

## The Effect Of Intellectual Capital On Job Satisfaction And Organizational Attractiveness During The Person-Organization Fit: A Case Study Of A University Hospital

**Orhan ADIGÜZEL**

Süleyman Demirel University  
Faculty of Economics and Administrative  
Sciences, Isparta, Turkey  
[orhanadiguzel@sdu.edu.tr](mailto:orhanadiguzel@sdu.edu.tr)

**Kenan KAYADİBİ**

Süleyman Demirel University  
Institute of Social Sciences,  
Isparta, Turkey  
[kkayadibi@gmail.com](mailto:kkayadibi@gmail.com)

### Extensive Summary

#### Introduction

Intellectual capital as the difference between market value and book value of a company (Bontis, 1996:41) means the intangible assets of a company like professional knowledge, experience, culture, patent and copyrights (Bayarçelik, 2012:8) and it is the basic element of innovation as factor of superior competition force (Kanbir, 2004:78). By this way, consistence of employees, which have intellectual implement, as superiority tool in competition, with organization is important to affect the behaviors and attitudes, which are related the job (Polatçı- Cindiloğlu, 2013:300). Consistency of individual with business environment and organization is important for getting job satisfaction, producing for organization and this process's continuity.

While companies contribute their brand value by employing individuals, which have intellectual capital capacity, at the same time, employees develop their intellectual capital capacity by working in a company, which has high intellectual capital capacity (Akçay, 2014:178).

In other words, organizational attractiveness, which means harmonizing the expectations of employee candidates with organizational rules (Eren,2000:67) can be evaluated as a result of intellectual capital's accumulation.

As an important fact in the researches about person-organization fit, it was encountered that employees find the organizational structures, which is compatible with their own attitudes and behaviors, attractive (Dinç-Özcan, 2011:131). That is why, person-organization fit is also can be evaluated as a valuable factor with intellectual capital in organizational attractiveness.

The research is related intellectual capital elements of health establishments, which works for creating job satisfaction and organizational attractiveness for employees in the health establishments, which is responsible to employee professionals and to produce correct under the heavy stress conditions. It was identified in the studies

that turnover of health sector is on high level and those studies include information that although there is a intense competition in health sector of Turkey it is hard to find employees, which have high intellectual capacity, and to hold them in the establishment's body.

This is why the intention to continue to work to be effective in a corporate considered,

the effect of intellectual capital with person-organization fit on job satisfaction and organizational attractiveness to determine the extent of relation to each other is believed to be important research aspect.

### **Main Hypotheses**

Hypothesis, which were created as suitable for study's purposes, were stated below.

*H<sub>3</sub>: General perceived intellectual capital has a meaningful effect on organizational attractiveness.*

*H<sub>4</sub>: The intellectual capital, which was general perceived with person-organization fit, has a meaningful effect on organizational attractiveness.*

*H<sub>11</sub>: General perceived intellectual capital has a meaningful effect on general job satisfaction.*

*H<sub>12</sub>: General perceived intellectual capital, which was perceived with person-organization fit, has a meaningful effect on commonly sourced job satisfaction.*

### **Case Study**

Investigation; There was applied a survey application on 667 persons as random depending on voluntary basis in a university hospital, which is in the borders of city of Ankara. After extracting incorrect or missing answered ones, total number of returns is 330, which is the %49 of the main mass. Considering that width universe was 677, 330 surveys were seen enough and analyze was started.

### **Data Collection Tools**

Question form, which was created with personal information form, job satisfaction scale, organizational attractiveness scale, intellectual capital perception scale and person-organization scale, was used.

Minnesota Job Satisfaction Scale, which is preferred quite widely, was used in the study as job satisfaction scale. The scale, which was used in Highhouse and the others' study in 2003 that Dünder (2012) has adapted to Turkish, was used in the study. The 12-point scale, which was developed by Kurgun and Akdağ (2013) and has overall reliability as 0,826, was preferred to measure intellectual capital. Lastly, the four-point scale, which was developed by Cable-Judge- Person (1996) and Cable- DeRue (2002) that Yıldız (2013) has adapted to Turkish, was preferred to measure person-organization fit.

The participants were called to declare their ideas between the measures of 1 (very negative) to 5 (very positive) for the five-point Likert Scale.

## **Statistical Analysis of Data and Results**

Whole data was analyzed by using “SPSS (Statistical Package for Social Sciences) for Windows 22.0” program. Number, percentage, average and standard deviation were used as descriptive statistical methods during the evaluation process of data. T-test was used for comparison on continuous quantitative data between two independent groups; One Way Anova Test was used for comparison on continuous quantitative data between more than two independent groups. Scheffe test was preferred as complementary post-hoc analysis to decided the differences after Anova test. Pearson correlation and regression analysis were applied between continuous variables of research.

First impression in research was about that generally, the average of organizational attractiveness level and person-organization fit is extremely high. With that way, it is possible to say that participants evaluated their establishments as extremely positive and their relationship with their establishments was positive on person-organization fit issue.

It was decided that human capital, costumer capital and structural capital from general and sub dimensions of intellectual capital have positive effect on organizational attractiveness. The proof of relationship between organizational attractiveness and causality and the increase in causality with the effect of person-organization fit show that they could be used as powerful explainable model.

It was decided that human capital, costumer capital and structural capital from general and sub dimensions of intellectual capital have positive effect on job satisfaction and its sub dimensions. The proof of relationship between job satisfaction and its sub dimensions and causality and the increase in causality with the effect of person-organization fit show that they could be used as powerful explainable model. It is evaluated that an establishment’s intellectual capital and person-organization fit create an environment to increase the organizational attractiveness and job satisfaction with these results. Beside, the relevant literature supports these results. In the study of Netemeyer and the others (1997), it is states that person-organization fit has a leading role for job satisfaction. Yıldız (2013) determined that organizational attractiveness changes due to perception that it is compatible with organization. Turunç-Çelik (2012) confirmed that person-organization fit has effect on job satisfaction. McCulloch-Turban (2007) stated that there relationship between job selection and person-organization fit and job satisfaction and person-organization fit.

It is necessary to have competent and experienced health professionals in terms of providing health services efficiently and effectively and being at the fore in competition.

The hospital administrators should know clearly the job and job definition and duties, before an employee is employed for that job. Employment of those compatible with the institution’s vision, mission and value judgements in terms of human capital aspect and orientation is important for both intellectual capital of the institution and ensuring compliance between person and organization.

It is important in fierce competition environments that the administrations don’t lose the workers having intellectual information and experience which the administrations devotedly own and develop.

For this reason, it is suggested to the administrators;

- to engage in conscious coordination activities in order that the competent workers, being an intellectual capital factor as a continuous period, obtain a job and life satisfaction and increase their institutional loyalty via a strategic planning;

- not to be hard in terms of the institution culture, to show tolerance, making some small changes in the institution culture in order to realize person-organization harmony and job satisfaction and to know that the ambiguity and timing problems in notifications and job definitions affect adversely the person-organization harmony and job satisfaction and also organizational attraction and also to develop solutions for this.

It is suggested for the next researchers to do similar studies in other sectors as well as the studies on impact on job satisfaction and organizational attraction in person-organization harmony process and also the other organizational behavioural variables. Moreover, they may do the comparative similar studies, discussing whole or part of the public hospitals, private hospitals, foundation hospitals and university hospitals by enlarging the target population.