

## Examining the relationships among person-organisation fit, organisational culture, and change cynicism

### Kişi-örgüt uyumu, örgüt kültürü ve değişim sinizmi arasındaki ilişkilerin incelenmesi

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#### Abstract

The healthcare sector is shaped by numerous external factors—such as technological advances, regulatory compliance issues, and complex organisational structures—as well as internal dynamics. These factors can lead to organisational change and uncertainty within institutions. Employees may develop cynical behaviour in response to these changes and uncertainties. In cynical behaviour, employees' fit with the organisation and its cultural values is critical. This study examines the relationships among organisational culture, person-organisation fit, and change cynicism. Data collected from 345 healthcare workers were subjected to correlation and regression analysis. The analysis confirmed that person-organisation fit mediates the relationship between organisational culture and change cynicism. Additionally, relationships were identified between organisational culture and change cynicism, as well as between organisational culture and person-organisation fit. At the same time, the findings revealed a balanced cultural profile characterised by both adhocracy and market culture attributes. These findings contribute to the literature by demonstrating that person-organisation fit serves as a critical explanatory mechanism in the relationship between organisational culture and change cynicism.

**Keywords:** Person-Organisation Fit, Organisational Culture, Change Cynicism, Organisational Change, Employee Attitudes

**Jel Codes:** H12, M12, M14, L20, I19

#### Öz

Sağlık sektörü teknoloji, mevzuata uyum sorunları, karmaşık iş yapıları vb. gibi pek çok dış faktör ve kurum içi dinamikler tarafından şekillenmektedir. Bu faktörler kurumlarda örgütsel değişim ve belirsizlikler yaratabilmektedir. Çalışanlar bu değişim ve belirsizliklere karşı sinizm davranışı geliştirebilirler. Sinik davranışlarda çalışanların örgütle uyumu ve örgütün kültürel değerleri kritik role sahiptir. Bu çalışma örgüt kültürü, kişi-örgüt uyumu ve değişim sinizmi arasındaki ilişkiye odaklanmıştır. 345 sağlık çalışanından alınan veriler korelasyon ve regresyon analizine tabi tutulmuştur. Analiz sonucunda örgüt kültürü ve değişim sinizmi arasındaki ilişkiye kişi-örgüt uyumu tarafından aracılık edildiği doğrulanmıştır. Ayrıca, örgüt kültürü ile değişim sinizmi ve örgüt kültürü ile kişi-örgüt uyumu arasında bir ilişki tespit edilmiştir. Aynı zamanda, bulgular hem adhokrasi hem de piyasa kültürü özelliklerini taşıyan dengeli bir kültürel profil ortaya koydu. Bu sonuçlar, örgüt kültürü ile değişim sinizmi arasındaki ilişkide kişi-örgüt uyumunun kritik bir açıklayıcı mekanizma olduğunu ortaya koyarak literatüre katkı sunmaktadır.

**Anahtar Kelimeler:** Kişi-Örgüt Uyumu, Örgüt Kültürü, Değişim Sinizmi, Örgütsel Değişim, Çalışan Tutumu

**Jel Kodları:** H12, M12, M14, L20, I19

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## Introduction

Management processes within organisations involve formulating and implementing decisions and strategies that are expected to influence overall financial performance positively. In the contemporary business environment, organisations must sustain their competitiveness in a complex, ambiguous, and uncertain marketplace. A multitude of dynamic and adverse conditions, including technological advancements, temporary competitive advantages, fragmented markets, multifaceted rivals, global economic fluctuations, unstable political environments, financial market volatility, and unpredictable consumer behaviour, characterise this environment. In response to these challenges, employees are required to adapt to new behaviours, interaction patterns, and organisational norms, as well as to rapidly analyse problems, institutionalise novel work practices, and recognise the necessity of organisational change (Choflet, Packard & Stashower, 2021). Technological changes, in particular, are profoundly reshaping business operations. Innovations such as robotics, automation, artificial intelligence, blockchain, the Internet of Things (IoT), and virtual reality (VR) are driving the transformation of organisational cultures toward greater digitalisation, flexibility, and innovation. Achieving organisational success in this context depends on a positive cultural transformation that fosters adaptability and embraces change (Bozkus, 2023). Employee attitudes and behaviours are critical to the effective integration of technology into organisational processes. Empirical evidence suggests that employee resistance to change constitutes a major barrier to the successful implementation of technological innovations (Oreg, Bartunek, Lee, & Do, 2018).

As is the case across all sectors, these factors make change inevitable for healthcare organisations as well. However, approximately two-thirds (about 70%) of organisational change processes fail due to inadequate planning, low employee motivation, ineffective communication, and the scope of the change (Miller, 2001; Barrow & Annamaraju, 2025). Since change can conflict with people's fundamental need for a stable environment, it is often challenging for employees. Research has also shown that organisational changes can create psychological uncertainty regarding how they will affect employees' job situations, roles, and overall lives (Nilsen et al., 2020). These uncertainties can trigger unwanted reactions such as denial and resistance in employees, as well as lead to conditions like stress, disengagement from work (e.g., absenteeism and tardiness), and cynicism (Armenakis & Bedeian, 1999; Dean, Brandes & Dharwadkar, 1998; Becker, Billings, Eveleth & Gilbert, 1996).

Organisations that employ approaches such as team spirit, empowerment, transformation, cultural change, reengineering, and commitment to quality in organisational change processes often fail to take into account the employees who will be directly affected by the change. This oversight prevents even the most sincere and capable initiatives for organisational change from preventing the emergence of change cynicism (Aktouf, 1992). Furthermore, organisations may have made significant investments (such as in organisational structure, finances, physical conditions, human resources, and cultural and symbolic investments) to maintain the status quo; these investments can lead employees to develop resistance to change in an effort to avoid facing an uncertain future (Hussain et al., 2018).

