Author's response to reviews

Title: The Relationship among Organizational Culture, Leadership Behavior and Job Satisfaction

Authors:

Yafang Tsai (avon611@gmail.com)

Version: 2 Date: 29 December 2010

Author's response to reviews: see over
Dear Editor in Chief,

Thank you for all the suggestions for improvement--those are indeed helpful to this article. The author is really appreciated with the suggestions reviewers offered. The following is the response to the suggestions.

Reviewer1

1. Literature review:

   The relationship between organizational culture and leadership behaviour needs further discussion. Literature review needs to be more coherent. Those variables in the questionnaires should be discussed further in this section. The gap in the literature review should be discussed further. It also needs language corrections.

   Reply:
   - According to the reviewer’s suggestion, the author has in depth discussion on the relationship between organizational culture and leadership behaviour.
   - The content of the “Literature review” has also been reviewed to allow the content to be more coherent.
   - The questionnaire variables were initially discussed in the methodology but the author has made some restructure where this issue is now discussed in the “Literature review” section.
   - Further gap discussion is also included in the “Background”.
   - This paper had been edited by American Journal Experts which is a professional editing services, has edited this manuscript to ensure the correct usage of grammar and syntax.

2. Methods

   Sampling method is not clear. It needs more information about the population.
How many nurses were working at these two hospitals? Why 300 Questionnaires were distributed? What was the sampling calculation formula? 199 out of 200 nurses were female. What was the proportion of gender distribution in the population? The results from two hospitals cannot be generalized. In general, the higher the sample size, the higher the rigor and quality of the manuscript. The results of tests like reliability and factor analysis should be presented in the paper as well.

Reply:

- Under the sampling method, the number of nurses participated in this research has been discussed as well as the sampling method. Due to the low participation interest from other hospitals, only 2 hospitals have agreed to participate in this research which resulted in the low study samples which also limits the generalization of the research findings.

- In this study, there is only one male participant this is due to the fact that male nurses only represent a small percentage within the total sample ground (based on the participated hospital, male nurses only represent 20% of the total nurse population). Nursing courses were only open to female students in the early days and it was only till 1990 where male students are accepted in the nursing course. The population of male students represents roughly 10% to 20% of total student population. Only minority of male graduates choose to join the health care industry. The author appreciates the suggestion provided by the reviewer and additional notes were made under the sample distribution table 1. Related analysis has also been further explained.
3. Instrument

Questionnaires are not enough valid for assessing the variables. It says that factor analysis has been used; however more detailed information is needed. Some items do not match with the dimension in the questionnaire. E.g., Encouraging innovation can not be included in Emphasizing responsibility dimension. Or what would be the differences between Encouraging cooperation and fertilizing cooperative spirit in organizational culture questionnaire. The wording of items in leadership questionnaire needs to be corrected. E.g., the leader will act accordingly with a certain” vision” that specifies a better future state. I think it should be the leader acts… And who is the leader, is s/he a hospital CEO, manager, nursing director, supervisor or head nurse? It is not clear.

Reply:

- Detail of factor analysis has further been explained under table 2. The mismatch between some items and dimension was due to the results of the findings. Dimensions have been renamed and altered so to allow both item and dimensions are matched.

4. Results

More analytical tests should be used. Regression analysis can be also helpful in showing the relationship between variables.

Reply:

- The author has added the regression analysis result according to the suggestion of the reviewer.
5. Discussion
Discussion should be developed by comparing the results of this study with other similar studies and explaining them. The contribution of this study should be clarified.

Reply:
- The comparison of this research finding has been made with other research as well as stressing the contribution of this research finding.

Reviewer 2
If possible, the author can consider to use SEM to analysis these relationships.

Reply:
- Based on the recommendations made by the 2 reviewers, regression analysis is used.

Sincerely,

Yafang Tsai

Associate Professor, Department of Health Policy and Management, Chung Shan Medical University, No.82, Sec. 2, Chongsing Rd. Taichung City 404, Taiwan (R.O.C.)
Tel: 886- 4-24730022 ext 17176
Email: avon611@gmail.com, avon611@yahoo.com.tw