

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

The Intermediate Role of Organizational Culture in the Effect of Job Satisfaction and Organizational Commitment to Organizational Citizenship Behavior and a Research Related to It

Salih Güney

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

Selma Darici

Student, Human Resources Management, Institute of Social Sciences,
Istanbul Aydın University, Istanbul, Turkey

Abstract:

People spend the most important hours of their day at work. To enjoy this time they spend at work, they need to be satisfied with their work. If the employee's job satisfaction and organizational commitment are high, he makes his job more attentive and enjoyable. It works by using all the means at its disposal in order for the organization to achieve its goals and objectives. In addition, by exhibiting organizational citizenship behavior, the employee undertakes duties for the organization even if it is not his duty, makes suggestions for the organization when necessary, and helps his colleagues. The employee who is compatible with the organizational culture cooperates with the organization. The fact that organizations have employees who love their job, are loyal to the organization and are compatible with the culture of the organization enables organizations to reach their goals and objectives quickly.

This research aims to examine the mediating role of organizational culture in the effect of employees' job satisfaction and organizational commitment on organizational citizenship behavior. The universe of the research consists of 300 employees in a private company in Bakırköy, Türkiye.

Keywords: *Job satisfaction, organizational commitment, organizational citizenship behavior, organizational culture*

1. Introduction

Institutions use technology, raw materials, capital, knowledge and human resources while providing production and services. The most important of these is human resources. Organizations need to give importance to human resources in order to gain a competitive advantage. Employees with high job satisfaction produce quality products and provide services. This, therefore, has a major impact on the success of the institution. In addition, an employee with organizational commitment feels himself/herself belonging to his/her institution. If the employee sees himself as the most important part of the organization, he will make great efforts to interfere with personal and corporate goals. In addition, these employees are proud and happy with the success of their institution.

Even if institutions have the most comprehensive information, the best technology, raw materials and capital, they cannot survive in the market in the long run if they do not have an employee with high job satisfaction and organizational commitment. Employees with high job satisfaction and emotional commitment to their organization try to achieve corporate goals and objectives by exhibiting organizational citizenship behavior. In addition, these employees are helpful, do not avoid taking responsibility, are willing to participate in decisions, communicate well with other employees, and cooperate. Therefore, this contributes to the improvement of corporate performance and productivity. Coordination and exchange of information occurs between units. In this way, problems and unnecessary conflicts in the institution are reduced.

As in social life, there are common goals and values that people share in organizational life. These goals and values enable employees to act together. If the values of the organization and the values of the employee are compatible with each other, the employee strives for corporate goals as well as personal goals. If these values are not compatible with each other, the employee does not care and does not make an effort for this. For this reason, it is important that these values are compatible with each other and that the employee is connected to the culture of the institution in order to achieve the goals set by the institution.

In the first part of the article, the concept of job satisfaction, its definition, its importance, the basic concepts it is related to, the main factors affecting job satisfaction, the theories put forward on job satisfaction, the results of job satisfaction-dissatisfaction and the methods of increasing job satisfaction are given. In the second part of the article, the concept of organizational commitment, its definition, importance, its difference from professional commitment, the basic

dimensions of organizational commitment and the factors affecting organizational commitment are given. In the third part of the article, organizational citizenship, organizational citizenship behavior concepts, definition, importance, similar concepts with organizational citizenship, dimensions, indicators, types of organizational citizenship behavior, influencing factors and results are given. In the fourth part of the article, the concept of culture, organizational culture, definition, importance, features, functions, the basic elements that make up the organizational culture and the classifications made about the organizational culture are given. In the sixth part of the article, the data from the questionnaires applied to the people working in Turkey were evaluated.

2. Literature Review

2.1. Job Satisfaction

Job satisfaction is the employee's satisfaction with his/her job by getting what he/she expects from his/her job. This sense of satisfaction is the response to the employee's expectations and, as a result, the love he feels for his work. An employee's success indicates high job satisfaction. An employee with job satisfaction works effectively and efficiently and positively affects the business.

In 1911, Taylor and Gilbert defined the concept of job satisfaction for the first time. According to Taylor and Gilbert, job satisfaction is working in conditions that keep the stress and fatigue levels of the employees at a minimum level. Since 1930, the importance and value of employees have been understood and the issue of job satisfaction has been emphasized more (Danaci, 2010). It entered the literature in 1917 with Thorndike's article on job and satisfaction (Kaplan, 2011). In 1920, Elton Mayo and his friends carried out the first scientific study, known as the Hawthorne research on job satisfaction, in an electricity company in the United States (Tor, 2021). In short, job satisfaction, whose importance was not known before, has started to be investigated and given importance today. Job satisfaction enables employees to do their jobs more lovingly by fulfilling their wishes and desires, not by pressure and coercion. There is an increase in the productivity of an institution that gives importance to job satisfaction.