Change cynicism is defined as a two-dimensional construct comprising a pessimistic outlook regarding the likelihood of successful change, along with the accusation that the actors responsible for implementing the change lack the necessary motivation and/or competence (Wanous, Reichers & Austin, 2000). Although cynicism has been defined both as a personality trait and as an emotional response, most studies on the subject have treated it as an attitude toward a specific object (e.g., business) or process. This attitude is open to change when exposed to various factors (Andersson & Bateman, 1997). The fact that change cynicism is a malleable attitude highlights the importance of person-organisation fit. During organisational change processes, person-organisation fit can influence employees' emotional and behavioural responses (Meyer, Hecht, Gill & Toplonytsky, 2010). Person-organisations fit contributes to the employee's sense of well-being within the organisation and generates positive outcomes. For example, it can both increase the likelihood of extra-role behaviours (such as organisational citizenship, which voluntarily and positively contributes to the organisation's operations) and enable individuals to feel more comfortable and competent in organisations that share similar values (Chatman, 1989). Person-organisation misfit, on the other hand, can result in organisational cynicism, which involves negative attitudes such as distrust and disappointment toward the organisation (Turkkan & Ülbeği, 2024)

Person-organisation fit is, simply put, the alignment between organisational values and individual values (Priyono, Indrianingrum, Murdiyanto & Afriana, 2020; Dari, 2019). It can be argued that this fit is shaped by the organisation's shared values and norms and is therefore closely related to organisational culture (Schein, 2010). Organisational culture is an important dimension of organisational behaviour and a key concept for understanding how organisations function. Culture

helps determine how well an individual "fits in" with a particular organisation. This is because such a fit helps the individual feel comfortable within the organisational culture (Silverthorne, 2004). person-organisation fit emerges when the individual and the organisation share similar values, can meet each other's needs, and align on the outcomes deemed important by both the individual and the organisation (Güleryüz & Aydın, 2020). In this context, we can state that there is a meaningful and directive relationship between organisational culture, the fit between employees' individual values and the organisation's values (person-organisation fit), and employees' attitudes toward change (change cynicism). Therefore, examining organisational culture through specific cultural typologies may provide a useful framework for understanding how person-organisation fit, and employees' responses to organisational change vary across different organisational contexts. Although organisational culture has been conceptualised in numerous ways, and considerable debate exists regarding its definition and scope, the literature identifies more than 20 organisational culture models (Tuna, 2021). Among the most prominent are the models developed by Cameron and Quinn (1999), Deal and Kennedy (2000), Denison and Mishra (1995), Handy (1986), and Miles and Snow (1978). The present study adopts the organisational culture model developed by Cameron and Quinn (1999), which comprises four distinct culture types: Clan, Adhocracy, Market, and Hierarchy cultures (Cameron and Quinn, 1999; Debskia, Cieciorab, Pietrzakc and Bołkunowd, 2020; Oz, Kaya and Ciftci, 2015).

*Clan culture* represents a type of organisational culture characterised by an internal focus and a flexible structure. Referred to as a "clan" for its family-like qualities, this culture is prevalent in organisations that emphasise shared values, collective goals, commitment, participation, and a strong sense of belonging.

*Adhocracy culture* is the type of culture that is changing today's organisational world and responding more quickly to competitive conditions. It is seen in dynamic, entrepreneurial, and risk-taking business environments.

In *market culture* and organisations, success and competitive gains are achieved by increasing market share and meeting higher production targets. The holding factor for these types of organisations is the feeling of winning. Achieving success, work, goals, and productivity are among the fundamental goals of this type.

*Hierarchical cultures* are common in organisations that emphasise formal structures and procedures. The effective functioning of bureaucratic processes represents a critical concern, as the smooth operation of these systems is fundamental to organisational performance. Within this framework, formal rules and policies are regarded as indispensable elements that shape organisational functioning. Such cultural characteristics are frequently evident in the administrative structures of large organisations and public sector institutions.

This study aims to contribute to the literature in various ways. First, a review of the literature revealed no studies that address the concepts of person-organisation fit, organisational culture, and change cynicism together. Most studies have focused on person-organisation fit and organisational culture (Gonçalves, Santos, Sobral & Neves, 2025; Yumuk, & Kurgun, 2021; Tepeci, 2001; Güleryüz & Aydın, 2020; Priyono, et al., 2020; Kumar, 2011; Wulandari, 2021; O'Reilly III, Chatman & Caldwell, 1991); the relationships between person-organisation fit and organisational cynicism (Turkkan & Ülbaşı, 2023; Kahya, 2020) and between organisational cynicism and organisational culture (Rahman & Hadi, 2019; Tatlı & Üstün, 2018). In short, the literature indicates that organisational cynicism is more frequently associated with person-organisation fit and organisational culture than change cynicism. This suggests that employees' attitudes and reactions during change processes have been examined in only a limited number of studies. Furthermore, most of these studies focus on sectors outside healthcare institutions. However, due to factors such as the necessity to closely follow technological advancements, unique structural challenges, high workloads, increasing service demands, and the management of employees with diverse areas of expertise, the attitudes and behaviours of employees in hospitals – which are in a state of constant change – become more critical compared to other sectors. The limited number of empirical studies focusing on healthcare institutions in Turkey suggests that the findings could provide important practical implications for healthcare managers. Consequently, this study aims to fill the theoretical and empirical gap in the literature by addressing person-organisation fit, organisational culture, and change cynicism within a comprehensive framework.

## Literature review and hypotheses development

### Organisational culture and person–organisation fit

Traditionally, the concept of person–organisation fit has been used to analyse the relationship between individuals and the organisational environment in which they operate (Kristof, 1996). Person–organisation fit is defined as the similarity between individuals' characteristics (personal values and tendencies) and the corresponding characteristics of organisations (organisational values and cultural norms) (Chatman, 1989; Kristof, 1996; Kumar, 2011). In short, person–organisation fit refers to the degree of alignment between an individual's and an organisation's values (Wulandari, 2021). Organisational culture, on the other hand, is a key component of organisational behaviour and is regarded as a concept that helps explain how organisations function (Kristof, 1996). Culture plays a significant role in determining the extent to which an individual "fits" into a specific organisation. This is because "fit" also encompasses the individual's sense of comfort within the organisation's culture (Silverthorne, 2004). Consequently, the alignment between individual and organisational values constitutes an important criterion in assessing organisational culture (Tuna, 2014). The limited number of empirical studies supports this theoretical relationship. For example, Güleriyüz & Aydın (2020) identified a strong relationship between person–organisation fit and organisational culture in their study involving 345 public bank employees. Silverthorne (2004), in a study with 120 participants from three companies in Taiwan, found a strong conceptual relationship between organisational culture and person–organisation fit. However, while numerous studies address person–organisation fit and organisational culture, only a few have tested their relationship. Therefore, it is anticipated that a direct examination of this relationship will fill an important gap in the literature. Cameron and Quinn (1999) classify organisational culture into four categories: Clan, Adhocracy, Market, and Hierarchy. Specific core values, leadership approaches, and behavioural norms define each type. These distinctions are anticipated to influence employees' perceptions of person–organisation fit. Based on this framework, the study's initial hypotheses are formulated as follows.

