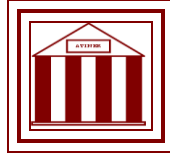


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**The Effect of Market Versatility in
Health Institutions on Organizational
Commitment**

**Zührem Ergün
Research Assistant
Selçuk University
Turkey**

**Mahmut Tekin
Selçuk University
Turkey**

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Athens Institute for Education and Research
8 Valaoritou Street, Kolonaki, 10671 Athens, Greece
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The Effect of Market Versatility in Health Institutions on Organizational Commitment

Zührem Ergün
Research Assistant
Selçuk University
Turkey

Mahmut Tekin
Selçuk University
Turkey

Abstract

Business employees works for organizational purposes and committes to the business in the rate of achieving their goals in organization. Because of this, adoption of business objectives, which is for the employees to increase their productivity, and the organizational commitment becomes one of the popular topics of behavioral sciences today. In the process of reorganization, which came up with the competition increasement in the market and acceleration of technological developments in recent years, business executives cares more about the problem of increasement in organizational commitment by employees. In the case of fitting the organizational goals with individual contributes, employees contributes to the continuity of the organizational commitment. Because of this, the continuity of organizational commitment depends on the commitment of employees and separation from organization. The organization's strength is closely associated with commitment of employees. The relation strength of the employees against their organization qualified as organizational commitment. The organizational commitment states the relation strength of the employees against their organization and it is about the attendance of the person to activities of organization, beginning from their join into organization. The organizational commitment has an important place in accordance with the point of progress about goals and values of the organization by employees. In this context, it is possible to express as another important outcome of market versatility for businesses that the market versatility has a positive influence on organizational commitment and it contributes to the creation of a team spirit in organization.

Key Words: Market Versatility, Organizational Commitment

Corresponding Author:

Entrance

Today, intellectual capital management plays an important role in raising the efficiency and activity of enterprise. It is important that qualified employees should be active in the enterprise and use all their talent and information for the sake of enterprise. This point is also relevant to organizational commitment. Employees will be successful as long as they feel committed to their organization. However, it is very hard to develop a relationship between the employees and the enterprise. The most common problem is to bind the employees to the enterprise. The competition rises day by day. So, some enterprises reduced their costs, some got smaller. As a result enterprise managers started to seek ways for binding employees to the company and developed ways accordingly. Enterprises use market directivity and strategies and by doing this they address to not only foreign customers but also internal customers. They also raise the organizational commitment.

Market Directivity and Perspectives

According to Narver and Slater (1995:67), market directivity is a culture of enterprise and this culture constitutes customer value and maintains it. So, market directivity helps in market development and anticipating the market requirements (Narver and Slater 1995:67). Market directivity is the production of market knowledge, and distribution of it and the constitution of behavioral norms appropriate to management value (Despande, Farley and Webster 1993; Kohli and Jaworski 1990; Narver and Slater 1990). Apart from this, adoptance of market directivity culture forms sustainable organizational commitment. However it makes it difficult to make long-term organization performance. That's why, researchers try to understand the relation between organizational commitment and market directivity. Successful enterprises are the ones that can make the market directivity organization real. In many studies done, market directivity is said to have five perspectives: decision perspective, market information perspective, cultural behavior perspective, strategic focusing perspective, and the customer perspective (Lafferty and Hult 2001:94).

The Analysis of Market Directivity in Enterprises

Market directivity is important for both service business and the other businesses.

Identifiers

They are customer orientation and interaction. Service interaction shows the level of intimacy between service business and the customer.

Customer Orientation

The factors creating competitive advantage change every day. So, the most important factor is superior customer value. Under immense competition it is very hard to be successful, and this is valid for almost every company. This success is relied on not production but getting customers. The most important sign of customer oriented business is to focus on the secret and known needs of customers which they currently have. They can know the current needs of customers however, the needs which can come up in the future (secret needs) also should be considered. In other words, in customer orientation business, managers take developments in the market and customer needs into consideration. When organizations adopt the organizational commitment and give importance to internal customer, they adopt customer focused strategies easily.

Customer Interaction

Marketing activities which are conducted as unilateral relationships considering the benefits of the producers now turns into bilateral relationships considering the customer needs. Today, the main role in the route organizations will take is determined by the customers (Gronstedt, 2003:24-25).

Interaction differences can come up between the customer and the service business relying on two basic factors.

- The importance of service comparison; It changes according to whether the service is for the customer himself or the goods he has.
- The structure of service comparison; the standards of service presentation.

Percentage of Customer Participation

In service business customer participation is necessary and even obligatory. It can be examined in three different categories.

