

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

The Instrumental Role of Organizational Culture in the Effect of Job Satisfaction on Organizational Commitment

Salih Güney

Professor, Department of Management,
Istanbul Aydın University, İstanbul, Turkey

Sultan Sivasli

Student, Department of Management, Institute of Social Sciences,
Istanbul Aydın University, İstanbul, Turkey

Abstract:

In this study, Tarfin Tarım A.Ş., the effect of people related to their activities (employees, banks, dealers and institutions in cooperation) on job satisfaction, organizational commitment and organizational culture levels is investigated. The aim of the study is to examine how job satisfaction levels of employees in the organization affect organizational commitment through organizational culture. It is examined whether the participants show a significant difference in terms of age, gender, educational status, marital status, and total working time at the workplace. The research data were collected by the questionnaire method with the participation of 302 people. As a result of the research, in line with the findings obtained from the analysis of the data, it was concluded that organizational culture has a partial mediation effect on the effect of job satisfaction on organizational commitment.

Keywords: Job satisfaction, organizational commitment, organizational culture

1. Introduction

Job satisfaction refers to the level of satisfaction that employees experience regarding their jobs, while organizational commitment represents the loyalty and dedication of the employees towards their organizations. Job satisfaction and organizational commitment are of great importance for businesses as these factors can enhance employee motivation, impact their performance, and reflect a set of shared characteristics, beliefs, behaviors, and norms that represent the values of the organization. In this context, organizational culture plays a mediating role between job satisfaction and organizational commitment. Organizational culture can influence employees' emotional attachment to their work and indirectly shape job satisfaction. Therefore, this research aims to examine how organizational culture acts as a mediator in the relationship between job satisfaction and organizational commitment.

2. Literature Review

2.1. Job Satisfaction

Job satisfaction refers to how emotionally and cognitively satisfied an employee is with their job. Job satisfaction not only influences the attitudes and behaviors of employees in the workplace but also has an impact on their personal lives. A person may carry their mood from the workplace throughout the day and even for several days. Generally, individuals who are satisfied at work tend to be happy and content and engage in healthy communication. On the other hand, dissatisfied employees may experience unhappiness, which may cause a decrease in work motivation, and communication issues with their surroundings. Therefore, job satisfaction holds significant importance for both individuals and organizations.

Job satisfaction represents the alignment between employees' expectations from their jobs and what they actually attain, which results in their physical and psychological satisfaction or dissatisfaction (Yazıcı, 2022). Job satisfaction is a pleasant or positive emotional state that arises from the recognition of the work performed by employees or their work experience (Baş, 2002). It involves individuals liking their work, showing commitment to their jobs, and dedicating themselves to their work (Çalışkan, 2005). In short, job satisfaction is the emotional state that individuals display based on their evaluation of feelings such as happiness, unhappiness, feeling of contentment, or discontentment in their work environment, as well as the fulfillment of their material expectations (Güney, 2020).

The emergence of competition in all areas in today's world highlights the fact that human resources are the most important and fundamental element in a people-oriented environment. Despite the expectations of automation with the advancement of technology, the human workforce remains indispensable. Businesses strive to obtain the highest performance from their human resources. In order to achieve this performance, job satisfaction is crucial, as employee satisfaction positively affects their performance (Bayender, 2019). Since the performance of businesses is directly

dependent on the performance of employees, the importance of job satisfaction can be emphasized as the first step in this chain.

A satisfying work environment can positively influence employee motivation, performance, and overall quality of life. Job satisfaction increases employees' commitment to their work while also providing advantages for businesses in terms of employee productivity and satisfaction. Job satisfaction also affects the psychological and physical well-being of employees. Therefore, businesses should make efforts to understand and improve employees' levels of job satisfaction. Good leadership, a supportive work environment, fair employment practices, and development opportunities can increase job satisfaction levels. Taking employee feedback into account, strengthening communication, and improving working conditions can also have a positive impact on job satisfaction (Batista, 2018). In conclusion, job satisfaction is essential for individuals, organizations and managers in terms of performance and well-being.

There are many concepts related to job satisfaction. The key concepts associated with job satisfaction express the emotional and cognitive responses experienced by employees in their work environments. These concepts include elements such as morale, motivation, performance, organizational commitment, absenteeism, and conflict.

Some of the concepts related to job satisfaction have been explained. Moral is a phenomenon that arises from organizations' commitment, belief, and desires towards their goals and objectives. This phenomenon affects job satisfaction, and job satisfaction also has an impact on morale. Motivation is the process that directs individuals to adopt the desired behavior by meeting the expectations of companies and employees. Performance is a concept that aims to determine the qualitative and quantitative level reached in plans set for defined goals. This result represents the achievement of the company's goals or the completion level of its responsibilities. Organizational commitment refers to employees' psychological loyalty to the organization. Absenteeism refers to behaviors of employees that negatively affect their organizations, such as not being present at work during the required hours, escaping, or taking breaks from work. Interpersonal conflicts can arise in organizations due to differences in emotions, knowledge, and experience among individuals. These conflicts require intervention by the employer and the implementation of actions to prevent negative effects on the company. The success or failure of organizations is related to the understanding shown to employees and their desires (Özpehlivan, 2018; Ergül, 2005; Çetin, 2006; Gümüş, 2022; Üngüren, 2009).

In conclusion, job satisfaction is an essential factor influencing employees' attitudes and behaviors towards work. Organizations should take various measures to maintain a high level of job satisfaction among employees and create satisfying work environments. This can enhance employee performance and contribute to the success of the organization.

The factors that affect individuals' level of job satisfaction can be categorized as personal and organizational factors. Personal factors are related to individuals' internal evaluation of their feelings, thoughts, desires, and needs and the decisions they make as a result. Personal factors are inherent characteristics that individuals possess or develop over time. These characteristics can include age, gender, education, marital status, experience, position, personality traits, and intelligence level, among many variables (Sevim, 2021). Individuals evaluate job satisfaction based on these personal factors. Personal factors play a significant role in the emergence of job satisfaction. Organizations should focus on increasing job satisfaction by considering these factors. For example, they can provide training opportunities for employees to develop their skills and competencies, increase their level of autonomy, and improve feedback mechanisms related to work. This way, it is possible to enhance job satisfaction and increase employees' motivation.

It is related to the evaluation of the extent to which individuals' material and psychological concerns regarding the working conditions are met by the organization they work for. Having optimal and sufficient physical conditions in the work environment leads to an increase in productivity and motivation among employees. This situation contributes to the employee's alignment with the organization and increases job satisfaction by influencing their willingness to work. These factors can include salary, job structure, organizational climate, management style, colleagues, promotion opportunities, work environment, decision-making processes, rewards, supervision, and many other factors. Organizational factors are significant in influencing employee job satisfaction. Organizations should focus on improving the work environment and enhancing employee satisfaction by considering these factors (Eroğluer, 2008). In this way, businesses can increase employee satisfaction and create a more productive work environment.

Motivation theories related to job satisfaction differ from each other in terms of their different dimensions. The theories are divided into content theories, which aim to investigate employees' expectations and the level to which these expectations are met, and process theories, which focus on how employees' behaviors are influenced.

Content theories focus on employees' needs, expectations, and motivational tools, observing how employees are affected and exhibit attitudes from both individual and organizational perspectives (Şentürk, 2020). Content theories include Maslow's hierarchy theory, which ranks human needs in a hierarchical order and proposes that these needs should be satisfied in a certain order. It examines physiological, safety, social, esteem, and self-actualization needs. This hierarchy of needs emphasizes the idea that individuals need to fulfill their basic needs. Herzberg's two-factor theory suggests that job satisfaction and dissatisfaction are influenced by hygiene and motivational factors. McClelland's achievement motivation theory is developed to explain individuals' intrinsic motivation for achievement. It categorizes needs into achievement, power, and affiliation needs, which vary in intensity and influence personality traits. Clayton Alderfer's ERG theory is a theory developed to explain individuals' motivation and needs. It categorizes needs into existence, relatedness, and growth needs. This theory assists in understanding employees' desires within the organization, increasing job satisfaction, and determining how to enhance motivation and performance (Hatipoğlu, 2014; Dirlik, 2020; Gül, 2021; Kuswibowo, 2012; Topal, 2020; Aksoy, 2020).

Process theories, on the other hand, explain how employees are influenced and how motivation is formed. These theories include Vroom's Expectancy Theory, which is a theory that affects individuals' motivation and performance. According to this theory, individuals form expectations based on the probability of achieving desired outcomes and the

value of these outcomes while making a decision to perform a specific action. The theory consists of three main components: expectancy, instrumentality, and valence. Increasing individuals' motivation requires focusing on their expectations, desires, and values. Adams' Equity Theory is a theory that affects employees' motivation and job satisfaction. Individuals determine their motivation by evaluating their perception of equity in their jobs. When people believe they are fairly rewarded based on their effort and contributions to job outcomes, their motivation and job satisfaction increase. This theory explains factors that affect employees' motivation and performance by focusing on concepts of fairness and balance. Lawler-Porter's Expectancy Theory is a theory used to explain the motivational factors that influence individuals' performance. This theory evaluates individuals' relationships between effort, performance, and rewards. Individuals believe that their performance will increase when they exert a certain level of effort and will be rewarded based on their increased performance. Edwin Locke's Goal Theory suggests that setting goals and objectives enhances individuals' motivation. According to this theory, setting specific and challenging goals enables individuals to exert effort, improve their performance, and achieve success. The process of striving for goals motivates individuals. The Behavior Modification and Reinforcement Theory argue that individuals' behavior can change based on the consequences and that desired behaviors are reinforced through rewards or punishments. According to this theory, behaviors that are rewarded with positive outcomes are repeated, while behaviors that are punished with negative outcomes decrease (Seyhan, 2020; Karasu, 2020; Onaran, 1981; Özfalçı Akıl, 2020; Zarbaliyev, 2020). These motivation theories are important tools for understanding the key determinants of job satisfaction and employees' motivation levels. By utilizing these theories, businesses can develop strategies to increase job satisfaction by understanding employees' expectations, needs, and motivations.

High job satisfaction can lead to many positive outcomes, while low job satisfaction can result in negative effects. Job satisfaction is closely related to morale, motivation, performance, productivity, and organizational commitment. Employees with high job satisfaction have higher morale and motivation. This leads them to be more committed to their work, exhibit higher performance, and work more efficiently.

There is a mutual interaction between job satisfaction, morale and motivation, performance and productivity, and organizational commitment. It is important for employers to take various steps to enhance employee job satisfaction and improve the work environment (Acar, 1998). Factors such as a good working environment, reward and recognition systems, communication and feedback mechanisms are effective methods to increase job satisfaction, morale and motivation, performance and productivity, and organizational commitment.

Job dissatisfaction refers to the state in which employees are dissatisfied with their jobs, and it can have negative effects on both businesses and employees (Akgündüz, 2006). These negative consequences can manifest as increased errors in work, absenteeism, turnover, alienation from work, and high employee turnover. Therefore, employers should employ various strategies and create a positive work environment to enhance employee job satisfaction.

To achieve job satisfaction, methods such as job simplification, job rotation, and job enrichment are employed. These methods aim to increase employee motivation and enable efficient work towards the organization's objectives (Şahaner, 2019).

2.2. Organizational Commitment

Organizational commitment refers to the emotional and mental attachment, loyalty, and motivation that employees have towards their employer, work environment, and organization (Sarıkçe, 2019). An employee's organizational commitment can be measured by their attitude towards their job, belief in the organization's goals and values, intention to contribute to the organization, and willingness to do so. High organizational commitment indicates that employees have a strong relationship with their organization and perform their job not only for monetary gains but also with a desire to serve a purpose and contribute to the organization's success.

Organizational commitment encompasses employees' adoption of the corporate culture, their efforts to achieve the organization's goals, displaying a positive attitude in the workplace, and intending to establish a long-term employment relationship. Commitment is based on factors such as employees' trust in their employer, being in a supportive work environment, being appreciated, and feeling valued (Olucak, 2019). Organizational commitment enhances employee motivation, increases satisfaction levels in the workplace, strengthens the employer's reputation, and positively impacts job performance.