*H<sub>1A</sub>: Organisational culture (clan) has a significant effect on person–organisation fit.*

*H<sub>1B</sub>: Organisational culture (adhocracy) has a significant effect on person–organisation fit.*

*H<sub>1C</sub>: Organisational culture (market) has a significant effect on person–organisation fit.*

*H<sub>1D</sub>: Organisational culture (hierarchy) has a significant effect on person–organisation fit.*

### Person–organisation fit and change cynicism

Person–organisation fit is the alignment between an individual's and an organisation's values and characteristics, and it occurs when an employee demonstrates a high degree of alignment with the organisation's values and characteristics (Priyono et al., 2020). Furthermore, person–organisation fit positively influences employees' perceptions and evaluations of the organisation by increasing job satisfaction and reducing cynicism (Ko & Campbell, 2021). One of the key determinants of organisational cynicism is the lack of alignment between individual and organisational values (Abraham, 2000). Therefore, a lack of person–organisation fit is likely to foster a cynical perspective among employees (Ko & Campbell, 2021). Cynicism refers to a negative attitude toward a specific organisational change and is among the most destructive emotions in response to change (Kroll & Pasha, 2019). It is assumed that the conflict between individual and organisational values may lead to a lack of belief in the change process, pessimism regarding change efforts, and feelings of disappointment (change cynicism) among employees (Çınar et al., 2023; Jimenez & Dunkl, 2017; Turkkan & Ülbaşı, 2023; Kahya, 2020; Ko & Campbell, 2021). Accordingly, the following hypothesis has been developed:

*H<sub>2</sub>: Person–organisation fit has a significant effect on change cynicism.*

### Organisational culture and change cynicism

Culture is an intangible asset. It manifests itself in the behaviours and attitudes of organisational members and in organisational systems. It is a phenomenon that is difficult to see, hear, or touch directly. For this reason, culture is a fundamental element that decisively influences the organisation and can significantly affect employee behaviour (Anderson & Anderson, 2010). At the same time, culture is a fundamental element of the organisational change process because it shapes the organisation's distinctive character. Differences in organisational cultures (communication, leadership style, level of hierarchy, participation, etc.) lead to variations in employees' perceptions of organisational change (Rahman & Hadi, 2019). It has been observed that in organisations with a strong, internalised, shared, and deeply rooted culture, the likelihood of employees exhibiting cynical attitudes and behaviours toward change processes is lower. Conversely, it is often observed that failed change

initiatives lead to cynicism, disappointment, loss of trust, and low morale among organisational members (Cameron & Quinn, 1999). While studies identifying that organisational culture reduces cynicism exist in the literature, the number of studies addressing the topic within the context of organisational change (Rahman & Hadi, 2019; Prajogo, Kusumawati & Wijaya, 2020) is quite limited. This situation necessitates a more detailed examination of the relationship between organisational culture and change cynicism. In accordance with the management literature, which highlights both the limited empirical evidence and the critical role of organisational culture in influencing employees' responses to change, the following hypotheses are developed by drawing on Cameron and Quinn's (1999) organisational culture typology.

*H<sub>3A</sub>: Organisational culture (clan) has a significant effect on change cynicism.*

*H<sub>3B</sub>: Organisational culture (adhocracy) has a significant effect on change cynicism.*

*H<sub>3C</sub>: Organisational culture (market) has a significant effect on change cynicism.*

*H<sub>3D</sub>: Organisational culture (hierarchy) has a significant effect on change cynicism.*

### **Mediating role of person-organisation fit**

Person-organisation fit refers to the alignment between organisational and individual values (Wulandari, 2021). It is evident that this alignment is shaped by shared values and norms within the organisation and is therefore closely related to organisational culture (Schein, 2010). Strong and supportive cultures where organisational values are explicitly shared help foster alignment between the individual and the organisation, thereby assisting employees in adopting more constructive attitudes toward organisational change processes (Kristof-Brown, Zimmerman & Johnson, 2005). As shown, person-organisation fit is recognised as a key variable in shaping how organisational values shape employee attitudes, and the literature supports this finding. A mediating relationship has been found between person-organisation fit and many management domains. For example, the concept relates to corporate ethics and CSR (Ruiz-Palomino & Martínez-Cañas, 2014; Ruiz-Palomino, Martínez-Cañas & Fontrodona, 2013; Hudson, Bryson & Michelotti, 2017), leadership (Sökmen, Bitmiş, & Üner, 2015; Akkoç & Türe, 2020), and various human resources practices (Turek & Wojtczuk-Turek, 2015; Rawshdeh, Makhbul & Alam, 2019; Kakar, Saufi & Mansor, 2019). These studies demonstrate that person-organisation fit has a significant mediating effect. Although the mediating effect of person-organisation fit on various variables is well established in the literature, no study has been found that examines its role in the relationship between organisational culture and change cynicism. Here, we attempt to explain how employees' perceptions of organisational culture translate into change cynicism through the lens of person-organisation fit. Drawing on this theoretical perspective, the following hypotheses are proposed to investigate the mediating role of person-organisation fit in the relationship between organisational culture and change cynicism.