With the change and development of technology, capital and communication channels, the importance of the human factor began in the times of the first industrial revolution. Thus, it has been decided that the employee is important for the business and the life of the business. While the concept of production only meant manufacturing, it also started to mean service with the start of the industrial revolution. The importance of employees to the business increased in the days of the Second World War. Especially between the years 1950-1960, the perspective towards the employees started to change and the employees were accepted as an individual. As a result of the experiences gained by the enterprises in this period, it has been understood that tangible capital and values do not mean anything on their own. In other words, it is not sufficient to have only high equipment and qualified workers in the enterprise. Job satisfaction, which will activate all factors, is provided with high equipment and qualified employees (Kaklıkkaya, 2019). While the employee was seen only as a 'machine' producing for the enterprise, in the following years, he was seen as an individual and approached from a psychological point of view. Thus, it has been understood that the high level of job satisfaction of the employee will increase the importance he will give to his work.

Job satisfaction is the feeling of happiness and peace that employees feel as a result of meeting their expectations from their job materially and morally (Güney, 2017a). Job satisfaction is all the conditions that will cause the individual to say, "I am satisfied with my job" sincerely (Öztürk, 2022). Job satisfaction, aside from the physical and mental health of the employee, is an indicator of individual, physiological and spiritual feelings (Turgut, 2021). Job satisfaction is related to meeting the expectations of the employee from the organization (Bolat & Katı, 2020). Job satisfaction is all of the attitudes fed by the various sides of the job and how well their expectations are met (Hoş & Oksay, 2015). Job satisfaction is the attitude of the employee towards his job as a result of his experiences (Örücü & Kaçan, 2019). Job satisfaction is the emotional state that is liked or positively formed due to the employee's evaluation of his work or experience (Aktaş, 2019). Considering the above definitions, we can define job satisfaction as follows; positive attitudes and behaviors of employees towards their work. Here is how they are pleasant and happy during the time passed.

The most important feature of job satisfaction is that it is an emotional thought rather than a mental one. Because job satisfaction is individual, managers should help their employees to reach the best and most appropriate level of satisfaction. Job satisfaction is an indicator of physiological and mental health and emotions. Job satisfaction is the happiness achieved from producing something with co-workers with whom the employee enjoys working, with the material benefits obtained from his work. In order to have job satisfaction, the individual's wishes and value judgments must be in harmony with the job he/she does. Job satisfaction is related to the sum of the attitudes nurtured in different aspects of the job and how well the results obtained meet the demands. One of the most important duties of an organization is to ensure the job satisfaction of its employees. It creates quality by affecting satisfaction, trust and loyalty. Therefore, managers should work on strategies that will increase job satisfaction (Karcioğlu et al., 2009).

Every employee has wishes and expectations according to their own goals. According to these wishes and personality traits, the level of job satisfaction of the employee also changes. Therefore, each individual's level of satisfaction is different. Managers should consider these differences. The level of job satisfaction varies depending on whether the person's wishes and expectations are met or not.

2.2. Organizational Commitment

Every business produces goods or services with or without a profit motive. Institutions set goals and use manpower to achieve these goals. For this reason, employees should adopt the goals of the institution and strive to achieve

these goals successfully. The more committed employees are to their organizations, the more effort they make to achieve corporate goals. Therefore, the concept of organizational commitment is very important.

The long-term survival of institutions depends on the employees' use of their knowledge and skills while doing their jobs. However, the existence of institutions is not only possible with the effort and talent of the employees. The growth of institutions depends on the strong loyalty and love of employees to their institution. Therefore, positive attitudes and behaviors towards the job and the field of work are as important as the knowledge and skills of the employee (Hoş & Oksay, 2015). Therefore, organizational commitment has a very important place for institutions to survive in the long run.