Organizational commitment creates a win-win situation for both employees and the organization. Employees who are committed to their organization exert more effort, exhibit higher performance, and have greater access to career development opportunities. On the other hand, organizations benefit from committed employees by obtaining a more productive workforce, reducing employee turnover, fostering innovation, and gaining a competitive advantage. Therefore, organizational commitment is a critical factor that enables employees to perform their jobs more effectively and helps organizations achieve sustainable growth and success.

Organizational commitment is a concept that encompasses elements such as loyalty to the organization, exerting effort towards organizational goals, and embracing the organizational culture (Gökçe, 2019). On the other hand, professional commitment refers to the strong attachment and respect individuals have for their profession. The difference between the two concepts lies in the focus of organizational commitment on the organization itself and the work environment, while professional commitment focuses on the individual's dedication to the chosen profession. Both types of commitment enhance employee motivation, promote job satisfaction, and influence performance.

Organizational commitment is a state characterized by employees' integration and involvement with the organization, a strong belief in organizational goals and values, a desire to remain loyal to the organization, and a strong desire to maintain their membership (Yazıcı, 2022). Organizational commitment is of critical importance for the

sustainable growth and success of an organization. Employees' positive attitudes towards their jobs and the organization are associated with their belief in the organization's goals and their intention to contribute.

High organizational commitment enhances employees' motivation, improves their performance, and increases job satisfaction. Additionally, it reduces turnover intentions, strengthens the employer's reputation, and enhances the organization's competitive advantage. Organizational commitment entails employees embracing the organizational culture, adhering to its values, making efforts for its success, and intending to establish a long-term employment relationship (Somuncu, 2008). Commitment is built on factors such as employees' trust, recognition, and a supportive work environment.

In conclusion, organizational commitment is an important concept that represents employees' loyalty, dedication, and motivation towards the organization. Along with employees' positive attitudes, organizational commitment is a critical factor for the success and sustainable growth of organizations.

Organizational commitment refers to the extent to which an employee dedicates themselves to the organization and can be examined through three dimensions. The dimension of compliance represents the employee's alignment with the organization's values, norms, and culture. The dimension of identification signifies the employee's sense of being a part of the organization and identifying themselves with it due to their satisfaction. The dimension of internalization reflects the employee's adoption of the organization's values, integrating them into their individual behaviors, and demonstrating dedication to the organization's goals. As these three dimensions increase, employees' commitment and dedication to the organization grow, leading to a greater sense of loyalty towards their work and the organization and a greater willingness to support the organization's objectives.

The factors influencing organizational commitment are examined in three groups: individual factors, job-related factors, and factors related to the fulfillment of roles (Keskin, 2015).

Individual factors are related to employees' personal characteristics. Personal characteristics are the qualities that distinguish individuals from each other. It is important for organizations to understand the factors that increase or decrease employees' commitment to the organization by knowing their personal characteristics. These factors may include age, gender, marital status, length of service, educational level, salary, and perceived competence. These factors influence individuals' motivation and level of organizational commitment (Küçükturgut, 2020; Doksan, 2019).

Work-related factors influence employees' organizational commitment. These factors include job content, skill variety, and autonomy. Organizations can increase employees' motivation and enhance their level of commitment by considering these factors (Çırpan, 1999).

Factors related to the fulfillment of roles include role ambiguity, role conflict, organizational factors, organizational structure, promotion opportunities, communication styles, trust, supervision, and leadership style. These factors impact employees' organizational commitment. Organizations can increase employees' motivation and enhance their level of commitment by considering these factors (Mutaf, 2021).

Increasing employees' commitment to the organization is important and critical for the success of an organization. These factors include supervision, vision, teamwork, empowerment, receiving rewards for work, recognition, healthy communication, technology, development and organizational culture. They are factors that strengthen employees' emotional attachment to the organization and motivate them. When employees are satisfied with the organization, their commitment to the organization increases accordingly. All these factors enhance employees' commitment to the organization, improve job performance, and foster long-term collaboration. It is important to consider and work on these factors to increase employees' commitment to the organization and ensure the organization's success (Çakırcalı, 2021; Bolat, 2021).

Approaches to organizational commitment refer to the theoretical frameworks developed to understand and manage employees' commitment to the organization. According to this approach, employees determine their commitment to the organization by evaluating the benefits provided by the organization and the expectations it fulfills. These approaches include Etzioni's approach to organizational commitment, which defines three main types of commitment in organizations: affective commitment, calculative commitment and alienative commitment. This approach evaluates individuals' levels of commitment to the organization across these three dimensions. Allen and Meyer's approach to organizational commitment defines a three-dimensional commitment model consisting of emotional commitment, normative commitment, and continuance commitment. O'Reilly and Chatman's approach to organizational commitment explains individuals' commitment to the organization based on their fit with the organizational culture and alignment with its values. Kanter's approach to organizational commitment argues that individuals' commitment to the organization is associated with empowering factors within the organization. Wiener's approach to organizational commitment associates individuals' commitment to the organization with the tangible and intangible gains provided by the organization. This approach emphasizes the impact of rewards and satisfaction offered by the organization on the level of commitment. Staw and Salancik's approach to organizational commitment suggests that individuals' commitment to the organization is related to social connections and external interactions. This approach highlights the influence of individuals' relationships within the organization on their level of commitment. Penley and Gould's approach to organizational commitment explains individuals' commitment to the organization based on their perceived level of trust and satisfaction within the organization. This approach emphasizes that individuals' perception of security and satisfaction in the organization affects their level of commitment. These approaches provide frameworks for understanding the different dimensions of organizational commitment and the factors that influence it. By considering these approaches, organizations can develop strategies to enhance employees' commitment levels and foster sustainable collaboration (Uslu, 2021; Bozkurt, 2020; Doğan & Kılıç, 2007; Güney, 2020; Gürbüz, 2006; Yapıcı, 2021; Doksan, 2019; Balık, 2021; Gül, 2002; Türkkan, 2021).

2.3. Organizational Culture

Society is an entity that exists through the transmission of values, thoughts, and ways of life among its members. The ability of individuals to live together peacefully, happily, and harmoniously is closely related to culture. Culture is one of the most significant elements of society, as it is necessary for transmission to occur.

Culture is a concept that is interpreted in various ways across different segments of society. In each field of study, scientists, researchers and individuals within society have defined culture with different characteristics. Therefore, the definition of culture varies across different segments of society and does not have a common understanding. Culture encompasses all institutions that strengthen relationships and foster harmony among individuals in society (Güçlü, 2003). Culture is the entire way of life of a community of people living together. It includes everything material and immaterial, such as language, beliefs, values, rules, and behaviors, that are transmitted from generation to generation (Aykanat, 2010). Culture refers to the common values, beliefs, and thought structures with unique characteristics that emerge, develop, and change during the activities of societies. It encompasses both tangible and intangible elements and is associated with civilization and progress (Özkan, 2022). In general, culture can be defined as everything that is passed down from the past to the present, including language, beliefs, customs, behaviors, traditions, art, architecture, and our production processes.

Society can be defined as a community of individuals with different characteristics who live in the same geographical region. In these communities, although people have different attributes, culture emphasizes the importance of unity and well-being within the society. Culture represents a shared phenomenon where spiritual values take precedence without making distinctions based on religion, language, race, or gender. While culture sustains society, society also serves as a source of life for culture. Culture ensures the continuity of a society's identity by passing down accumulated experiences to the next generation, enabling societies to exist over generations. Societies establish the foundations of culture, encompassing their religion, laws, material and spiritual heritage, and everything that should be present in a community (Nişancı, 2012; Sever, 2020).

Culture is shaped through a continuous process of influence and learning throughout a person's lifetime. Individuals acquire culture by observing, experiencing, and learning from their surroundings. Culture is a phenomenon that is created by individuals coming together in a society and forms a cultural bond by sharing the society's values, norms, beliefs, and behaviors. Culture can undergo evolution as a result of social changes, interactions, and new experiences. Culture is transmitted from one generation to another and exhibits continuity. Individuals learn culture through their families, educational institutions, media, and other elements of society and pass it on to future generations. Culture fulfills individuals' biological, physical, and psychological needs and helps them establish social connections, form their identities, and find meaning and purpose. These characteristics demonstrate that culture is dynamic, evolutionary, and an integral part of human life. Culture shapes the identities of societies and influences human behavior (Yeşil, 2016; Güney, 2020).

Culture serves as a means of transmitting, storing, and sharing experiences. In this regard, culture has various functions. Firstly, culture plays a differentiating role by distinguishing different societies. Each society has its unique values, beliefs, rituals, and symbols, which differentiate them from one another. Similarly, culture brings together common values, allowing those who embrace the same culture to share a common social perspective. Culture also serves as a tool for social cohesion, bringing people together. Shared cultural values and norms facilitate communication and the establishment of social relationships. Culture ensures coordination and harmony among behaviors by promoting consensus on accepted behavioral rules and norms, enabling cooperation and maintaining social order. Additionally, culture contributes to the formation of social identities. Agreeing on concepts such as good-bad, right-wrong, beautiful-ugly, and establishing a common value system help shape social identities. Culture regulates social life and determines the functioning of society. Lastly, culture encompasses everything produced by humans and has an inclusive nature. It influences every aspect of people's lives, including language, art, music, traditions, technology, and lifestyle. In this way, culture plays a significant role in both individual and societal lives. These functions demonstrate the importance of culture in society and organizations. Culture enables people to live together, communicate, collaborate, and create shared meaning. It supports the stability and sustainability of societies and organizations (Güney, 2020).

Organizational culture refers to the coming together of individuals with different cultural backgrounds within a corporation or business. Employees form a shared culture by embracing the organization's vision, mission, and values. Organizational culture conveys the company's values to customers and shapes behaviors, ideas, beliefs, and values, thereby creating a new cultural value system.

Organizational culture is the transformation of the values instilled by the institution into a belief (Erserim, 2012). Since each organization has different visions and missions, organizational culture also varies (Şahin, 2012). Organizational culture is the structure formed by the convergence of shared emotions, thoughts, ideas, activities, expectations, assumptions, beliefs, attitudes, and values among an organization's employees (Güney, 2020). Taking these definitions into account, we can define organizational culture as the collaboration of individuals working together towards a common purpose.

Organizational culture is important for the success of businesses and the fulfillment of employees. Businesses work with employees from different cultures and cater to diverse markets. Therefore, organizational culture enables different individuals to come together and work towards a common purpose (Aydiner, 2019). Organizational culture determines the behaviors and core principles of the business. It plays a guiding role in crisis management, motivation, and achieving success. It also has a significant impact on adhering to the established principles for the progress of the business.

Organizational culture, while varying for each business, contains common similar characteristics. Despite different visions and missions among businesses in the same industry, adherence to ethical rules can be considered a common feature. The characteristics of organizational culture can be listed as follows: Organizational culture is a dynamic and strengthening structure. As its impact increases within the business, it gains the power to influence decisions and ideas,

including those of leaders. Organizational culture is not based on written foundations and does not have fixed principles. It is primarily based on thoughts and beliefs, and it is embraced through communication. Organizational culture has the ability to be transmitted from one generation to another. Experienced employees and communication play a role in transferring it to new employees (Kabakçı, 2007; Bilegt, 2012; Macit, 2017). Organizational culture consists of elements that express the material and spiritual values of employees within the business and reflect their attitudes. It is embraced and forms a cohesive whole through employees.