*H<sub>4</sub>: Person-organisation fit mediates the relationship between organisational culture (clan) and change cynicism.*

*H<sub>4B</sub>: Person-organisation fit mediates the relationship between organisational culture (adhocracy) and change cynicism.*

*H<sub>4C</sub>: Person-organisation fit mediates the relationship between organisational culture (market) and change cynicism.*

*H<sub>4D</sub>: Person-organisation fit mediates the relationship between organisational culture (hierarchy) and change cynicism.*

## **Methodology**

### **Samples and research procedures**

This study aims to fill a theoretical and empirical gap in the literature by examining the relationship between person-organisation fit (PO fit), organisational culture (OC), and change cynicism (CC) within a comprehensive framework. This cross-sectional study included 345 healthcare workers (doctors, nurses, administrative staff, technical services, etc.) employed at a state university hospital in Afyonkarahisar, Turkey. With 80% statistical power, a 5% significance level, and a minimum effect size of 0.20, the minimum sample size was calculated to be 155 (Hair et al., 2021). Data were collected from 345 healthcare professionals using convenience sampling. The study was conducted between February 9, 2026 and February 23, 2026.

The data collected in the study were analysed using the Statistical Package for the Social Sciences (SPSS) version 22.0. Cronbach's alpha coefficients were calculated to assess the scales' reliability. Statistical techniques such as the arithmetic mean, standard deviation, correlation, and regression analysis were

used to analyse the data collected in the research. Additionally, descriptive information about the participants was presented using frequency and percentage distributions. It was determined that the skewness and kurtosis values of the scales fell within the range of -1.5 to +1.5. This finding indicates that the data meet the assumption of normal distribution. Accordingly, parametric tests—specifically the t-test and ANOVA—were preferred for comparing variables based on demographic characteristics. In the following sections, the research model developed based on studies in the literature and the analysis findings are presented in Tables 1, 2, 3, 4, and 5.

*Ethical review:* The Ethics Committee for Non-Interventional Clinical Research approved the conduct of this study (date: February 6, 2026 and decision no: 2026/2). Additionally, written consent was obtained from the hospital where the research was conducted.

## Measures

Research data were collected using a sociodemographic information form and scales measuring person-organisation fit, organisational culture, and change cynicism. Throughout the research process, the voluntary participation and anonymity of employees were carefully protected. It took participants approximately 5 minutes to complete the survey.

*Sociodemographic Information Form:* This form was used to gather information about participants' age, gender, marital status, educational background, job title, length of service at the organisation and in their profession, and whether they held a managerial role.

*Person-Organisation Fit Scale:* The study utilised a 4-item scale developed by Netemeyer et al. (1997) and adapted into Turkish by Turunç and Çelik (2012), with responses collected using a 5-point Likert scale. Responses were recorded on a scale from "1 = Strongly disagree" to "5 = Strongly agree." The scale's Cronbach's alpha value is 0.894.

*Organisational Culture Scale:* Cameron and Quinn's (1999) organisational culture scale was used to assess employees' perceptions of organisational culture. The "Competing Values Framework" (CVF) developed by Cameron and Quinn (1999) and the Organisational Culture Assessment Instrument (OCAI), based on this framework, were adopted as the conceptual analysis framework. This scale has been used by Yazıcı et al. (2007), Ergün (2007), and Akdeniz (2018), and its reliability and validity were tested by Yörük Karakılıç (2019). The validity and reliability of the scale have been tested and confirmed in many studies conducted in different countries and sectors, including Turkey. Therefore, the scale's structural validity is supported by a strong theoretical and empirical foundation. OCAI consists of six different questions on the basic dimensions of organisational culture:

- dominant characteristics
- organisational leadership
- management of employees
- organisational glue
- strategic emphases, and
- criteria for success.

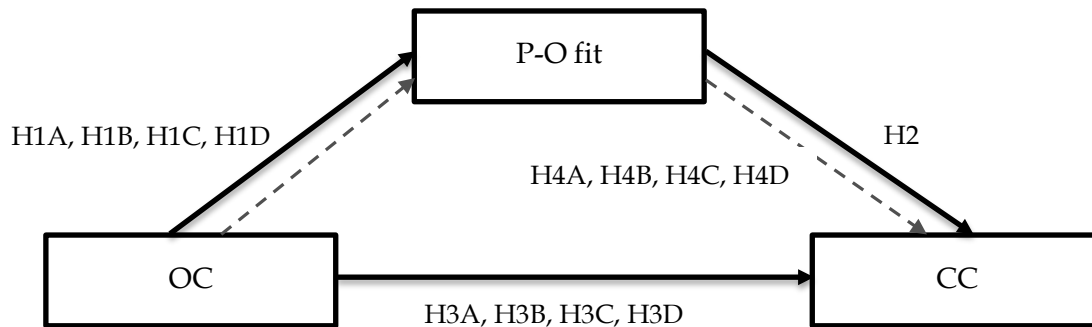
Each question has four alternative statements representing different cultural orientations, making a total of 24 questions. Healthcare professionals were asked to rate their institution's culture on a five-point Likert scale. The institution's overall cultural profile was determined by averaging all participants' scores. The scale collected responses using a 5-point Likert scale. Participants provided responses ranging from "1 = Always" to "5 = Never." The scale's Cronbach's alphas are 0.702 for clan, 0.778 for adhocracy, 0.710 for market, and 0.727 for hierarchy.

*Change Cynicism Scale:* To determine participants' sceptical attitudes towards change, a 15-item scale developed by Tolay, Sürgevil Dalkılıç, and Boran Sezgin (2017) was used, adapted to Turkish working life and culture. The scale was applied to private hospital personnel by Deniz, Yüksel, Erkoç, and Çimen (2017); later, its validity and reliability were retested by Yeşiltaş (2019) among healthcare personnel in public hospitals. The items on the five-point Likert scale range from "1 = Strongly disagree" to "5 = Strongly agree." The scale's Cronbach's alpha value is 0.785.

## Research model

Figure 1 presents a visual representation of the model structure and hypotheses regarding the expected relationships among the three scales included in the study. Based on the research model, the study will

examine the relationships among organisational culture (OC), person-organisation fit (P-O fit), and change cynicism (CC).