Institutions use tools and inputs such as raw materials, money, capital, knowledge, labor and technology in the processes of producing or providing services. Perhaps the most important of these inputs is the workforce. An institution may be in very good shape in terms of money and technology, or it may have the highest quality raw materials and capital. However, if the institution does not have the workforce to use these resources effectively and efficiently, it is difficult for them to maintain their corporate existence. The worst thing is to have a workforce that is not motivated enough and therefore does not feel committed to the institution. If the employee sees himself as an important part of the organization and believes that he can achieve his own individual goals while realizing the goals of the organization, he will make an effort to reach the corporate goals by using the scarce resources in the most efficient way. Therefore, the factors that motivate human resources should be determined and studies should be carried out accordingly. As a result, corporate efficiency and productivity will be realized (Güney, 2017a). If the employees are not motivated, their commitment to the organization decreases over time, and thus the employee does not strive to achieve the goals of the organization. Therefore, no matter how good the institution looks from the outside, it is in a bad state when viewed from the inside. For this reason, the institution needs employees who are affiliated with the institution in order to produce quality products and services.

Organizational commitment is the employee's feeling ready to take responsibility on behalf of the institution he/she works for, adopting the objectives, goals and values of the institution, and having a strong desire to stay in the institution (Şeremet, 2017). Organizational commitment is an attitude or orientation towards the institution that attaches the identity of the person to the institution (Gül, 2002). Organizational commitment is the attitude of loyalty towards the institution of the employee and the effort of the institution to be successful (Bayram, 2005). Organizational commitment is the commitment that is formed by the fear that the individual will lose things such as the effort, effort, time, status and money he/she has made during the time he/she works in the institution and that all these will be wasted (Türkkan, 2017). Organizational commitment is the fact that employees keep the goals and objectives of the institution they work for above their own goals and objectives and strive in this way (Karadede, 2021). Considering these definitions, we can define organizational commitment as follows: Organizational commitment is the effort of the employee for the goals of the organization without any expectation. In short, organizational commitment is a person's compliance with the values and goals of the institution.

Employees with high organizational commitment can participate in new activities by adapting to changes, take new initiatives by analyzing risks, make a lot of effort to do things right, are solution-oriented, can make decisions on their own by being less affected by external factors, strive for their personal development, They know that they have to work hard to be in a good position, and they strive to find their position sufficient and to come to a better position (Tor, 2021). As a result of the positive effects of organizational commitment, the employee reaches his goals and a sense of satisfaction. Along with this, productivity in the institution increases.

If the organizational commitment of the people working in the institutions is high, problems such as fatigue, high staff turnover and absenteeism are few or even non-existent. In addition, due to organizational commitment, it is easier to gain a competitive advantage with employees who focus on organizational goals. Organizational commitment has an important place in ensuring institutional harmony. In other words, employees with high organizational commitment are more compatible within the organization (Altay, 2019). Thus, it will be easier to achieve the goals and objectives set for the institution. Employees with low organizational commitment exhibit maladaptive behaviors within the organization. They disrupt the work order and have conflicts with their co-workers. Therefore, it causes disruption and slowdown of the work in the institution.

The difference between the concepts of organizational commitment and professional commitment – Commitment to the profession is related to the importance of the profession in life and how central it is as a result of the work done by the person to gain skills and expertise in a particular field. Organizational commitment, on the other hand, is the willingness to adopt the goals and values of the organization, to make great efforts for the organization, and to remain in the organization. It means an emotional commitment to the profession, doing the profession with love, being integrated with it. Emotional commitment to the organization is integration with the organization, feeling that it belongs to that organization. The desire to continue the profession is related to having made too much investment to give up and the high cost of giving up. The desire to stay in the organization is also to have given so much effort for that institution that he cannot give up, the high cost of leaving or the lack of other alternatives (Baysal & Paksoy, 1999).

2.3. Organizational Citizenship and Organizational Citizenship Behavior

Organizational citizenship is the work of the employee for the benefit of his institution. These works are out of the duty of the employee. Employees are not forced to do this. The employee does this voluntarily. In other words, organizational citizenship is the effort of the employee for his/her institution by his/her own choice.

An organization is a place where a group comes together to achieve a common goal, where the division of labor, authority and responsibility relations are clearly defined, and where they act in a rational, planned and coordinated

manner. The concept of citizenship, on the other hand, is the relationship between individuals and the state, based on the constitution, in which rights and responsibilities are determined by laws and rules, and mutual rights and duties are determined by laws. The concept of organizational citizenship is the extra effort and work that people show outside of their duties and responsibilities. There is no specific law or set of rules that determines and obliges working with extra effort (Dede, 2019). In other words, it is the effort and work of the employee voluntarily, without obligation.