Organizational culture is the entirety of behaviors, beliefs, values, rituals, and symbols shared by the employees of an organization. This culture determines how employees collaborate and the type of behaviors they should exhibit to achieve the organization's goals. It forms the foundation of the organization's identity and helps to showcase its values, beliefs, and operational methods to the external world. A shared culture fosters collaboration and coordination among employees, facilitating better understanding and cooperation. Organizational culture assists in guiding employees' behaviors and decisions, contributing to their ability to make sound choices and exhibit appropriate conduct (Öztürk, 2014; Gezici, 2012; Saryıldırım, 2014). These functions emphasize the importance of organizational culture and contribute to the organization's success by enhancing employee performance.

Organizational culture comprises a set of fundamental elements that determine an organization's values, beliefs, norms, and behavioral patterns. Norms are the behavioral rules that govern the functioning of organizational culture. They define how organizational members should behave and ensure that the organization aligns with societal norms (Altuğ, 2014). Values are key concepts, beliefs, and ideals that express what the organization deems important. Values serve as the pillars of organizational culture and guide behavior aligned with the organization's goals (Alganer, 2000). Beliefs form the foundation of organizational culture and are based on the organization's values, beliefs, and norms. These beliefs determine behavior aligned with the organization's goals and guide all activities (Yıldız, 2004). Language serves as the primary tool for expressing organizational culture. It facilitates communication among organizational members and enables understanding of the organizational culture (Polat, 2004). Symbols and artifacts reflect the organization's values and identity. These may include the organization's logo, slogan, colors, architecture, and rituals (Yücel, 2007). Leaders and heroes also play a significant role in shaping organizational culture. The founders, managers, leaders, their achievements, and exemplary behaviors are decisive factors in constructing organizational culture (Koç, 2018). Ceremonies and rituals are essential elements used to reinforce commitment to organizational culture. Events such as annual meetings, celebrations, and award ceremonies are organized to emphasize the organization's values and goals (Şahin, 2012: 19). Stories and legends also have an impact on the formation of organizational culture. Events from the organization's history, success stories, memories, and legends contribute to a shared past and identity within the organizational culture (Kam, 2019). The integration of these fundamental elements forms organizational culture, which plays a decisive role in the organization's activities, decision-making processes, and working methods. Organizational culture enhances employee commitment, unifies around a common purpose, and is considered a significant factor influencing organizational performance.

Organizational culture is a complex concept encompassing various elements such as an organization's values, norms, beliefs, behaviors, and shared histories. Due to the definition and scope of this concept, classifications of organizational culture can vary significantly. However, organizational culture classifications are generally based on management styles, business processes, employee relationships, and strategies of organizations. Cameron and Quinn's approach to organizational culture is a model used to analyze the cultural values and characteristics of organizations. This approach identifies four primary culture types: hierarchical culture, market culture, adhocracy culture, and clan culture. Each culture type has different values, leadership styles, and business processes. Denison and Mishra's approach to organizational culture focuses on four fundamental dimensions — participation, adaptability, mission, and consistency — that influence organizational performance. These dimensions are used to measure the effectiveness and alignment of an organization. Kano's approach to organizational culture aims to analyze an organization's values, beliefs, and norms. This approach examines organizational culture in five classifications: dynamic culture, leader-following and dynamic culture, bureaucratic culture, static culture, and leader and static culture. It emphasizes the impact of organizational culture on customer satisfaction. Hofstede's approach to organizational culture examines the relationship between national and organizational culture using cultural dimensions. This approach argues that culture is expressed through power distance, individualism-collectivism, masculinity-femininity, and uncertainty avoidance. Deal and Kennedy's approach to organizational culture focuses on identifying strong and weak organizational cultures. The approach describes four types of cultures: tough-guy macho culture, work-hard, play-hard culture, bet-your-company culture, and process culture. It explores the relationship between an organization's cultural values and its performance. Schein's approach to organizational culture analyzes an organization's core values, shared beliefs, and behavioral patterns. This approach emphasizes the role of factors like leadership and communication in the formation and sustainability of organizational culture.

Quchi's approach to organizational culture emphasizes the role of culture in organizations and investigates its impact on performance. Quchi conducted comparative research on the American management model (Model A) and the Japanese management model (Model J) in his studies on organizational culture and developed a new management model called "Z Theory" as a result. He argues that culture should be aligned with the organization's strategy, structure, and goals. Parsons' approach to organizational culture analyzes the position and function of businesses in society. This approach highlights the importance of the functions of adaptation, goal attainment, integration, and latency. Cultural values in this model are classified under eight different categories: technical, economic, social, psychological, political, aesthetic, moral, and religious values. These eight cultural values interact with each other in social systems and play a critical role in maintaining social order. Parsons argues that organizational culture should be compatible with societal

values, norms, and expectations. Kets De Vries and Miller's approach to organizational culture emphasizes the role of leadership and management in shaping organizational culture. This organizational culture model has been examined as charismatic, paranoid, passive, cautious, and bureaucratic cultures. This approach suggests that leaders can shape organizational culture by promoting and supporting cultural values. Handy's approach to organizational culture consists of four primary culture types. These organizational types are represented by the names of gods in Greek mythology: role (Apollo) culture, task (Athena) culture, power (Zeus) culture, and person (Dionysus) culture. This approach reflects different leadership and management approaches in organizations and determines how employees behave and interact within the organization. Peter's and Waterman's approach to organizational culture emphasizes the importance of organizational culture by examining common characteristics in successful companies. The characteristics that successful organizations should possess on the path to excellence include bias for action, closeness to the customer, autonomy, and entrepreneurship, productivity through people, value-driven management, stick to the knitting, simple form, lean staff, and simultaneous loose-tight properties. This approach argues that organizations can enhance their performance by focusing on their cultural values. Schneider's approach to organizational culture highlights the importance of considering cultural fit in processes such as recruitment, selection, training, and performance evaluation in organizations. He examines organizational culture in four types: control culture, collaboration culture, competition culture, and cultivation culture. It suggests that organizational culture has an impact on employees' behavior and performance. These classifications can provide a better understanding of organizational culture and be useful for organizations in self-definition, development, and performance improvement (Gençer, 2019; Dikmeçli, 2017; Tufan, 2019; Başak, 2014; Tanyeli, 2008; Sevik, 2019; Akdeniz, 2018; Mohammed, 2019; Sancaktar, 2017; Kirca, 2015; Çetiner, 2019; Güney, 2020; Şahin, 2018; Erkmén, 2010).

3. Research on the Instrumental Role of Organizational Culture in the Effect of Job Satisfaction on Organizational Commitment

3.1. The Purpose of the Research

While reviewing the literature, it is observed that many studies have examined the variables of job satisfaction, organizational commitment, and organizational culture. In line with this, the aim of this study is to investigate how the job satisfaction levels of employees within the organization affect organizational commitment through the mediating role of organizational culture. The study also aims to examine whether there are significant differences among the participants in terms of age, gender, educational status, marital status, total working period, and length of employment in the workplace.

3.2. Data Collection Instrument of the Research

Two main research methods were used in the study: literature review and questionnaire administration. In the literature review process, relevant information was obtained by examining books, journals, master's theses, and doctoral dissertations that contained keywords such as job satisfaction, organization, organizational commitment, culture, and organizational culture. In the implementation phase, data were collected through questionnaire administration, with 302 participants completing the survey.

3.3. Scale of the Research

The study utilized scales for measuring job satisfaction, organizational commitment, and organizational culture.

The scale for measuring job satisfaction and organizational commitment was adopted from Ayşe Meriç Yazıcı's study titled "The Mediating Role of Organizational Justice in the Impact of Job Satisfaction on Organizational Commitment: A Research Study" (Yazıcı, 2022). The job satisfaction scale consists of 20 items, while the organizational commitment scale consists of 19 items.

The organizational culture scale used in the study was adopted from Ayşegül Özkan's study titled "The Mediating Role of Organizational Culture in the Impact of Psychological Empowerment on Employee Performance" (Özkan, 2022). This scale consists of 36 items.

3.4. Research Method

The survey encompassing the variables of job satisfaction, organizational commitment, and organizational culture was administered to employees, business partners, and individuals in the organizations they work with. The participants were individuals from different units within the organization, and their participation was based on a voluntary basis. A total of 302 participants were randomly selected from employees and managers, and 302 usable data were obtained.

3.5. Population and Sample of the Study

The population of the study consists of 302 individuals associated with Tarfin Agriculture Inc. (employees, collaborating banks, dealers, and institutions). The survey was directed to 302 individuals, and responses were obtained from all 302 participants. Among the respondents, 159 were female and 143 were male.

3.6. Model and Hypotheses of the Study

The research is designed according to a correlational model to measure participants' levels of job satisfaction, organizational commitment, and organizational culture and to reveal the relationships between these concepts. The theoretical model prepared within this scope is as follows:

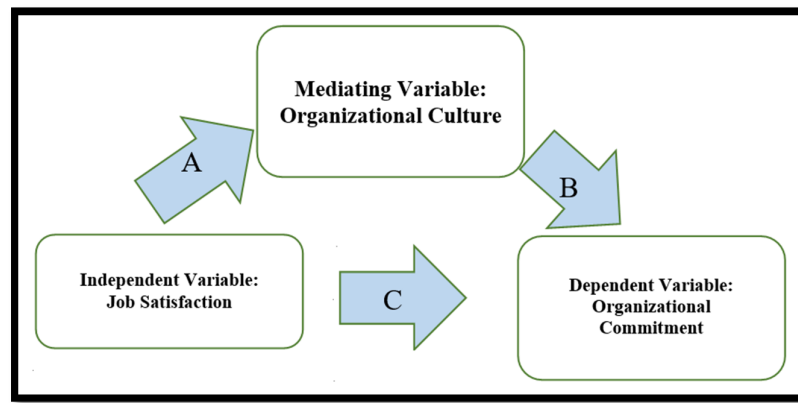


Figure 1: Research Model

- H1: Job satisfaction has a significant impact on organizational commitment.
- H2: There is a significant relationship between job satisfaction and organizational commitment.
- H3: Organizational culture plays a mediating role in the impact of job satisfaction on organizational commitment.
- H4: Job satisfaction has a positive effect on organizational commitment.
- H5: There is a significant relationship between organizational commitment and organizational culture.
- H6: Organizational commitment positively influences employee performance.
- H7: Job satisfaction has a positive effect on employees' intention to stay in the organization.
- H8: Job satisfaction increases when it is aligned with the values of the organizational culture.
- H9: Job satisfaction is associated with effective and transparent communication within the organizational culture.
- H10: Job satisfaction is related to a fair and effective reward system within the organizational culture.
- H11: Job satisfaction differentiates employee motivation at a significant level.

3.7. Analysis of Research Data

All data were analyzed using the SPSS 22.0 software package. Descriptive statistics such as mean and standard deviation were used to represent continuous variables. The normal distribution of the data was evaluated using methods such as the Shapiro-Wilk test and measures of skewness and kurtosis. Independent samples t-tests and ANOVA analyses were conducted to compare means. Pearson correlation test was used to examine the relationship between variables. Regression analysis was performed to assess the effects between dependent and independent variables. A significance level of 0.05 was adopted for statistical significance. The HAYES Process plugin developed by Hayes was used to measure the mediation effect.

3.7.1. Reliability Analysis Results for Job Satisfaction Scale

The results of the reliability analysis for the Job Satisfaction Scale are presented in table 1.

Job Satisfaction Scale	Cronbach's Alpha	Number of Items
Internal	0,939	12
External	0,923	8
Total	0,961	20

Table 1: Job Satisfaction Scale

The Cronbach's Alpha coefficients for the Job Satisfaction scale and its sub-dimensions obtained from the data of 302 participants were found to be higher than 0.70. This indicates that the scale has a high level of reliability.

3.7.2. Reliability Analysis Results Regarding the Organizational Commitment Scale

Reliability analysis results of the organizational commitment scale are shown in table 2.

Organizational Commitment Scale	Cronbach's Alpha	Number of Items
Affective Commitment	0,704	6
Continuance Commitment	0,876	6
Normative Commitment	0,727	6
Total	0,784	18

Table 2: Organizational Commitment Scale

The Cronbach's Alpha coefficients for the Organizational Commitment scale and its subscales obtained from 302 participants were found to be higher than 0.70. This result indicates that the scale has high reliability.