**Figure 1:** Research Model

In the model, solid lines indicate direct effects, while dashed lines denote indirect effects. Four distinct hypotheses will be tested, each corresponding to a sub-dimension of the organisational culture (OC) variable.

## Results

### Demographics

Of the participants in the study, 59.4% were women (205) and 40.6% were men (140). An analysis of the participants' ages revealed that 23.8% were under 20 (82), 52.5% were between 21 and 30 (181), 18% were in the 31–40 age group (62), 4.6% were in the 41–50 age group (16), and 0.9% were 50 years or older (3). Regarding educational background, 11.9% of participants were high school graduates (41), 21.4% held an associate's degree (74), 57.1% held a bachelor's degree (197), 7.8% held a master's degree (27), and 1.7% held a doctoral degree (6). Participants consisted of 13.6% doctors (47), 33.9% nurses (117), 44.6% civil servants (154), and 7.8% technical staff (27). It was determined that 28% of the participants (96 individuals) had been employed at the institution for less than one year; 45% (154 individuals) for 1–3 years; and 27.5% (95 individuals) for four years or more. When evaluating the length of time in the profession, 27% (93 people) have been in the profession for less than 1 year; 44% (152 people) for 1–3 years; and 29% (100 people) for 4 years or more. 8.7% of the participants hold managerial positions (30).

### Descriptive statistics and correlations

The mean and standard deviation values for the variables on the scale, along with the correlation coefficients between the variables, are presented in Table 1.

**Table 1:** Descriptive Statistics and Correlations

| Descriptive Statistics |       |       |          |          | Correlations |          |          |
|------------------------|-------|-------|----------|----------|--------------|----------|----------|
| Variables              | Mean  | SD    | Skewness | Kurtosis | P-O fit      | CC       | OC       |
| P-O fit                | 3.723 | 0.834 | -0.530   | -0.243   | 1            | -0.357** | -0.245** |
| CC                     | 2.926 | 0.652 | 0.296    | 1.357    | -0.357**     | 1        | 0.242**  |
| OC                     | 2.767 | 0.557 | 0.347    | 1.005    | -0.245**     | 0.242**  | 1        |

Abbreviations: P-O fit, person-organisation fit; CC, change cynicism; OC, organisational culture N= 345; p <0.01 (two-tailed)

Upon examining the table, it is observed that OC has the lowest mean (2.767) and standard deviation (0.557), while P-O fit has the highest mean (3.723) and standard deviation (0.834). On the other hand, the correlation analysis indicates a negative, moderately significant relationship between P-O fit and CC ( $r = -0.357$ ,  $p < 0.01$ ). This result indicates that as person-organisation fit increases, change cynicism tends to decrease. Additionally, a negative and low-level significant relationship was found between P-O fit and OC ( $r = -0.245$ ,  $p < 0.01$ ). According to the findings, as P-O fit increases, OC levels tend to decrease. On the other hand, a low-level, positive, and significant relationship was found between CC and OC ( $r = 0.242$ ,  $p < 0.01$ ). This finding indicates that as CC increases, OC tends to increase as well.

When the findings are evaluated overall, the correlations between the variables are statistically significant at the 0.01 level (two-tailed). Based on the correlation coefficients, the relationships range from low to moderate.

Average values for the sub-dimensions used to assess organisational culture based on the OCAI are presented in Table 2.

**Table 2:** Descriptive Statistics of Organisational Culture Dimensions

| Dimensions of culture                 | Culture Types |             |             |             |
|---------------------------------------|---------------|-------------|-------------|-------------|
|                                       | Clan          | Adhocracy   | Market      | Hierarchy   |
| Dominant characteristics              | 2.96          | 3.04        | 2.93        | 2.85        |
| Organisational leadership             | 2.88          | 3.03        | 2.93        | 2.88        |
| Management of employees               | 2.82          | 2.86        | 2.91        | 2.96        |
| Organisation glue                     | 3.01          | 2.88        | 2.95        | 2.82        |
| Strategic emphases                    | 3.01          | 3.02        | 3.01        | 2.95        |
| Criteria of success                   | 2.79          | 2.91        | 3.01        | 2.84        |
| <b>Cultural profile of the sample</b> | <b>2.91</b>   | <b>2.95</b> | <b>2.95</b> | <b>2.88</b> |

Table 2 shows a mixed cultural structure in the sample, with adhocracy (2.95) and market (2.95) cultures prominent, as well as significantly represented clan (2.91) and hierarchy (2.88) cultures. From Cameron and Quinn's Competing Values Framework perspective, these results indicate a balanced cultural profile at the state university hospital, where both dynamic, innovative, entrepreneurial, and risk-taking (adhocracy) and success, results, goals, and efficiency-focused (market) cultural characteristics coexist.

### Regression analysis

Regression analysis was used to test hypotheses H1A, H1B, H1C, H1D, H2, H3A, H3B, H3C and H3D in the study. The results of the regression analyses testing each hypothesis are presented in Table 3.

**Table 3:** Regression Analysis for the H1A, H1B, H1C, H1D, H2 and H3A, H3B, H3C, H3D Hypothesis

|     | Variable                         | B      | $\beta$ | Std. Error | t         | F         | R <sup>2</sup> |
|-----|----------------------------------|--------|---------|------------|-----------|-----------|----------------|
| H1A | Organisation Culture (Clan)      | -0.289 | -0.251  | 0.060      | -4.808*** | 23.118*** | 0.063          |
| H1B | Organisation Culture (Adhocracy) | -0.261 | -0.244  | 0.056      | -4.654*** | 21.660*** | 0.059          |
| H1C | Organisation Culture (Market)    | -0.195 | -0.165  | 0.063      | -3.092*** | 9.561***  | 0.027          |
| H1D | Organisation Culture (Hierarchy) | -0.234 | -0.205  | 0.060      | -3.870*** | 14.978*** | 0.042          |
| H2  | Person-Organisation Fit          | -0.239 | -0.357  | 0.034      | -7.088*** | 50.236*** | 0.128          |
| H3A | Organisation Culture (Clan)      | 0.193  | 0.251   | 0.040      | 4.805***  | 23.089*** | 0.063          |
| H3B | Organisation Culture (Adhocracy) | 0.145  | 0.203   | 0.038      | 3.835***  | 14.706*** | 0.041          |
| H3C | Organisation Culture (Market)    | 0.173  | 0.218   | 0.042      | 4.144***  | 17.176*** | 0.048          |
| H3D | Organisation Culture (Hierarchy) | 0.141  | 0.185   | 0.040      | 3.493***  | 12.203*** | 0.034          |