The term citizenship, first referred to by Katz and Kahn (1966) by Bateman and Organ in 1983, is non-essential actions that streamline managerial mechanisms and organizational context based on an innovative and spontaneous view of action in achieving organizational goals beyond specific task roles. The concept of organizational citizenship has been given importance in the literature by Organ. Organizational citizenship is binding and encouraging behaviors that express the employee's desire to maintain his relationship with goals. According to some researchers, the concept of organizational citizenship is a socially desirable behavior. According to Walz and Neihoff, organizational citizenship represents a set of desired organizational behaviors that show multidimensional relationships with positive organizational results (Cabbar, 2022). According to Graham and Dyne, organizational citizenship is binding and encouraging behaviors that express the employee's desire to maintain his relationship with the target (Mammadova, 2022).

Human resources are the most important factor for institutions in an intensely competitive environment to be in the market for a long time and to stay ahead of their competitors. In working life, the behavior of employees outside of their job descriptions is important for the institution. Today, the importance of organizational citizenship behavior has increased. A lot of research has been done on this subject and it is still being done. Organizational citizenship behavior is when employees exhibit behaviors that are not obligatory, apart from the behaviors they should do, and these behaviors contribute to the organization.

In recent years, the concept of organizational citizenship behavior has been one of the concepts discussed in the field of management, and it is one of the most important research topics of organizational behavior and management science. The first studies on citizenship behavior took place in organizational behavior studies, which examined the out-of-role behaviors of employees towards the organization. The concept of organizational citizenship behavior was first used by Chester Barnard in 1930. According to Barnard, organizational citizenship behavior is extra-role behavior other than formal role behavior. In addition, Barnard has researched the informal organization and the need for organizational members to be willing to cooperate for the good of the organization. Later, organizational citizenship behavior, which was similar to informal organization definitions, became an essential topic in organizational research in the 1980s. In 1983, Organ et al. started to use the concept of organizational citizenship behavior in their research (Kaya, 2013).

Bateman and Organ defined the concept of organizational citizenship based on the concept of "extra-role behavior." Accordingly, citizenship is stated to be behaviors that are not specified in the role definitions and that are beneficial to the social system of the institution. Organizational citizenship behavior is the employee's display of certain attitudes and behaviors that will increase corporate effectiveness by his own choice, apart from the job description or role requirements. Institutions need employees who go beyond their job descriptions to survive and succeed under constantly changing business life conditions. For this reason, employees' voluntary contributions to the organization and their behaviors should be supported by going beyond their job descriptions (Kılıçlar & Harbaloğlu, 2014).

Organizational citizenship behavior, beyond the official job descriptions, exceeding the determined role requirements and expectations, are the behaviors that the employees show a willingness to contribute to the institution (Arslantaş, 2023). Organizational citizenship behavior is a voluntary behavior that is not directly present in the formal reward system. However, it helps the organization to perform its activities and processes efficiently, contributes to the social and psychological environment of the institution, and helps to achieve corporate goals (Sezgin, 2005). Organizational citizenship behavior is voluntary personal behavior that is not directly and fully taken into account in the formal reward system but helps to increase the effectiveness of the institution as a whole (Koşar, 2014). Organizational citizenship behavior is all the positive behaviors of the employees in the institution in favor of the institution (Uçtu, 2023). Based on these definitions, organizational citizenship behavior is the behavior exhibited by the employee voluntarily, not under the pressure of anyone, not to the detriment of the institution, but to the benefit of the employee, outside of his or her job duty. When we look at the definitions made, organizational citizenship behavior consists of three basics. These are voluntary, beneficial and effective.

2.4. Culture and Organizational Culture

Culture is a phenomenon created by people from all societies. Every society has its own values, beliefs, traditions, ideas, thoughts, customs and traditions. All of these come to a common point and form the culture. Society and culture cannot be separated from each other. Since the way of life of every society is different, everyone's definition of culture is also different.

The concept of culture is considered to come from the Latin verbs 'colera' or 'cultura,' which means to care or to cultivate. The word 'cultura' was used before the 18th century to mean cultivating. Cultura, which is used in the same sense in French, was first used by Voltaire to mean the formation, development and development of human intelligence. The word was later transferred to Germany and used as 'culture' in a German language dictionary dated 1793. Later on, it became a 'culture' (Yılmaz, 2014). Gustaw Klemn attributed the word 'culture' in 1843 to the meaning of the talents, skills, arts and traditions of a human community. Edward Taylor, on the other hand, expressed the word 'culture' in 1871 as a complex whole consisting of knowledge, faith, art and morality, customs and traditions, law and person, habits and abilities acquired by the society of which they are a part (Güney, 2020b).