3.7.3. Reliability Analysis Results for Organizational Culture Scale

Reliability Analysis Results for Organizational Culture Scale are shown in table 3.

Organizational Culture Scale	Cronbach's Alpha	Number of Items
Participation	0,900	9
Consistency	0,802	9
External Adaptation	0,851	9
Mission	0,838	9
Organizational Culture	0,956	36

Table 3: Organizational Culture Scale

The Cronbach's Alpha coefficients for the Organizational Culture scale and its subscales, obtained from the data of 302 participants, were found to be higher than 0.70. This result indicates that the scale and its subscales have high reliability.

3.7.4. Analysis of Demographic Information

Analysis of Demographic Information is shown in table 4.

Variable	N	%
Gender		
Female	159	52,6
Male	143	47,4
Total	302	100
Age		
18-25 years old	36	11,9
26-35 years old	135	44,7
36-45 years old	67	22,2
46-55 years old	54	17,9
56 and above	10	3,3
Total	302	100
Marital Status		
Married	184	60,9
Single	118	39,1
Total	302	100
Education		
Middle School	17	5,6
High School	47	15,6
Associate's Degree	72	23,8
Bachelor's Degree	125	41,4
Master's Degree	37	12,3
Doctorate Degree	4	1,3
Total	302	100
Institution Duration		
Less than 1 year	60	19,9
1-5 years	109	36,1
6-10 years	56	18,5
11-15 years	27	8,9
16 years and above	50	16,5
Total	302	100
The Total Time		
Less than 1 year	32	10,6
1-5 years	78	25,8
6-10 years	66	21,9
11-15 years	44	14,6
16 years and above	82	27,2
Total	302	100

Table 4: Demographic Information

While examining the table containing descriptive statistics of the participants, we can see:

- 159 participants (52.6%) are male, and 143 participants (47.4%) are female.

- 36 participants (11.9%) are aged 18-25, 135 participants (44.7%) are aged 26-35, 67 participants (22.2%) are aged 36-45, 54 participants (17.9%) are aged 46-55, and 10 participants (3.3%) are aged 56 and above.
- 184 participants (60.9%) are married, and 118 participants (39.1%) are single.
- 17 participants (5.6%) have completed middle school, 47 participants (15.6%) have completed high school, 72 participants (23.8%) have completed associate's degree, 125 participants (41.4%) have completed bachelor's degree, 37 participants (12.3%) have completed master's degree, and 4 participants (1.3%) have completed a doctoral degree.
- 60 participants (19.9%) have been with the organization for less than 1 year, 109 participants (36.1%) have been with the organization for 1-5 years, 56 participants (18.5%) have been with the organization for 6-10 years, 27 participants (8.9%) have been with the organization for 11-15 years, and 50 participants (16.5%) have been with the organization for 16 years or more.
- 32 participants (10.6%) have less than 1 year of total service, 78 participants (25.8%) have 1-5 years of total service, 66 participants (21.9%) have 6-10 years of total service, 44 participants (14.6%) have 11-15 years of total service, and 82 participants (27.2%) have 16 years or more of total service.

3.7.5. Descriptive Values of Scores Obtained from Job Satisfaction, Organizational Commitment and Organizational Culture Scales

Descriptive Values of Scores Obtained from Job Satisfaction, Organizational Commitment and Organizational Culture Scales are shown in table 5.

Variables	n	Min	Max	Mean	Std. Deviation	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
Inner Satisfaction	302	1,00	5,00	3,40	1,03	-0,92	0,14	0,06	0,28
Extrinsic Satisfaction	302	1,00	5,00	3,11	1,07	-0,34	0,14	-0,86	0,28
Job Satisfaction	302	1,00	5,00	3,29	1,00	-0,74	0,14	-0,22	0,28
Emotional	302	1,33	4,67	3,00	0,42	-0,26	0,14	1,06	0,28
Continue	302	1,00	5,00	3,05	1,04	-0,15	0,14	-0,78	0,28
Normative	302	1,00	5,00	2,97	0,87	-0,12	0,14	-0,66	0,28
Organizational Commitment	302	1,50	4,44	3,01	0,61	-0,12	0,14	-0,58	0,28
Participation	302	1,00	5,00	3,15	0,96	-0,35	0,14	-0,68	0,28
Consistency	302	1,22	5,00	3,13	0,79	-0,16	0,14	-0,63	0,28
External Harmony	302	1,44	4,56	3,11	0,87	-0,40	0,14	-0,68	0,28
Mission	302	1,00	5,00	3,17	0,86	-0,26	0,14	-0,61	0,28
Organization Culture	302	1,22	4,89	3,14	0,81	-0,31	0,14	-0,68	0,28

Table 5: Scores Obtained from Job Satisfaction, Organizational Commitment and Organizational Culture Scales

According to the research, before conducting the analyses to test the hypotheses, it was stated that some assumptions were checked. First, it was mentioned that the distribution of scores obtained from the job satisfaction, organizational commitment, and organizational culture scales was examined. In this regard, the skewness and kurtosis coefficients of the score mean from the measurement tools were calculated. It was stated that skewness and kurtosis coefficients within the range of ± 2 indicated that the score means had a normal distribution (George & Mallery, 2010). The table provided includes the calculated skewness and kurtosis coefficients for the scores obtained from the measurement tools. It was noted that the obtained results indicated that the data had a normal distribution. The highest mean score was observed in the intrinsic satisfaction dimension of the job satisfaction scale, the continuance commitment dimension of the organizational commitment scale, and the mission dimension of the organizational culture scale.

3.7.6. Job Satisfaction, Organizational Commitment and Organizational Culture Mean Scores, Standard Deviations and T-Test Results by Gender

Job Satisfaction, Organizational Commitment and Organizational Culture Mean Scores, Standard Deviations and T-Test Results by Gender are shown in table 6.

Variables	Gender	n	Mean	Std. Deviation	t	sig
Internal	Woman	159	3,47	0,91	1,200	0,231
	Male	143	3,33	1,14		
Extrinsic	Woman	159	3,22	1,02	1,925	0,055
	Male	143	2,99	1,11		
Job Satisfaction	Woman	159	3,37	0,92	1,550	0,122
	Male	143	3,19	1,09		
Emotional	Woman	159	3,01	0,42	0,595	0,553
	Male	143	2,98	0,43		
Continue	Woman	159	3,16	0,97	2,036	0,043
	Male	143	2,92	1,10		

Variables	Gender	n	Mean	Std. Deviation	t	sig
Normative	Woman	159	2,98	0,87	0,231	0,818
	Male	143	2,96	0,87		
Organizational Commitment	Woman	159	3,05	0,57	1,401	0,162
	Male	143	2,95	0,65		
Participation	Woman	159	3,24	0,93	1,751	0,081
	Male	143	3,05	0,98		
Consistency	Woman	159	3,21	0,78	1,806	0,072
	Male	143	3,05	0,79		
External Harmony	Woman	159	3,16	0,82	0,152	0,300
	Male	143	3,06	0,91		
Mission	Woman	159	3,26	0,82	0,099	0,064
	Male	143	3,08	0,89		
Organization Culture	Woman	188	3,54	0,91	0,139	0,084
	Male	249	3,25	1,02		

Table 6: Job Satisfaction, Organizational Commitment and Organizational Culture Mean Scores, Standard Deviations and T-Test Results by Gender

While examining the table, it is observed that the mean score of continuance commitment differs according to gender ($p < 0.05$). It is found that women have higher continuance commitment compared to men. Traditional gender roles and expectations are still prevalent in today's society. Therefore, women who are evolving and continuing to progress tend to demonstrate a commitment to their work and organizations, leading to a stable work life. If women find a supportive environment in their organizations, they prefer to continue their current jobs rather than take the risk of not finding the same supportive environment in a new job. Hence, they prefer a stable work life with their continuance commitment. Additionally, it is observed that women have higher mean scores in job satisfaction, organizational commitment, and organizational culture compared to men. Women's higher levels of job satisfaction and organizational commitment are often attributed to their emotional attachment to their work and their tendency to maintain social relationships. The organization's culture and values that are more suitable, equitable, and supportive to women in a specific society or within an organization also play a significant role. When women work in an environment where these values are emphasized, they tend to be more satisfied with their jobs. In such an environment, women experience elements such as collaboration, support, and equal opportunities, leading to a higher level of commitment to their work.

3.7.7. Job Satisfaction by Age, Organizational Commitment and Organizational Culture Mean Scores, Standard Deviations and Anova Results

Job Satisfaction by Age, Organizational Commitment and Organizational Culture Mean Scores, Standard Deviations and Anova Results are shown in table 7.

Variables	Age	n	Mean	Std. Deviation	F	sig	Difference Status
Internal	18-25 years old	36	3,01	1,19	2,314	0,058	
	26-35 years old	135	3,53	0,88			
	36-45 years old	67	3,50	0,97			
	46-55 years old	54	3,26	1,24			
	56 years and above	10	3,24	1,18			
Extrinsic	18-25 years old	36	2,76	1,22	1,637	0,165	
	26-35 years old	135	3,23	0,96			
	36-45 years old	67	3,16	1,05			
	46-55 years old	54	3,00	1,18			
	56 years and above	10	3,01	1,18			
Job Satisfaction	18-25 years old	36	2,91	1,19	2,182	0,071	
	26-35 years old	135	3,41	0,86			
	36-45 years old	67	3,36	0,95			
	46-55 years old	54	3,15	1,20			
	56 years and above	10	3,15	1,11			
Emotional	18-25 years old	36	3,08	0,35	0,670	0,613	
	26-35 years old	135	2,98	0,40			
	36-45 years old	67	2,99	0,45			
	46-55 years old	54	2,97	0,49			
	56 years and above	10	3,12	0,44			
Continue	18-25 years old	36	2,86	1,23	0,350	0,844	
	26-35 years old	135	3,09	0,97			
	36-45 years old	67	3,06	0,92			
	46-55 years old	54	3,05	1,21			
	56 years and above	10	3,07	0,96			

Variables	Age	n	Mean	Std. Deviation	F	sig	Difference Status
Normative	18-25 years old	36	2,93	0,82	0,773	0,544	
	26-35 years old	135	2,92	0,86			
	36-45 years old	67	2,96	0,80			
	46-55 years old	54	3,15	0,95			
	56 years and above	10	2,90	1,13			
Organizational Commitment	18-25 years old	36	2,96	0,65	0,174	0,952	
	26-35 years old	135	3,00	0,59			
	36-45 years old	67	3,00	0,55			
	46-55 years old	54	3,06	0,69			
	56 years and above	10	3,03	0,63			
Participation	18-25 years old	36	3,09	1,06	1,191	0,315	
	26-35 years old	135	3,26	0,92			
	36-45 years old	67	2,97	0,91			
	46-55 years old	54	3,10	1,02			
	56 years and above	10	3,30	1,02			
Consistency	18-25 years old	36	3,08	0,86	0,418	0,795	
	26-35 years old	135	3,19	0,81			
	36-45 years old	67	3,06	0,70			
	46-55 years old	54	3,08	0,80			
	56 years and above	10	3,24	0,77			
External Harmony	18-25 years old	36	3,01	1,03	1,109	0,352	
	26-35 years old	135	3,22	0,80			
	36-45 years old	67	2,99	0,78			
	46-55 years old	54	3,04	0,98			
	56 years and above	10	3,21	0,94			
Mission	18-25 years old	36	3,07	0,93	1,224	0,300	
	26-35 years old	135	3,26	0,84			
	36-45 years old	67	3,04	0,82			
	46-55 years old	54	3,13	0,93			
	56 years and above	10	3,50	0,69			
Organization Culture	18-25 years old	36	3,06	0,93	1,069	0,372	
	26-35 years old	135	3,23	0,77			
	36-45 years old	67	3,02	0,75			
	46-55 years old	54	3,09	0,87			
	56 years and above	10	3,31	0,79			