- Customers as service producers
- Customers as service consumers
- The effect of customers as both producer and consumer on the other customers. Customers as service consumer do not have a role as service producers.

Differentiation Strategies

It is examined in three categories in management literature: horizontal, vertical and unilateral differentiation (Eren, 2003:146-148). First one is the differentiation strategy by expansion in the products and services produced before. However, market directivity is not given enough importance on this type of differentiation. Second one is the strategy in which the enterprise is directed to enlargement of suppliers or retailers. In the third one, enterprises

seek for new customers for new particular products. It is market directivity enterprise considering its focus.

Perceptual Selectivity Strategy

Perception is the interpretation and understanding of surroundings through information acquired by senses. Perception differs according to personality, traits, the features of the object, and the surroundings (Eren, 2006:70). The importance given to factors by the individual creates the perceptual selectivity. Perceptual selectivity identifies the importance and direction of reactions to the concepts which comes into the mind of the individual. The market directivity strategies of the enterprises are determined according to perceptual selectivity. Enterprises should enhance market directivity differentiation strategies according to different perceptions of their customers (Seçkin, 2009:28). The positive perception environment of enterprise employees is beneficial for organizational commitment.

Experience Sharing Strategy

It is conveying the experience to the customer besides product and service. So, an emotional bind is created between the customer and the service/product and this emotional bind can lead to loyalty to the brand. It is a new concept in the market and it is getting more and more popular. This strategy is oriented to understanding the customer experience. So, what part of the product/service does the customer like is understood (Tenekecioğlu and et al, 2003:297-298). If the employee is highly committed to the organization, they can be more devoted while servicing and they can convey their experiences better.

Personal and Prestigious Presentation Strategy

The customer who is integrated with the product s/he consumes, thinks they are an object envied by others (Papatya, 2008:28). This is a factor of service which is prestigious for customers. When a service is prestigious, for customer, it is also different. Then, customer gives less importance to price and other factors. This brings advantage and profit to the enterprise.

Strategy of Experience Share

It is about the transferring an experience beyond the benefits of service and products, while offering a product or service to customers. In this way, it is thought, that with the establishment of an emotional bond between the customer and the product/service can create a brand loyalty. It is one of the new trends in marketing, and gets popular day by day. Strategy of experience share is intended to understand customers experiences, instead of the functional benefits of products/services. This situation exposes the liking for a product or service by customers (Tenekecioğlu et. all, 2003; 297-298). The situation of having higher organizational commitment by employees in organizations, will have a positive effect on the subject of transferring the experiences, by being attentive while providing a product or service to customers.

Personalized and Prestige Presentation Strategy

The customer, which integrates with consumed service or product, thinks to turning into a enviable subject by others (Papatya, 2008:28). This appears to be a feature that provides prestige to customers. When a customer assign a meaning of prestige to a service or product, the product is differentiated. In this situation, the sensitivity of price and other factors by customers will be in lower levels. And this will provide a competitive advantage and profit to businesses.

Creating a Strategy for the Community and Sense of Belonging

There is always a sense of togetherness for the societies and people which creates it. This sence of togetherness lets the people fell themselves psychological well and lets them comfortable by being a part of the togetherness.

Strategy of Value Creation

In today's hyper-competitive and turbulent environment conditions, the success of businesses is highly depends on the providing and maintaining of a sustainable competitive advantage. And the way to achieve and maintain a competitive advantage is on creating a continuous higher values for customers with market-oriented business culture(Naktiyok,2003:96).

The defination of "Value" can be basicly defined as the benefits, which the customer receive from a service. Most of the researchs about values in marketing literature, is based on the studies of Milton Rokeach (1968-1973).According to Rokeach, the value is a belief about desirability of alternative behavior or accessible situations instead of particular behavior or situations. "The Value Pack", is the package of all the benefits, which a enterprise offers earnings to customers (Tek, 2006:53-65). If the created value is not customer-oriented and not oriented to customer needs, carry not much meaning. Adding value to service can be a synthesis of service/quality and includes all the tools of customer satisfaction (Odabaşı,2005:50).

According to Zeithaml(1988) "The Value" is defined as the result of the comparison between the received and given and the decision of the overall benefits of the service/product (Ruiz,2008:333). Another view on the value is approach of value chain, which is put forward by Porter in 1980's. According to this approach, the strategy must be based on the triple component of the results obtained from the market, which are the external environment, the behavior of enterprise and the selection and implementation of strategy. The focus of value creation is to continuously improving of company's resources and capabilities. This will form the basis of the creativity and make the enterprise to be competitive with each created value(Papatya, 2007: 20-21, 90-91).Market orientation is a culture organization, which provides the behaviors that are required to provide a higher values to customers, with an efficient and effective way(Calantone and Knight, 2000:497). Because the employees, which have a strong organizational commitment, also have a high creativity and innovation, the enterprise will be able to benefit from the their employees,

which have a high organizational commitment, for developing company skills and resources.