Culture is the way of life shared by people who are members of society. Culture is the sum of the knowledge, belief, morals, art, law, tradition, customs and habits acquired by the human being as a member of the society. It is

impossible to separate society and culture from each other. Societies are based on culture. Culture is understood in everyday language as the privilege of intellectuals, civilization in the scientific field, education in the human field, fine arts in the aesthetic field, and production in the technological field. In sociology, culture is the material and spiritual elements people acquire and transfer to each other and the next generations in various ways. In other words, culture is all of the material and spiritual elements that people have created in social and historical development. Culture is the whole of values such as language, knowledge, belief, art, custom, law, tradition and customs that are transmitted to people in society and internalized by them as a result of people's ability to give meaning to life and the universe through symbols. In short, culture is the general way of life in societies (Akgül, 2006). In short, culture is the understanding and values that people share in common.

The concept of culture has been defined in many ways by researchers. Since culture is a concept that has different meanings according to the field of study, the fact that it is comprehensive and overly specific has an effect on giving various meanings to the concept of culture. Kroeber and Kluckhohn, who are famous American anthropologists, determined that 164 different definitions of culture were made in their studies on culture (Güney, 2020b). In line with these definitions, culture is everything that people who are part of a society share and learn with each other from past to present. Everything that makes society a society is culture. Culture is the whole state of a society's unique behavior patterns, goods, food, clothes, language, thoughts, knowledge, feelings, attitudes and beliefs. Culture is the definition of society that reinforces the definition of civilization.

Culture is a phenomenon that is shared by people belonging to the same society, transmitted from generation to generation, and provides an opportunity to make sense of attitudes, behaviors, beliefs, values and lifestyles (Yumuk, 2018). Culture is a product (Emen, 2019). Culture is a system in which people integrate due to harmony and satisfaction (Alpkan, 2019). Culture is formed in the historical process and includes all kinds of abilities and habits of people with their social interactions, such as tradition, law, morality, belief and knowledge (Selimoğlu, 2019).

Just like the members of the society, the members of the institution also have common goals and values that they share. Employees demonstrate commitment to corporate purpose, beliefs, values and norms. People act together for common goals and values. To ensure corporate success, these members must work in harmony. Therefore, the concept of organizational culture has been an interesting topic for many researchers. For this reason, many different definitions have been made for organizational culture.

According to Eren, people who are members of the institution adopt deep-rooted traditions, habits and moral attitudes for their behavior by adopting the cultural characteristics of the organization. Organizational culture shows the recognition of the institution in its environment, its social standards, values, forms and levels associated with individuals. One of the most essential tools that connects the institution to the society and determines its place, importance and success in the society is organizational culture. However, every organizational culture is affected by the social culture and other organizational cultures in which it lives, and these cultures contribute to their formation. Culture cannot contradict the environment. On the contrary, it must be compatible with the environment. If the culture conflicts with the environment, the life of the organization is in danger. When a new culture is compatible with the norms and values of the environment, it has significant effects on the environment (Eren, 2010). Organizations should adapt to the cultural structure of their environment. In other words, the culture of the organization and the culture of the society should be compatible with each other. Otherwise, if the institution does not comply with the values and judgments of the society, the organization will suffer. If cultures are compatible, they affect each other positively.

The concept of organizational culture entered the literature with the article "On Studying Organizational Culture," written by Pettigrew in 1979. The concept of organizational culture was used for the first time by Silverzweig and Allen. The success of Deal and Kennedy's book "Corporate Culture" and Peters and Waterman's "The Art of Managing and Progress - The Search for Perfection" has increased the popularity of the concept of organizational culture. J. Geert Hofstede is a pioneer in this field and has left his mark on the literature with his work. In the early 1980s, with the publication of William Ouchi's Z theory and the Japanese management style of Pascal and Athos, organizational culture began to increase in the literature on organizations and management. Organizational culture became more important as it became widespread that organizational commitment contributed to the success of organizations in South Korea and Japan. The emergence of the concept of organizational culture and the increase in research on this subject; In late 1970, when Japan started to get stronger economically, while researchers were working to find the reasons for the economic success of Japanese companies, it is the simultaneous fact that the market share of the companies belonging to European and American countries, which were closed one after the other, began to fill up rapidly with the Japanese companies taking the vacant market share (Dönmez, 2019). As a result of all these studies, we understand that organizational culture has great importance in the success of organizations. If people adopt the beliefs and values of the institution they work for and show commitment, the performance of the institution will increase.