**Note:** \*\*\* denotes  $p < 0.01$

As presented in Table 3, the organisational culture dimensions—clan, adhocracy, market, and hierarchy—exert significant effects on both person–organisation fit and change cynicism. All types of organisational culture were found to hurt person–organisation fit, while person–organisation fit itself demonstrated a significant negative effect on change cynicism. Furthermore, each of the four organisational culture types showed a significant positive effect on change cynicism. Accordingly, the hypotheses H1A, H1B, H1C, H1D, H2, H3A, H3B, H3C, and H3D were supported.

### Mediation analysis

To demonstrate the mediating effect of person–organisation fit, we utilised the approach proposed by Hayes (2015), which does not involve p-values. In this method, the presence of a mediating effect is determined based on the BootLLCI and BootULCI values provided by the model. Hayes' proposed Model 4 was considered for the demonstration, and the bootstrapped sample size was 5000. The results regarding the mediating effect are presented in Table 4.

**Table 4:** Mediation Analysis

| Hypothesis | Path                       | Indirect effect | BootSE | BootLLCI | BootULCI | Decision |
|------------|----------------------------|-----------------|--------|----------|----------|----------|
| H4A        | OC (Clan)→P-O fit →CC      | 0.0607          | 0.0182 | 0.0284   | 0.0990   | Accept   |
| H4B        | OC (Adhocracy)→P-O fit →CC | 0.0570          | 0.0178 | 0.0253   | 0.0946   | Accept   |
| H4C        | OC (Market)→P-O fit →CC    | 0.0430          | 0.0183 | 0.0101   | 0.0817   | Accept   |
| H4D        | OC (Hierarchy)→P-O fit →CC | 0.0520          | 0.0192 | 0.0167   | 0.0920   | Accept   |

When determining whether a mediation effect exists in the table, the BootLLCI and BootULCI values are important. Accordingly, since the range of BootLLCI and BootULCI values does not include zero, it is possible to conclude that P-O fit has a mediating effect. The indirect effect is significant, and the direct effect remains significant, indicating partial mediation. Based on this, the study's H4A-H4B-H4C-H4D hypothesis has been accepted.

### Comparison of variables by demographic characteristics

Independent-samples t-tests and ANOVA results indicated that there were no statistically significant differences in organisational culture and change cynicism across demographic variables. However, the analyses revealed that gender was the only demographic variable associated with a statistically significant difference in person-organisation fit. Accordingly, to emphasise statistically meaningful findings, only the significant result regarding perceptions of person-organisation fit by gender is reported.

**Table 5:** Comparison of Person-Organisation Fit Perceptions by Gender

| Variable                | Gender | N   | $\bar{X}$ | SS    | F     | p      |
|-------------------------|--------|-----|-----------|-------|-------|--------|
| Person-Organisation Fit | Female | 205 | 3.622     | 0.869 | 3.955 | 0.048* |
|                         | Male   | 140 | 3.872     | 0.760 |       |        |

Table 5 presents a comparison of views on person-organisation fit by gender. The results indicate a statistically significant difference between female and male employees ( $F = 3.955$ ,  $p = 0.048$ ). The mean score for male employees (3.872) was significantly higher than that for female employees (3.622). This finding suggests that male healthcare workers perceive a better fit with their organisations than female workers do.

### Discussion, conclusion and limitations

Numerous external factors and internal dynamics, including technology, regulatory compliance, and complex business structures, shape the healthcare sector. These factors can create organisational change and uncertainty. Employees may develop cynical behaviour in response to this change and uncertainty. Person-organisation fit and the organisation's cultural values play critical roles in this cynicism. Accordingly, this study examines the relationships between person-organisation fit, organisational culture, and change cynicism using data obtained from 345 healthcare professionals. Below, the results of correlation and regression analyses, along with findings regarding differences in variables by demographic characteristics, are discussed.

### Descriptive statistics of organisational culture dimensions

This study utilised Cameron and Quinn's Organisational Culture Assessment Tool (OCAI) to evaluate a university hospital in Afyonkarahisar, Turkey. The results revealed that the hospital maintained a balanced cultural profile, with a slight emphasis on Adhocracy and Market cultures. Specifically, Adhocracy (2.95) and Market (2.95) recorded the highest average scores, followed by Clan (2.91) and Hierarchy (2.88). Unlike most healthcare institutions, these outcomes suggest the hospital fosters a more flexible, innovative, and outward-oriented culture. In the literature, Clan and Hierarchy cultures are generally observed to be dominant in hospitals (Aulia, Arbianti & Ardlina, 2023; Van et al., 2018; Alsaqqa & Akyürek, 2021; Pescada, Teixeira & Pereira, 2025). For example, a study conducted at Sultan Agung Hospital in Indonesia found that Clan culture was dominant (Aulia, Arbianti & Ardlina, 2023). Similarly, research conducted at a central hospital in Vietnam determined that Clan and Hierarchy cultures were the two dominant culture types (Van et al., 2018). Results from data obtained from state

hospitals (82.5%) and private hospitals (17.5%) in the Gaza Strip, Palestine, showed that Clan and Hierarchy cultures were the most clearly defined cultural forms (Alsaqqa & Akyürek, 2021). A study conducted in the internal medicine unit of the Algarve public hospital in Portugal found that staff reported a strong Clan profile (68%), followed by a hierarchy culture (Pescada, Teixeira & Pereira, 2025). Furthermore, Savič & Pagon (2008) found that market and clan cultures were dominant in their study of 106 physicians and 558 nurses from 14 Slovenian hospitals. Çıraklı, Gözlü and Dalkılıç (2017) found that in a study conducted on 67 people working in a state hospital and 40 people working in a private hospital in Yozgat, the administrative organisational type was more dominant in the public hospital; while in the private hospital, the organised types of clan, technological and adhocracy were found to have similar scores.

