to work with the organization. On the other hand, when internal efficiency and control over rules or regulations were applied, the hierarchical culture also showed that organizational commitment might not appear. Organizational culture (development culture, rational culture) was able to confirm that the organizational culture (development culture, and rational culture) can be achieved through the implementation of growth and goals by emphasizing flexibility and change, reflecting the adaptation to the external environment. Considering recent trends related to the domestic medical environment, it is increasingly necessary for medical institution organizations to operate, manage, and maintain effectively and efficiently in order to increase their ability to respond to changes in the environment and enhance the efficiency of their members' work. These responsibilities may have been a choice in the past, but they are becoming an essential factor in the future. The medical organization strives to provide medical services for various purposes and to grow in various ways, depending on the size of the hospital. The results of this study suggest a number of perspectives. First, it should be prioritized to establish strategies

for our organization to improve productivity and efficiency. Second, it is necessary to promote a flexible organizational culture to maximize value so that job satisfaction and organizational commitment can appear high and improve long-term financial performance. Third, it is necessary to encourage stability by utilizing internal organization reinforcement programs to have a sense of belonging to the organization. Fourth, more effective results can be derived if future organizational culture is verified in various ways in terms of organizational operation and management that conforms to the characteristics of the medical institution. Organizational culture requires convergence appropriately, since tilting to one side or being too high on either side will break the balance. If this study is supplemented, samples may be collected to make the study more feasible considering the diversity of the surveyed areas and the institutions under investigation.

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