

The Impacts on the Workers' Service Quality of Organizational Culture in Elderly nursing home

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1. Introduction

Social workers at elderly nursing home are playing the role in coping with diverse and intricate desires of the elderly appropriately and in reinforcing to the balanced growth and improvement of clients. However, as the responsibilities of welfare increase and desires of clients are widen recently, and the Organization from first to last requires the effect of nursing home services, the responsibilities of elderly nursing home workers are ever swelling appropriately.

In cogitation of such changes in service conditions, workers at elderly nursing home are encountering various responsibilities in relation to service quality, which brings in positive influence on the client's satisfaction of the nursing home.

Therefore, the study on the service quality of workers at elderly nursing home for organizational culture, which is the important part of human services for the elderly, approaches to a current system for practical operation of elderly nursing home by analyzing the effect of the organizational culture of elderly nursing home on their service quality.

2. Theoretical Background

2.1. Organizational Culture

Ravasi and Schultz state that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations[1]. Institutional culture is system of values among the organization staffs and the fundamental basis for the staffs in mutual action with the organization system.

As though, the culture may exist in many patterns relying on the cultural characteristics, and it has been classified in a diversified method by previous scholars. As for elderly nursing home as well, the characteristics of organizational culture may be decided depending on the flexibility, external orientation, and extent of control, which is of importance in that it may influence the effectiveness of nursing home service.

2.2. Service Quality

Service quality is a comparison of expectations with performance. A business with high service quality will meet customer needs whilst remaining economically competitive. Improved service quality may increase economic competitiveness. An assessment of how well a delivered service conforms to the client's expectations. Service business operators often assess the service quality provided to their customers in order to improve their service, to quickly identify problems, and to better assess client satisfaction[2].

The effect of service quality means a lot to workers in relationship-involved sectors such as social welfare facilities. Service quality is often referred to as the perception gap. The gap between what the customer expects and what they think they got. It's worth noting that both sides of the gap are in the customers mind[3].

3. Analysis of Organizational culture and Service Quality

This study includes a survey among 261 workers working at elderly nursing home located in Busan and Gyeongnam from October 6 to 25, 2013, in order to analyze the impact of organizational culture in elderly nursing home on the workers' service quality.

As for data analysis, 238 questionnaires, with the copies not collected or not filled in excluded, were analyzed. SPSS for Windows Ver.22.0, a statistic program in the social science area, was adopted to infer the variables from the survey items, define the sub-factors through the factor analysis, and confirm any mistakenly coded variables, which was followed by the statistical analysis of variables.

The influence of the organizational culture of elderly nursing home on the service quality of workers was examined in the regression analysis(stepwise type system). As a result, it turned out that the standardization coefficient had important effect, and that the significant organizational culture factors included community culture,

growing culture, and relation culture in the order. In general, the explanatory power of organizational culture on service quality was $R^2 = .452$, that is, 45.2%. In other words, among the types of organizational culture, community culture growing culture, and relation culture would affect service quality while rational culture had little effect.

This result indicates that community culture based on humanity-centered cooperation, growing culture in pursuit of creative ideas and new program development, and relation culture focused on relation order and control are the major types of organizational culture that would affect service quality of workers at elderly nursing home.

[Table 1] Influence of organizational culture on service quality

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(constant)	1.265	.115		10.754	.000
	community culture	.632	.032	.613	17.230	.000***
2	(constant)	.867	.129		6.701	.000
	community culture	.541	.036	.509	12.989	.000***
	growing culture	.218	.031	.231	6.231	.000***
3	(constant)	.627	.132		4.604	.000
	community culture	.474	.043	.449	11.651	.000***
	growing culture	.175	.032	.176	5.015	.000***
	relation culture	.179	.036	.168	4.634	.000***
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.612	.387	.386	.50432		
2	.654	.432	.428	.48966		
3	.678	.452	.450	.47751		

* p<.05 ** p<.01 *** p<.001

4. Results

Elderly nursing home is the important sector of human services for the elderly in direct contact with the elderly. The human services in such entities are provided in their unique organizational culture.

The results of this study indicate that organizational culture of elderly nursing home has important effect on the workers' service quality, which is of significant importance in that it is essential to organize a worker management system in consideration of the characteristics of organizational culture to improve the organizational effectiveness through service quality reduction.

Consequently, it is expected that apprehending the specific characteristics and types of organizational culture of elderly nursing home and promoting the guidance of organizational culture, increase of the effectiveness, development of self-esteem, and strengthening of the workers' empowerment to improve service quality.

5. References

- [1] Ravasi, D., Schultz, M., "Responding to organizational identity threats: exploring the role of organizational culture", *Academy of Management Journal*, Vol.49, No.3, 2006, pp. 433–458.
- [2] <http://www.businessdictionary.com/definition/service-quality.html#ixzz2zb36M0cM>
- [3] <http://www.degromoboy.com/cs/models.htm>