The OCAI scale evaluates organisational culture across six core dimensions: dominant characteristics, organisational leadership, management of employees, organisational glue, strategic emphasis, and criteria for success (Cameron & Quinn, 1999). In the *dominant characteristics* dimension, Adhocracy culture (3.04) had the highest value, followed by clan (2.96), market (2.93), and hierarchy (2.85). These core characteristics point to a dynamic, entrepreneurial, and innovative organisational structure. In a study of three hospitals in Jakarta, Indonesia, Widyanti and Agtriani (2016) found that adhocracy culture had the highest positive correlation with patient safety dimensions, highlighting its benefits. The prominence of adhocracy in this dimension suggests a positive sign for patient safety. Adhocracy culture (3.03) also recorded the highest value in the *organisational leadership* dimension, indicating that hospital managers demonstrate visionary, innovative, and risk-taking leadership qualities. While Alsaqqa and Akyürek's (2021) study reported that transformational leadership style positively correlated with clan and hierarchy cultures, the prominence of adhocracy in the leadership dimension of this study reflects a more innovative leadership model. Hierarchical culture (2.96) has the highest value in the *management of employees* dimension, indicating that job security, stability, and compliance with formal procedures are prioritised in personnel management. Clan culture (3.01) has the highest value in *organisational glue*, revealing that the fundamental bonds holding the hospital together are based on loyalty, trust, and teamwork. This finding is consistent with studies showing that Clan culture strengthens organisational commitment in healthcare institutions (mechanisms such as cooperation and solidarity, loyalty and dedication, entrepreneurship and versatility, rules and regulations, goal alignment and competitiveness) (Aulia, Arbianti & Ardlina, 2023; Van et al., 2018; Alsaqqa & Akyürek, 2021). Although Adhocracy and Market cultures are dominant in other dimensions of the hospital studied, the institution's social fabric is shaped by Clan culture. Adhocracy (3.02), clan (3.01), and market (3.01) cultures have almost equal values in the *strategic emphases* dimension, indicating that innovation, human resource development, and competitive performance are balanced in the hospital's strategic priorities. Silva et al. (2017) emphasise that organisations should not focus on a single type of culture. This suggests that more balanced cultural profiles that incorporate diverse cultural characteristics can help maintain organisational balance and adapt to changing organisational demands. Market culture (3.01) has the highest value among the criteria in the *success dimension*, indicating that the hospital prioritises market leadership, competitive advantage, and tangible outputs when defining success. Sensuse, Sucahyo & Rohajawati (2014) found that the dominant cultural style in Indonesian healthcare institutions is a mix of market and hierarchical styles. Market dominance within the success dimension's criteria indicates that the institution values external stakeholders and performance indicators.

The findings of this study indicate that the examined university hospital stands apart from the clan- and hierarchy-dominated hospital culture profiles frequently cited in the literature. Instead, it displays a more balanced, adhocratic, and market-oriented cultural structure. This distinction may arise from the unique need for university hospitals to fulfil the combined missions of education, research, and patient care. Although a balanced cultural profile supports innovation, quality improvement, and adaptability to change (Widyanti & Agtriani, 2016; Silva et al., 2017), the presence of different dominant cultural types across dimensions calls for careful attention to consistency and integration in management practices. Future research should explore how this cultural profile affects patient safety, employee satisfaction, and organisational performance.

### Correlation analysis results

*Relationship between P-O Fit and CC ( $r=-0.357$ ,  $p<0.01$ ):* A negative and moderately significant relationship was found between person-organisation fit and change cynicism. This correlation coefficient aligns with the  $\beta=-0.357$  (H2) value from the regression analysis and consistently confirms the mitigating effect of person-organisation fit on change cynicism. It remains the strongest relationship in the study at both the correlation and regression levels.

*Relationship between P-O Fit and OC ( $r=-0.245, p<0.01$ ):* A negative and low-level significant relationship was found between person-organisation fit and organisational culture perception. This finding is consistent with H1 in the regression analysis, which indicates that all culture types negatively affect person-organisation fit. The tendency for person-organisation fit to decrease as perceptions of organisational culture strengthen supports the mechanisms of cultural pressure and the conformity paradox. The conformity paradox proposed by Gondo et al. (2013) is that employees' strong perception of organisational conformity can lead them to view proposed changes as incompatible with organisational identity, causing them to either reject the change or be forced to accept it.

*The relationship between CC and OC ( $r=0.242, p<0.01$ ):* A positive, low-level, significant relationship was found between change cynicism and organisational culture perception. This finding directly aligns with the H3 regression results, which show that all types of organisational culture increase change cynicism, and confirms, at the correlational level, that change cynicism increases as organisational culture perception strengthens.

### **Regression analysis results**

In this study, the effects of Cameron and Quinn's organisational culture types (clan, adhocracy, market, and hierarchy) on person-organisation fit and change cynicism, and the effect of person-organisation fit on change cynicism, were examined using regression analysis in a university hospital. All hypotheses H1A, H1B, H1C, H1D, H2, H3A, H3B, H3C, and H3D were statistically significantly supported. However, the directions obtained, especially in hypothesis groups H1 and H3, contradict traditional expectations in the literature and reveal important dynamics specific to the university hospital context.