Table 7: Job Satisfaction by Age, Organizational Commitment and Organizational Culture Mean Scores, Standard Deviations and Anova Results

Job satisfaction, organizational commitment, organizational culture, and sub-dimensions mean scores did not differ according to age groups ($p > 0.05$). The highest job satisfaction score average is in the 26-35 age range. Individuals in this age range are usually just starting their careers or at a point where they have accumulated work experience. In this period, individuals try to complete their processes of better understanding and adaptation to their jobs. While they want to take higher positions and responsibilities, they want to have more autonomy and decision authority. At the same time, the desire of young and highly motivated individuals in this age range to establish a balance between their personal and professional lives positively affects their job satisfaction levels. The highest average score of organizational commitment is in the age range of 46-55. Individuals in this age range are usually in the advanced stages of their careers and have accumulated work experience. During this time, they have generally worked in an institution or organization for a long time and have increased their commitment to corporate culture, values and business friendships. At the same time, individuals in this age range occupy high positions or areas of expertise. This increases their commitment as they carry more responsibility and have a high potential to influence the success of the organization. They are also aware that they are in the final stages of their careers and tend to stay with the organization with thoughts of reaching their future goals, such as retirement. For this reason, their commitment to the organization is positively affected not to want to lose their existing rights and to secure their retirement plans. It was observed that the highest organizational culture score average was in the employees aged 56 and over. Employees in this age group usually have vast work experience and have worked in the organization for a long time. During this time, they have become more familiar with the values, norms and work culture of the organization. In addition, employees in this age range have the responsibility to represent the organization's mission and values more. This situation increases the commitment and harmony to the cult of the organization. Employees of this age group often want to increase their commitment to the organization and complete their careers in a positive way

as they approach their retirement plans. They are proud to be a part of the organization and focused on supporting its success.

3.7.8. Job Satisfaction, Organizational Commitment and Organizational Culture Mean Scores, Standard Deviations and T-Test Results by Marital Status

Job Satisfaction, Organizational Commitment and Organizational Culture Mean Scores, Standard Deviations and T-Test Results by Marital Status are shown in table 8.

Variables	Marital Status	n	Mean	Std. Deviation	t	sig
Internal	Married	184	3,41	1,07	0,186	0,853
	Single	118	3,39	0,97		
Extrinsic	Married	184	3,13	1,10	0,479	0,632
	Single	118	3,07	1,01		
Job Satisfaction	Married	184	3,30	1,04	0,318	0,751
	Single	118	3,26	0,95		
Emotional	Married	184	2,99	0,43	-0,490	0,624
	Single	118	3,01	0,41		
Continue	Married	184	3,10	1,01	1,117	0,265
	Single	118	2,97	1,07		
Normative	Married	184	2,99	0,86	0,518	0,605
	Single	118	2,94	0,88		
Organizational Commitment	Married	184	3,03	0,59	0,767	0,444
	Single	118	2,97	0,63		
Participation	Married	184	3,17	0,99	0,502	0,616
	Single	118	3,12	0,92		
Consistency	Married	184	3,15	0,81	0,584	0,560
	Single	118	3,10	0,75		
External Harmony	Married	184	3,15	0,86	0,930	0,353
	Single	118	3,05	0,88		
Mission	Married	184	3,23	0,87	1,469	0,143
	Single	118	3,08	0,83		
Organization Culture	Married	184	3,18	0,83	0,930	0,353
	Single	118	3,09	0,78		

Table 8: Job Satisfaction, Organizational Commitment and Organizational Culture Mean Scores, Standard Deviations and T-Test Results by Marital Status

Marital status was found to have no significant differences in terms of job satisfaction, organizational commitment, and organizational culture and its sub-dimensions ($p>0.05$). However, it was observed that married individuals had higher average scores in job satisfaction, organizational commitment, and organizational culture compared to singles. Marriage is a form of relationship that provides social support, security, and commitment for many individuals. It contributes to meeting personal and emotional needs, thereby enhancing job satisfaction and organizational commitment. Married individuals generally have a more stable and supportive home environment, which positively impacts their work lives. Additionally, marriage involves shared decision-making, common goals, and responsibilities, all of which positively influence job satisfaction and organizational commitment. From the perspective of organizational culture, marriage typically increases adherence to corporate values and norms. Marriage promotes a sense of responsibility and work discipline. The increased responsibilities associated with marriage align with individuals' needs for work, which, in turn, positively affects their attitudes towards their work lives.

3.7.9. Job Satisfaction, Organizational Commitment and Organizational Culture Mean Scores, Standard Deviations and Anova Results by Educational Status

Job Satisfaction, Organizational Commitment and Organizational Culture Mean Scores, Standard Deviations and Anova Results by Educational Status are shown in table 9.

Variables	Education	n	Mean	Std. Deviation	F	sig	Difference Status
Internal	Middle school	17	3,50	0,91	1,098	0,362	
	High school	47	3,32	1,13			
	Associate Degree	72	3,34	1,16			
	Licence	125	3,38	0,98			
	Degree	37	3,72	0,83			
	Doctorate	4	2,83	0,94			
Extrinsic	Middle school	17	3,50	1,03	1,081	0,371	
	High school	47	3,19	1,16			
	Associate Degree	72	3,09	1,22			
	Licence	125	3,01	1,00			
	Degree	37	3,27	0,86			
	Doctorate	4	2,63	0,71			

Variables	Education	n	Mean	Std. Deviation	F	sig	Difference Status
Job Satisfaction	Middle school	17	3,50	0,93	0,963	0,441	
	High school	47	3,27	1,11			
	Associate Degree	72	3,24	1,15			
	Licence	125	3,23	0,94			
	Degree	37	3,54	0,80			
	Doctorate	4	2,75	0,80			
Emotional	Middle school	17	3,14	0,43	0,869	0,502	
	High school	47	2,99	0,32			
	Associate Degree	72	3,03	0,43			
	Licence	125	2,97	0,43			
	Degree	37	3,02	0,44			
	Doctorate	4	2,75	0,80			
Continue	Middle school	17	3,38	1,03	2,020	0,073	
	High school	47	3,12	1,18			
	Associate Degree	72	3,23	1,13			
	Licence	125	2,95	0,98			
	Degree	37	2,72	0,69			
	Doctorate	4	3,79	0,91			
Normative	Middle school	17	3,50	0,71	2,025	0,075	
	High school	47	2,90	0,83			
	Associate Degree	72	3,09	0,98			
	Licence	125	2,88	0,84			
	Degree	37	2,93	0,73			
	Doctorate	4	2,67	1,24			
Organizational Commitment	Middle school	17	3,34	0,44	2,212	0,053	
	High school	47	3,01	0,64			
	Associate Degree	72	3,11	0,68			
	Licence	125	2,93	0,60			
	Degree	37	2,89	0,44			
	Doctorate	4	3,07	0,61			
Participation	Middle school	17	3,74	0,84	2,814	0,017	1>6
	High school	47	3,17	0,98			
	Associate Degree	72	3,14	1,06			
	Licence	125	3,08	0,93			
	Degree	37	3,23	0,76			
	Doctorate	4	1,94	0,69			
Consistency	Middle school	17	3,44	0,63	1,534	0,179	
	High school	47	3,13	0,73			
	Associate Degree	72	3,10	0,86			
	Licence	125	3,11	0,80			
	Degree	37	3,21	0,70			
	Doctorate	4	2,31	0,72			
External Harmony	Middle school	17	3,56	0,78	1,698	0,135	
	High school	47	3,20	1,01			
	Associate Degree	72	3,08	0,97			
	Licence	125	3,03	0,82			
	Degree	37	3,17	0,55			
	Doctorate	4	2,50	0,32			
Mission	Middle school	17	3,65	0,76	3,838	0,002	1,2,4,5>6
	High school	47	3,21	0,77			
	Associate Degree	72	3,04	0,88			
	Licence	125	3,16	0,88			
	Degree	37	3,35	0,76			
	Doctorate	4	1,83	0,62			
Organization Culture	Middle school	17	3,60	0,71	2,634	0,024	1>6
	High school	47	3,18	0,83			
	Associate Degree	72	3,09	0,87			
	Licence	125	3,10	0,80			
	Degree	37	3,24	0,64			
	Doctorate	4	2,15	0,49			

Table 9: Job Satisfaction, Organizational Commitment and Organizational Culture Mean Scores, Standard Deviations and Anova Results by Educational Status

It was observed that the average score of participation, mission and organizational culture differed according to educational status ($p < 0.05$). It has been observed that the participation and organizational culture score averages of secondary school graduates are statistically significantly higher than doctoral graduates. Secondary school graduates

usually start their careers earlier and have many years of working experience. This situation supports them to adopt the dynamics of the business environment and the values of the institution and to adapt to the organizational culture. They also show more emotional commitment to their work as they have more work experience. This increases the level of participation and organizational commitment. Doctoral graduates, on the other hand, have higher levels of education and specialize in academic or specialist fields. Therefore, doctoral graduates have more specific knowledge and skills related to their jobs. This may prevent them from being fully integrated into the overall culture of the organization. These differences may explain why the participation and organizational culture scores of secondary school graduates are statistically significantly higher than doctoral graduates. In addition, it was seen that the mission point average of secondary school, high school, undergraduate and graduates was statistically significantly higher than doctoral graduates. High mission scores indicate that employees care about the organization's mission, are dedicated to the organization's purpose, and make an effort to support the mission. Ph.D. graduates have developed in-depth analysis and critical thinking skills and can make an in-depth effort to better understand the institution's mission. Secondary, high school, undergraduate and graduate graduates also make an effort to understand and adopt the mission of the institution. However, they are statistically lower than doctoral graduates due to their lower education level and limited experience. For this reason, they do not want to be more committed to their job and risk themselves, as it will take time for them to find a new job or adapt to a new job. This situation is seen to be higher than the average point averages of the doctorate graduates of the mission point averages.

3.7.10. Job Satisfaction, Organizational Commitment and Organizational Culture Mean Scores, Standard Deviations and Anova Results According to the Time Worked in the Institution

Job Satisfaction, Organizational Commitment and Organizational Culture Mean Scores, Standard Deviations and Anova Results by Time Worked in the Institution are shown in table 10.