Organizational culture is the shared perceptions of corporate business practices within institutional units (Aslanova, 2021). Organizational culture is strict adherence to internal norms (Güney, 2017a). Organizational culture is a structure consisting of beliefs, slogans, stories and tales in the institution, which is composed of dominant and shared values, reflected to the employees in a symbolic way (Dönmez, 2019). Organizational culture is the common values and beliefs that shape the thoughts and behaviors of employees (Demirel & Karadal, 2007). Organizational culture is the norm, values, beliefs, symbols and perception system shared by the members of a group (Uğur, 2017). Organizational culture is the most important unwritten norm that keeps employees together (Köse, 2014). According to these definitions, organizational culture is all of the shared beliefs, values, stories, ceremonies, symbols, language and norms that will guide employees in solving problems that may arise within the organization. In short, it is the way work is done.

The competitive advantage it brings to organizations is very important because organizational culture is uniquely like a fingerprint for organizations. Technology that makes people's lives easier and allows products and services to be imitated in a short time opposes values and pushes organizations to create other values to differentiate. At this point, the uniqueness of the organizational culture and its unique structure provide a strategic competitive advantage (Yılmaz, 2014). Since the organizational culture allows for good interpersonal communication, the business proceeds in an orderly manner. Thus, the institution provides a competitive advantage against other competitors.

Organizational culture distinguishes one institution from another. Therefore, each institution has its own characteristics and values. Employees benefit from these features and values within the organization. Therefore, employees should know and adopt the culture of the institution well. In this way, both the institution and the employees are successful.

3. A Research on the Intermediate Role of Organizational Culture on the Effect of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior

3.1. The Purpose of the Research

The purpose of the research is to examine the mediating role of organizational culture in the effect of job satisfaction and organizational commitment of employees on organizational citizenship behavior.

3.2. Importance of Research

The high job satisfaction and organizational commitment of the employee affect his organizational citizenship behavior. In addition, common goals and values shared within the organization are very important. If the values of the employees and the values of the organization are compatible with each other, corporate goals are more easily achieved. For this reason, institutions must give importance to human resources to survive in the long run. Therefore, the concepts of job forecasting, organizational commitment, organizational citizenship behavior and organizational culture are important issues.

For all these reasons, the findings of this study are of great importance in terms of contributing to the literature.

3.3. Data Collection Tool of the Research

In the first stage of the study, theoretical research was carried out. In the theoretical part, the concepts of job satisfaction, organizational commitment, organizational citizenship behavior and organizational culture were included, and the necessary information about these variables was obtained by scanning certain sources. In the application part of the study, 300 people working in a private company operating in Istanbul Bakırköy were included.

The survey study consists of 5 parts. In the first part, the demographic characteristics of the participants (gender, age, marital status, educational status, etc.) are included. In the second part, there are statements about job satisfaction. The questions in this section were taken from Anil Tor's master's thesis titled "The Effect of Hospital Managers' Management Styles on Employees' Job Satisfaction and Organizational Commitment Levels: A Study For This." In the third part, there are expressions of organizational commitment. The questions in this section were taken from Anil Tor's master's thesis titled "The Effect of Hospital Managers' Management Styles on Employees' Job Satisfaction and Organizational Commitment Levels: A Study For This." In the fourth part, there are expressions of organizational citizenship behavior. The questions in this section are taken from İlknur Sayan's doctoral thesis, "The Role of Employees' Motivation Levels in the Effect of Perception of Corporate Leadership Styles on Organizational Commitment and Citizenship and a Study." In the fifth part, there are expressions of organizational culture. The questions in this section are taken from Aysegül Özkan's doctoral thesis, "The Regulatory Role of Organizational Culture in the Effect of Psychological Empowerment on Employee Performance."

3.4. Assumptions of the Research

In the research, the participants were given scales suitable for the purpose of the research, and it was assumed that the participants answered these scales honestly. It was assumed that the participants had sufficient knowledge about the institution they worked for and made markings in response to the questions on the scales.

3.5. Limitations of the Research

The data collection required for the research was done by online methods. The research is limited to 300 people working in a private company operating in Istanbul Bakırköy. These 300 people work in different units.