Strategy of Social Awareness

The conception of social awareness has become available since 19th century. The focus of the conception of social marketing is rooted in social responsibility campaigns. The social responsibility campaign is a strategic positioning and marketing tool that connects a enterprise or brand to a social purpose and problem for ensuring mutually benefits. This campaigns are an effective strategy for developing the public opinion of the enterprise, differentiating the product/service and increasing the sales as well as the commitment (Pringle,2000:13-16).Social awareness strategies can be developed on topics such as environmental pollution, fight hunger, fight against various diseases, education, the fight against harmful habits such as smoking and drugs and family planning. If the organizational commitment of employees within the enterprise is strong, they will have a effective task distribution by motivating themselves, when any strategy about social awareness is developed.

Strategies of Generating Innovation

It has been seen that the todays enterprices lives a technology/market-oriented global competition. Because now, the technological development is not the only requirement needed, there are also the higher value services that brings solutions to special needs of customers and integrates them with components of the new product(Papatya,2006:42).

The concept of Kohli and Jaworski, which have an important contributions to the development and dissemination of market orientation, defined as a organizational value system that creates the market knowledge for current and future needs of customers, propagates the knowledge throughout the organization, provides strong norms for being sensitive to this knowledge (Kohli and Jaworski, 1990:6). In the model of Kohli and Jaworski, the creation of a market knowledge of a enterprise contains the analysis of the market as a whole (Wood et. all, 2000: 214).

There are two different ways to disseminating information across the enterprise:

The first one of this ways is to share the knowledge across the organization, which are competitors, customers, external factors and the information obtained from them, in relation to current and future needs of customers by providing the horizontal and vertical flow between departments. The second one is, to use the informations effectively, which are obtained about external factors and competitors and shared across the organization. For contributing to possible future needs of enterprises by spread of the knowledge throughout the organization, they should give importance to organizational commitment in the institution. In a workplace, where

the organizational commitment is high, the organizational values will be high and it will be easy to ensure the sustainability of the value.

The Effect of Market Orientation in Health Institutions on Organizational Commitment

Organizational commitment is express the strength of employees feeling of bond against the organization and it is about the participating of the individual in the activities of the organization from the entry to that enterprise. Organizational commitment have an important role in the point of identifying the employees by their organizational objectives and values (Kılıç and Öztürk, 2010: 986). In this regard, it is possible to explain that the another important result of market orientation in terms of businesses is that it contributes to creation of a team spirit within the organization and has a positive impact on the organizational commitment. Caruana and oth. (1997), in their research on employees of public institutions, stated that the market orientation has a direct effect on organizational commitment. Sigauw and oth. (1994) revealed a positive and strong relationship between market orientation and organizational commitment. It has been identified in the studies of Shoham and Rose (2001) and Rose and Shoham (2002), that there is a positive relationship between market orientation and organizational commitment.

Market orientation and organizational commitment, which are essential phenomenon for businesses in today, whether it proceed depends on a marketing strategy or depends on a strategic plan, which designed perfectly, in both situations it is clear that the human resources and organizational commitment which depends on that resource, will have significant contributions to the organizational and competitive structure of the enterprise. The need of action to be done is, to contribute to the company's competitive structure by increasing the organizational commitment of employees in that organization.

The Phenomenon of market orientation is a collection of values, which contributes to collection of the market knowledge for customers today's and future needs, and the usage of this knowledge within the organization. For the spreading this collected knowledge within the organization with a very effective way, the culture and commitment within the organization is very effective. The commitment that created within the organization, will provide more voluntary participation of each activity.

The communication within the organization have a major role in providing the horizontal and vertical flow of knowledge about the market between departments. In order to achieve effective communication within the organization, organizational commitment of employees has significant influence. A employee, which have a high organizational commitment, can transfer every taken information accurate and complete in the company. Therefore, a work environment with a quite high team spirit can be achieved.

When we think the market orientation as a decision-making progress, the support of market orientation to open-decision-making practices, will have a positive impact on organizational commitment. Whether the taken decisions about the business are strategic or tactical, the knowledge of employees that these decisions are taken as openly and honestly and that all decisions are taken in cooperation with the departments by sharing all ideas, will come up as a factor to increase organizational commitment of employees.

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