Variables	Institution Duration	n	Mean	Std. Deviation	F	sig	Difference Status
Internal	Less than 1 year	60	3,17	1,04	2,283	0,060	
	1-5 years	109	3,61	0,80			
	6-10 years	56	3,35	1,19			
	11-15 years	27	3,46	0,89			
	16 years and above	50	3,25	1,27			
Extrinsic	Less than 1 year	60	2,96	1,11	2,365	0,056	
	1-5 years	109	3,39	0,93			
	6-10 years	56	2,94	1,16			
	11-15 years	27	3,12	0,93			
	16 years and above	50	2,88	1,16			
Job Satisfaction	Less than 1 year	60	3,09	1,03	2,174	0,057	
	1-5 years	109	3,52	0,81			
	6-10 years	56	3,18	1,14			
	11-15 years	27	3,33	0,84			
	16 years and above	50	3,10	1,19			
Emotional	Less than 1 year	60	2,99	0,41	0,154	0,961	
	1-5 years	109	3,01	0,43			
	6-10 years	56	3,02	0,36			
	11-15 years	27	3,00	0,34			
	16 years and above	50	2,96	0,53			
Continue	Less than 1 year	60	2,83	1,02	1,052	0,381	
	1-5 years	109	3,14	0,95			
	6-10 years	56	3,05	1,09			
	11-15 years	27	3,21	0,90			
	16 years and above	50	3,03	1,22			
Normative	Less than 1 year	60	2,85	0,81	0,891	0,470	
	1-5 years	109	3,05	0,84			
	6-10 years	56	2,95	0,84			
	11-15 years	27	2,81	0,83			
	16 years and above	50	3,05	1,02			
Organizational Commitment	Less than 1 year	60	2,89	0,53	0,817	0,515	
	1-5 years	109	3,07	0,58			
	6-10 years	56	3,01	0,66			
	11-15 years	27	3,01	0,53			
	16 years and above	50	3,01	0,72			
Participation	Less than 1 year	60	3,04	0,88	1,641	0,164	
	1-5 years	109	3,33	0,87			
	6-10 years	56	3,09	1,13			
	11-15 years	27	3,12	0,90			
	16 years and above	50	2,97	1,04			

Variables	Institution Duration	n	Mean	Std. Deviation	F	sig	Difference Status
Consistency	Less than 1 year	60	3,11	0,73	0,813	0,517	
	1-5 years	109	3,23	0,78			
	6-10 years	56	3,06	0,89			
	11-15 years	27	3,10	0,65			
	16 years and above	50	3,03	0,83			
External Harmony	Less than 1 year	60	3,00	0,84	1,829	0,123	
	1-5 years	109	3,27	0,77			
	6-10 years	56	3,00	0,97			
	11-15 years	27	3,17	0,71			
	16 years and above	50	2,97	0,99			
Mission	Less than 1 year	60	3,15	0,82	0,906	0,461	
	1-5 years	109	3,28	0,84			
	6-10 years	56	3,04	0,92			
	11-15 years	27	3,21	0,75			
	16 years and above	50	3,09	0,93			
Organization Culture	Less than 1 year	60	3,08	0,76	1,401	0,234	
	1-5 years	109	3,28	0,75			
	6-10 years	56	3,05	0,93			
	11-15 years	27	3,15	0,63			
	16 years and above	50	3,02	0,89			

Table 10: Job Satisfaction, Organizational Commitment and Organizational Culture Mean Scores, Standard Deviations and Anova Results by Time Worked in the Institution

It was observed that the mean scores of job satisfaction, organizational commitment and organizational culture and sub-dimensions did not differ according to the time worked in the institution ($p > 0.05$). It was observed that the highest job satisfaction, organizational commitment and organizational culture score averages were among those who worked for 1-5 years. Employees in this period are generally new to the job and approach the job with excitement and motivation. They put more effort into proving themselves in a new work environment. At the same time, these employees are in the process of learning about their jobs and are willing to gain new knowledge and skills. Therefore, employees in this period generally experience higher job satisfaction. In terms of organizational commitment, employees for 1-5 years usually make an effort to adopt the mission of the institution and to establish good relations with their colleagues. This situation increases organizational commitment levels. Employees who make an effort to take advantage of the opportunities given by the institution and improve their careers ensure that their organizational culture averages are high.

3.7.11. Job Satisfaction, Organizational Commitment and Organizational Culture Mean Scores, Standard Deviations and Anova Results by Total Time Worked

The Averages, Standard Deviations and Anova Results of Job Satisfaction, Organizational Commitment and Organizational Culture Scores by Total Time Worked are shown in table 11.

Variables	The Total Time	n	Mean	Std. Deviation	F	sig	Difference Status
Internal	Less than 1 year	32	3,13	1,00	2,101	0,081	
	1-5 years	78	3,52	0,91			
	6-10 years	66	3,40	1,05			
	11-15 years	44	3,67	0,73			
	16 years and above	82	3,25	1,22			
Extrinsic	Less than 1 year	32	2,96	1,16	2,237	0,065	
	1-5 years	78	3,33	0,98			
	6-10 years	66	3,12	1,16			
	11-15 years	44	3,27	0,84			
	16 years and above	82	2,88	1,10			
Job Satisfaction	Less than 1 year	32	3,06	1,02	2,202	0,069	
	1-5 years	78	3,44	0,91			
	6-10 years	66	3,29	1,05			
	11-15 years	44	3,51	0,71			
	16 years and above	82	3,10	1,14			
Emotional	Less than 1 year	32	2,97	0,41	0,177	0,950	
	1-5 years	78	2,99	0,41			
	6-10 years	66	2,99	0,42			
	11-15 years	44	3,04	0,35			
	16 years and above	82	3,00	0,48			

Variables	The Total Time	n	Mean	Std. Deviation	F	sig	Difference Status
Continue	Less than 1 year	32	3,01	1,10	0,332	0,856	
	1-5 years	78	3,11	1,00			
	6-10 years	66	3,10	1,00			
	11-15 years	44	3,09	0,94			
	16 years and above	82	2,95	1,13			
Normative	Less than 1 year	32	2,93	0,96	0,342	0,850	
	1-5 years	78	3,06	0,82			
	6-10 years	66	2,92	0,87			
	11-15 years	44	2,90	0,76			
	16 years and above	82	2,98	0,94			
Organizational Commitment	Less than 1 year	32	2,97	0,59	0,191	0,943	
	1-5 years	78	3,05	0,59			
	6-10 years	66	3,01	0,62			
	11-15 years	44	3,01	0,53			
	16 years and above	82	2,97	0,67			
Participation	Less than 1 year	32	3,01	0,91	1,426	0,225	
	1-5 years	78	3,32	0,88			
	6-10 years	66	3,19	1,07			
	11-15 years	44	3,19	0,93			
	16 years and above	82	2,99	0,96			
Consistency	Less than 1 year	32	3,08	0,77	0,602	0,662	
	1-5 years	78	3,19	0,77			
	6-10 years	66	3,18	0,86			
	11-15 years	44	3,19	0,74			
	16 years and above	82	3,03	0,77			
External Harmony	Less than 1 year	32	2,99	0,85	0,865	0,485	
	1-5 years	78	3,18	0,87			
	6-10 years	66	3,15	0,87			
	11-15 years	44	3,22	0,77			
	16 years and above	82	2,99	0,92			
Mission	Less than 1 year	32	3,13	0,81	0,650	0,627	
	1-5 years	78	3,26	0,86			
	6-10 years	66	3,14	0,93			
	11-15 years	44	3,28	0,76			
	16 years and above	82	3,08	0,88			
Organization Culture	Less than 1 year	32	3,05	0,76	0,935	0,444	
	1-5 years	78	3,24	0,79			
	6-10 years	66	3,17	0,88			
	11-15 years	44	3,22	0,71			
	16 years and above	82	3,02	0,83			

Table 11: Job Satisfaction, Organizational Commitment and Organizational Culture Mean Scores, Standard Deviations and Anova Results by Total Time Worked

It was observed that the mean scores of job satisfaction, organizational commitment and organizational culture and sub-dimensions did not differ according to the total working time ($p > 0.05$). It was observed that the highest job satisfaction was in those who worked 11-15 years. These employees have the experience and knowledge of working in an institution for a long time. They are advantageous in understanding their business better, grasping the corporate structure, and mastering business processes. Thanks to this experience, they are more effective in running their business effectively and achieving success. They have established stronger relations with their colleagues and managers in the institution, and the trust and solidarity brought by working together for a long time in the working environment increase their level of job satisfaction. Being in the advanced stages of their careers and in higher positions or specialists in their responsibilities increases their self-confidence and self-esteem. They have adapted to the corporate culture, adopted the values and norms of the institution, and are successful in adapting to the values. For this reason, 11-15 years ensures that the average score of employees is high in terms of job satisfaction. It has been observed that the average score of organizational commitment and organizational culture is 1-5 years in employees. These employees are generally new to work and approach their work with enthusiasm and motivation. They are committed to their work with the desire to prove themselves and succeed in a new business environment. At the same time, employees in this period make an effort to adopt the mission and values of the institution. As they are in the process of adapting to the culture of the institution, they internalize the corporate values and show commitment to these values. This increases organizational commitment. As they are just starting out, they are highly motivated to seize career opportunities for their promotion potential. For this reason, organizational culture score averages are high. Organizational commitment levels of employees who have the opportunity to develop themselves by benefiting from the training and development opportunities offered by the institution are positively affected.

3.7.12. Pearson Correlation Coefficients of Scores Obtained from Job Satisfaction, Organizational Commitment and Organizational Culture Scales

Pearson Correlation Coefficients of Scores Obtained from Job Satisfaction, Organizational Commitment and Organizational Culture Scales are shown in table 12.

Variables	1	2	3	4	5	6	7	8	9	10	11	12
Inner Satisfaction	-----											
Extrinsic Satisfaction	,844**	-----										
Job Satisfaction	,894**	,886**	-----									
Emotional Attachment	,163**	,262**	,212**	-----								
Continued Commitment	,533**	,484**	,534**	,077	-----							
Normative Commitment	,564**	,650**	,623**	,235**	,601**	-----						
Organizational Commitment	,609**	,645**	,649**	,388**	,872**	,872**	-----					
Participation	,631**	,757**	,710**	,287**	,420**	,608**	,594**	-----				
Consistency	,612**	,768**	,703**	,204**	,372**	,607**	,548**	,865**	-----			
External Harmony	,689**	,764**	,749**	,225**	,456**	,567**	,581**	,816**	,796**	-----		
Mission	,629**	,744**	,703**	,284**	,335**	,563**	,524**	,822**	,828**	,808**	-----	
Organization Culture	,688**	,814**	,769**	,270**	,426**	,630**	,605**	,944**	,933**	,919**	,928**	-----

Table 12: Pearson Correlation Coefficients of Scores Obtained from Job Satisfaction, Organizational Commitment and Organizational Culture Scales

*. Correlation Is Significant at the 0.05 Level (2-Tailed)

**. Correlation Is Significant at the 0.01 Level (2-Tailed)

While examining the significant relationships identified in the table, it can be observed that there are low to moderate positive correlations between intrinsic satisfaction scores and emotional ($r=0.163$; $p<0.01$), continuance ($r=0.533$; $p<0.01$), normative ($r=0.564$; $p<0.01$) organizational commitment, participation ($r=0.631$; $p<0.01$), consistency ($r=0.612$; $p<0.01$), external adaptation ($r=0.689$; $p<0.01$), mission ($r=0.629$; $p<0.01$), and organizational culture ($r=0.688$; $p<0.01$) scores. As intrinsic satisfaction scores increase, both organizational commitment and its sub-dimension scores and organizational culture and its sub-dimension scores also increase.

There are low, moderate, and high-level positive correlations between extrinsic satisfaction scores and emotional ($r=0.262$; $p<0.01$), continuance ($r=0.484$; $p<0.01$), normative ($r=0.650$; $p<0.01$) organizational commitment, participation ($r=0.757$; $p<0.01$), consistency ($r=0.768$; $p<0.01$), external adaptation ($r=0.764$; $p<0.01$), mission ($r=0.744$; $p<0.01$), and organizational culture ($r=0.814$; $p<0.01$) scores. As extrinsic satisfaction scores increase, both organizational commitment and its sub-dimension scores and organizational culture and its sub-dimension scores also increase.

There are low, moderate, and high-level positive correlations between job satisfaction scores and emotional ($r=0.212$; $p<0.01$), continuance ($r=0.534$; $p<0.01$), normative ($r=0.623$; $p<0.01$) organizational commitment, participation ($r=0.710$; $p<0.01$), consistency ($r=0.703$; $p<0.01$), external adaptation ($r=0.749$; $p<0.01$), mission ($r=0.703$; $p<0.01$), and organizational culture ($r=0.769$; $p<0.01$) scores. As job satisfaction scores increase, both organizational commitment and its sub-dimension scores and organizational culture and its sub-dimension scores also increase.

There are low to moderate level positive correlations between participation scores and emotional ($r=0.287$; $p<0.01$), continuance ($r=0.420$; $p<0.01$), normative ($r=0.608$; $p<0.01$), and organizational commitment ($r=0.594$; $p<0.01$) scores. As participation scores increase, organizational commitment and sub-dimension scores also increase.

Consistency scores are positively correlated with emotional ($r=0.204$; $p<0.01$), continuance ($r=0.372$; $p<0.01$), normative ($r=0.607$; $p<0.01$), and organizational commitment ($r=0.548$; $p<0.01$) scores at a low to moderate level. As consistency scores increase, organizational commitment and sub-dimension scores also increase.