3.6. Research Model and Hypotheses

The research was designed according to the relational model to measure the levels of job satisfaction, organizational commitment, organizational citizenship behavior and organizational culture of the participants and to reveal the relationship between these concepts, and the theoretical model prepared in this context is shown in figure 1.

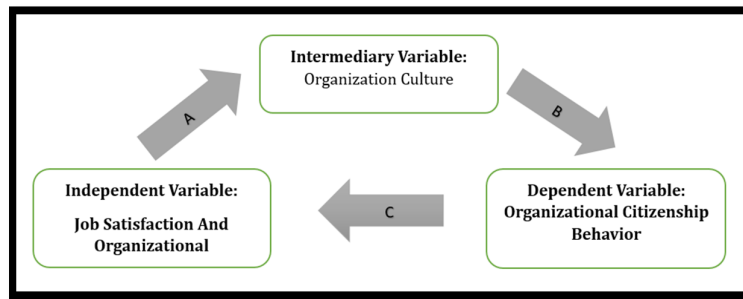


Figure 1: Model of the Study

The hypotheses related to the research are given below:

- H1: Job satisfaction scores differ according to gender.
- H2: Organizational commitment scores differ according to gender.
- H3: Organizational culture scores differ according to gender.
- H4: Gender and visual citizenship behavior scores differ.
- H5: Job satisfaction scores differ according to age groups.
- H6: Organizational commitment scores differ according to age groups.
- H7: Organizational culture scores differ according to age groups.
- H8: Organizational citizenship behavior scores differ according to age groups.
- H9: Job satisfaction scores differ according to marital status.
- H10: Organizational commitment scores differ according to marital status.
- H11: Organizational culture scores differ according to marital status.
- H12: Organizational citizenship behavior scores differ according to marital status.
- H13: Job satisfaction scores differ according to education level.
- H14: Organizational commitment scores differ according to educational status.
- H15: Organizational culture scores differ according to education level.
- H16: Organizational citizenship behavior scores differ according to educational status.
- H17: Job satisfaction scores differ according to the time worked in the institution.
- H18: Organizational commitment scores differ according to the time worked in the institution.
- H19: Organizational culture scores differ according to the time worked in the institution.
- H20: Organizational citizenship behavior scores differ according to the time worked in the institution.
- H21: Job satisfaction scores differ according to the total time worked.
- H22: Organizational commitment scores differ according to the total working time.
- H23: Organizational culture scores differ according to the total working time.
- H24: Organizational citizenship behavior scores differ according to the total working time.
- H25: Job satisfaction scores differ according to wages.
- H26: Organizational commitment scores differ according to wages.
- H27: Organizational culture scores differ according to wages.
- H28: Organizational citizenship behavior scores differ according to wages.
- H29: There is a positive relationship between organizational commitment and job satisfaction.
- H30: There is a positive relationship between organizational commitment and organizational culture.
- H31: There is a positive relationship between organizational commitment and organizational citizenship behavior.
- H32: There is a positive relationship between job satisfaction and organizational culture.
- H33: There is a positive relationship between job satisfaction and organizational citizenship behavior.
- H34: There is a positive relationship between organizational culture and organizational citizenship behavior.
- H35: Organizational culture has a mediating effect on the effect of job satisfaction on organizational citizenship behavior.
- H36: Organizational culture has a mediating effect on the effect of organizational commitment on organizational citizenship behavior.

3.7. Universe and Sample

The universe of this study is Istanbul, and the sample is people working in a private company operating in Bakırköy.

3.8. Findings of the Research

3.8.1. Statistical Analysis

All Data were analyzed in SPSS 22.0 package program. It was given by representing continuous data (mean, standard deviation). The fit of the data to the normal distribution was tested with the Shapiro-Wilk Test and the coefficient of skewness and kurtosis. T-test and ANOVA were used to compare means, and Pearson Correlation test was used to examine the relationship between variables. Regression analysis was used to examine the effect between dependent and independent variables. The statistical significance level was determined as 0.05. The HAYES Process plugin developed by Hayes was used to measure the mediation effect.

3.8.2. Job Satisfaction, Organizational Commitment, Organizational Culture and Organizational Citizenship Behavior Scales Reliability Analysis Results

Reliability analysis results of job satisfaction, organizational commitment, organizational culture and organizational citizenship behavior scales are shown in table 1.