#### *The Effect of Organisational Culture Types on Person-Organisation Fit (H1 Findings)*

One of the most striking findings of the study is that all organisational cultures negatively affect person-organisation fit. Several factors may help explain this finding. Firstly, there is a mismatch between perceived and preferred culture types in university hospitals. Erdem et al. (2015), in their study of 150 academic staff, found that academics associated their institutions with hierarchy and market culture. Mesfin et al. (2020) found that academics associated their institutions with hierarchy and market culture. Still, the dominant organisational cultures they desired were more adhocracy and clan culture. This discrepancy can reduce true person-organisation fit. Similarly, in their study of 383 healthcare workers at a 50-bed hospital, Mesfin et al. (2020) found that the prevailing culture type was hierarchy, while the preferred type was adhocracy. The latter is the normative pressure created by a strong cultural emphasis. Regardless of type, a dominant culture can increase perceived incompatibility between individual and organisational values. When personal and organisational values do not align, the employee will violate one of them. When organisational values are dominant, they often take precedence over individual values. Any action inconsistent with the values internalised by the individual will lead to feelings such as guilt, shame, or low self-esteem (Naus, Iterson & Roe, 2007). Thirdly, as mentioned above, there is the conformity paradox put forward by Gondo et al. (2013). Finally, there is the dual mission identity of university hospitals (clinical service + academic education/research). This situation can lead to the coexistence of multiple cultural expectations and, consequently, uncertainty among employees about which values they should conform to.

#### *The Effect of Person-Organisation Fit on Change Cynicism (H2 Finding)*

Correlation analysis showed that person-organisation fit plays a critical role in reducing change cynicism ( $r = -0.357, p < 0.01$ ). Regression analysis also supported this finding, confirming the role of person-organisation fit in reducing change cynicism ( $\beta = -0.357, p < 0.001, R^2 = 0.128$ ). Person-organisation fit explains 12.8% of the variation in change cynicism and has the highest absolute value among all beta coefficients. This result is largely consistent with theoretical expectations. The findings show that employees with high person-organisation fit exhibit less cynical attitudes towards change because their values and goals are aligned with the organisation. In their academic studies, Molaie et al. (2020) revealed that person-organisation fit has a significant negative effect on cynicism. These findings show that management reduces negative attitudes among academics not only by meeting employees' needs and preferences, but also by adopting strategies that align with their values and goals. Aksay and Yasim (2016), in their studies on public employees in Ordu/Turkey, found a negative relationship between person-organisation fit and organisational cynicism. Similarly, Kahya (2020), in their studies on 121 people, found a negative relationship between person-organisation fit and organisational cynicism. Ko & Campbell (2021) found in their studies that organisational social capital increases person-organisation fit, improves job satisfaction, and reduces cynicism. This multi-stage mediation model reveals that the effect of person-organisation fit on cynicism is a complex process and interacts with other organisational variables.

*The Effect of Organisational Culture Types on Change Cynicism (H3 Findings)*

Another unexpected finding of the study is that all types of organisational culture increase change cynicism. It is particularly noteworthy that clan culture has the strongest positive effect ( $\beta = 0.251$ ). The fact that clan culture has the strongest positive effect on change cynicism shows that, in university hospitals, strong belonging, close working relationships, and shared values can lead employees to maintain the status quo. This situation can be explained by the conformity paradox of Gondo et al. (2013). Especially in organisations where past change efforts have been unsuccessful, employees may perceive new change efforts as a continuation of those practices, leading to a sceptical attitude towards change. In general, this situation, often described as change fatigue, can cause employees to resist change. Change fatigue is understood as overwhelming stress, burnout, and exhaustion associated with rapid, continuous workplace change (McMillan & Perron, 2013). Therefore, although clan culture is considered a type that encourages cooperation and participation, under certain conditions, it can increase resistance to and cynicism about change. The fact that market culture ranks second ( $\beta=0.218$ ) can be explained by the constant performance pressure and the perceived additional burden created by the competitive environment in university hospitals. The performance evaluation system, initiated by the Ministry of Health in 2004 and adopted by universities in 2011 to achieve the required levels of efficiency and effectiveness in healthcare institutions, can be used to explain market culture. The prioritisation of performance evaluation, the marginalisation of educational activities and scientific research, and the implementation of a point-weighted system based on individual evaluation, along with the resulting additional workload, can be seen as reasons why employees feel they are in intense competition (Taşer & Çakır, 2021).

*Mediation Analysis (H4 Findings)*

The results of the mediation analysis using the bootstrap method indicate that person-organisation fit partially mediates the relationship between organisational culture and change cynicism. The fact that the BootLLCI and BootULCI values do not include zero across all four hypotheses (95% confidence intervals) indicates that the indirect effects are statistically significant. Although the direct effect remains significant, the significant indirect effect indicates that person-organisation fit partially mediates the relationship between organisational culture and change cynicism. This finding has two important theoretical implications. First, organisational culture affects change cynicism both directly and indirectly through person-organisation fit. Second, the findings have important application implications for managers. Efforts to transform organisational culture alone may not be sufficient to reduce cynicism about change. In addition, practices that will strengthen employees' perceptions of fit with the organisation must also be implemented. Value-based recruitment processes, increased employee participation in decision-making, and alignment of career development opportunities with employee expectations can help strengthen person-organisation fit and reduce change cynicism.

**T-tests and ANOVA analyses**

T-tests and ANOVA analyses were used to examine the relationships between person-organisation fit, organisational culture, change cynicism and demographic characteristics. The analyses revealed that person-organisation fit varied by gender. At the hospital operating in Afyonkarahisar, Turkey – where traditional norms and values are strong – men exhibited significantly higher levels of person-organisation fit. This result can be explained by Turkey's cultural structure and regional characteristics. Within the framework of Hofstede's cultural dimensions, Turkey's high power distance (66), collectivist structure (individualism: 37), and masculinity-femininity score (45) (Hofstede, Hofstede & Minkov, 2010) suggest a hierarchical, group-oriented organisational environment. The regression findings also support this conclusion. Since men are generally associated with authority figures and decision-making roles, it is not surprising that male participants exhibit higher organisational fit. In short, cultural, regional, and sectoral factors explain why women exhibit lower person-organisation fit than men.

This study is one of the pioneering studies examining the relationships among organisational cynicism, person-organisation fit, and organisational culture in Turkey's healthcare sector. However, the fact that it was conducted at a single hospital using a cross-sectional design limits the generalizability of the results. Additionally, the fact that most participants were young and had limited experience may not fully reflect the experiences of employees at different career stages. Therefore, it would be highly valuable for future studies to employ a more inclusive sample that addresses intergenerational relationships and differences and includes various sectors.

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