External adaptation scores are positively correlated with emotional ($r=0.225$; $p<0.01$), continuance ($r=0.456$; $p<0.01$), normative ($r=0.567$; $p<0.01$), and organizational commitment ($r=0.581$; $p<0.01$) scores at a low to moderate level. As external adaptation scores increase, organizational commitment and sub-dimension scores also increase.

Mission scores are positively correlated with emotional ($r=0.284$; $p<0.01$), continuance ($r=0.335$; $p<0.01$), normative ($r=0.563$; $p<0.01$), and organizational commitment ($r=0.524$; $p<0.01$) scores at a low to moderate level. As mission scores increase, organizational commitment and sub-dimension scores also increase.

Organizational culture scores are positively correlated with emotional ($r=0.270$; $p<0.01$), continuance ($r=0.426$; $p<0.01$), normative ($r=0.630$; $p<0.01$), and organizational commitment ($r=0.605$; $p<0.01$) scores at a low to moderate level. As organizational culture scores increase, organizational commitment and sub-dimension scores also increase.

3.7.13. The Mediating Role of Organizational Culture in the Effect of Job Satisfaction on Organizational Commitment

The Mediating Role of Organizational Culture in the Effect of Job Satisfaction on Organizational Commitment is shown in table 13.

Mediation Effect	Direct Impact	Indirect Effect	Bootstrap Confidence Interval	Conclusion
Satisfaction → OC → OC	0,272***	0,199***	0,066-0,332	Partial Mediation

Table 13: The Mediating Role of Organizational Culture in the Effect of Job Satisfaction on Organizational

The above table demonstrates the mediating effect of organizational culture on the relationship between job satisfaction and organizational commitment. It is observed that job satisfaction has a significant effect on organizational commitment ($R=0.272$; $p<0.001$). Additionally, when organizational culture is considered as a mediating variable, this effect is still observed ($R=0.199$; $p<0.001$). In other words, there is a partial mediating effect of organizational culture on the impact of job satisfaction on organizational commitment.

The table also includes the lower and upper limits of the confidence intervals, which are provided along with the corrections. If zero falls within the confidence interval, there is a possibility that the indirect effect is zero. In other words, in this case, the mediating effect will not be statistically significant (Preacher, Hayes, 2008). While examining the bootstrap results, it is stated that both values are above zero. This supports the presence of a partial mediating effect.

4. Conclusion

In this study, the mediating role of organizational culture was examined in the relationship between job satisfaction and organizational commitment among employees and associated individuals involved in the activities of Tarfin Agriculture Inc. The population of the study consisted of individuals associated with Tarfin Agriculture Inc., including employees, collaborating banks, dealers, and institutions. The survey, which included variables of job satisfaction, organizational commitment, and organizational culture, was administered to employees, business partners, and individuals working in the affiliated institutions. The participants were employees from different units who voluntarily participated in the study. A total of 302 participants, including both employees and managers, were randomly selected, and 302 valid data were obtained. The data collection instruments used in the study included a personal information form, a job satisfaction scale, an organizational commitment scale, and an organizational culture scale. Based on the findings obtained from the research, the following conclusions were reached.

- 52.6% of the participants were male, 44.7% were in the age range of 26-35, 60.9% were married, 41.4% had a bachelor's degree, 36.1% were serving in this organization, and 27.2% had a total of 16 years or more of service.
- According to the research findings, it was observed that as job satisfaction scores increased, both organizational commitment and its sub-dimension scores and organizational culture and its sub-dimension scores also increased.

These findings demonstrate that job satisfaction has a positive impact on organizational commitment and organizational culture. When employees are satisfied with their jobs, it strengthens their commitment to the organization and the organizational culture. Increasing job satisfaction enhances employee motivation, positively influences job performance, and creates a more positive work environment. Organizational commitment represents employees' emotional attachment and loyalty to the organization. Factors such as alignment with corporate values, good relationships with colleagues, and leadership support can contribute to increased organizational commitment. Organizational culture, on the other hand, represents the values, norms, and ways of doing things within the organization. As job satisfaction increases, employees become more aligned with the cultural elements of the organization and embrace its values. In conclusion, increasing job satisfaction not only raises employees' level of organizational commitment but also has a positive influence on the organizational culture. It is a crucial factor for the success and sustainability of the organization.

According to the research findings, there are low to moderate positive relationships among organizational culture scores. As organizational culture scores increase, there is also an observed increase in organizational commitment and its sub-dimension scores.

The increase in organizational culture elements generally indicates a stronger perception of organizational culture. These findings demonstrate that organizational culture influences employees' commitment to the organization. Organizational culture encompasses the values, norms, and shared beliefs of the institution. These cultural elements facilitate employees' identification with the organization and their contribution to the organizational goals. Having an organizational culture encourages employees to unite around a common purpose and collaborate. Additionally, employees are expected to align with the organization's values and shape their behavior accordingly, which enhances organizational commitment. As a result, a stronger organizational culture fosters higher employee commitment and motivation, creating a more productive work environment and contributing to the success of the organization.

It has been stated that job satisfaction has a significant effect on organizational commitment ($R=0.272$; $p<0.001$). Additionally, when organizational culture is considered as a mediating variable, this effect is also observed ($R=0.199$; $p<0.001$). These findings indicate the partial mediating effect of organizational culture on the relationship between job satisfaction and organizational commitment.

Organizational culture indirectly influences the level of organizational commitment by affecting employees' job satisfaction. Organizational culture represents an environment where employees share their values, beliefs, and corporate norms. If an organizational culture includes values and norms that aim to increase employees' job satisfaction and their commitment to the organization, it can enhance job satisfaction and, consequently, organizational commitment. Therefore, organizational culture serves as an essential bridge between job satisfaction and organizational commitment, mediating the impact of job satisfaction on organizational commitment.

Based on the findings obtained as a result of the research, the following recommendations can be listed:

- Determining the factors influencing employee job satisfaction and organizational commitment: Based on the research findings, it is important to further investigate the factors that influence employee job satisfaction and organizational commitment. This will help identify factors that may negatively impact employees and allow for necessary adjustments to be made.
- Exploring other influential variables: It would be beneficial to investigate other variables that could potentially impact employee job satisfaction, organizational commitment, and organizational culture. For example, factors such as leadership style, communication methods, and working conditions can have significant effects and should be examined.
- Providing training to managers: It is crucial for managers to be aware of and act upon behaviors that positively impact employee job satisfaction and organizational commitment. Therefore, providing training to managers regarding their attitudes and behaviors towards employees can be beneficial. These training programs can help managers understand the needs of employees, support them, and motivate them effectively.
- Conducting a study with an expanded sample: To enhance the generalizability of the findings, it would be beneficial to conduct a study with a broader sample that includes participants from different sectors, various job positions, and diverse demographic characteristics. By including a more diverse range of participants, the study can capture a wider range of perspectives and experiences, allowing for more robust and applicable conclusions to be drawn.
- Conducting a more comprehensive study by including additional variables: Expanding the research by incorporating additional variables can provide a more comprehensive understanding of the factors influencing job satisfaction and organizational commitment. By examining variables such as organizational climate, leadership styles, teamwork, and other relevant factors, researchers can gain insights into the broader context that shapes employee satisfaction and commitment.

5. References

- i. Acar, A. C. (1998). A Research on Job Satisfaction, Organizational Commitment, and Employee Characteristics (Unpublished Associate Professorship Thesis). Istanbul University, Istanbul.
- ii. Akdeniz, B. (2018). Investigation of the Relationship between Organizational Culture and Safety Culture from the Perspective of Occupational Health and Safety: An Application in a Mining Enterprise (Unpublished Doctoral Dissertation). Dumlupınar University, Isparta.
- iii. Akgündüz, S. (2006). The Effect of Organizational Stressors on Job Satisfaction of Bank Employees: A Research Study (Unpublished Master's Thesis). Dokuz Eylül University, Izmir.
- iv. Aksoy, A., & Türk, M. (2021). The Effect of Perceived Organizational Structure and Person-Organization Fit on Job Satisfaction and Organizational Commitment. Gazi Kitapevi, Ankara.
- v. Alganer, Ç. Ü. (2000). The Problems Encountered by Organizations in Establishing Organizational Culture in the Start-Up Phase (Unpublished Master's Thesis). Ankara University, Ankara.
- vi. Altuğ, G. (2014). Investigating the Relationship between Organizational Culture in Schools and Teachers' Views on Trade Unions (Unpublished Master's Thesis). Istanbul Aydın University, Istanbul.
- vii. Aydiner, T. (2019). The Competence Level of Human Resources Management Practices in Building Organizational Culture (Unpublished Master's Thesis). Bahçeşehir University, Istanbul.
- viii. Aykanat, Z. (2010). An Application on Charismatic Leadership and Organizational Culture (Unpublished Master's Thesis). Karamanoğlu Mehmetbey University, Karaman.
- ix. Balık, T. (2021). Evaluation of Nurses' Organizational Commitment Levels: A Meta-Analysis Study (Unpublished Doctoral Dissertation). Karadeniz Technical University, Trabzon.
- x. Baş, T. (2002). Determining the Job Satisfaction Profiles of Faculty Members. D.E.Ü.İ.İ.B.F Journal, 17(2), 19.
- xi. Başak, B. (2014). The Relationship between Organizational Culture, Entrepreneurial Management, Innovation, and Firm Performance (Unpublished Master's Thesis). Beykent University, Istanbul.
- xii. Batista, C. P. (2018). Investigating the Effect of Organizational Stressors on Job Satisfaction of Public Enterprise Employees in Guinea-Bissau (Unpublished Master's Thesis). Ege University, Izmir.
- xiii. Bayender, B. (2019). The Impact of Work Stress on Job Satisfaction: A Study on Bank Employees in Avclar District (Unpublished Master's Thesis). Istanbul Aydın University, Istanbul.
- xiv. Bilegt, E. (2012). The Relationship between Organizational Culture and Employee Motivation: A Research Study (Unpublished Master's Thesis). Istanbul University, Istanbul.
- xv. Bolat, H. (2021). The Role of Occupational Health and Safety in Organizational Commitment: An Empirical Study in Malatya-Yeşilyurt Municipality (Unpublished Master's Thesis). Necmettin Erbakan University, Konya.
- xvi. Bozkurt, Ş. (2020). Determining the Relationship between Transformational Leadership and Organizational Commitment: A Study on Public Employees (Unpublished Master's Thesis). Osmaniye Korkut Ata University, Osmaniye.
- xvii. Çakırcalı, S. (2021). A Study on the Evaluation of Healthcare Workers' Organizational Commitment Levels during the Pandemic Process (A Case Study of a Public Hospital in Tekirdağ) (Unpublished Master's Thesis). Istanbul Kent University, Istanbul.
- xviii. Çalışkan, Z. (2005). Job Satisfaction: An Application on Healthcare Organizations in Malatya. Fırat University Eastern Research Journal, 4(1), 9.

- xix. Çetin, D. (2006). The Effects of Performance Management System and Performance Evaluation Process Results on Decision Making in Various Human Resources Management Functions and an Application Example (Unpublished Master's Thesis). Istanbul University, Istanbul.
- xx. Çetiner, M. N. (2019). The Relationship between Organizational Culture in Primary Schools and Organizational Trust (Unpublished Master's Thesis). Pamukkale University, Denizli.
- xxi. Çırpan, H. (1999). The Relationship between Organizational Learning Climate and Organizational Commitment: A Field Study (Unpublished Master's Thesis). Istanbul University, Istanbul.
- xxii. Dikmeçli, E. (2017). The Relationship between Workplace Bullying and Organizational Culture: A Case Study of Bahçelievler State Hospital (Unpublished Master's Thesis). Istanbul Gelişim University, Istanbul.
- xxiii. Dırlık, İ. (2020). The Relationship between Sub-dimensions of Emotional Labor (Surface et al.) and Sub-dimensions of Job Satisfaction (Intrinsic Satisfaction and Extrinsic Satisfaction) - A Study on Call Centers (Unpublished Master's Thesis). Altınbaş University, Istanbul.
- xxiv. Doğan, S., & Kılıç, S. (2007). The Place and Importance of Employee Empowerment in Achieving Organizational Commitment. *Erciyes University Journal of Faculty of Economics and Administrative Sciences*, (29), 44.
- xxv. Doksan, G. (2019). A Study on the Relationship between Organizational Commitment and Whistleblowing (Unpublished Master's Thesis). Karadeniz Technical University, Trabzon.
- xxvi. Ergül, H. F. (2005). Motivation and Motivation Techniques. *Electronic Journal of Social Sciences*, (14), 69.
- xxvii. Erkmen, T. (2010). Organizational Culture. Beta Publications, Istanbul.
- xxviii. Eroğlu, K. (2008). The Impact of Communication on Employees' Job Satisfaction and an Application on the Subject (Unpublished Doctoral Dissertation). Dokuz Eylül University Institute of Social Sciences, İzmir.
- xxix. Erserim, A. (2012). Interaction of Management Accounting and Organizational Culture: A Research Study on Industrial Enterprises (Unpublished Doctoral Dissertation). Muğla Sıtkı Koçman University, Muğla.
- xxx. Gençer, G. (2019). The Relationship between Organizational Culture, Organizational Silence, and Job Performance in Hotel Businesses: The Case of Kuşadası (Unpublished Master's Thesis). Aydın Adnan Menderes University, Aydın.
- xxxi. Gezici, H. S. (2012). Research on Organizational Culture in Municipalities: The Case of Selçuklu Municipality (Unpublished Master's Thesis). Selçuk University, Konya.
- xxxii. Gökçe, M. (2019). The Impact of Generation X and Generation Y Employee Characteristics on Organizational Structure and Organizational Commitment (Unpublished Master's Thesis). Balıkesir University, Balıkesir.
- xxxiii. Güçlü, N. (2003). Organizational Culture. *Gazi University Journal of Social Sciences*, Ankara, 147-148.
- xxxiv. Gül, B. (2021). Job Satisfaction in the Banking Sector in Terms of its Impact on Performance: A Job Satisfaction Study in a Public Bank (Unpublished Master's Thesis). Hacı Bayram Veli University, Ankara.
- xxxv. Gümüş, F. (2022). The Impact of Organizational Culture on Job Satisfaction: A Study on Academicians in State and Foundation Universities (Unpublished Master's Thesis). Yalova University, Yalova.
- xxxvi. Güney, S. (2020). Organizational Behavior. Nobel Publishing, Ankara, 5th Edition.
- xxxvii. Güney, S. (2020). Leadership. Nobel Publishing, Ankara, 3rd Edition.
- xxxviii. Gürbüz, S. (2006). A Research on the Relationships between Organizational Citizenship Behavior and Emotional Attachment. *Journal of Economic and Social Research*, (1), 50.
- xxxix. Hatipoğlu, Z. (2014). An Examination of the Differences in the Relationship between Organizational Commitment and Job Satisfaction for Generation X and Generation Y (Unpublished Doctoral Dissertation). Istanbul Arel University, Istanbul.
- xl. Kabakçı, H. (2007). The Concept of Organizational Culture: A Study on the Organizational Cultures of Hacettepe University Faculty of Economics and Administrative Sciences and Ankara University Faculty of Political Sciences (Unpublished Master's Thesis). Hacettepe University, Ankara.
- xli. Kam, A. (2019). The Effect of Generation X and Generation Y Employee Characteristics on the Relationship between Organizational Culture and Organizational Identification (Unpublished Master's Thesis). Balıkesir University, Balıkesir.
- xlii. Karasu, S. (2020). A Study on the Impact of Perceived Organizational Justice on Job Satisfaction (Unpublished Master's Thesis). Marmara University, Istanbul.
- xliiii. Keskin, Z. (2015). The Relationship between Organizational Culture and Organizational Commitment: An Application on Faculty Members (Unpublished Master's Thesis). Istanbul Aydın University, Istanbul.
- xliv. Kırca, C. (2015). Charismatic Leadership and Organizational Culture (Unpublished Master's Thesis). Beykent University, Istanbul.
- xlvi. Koç, S. (2018). An Investigation of the Relationship between Organizational Culture and Altruism: A Field Study on Public and Private Sports Institutions (Case of Muğla Province) (Unpublished Master's Thesis). Muğla Sıtkı Koçman University, Muğla.
- xlvi. Kuswibowo, C. (2012). The Relationship between Job Satisfaction and Organizational Commitment: The Case of Hitay Investment Holding (Unpublished Master's Thesis). Hacettepe University, Ankara.
- xlvi. Küçükturgut, M. (2020). Employer Brand and Organizational Commitment Relationship: A Study on Call Center Employees (Unpublished Master's Thesis). Altınbaş University, Istanbul.
- xlviii. Macit, G. (2017). An Investigation of the Relationships between Organizational Culture and Organizational Silence (Unpublished Doctoral Dissertation). Süleyman Demirel University, Isparta.
- xlix. Mohammed, T. Y. (2019). An Application on the Effect of Transformational Leadership Style on Organizational Culture and Innovation of the Business (Unpublished Master's Thesis). Anadolu University, Eskişehir.

- i. Mutaf, Y. (2021). A Study on the Relationships between Organizational Culture, Organizational Commitment, and Job Satisfaction in the Air Transportation Sector in Turkey (Unpublished Master's Thesis). Arel University, Istanbul.
- ii. Nisañcı, Z. N. (2012). The Relationship between Social Culture and Organizational Culture and Its Reflections on Management (Unpublished Master's Thesis). Kâtip Çelebi University, Izmir.
- iii. Olucak, H. İ. (2019). The Impact of Organizational Resilience on Organizational Commitment and Employee Performance: A Field Study (Unpublished Master's Thesis). Kahramanmaraş Sütçü İmam University, Kahramanmaraş.
- iiii. Onaran, O. (1981). Motivation Theories in the World of Work. Ankara University Journal of Political Sciences, Ankara, 92.
- lv. Özfalci Akil, S. (2020). The Effect of Job Satisfaction on Organizational Commitment: A Research in a Public Institution on X and Y Generations (Unpublished Master's Thesis). Marmara University, Istanbul.
- lvi. Özpehlivan, M. (2018). Job Satisfaction: Conceptual Development, Individual and Organizational Impacts, Benefits, and Consequences. Kırklareli University Journal of Social Sciences, 2(2), Kırklareli, 59.
- lvii. Öztürk, Ü. (2014). Organizational Culture and Healthcare Professionals (Unpublished Master's Thesis). Beykent University, Istanbul.
- lviii. Polat, Ö. Z. (2004). A Study on Organizational Culture and its Effects on the Navy (Unpublished Master's Thesis). Kocaeli University, Kocaeli.
- lix. Sancaktar, C. L. (2017). The Effect of Organizational Culture and Team Cohesion on Team Performance: Interorganizational Izmir Dragon Festival (Unpublished Master's Thesis). Dokuz Eylül University, Izmir.
- lx. Sarıkeçe, E. (2019). The Relationship between Talent Management, Intention to Leave, and Organizational Commitment: A Research in the Pharmaceutical Sector (Unpublished Master's Thesis). Istanbul Aydın University, Istanbul.
- lxi. Sariyildirim, R. (2014). An Empirical Study on the Relationship between Organizational Culture and Burnout (Case of Gaziantep Tax Office) (Unpublished Master's Thesis). Hasan Kalyoncu University, Gaziantep.
- lxii. Sever, S. (2020). Culture. Ankara University Open Course Materials, Ankara.
- lxiii. Sevik, G. (2019). Relationships between Organizational Culture, Organizational Structure, and Knowledge Management Processes: A Research in the Pharmaceutical Sector (Unpublished Master's Thesis). Marmara University, Istanbul.
- lxiiii. Sevim, S. (2021). The Impact of Organizational Justice on Organizational Silence and Job Satisfaction (Unpublished Master's Thesis). Istanbul Sebahattin Zaim University, Istanbul.
- lxv. Seyhan, F. (2020). The Relationship between Organizational Conflict, Organizational Stress, Work Life Quality, Job Satisfaction, and Intention to Leave among Healthcare Professionals (Unpublished Master's Thesis). Ankara Hacı Bayram Veli University, Ankara.
- lxvi. Somuncu, F. (2008). Organizational Commitment and Tools for Enhancing Organizational Commitment: A Study in a Private Service Enterprise (Unpublished Master's Thesis). Anadolu University, Eskişehir.
- lxvii. Şahaner, B. (2019). Analysis of Employee Job Satisfaction and Organizational Commitment: An Application on White-Collar Workers in the Automotive Sector (Unpublished Master's Thesis). Balıkesir University, Balıkesir.
- lxviii. Şahin, F. (2012). The Relationship between Organizational Culture and Intellectual Capital: The Case of Hotel Businesses in the Marmara Region (Unpublished Master's Thesis). Bilecik Şeyh Edebali University, Bilecik.
- lxix. Şahin, H. (2018). "Organizational Culture as Perceived by Academic Staff" (Unpublished Master's Thesis), Osmangazi University, Eskişehir.
- lxx. Tanyeli, Ç. (2008). "The Effects of Perceived Gender Discrimination within Organizational Culture on Women's Career: A Conceptual and Applied Study" (Unpublished Master's Thesis), Konya.
- lxxi. Topal, F. (2020). Examining the Relationship between Emotional Labor and Job Satisfaction (Unpublished Master's Thesis). Recep Tayyip Erdogan University, Rize.
- lxxii. Tufan, G. (2019). The Relationship between Organizational Culture and Career Satisfaction (Unpublished Master's Thesis). Dokuz Eylül University, Izmir.
- lxxiii. Türkkan, G. (2021). The Impact of Perceived Managerial Support and Trust in the Manager on Organizational Commitment: An Empirical Study (Unpublished Master's Thesis). Çukurova University, Adana.
- lxxiiii. Uslu, A. (2012). Organizational Commitment, Perceptions of Permanent and Temporary Workers on Organizational Commitment: A Research and Field Study at Muş Sugar Factory (Published Master's Thesis). Kahramanmaraş Sütçü İmam University, Kahramanmaraş.
- lxxv. Uslu, A. (2021). The Effect of Perceived Organizational Justice on Organizational Commitment, Organizational Cynicism, and Job Satisfaction: Case of TRB Region (Unpublished Doctoral Dissertation). Bingöl University, Bingöl.
- lxxvi. Üngüren, E., Cengiz, F., & Algür, S. (2009). Determining the Relationship between Job Satisfaction and Organizational Conflict Management: A Study on Accommodation Enterprises. *Electronic Journal of Social Sciences*, 8(27), 42.
- lxxvii. Yapıcı, İ. (2021). A Meta-Analysis on the Effects of Psychological Capital on Organizational Cynicism and Organizational Commitment: Studies Conducted in Turkey (Unpublished Master's Thesis). Toros University, Mersin.
- lxxviii. Yazıcı, A. M. (2022). The Regulatory Role of Organizational Justice in the Impact of Job Satisfaction on Organizational Commitment in Businesses and a Study on This Topic (Unpublished Doctoral Dissertation). Istanbul Aydın University, Istanbul.

- lxxviii. Yeşil, A. (2016). A Conceptual Review on Leadership and Motivation Theories. *International Journal of Academic Management Sciences*, 165.
- lxxix. Yıldız, S. (2004). Shared Values among Academic Staff at Kafkas University (Unpublished Master's Thesis). Karadeniz Technical University, Trabzon.
- lxxx. Yücel, İ. (2007). Learning Organizations and Organizational Culture - An Application - (Unpublished Doctoral Dissertation). Atatürk University, Erzurum.
- lxxxi. Zarbaliyev, U. (2020). The Effect of Organizational Culture on Job Satisfaction and a Research on This Topic (Unpublished Master's Thesis). Istanbul Aydın University, Istanbul.