Scales	Cronbach's Alpha	Number of Questions
Job Satisfaction	0,788	36
Organizational Commitment	0,763	17
Organization Culture	0,944	36
Organizational Citizenship Behavior	0,910	24

Table 1: Reliability Analysis of Scales

The Cronbach's Alpha coefficient for the job satisfaction, organizational commitment, organizational culture and organizational citizenship behavior scales of the data obtained from 300 participants was found to be higher than 0.70, and the scale is highly reliable.

3.8.3. Analysis of Demographic Information

Age, marital status, education, experience in the institution, total professional experience and income level distribution of the participants are shown in table 2.

Variable	n	%
Gender		
Female	144	48,0
Male	156	52,0
Total	300	100
Age		
18-24 years	52	17,3
25-31 years	84	28,0
32-38 years	53	17,7
39-45 years	51	17,0
46-52 years	42	14,0
53 years and older	18	6,0
Total	300	100
Marital Status		
Married	169	56,3
Single	131	43,7
Total	300	100
Education		
Primary School	21	7,0
Variable	n	%
Secondary School	11	3,7
High School	64	21,3
Associate Degree	57	19,0
License	110	36,7
Master	31	10,3
Doctorate	6	2,0
Total	300	100
Institution Duration		
Less than 1 year	66	22,0
1-5 years	79	26,3
6-10 years	52	17,3

10 years and above	103	34,3
Total	300	100
The Total Time		
Less than 1 year	42	14,0
1-5 years	69	23,0
6-10 years	55	18,3
10 years and above	134	44,7
Total	300	100
Fee		
Minimum	54	18,0
Minimum-10000 TL	35	11,7
10000-15000 TL	78	26,0
15000-20000 TL	72	24,0
20000 TL and above	61	20,3
Total	300	100

Table 2: Analysis of Demographic Characteristics of Employees

When table 2, which includes the descriptive statistics of the participants, is examined:

- 144 (48.0%) of the participants were female and 156 (52.0%) were male.
- 52 of the participants (17.3%) were 18-24 years old, 84 (28.0%) were 25-31 years old, 53 (17.7%) were 32-38 years old, 51 (17.7%) 0) 39-45 years old, 42 (14.0%) 46-52 years old, and 18 (6.0%) 53 years and older.
- 169 (56.3%) of the participants were married and 131 (43.7%) were single.
- 21 (7.0%) primary school, 11 (3.7%) secondary school, 64 (21.3%) high school, 57 (19.0%) associate degree, 110 (It was seen that 36.7% had undergraduate, 31 (10.3%) graduate and 6 (2.0%) doctorate graduates.
- Of the participants, 66 (22.0%) were less than 1 year, 79 (26.3%) 1-5 years, 52 (17.3%) 6-10 years, and 103 (%) 34,3) It has been observed that he had served this institution for 10 years or more.
- 42 (14.0%) of the participants were less than 1 year, 69 (23.0%) 1-5 years, 55 (18.3%) 6-10 years and 134 (44%, 7) It has been seen that he has served this institution for 10 years or more.
- Of the participants, 54 (18.0%) had a minimum wage, 35 (11.7%) had a minimum wage - 10000 TL, 78 (26.0%) 10000-15000 TL, 72 (24.0%) It was observed that 15000-20000 TL and 61 (20.3%) of them received 20000 TL and more.

3.8.4. Descriptive Values of Scores Obtained from Job Satisfaction, Organizational Commitment, Organizational Culture and Organizational Citizenship Behavior Scales

The descriptive values of the scores obtained from the scale of job satisfaction, organizational commitment, organizational culture and organizational citizenship behavior are shown in table 3.

Variables	n	Min	Max	Mean	Std. Deviation	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
Job Satisfaction	300	1,0	5,0	3,10	0,43	-1,78	0,14	9,51	0,28
Organizational Commitment	300	1,0	5,0	2,98	0,57	-0,50	0,14	2,86	0,28
Organization Culture	300	1,0	5,0	3,61	0,64	-1,20	0,14	3,17	0,28
Organizational Citizenship Behavior	300	1,0	5,0	3,24	0,68	-0,33	0,14	1,27	0,28

Table 3: Descriptive Values of the Scores Obtained from the Scales

Within the scope of the research, some assumptions were checked before the analyses were carried out to test the hypotheses. First, the distribution of the scores obtained from the scales of job satisfaction, organizational commitment, organizational culture and organizational citizenship behavior were examined. Accordingly, the skewness and kurtosis coefficients of the mean scores obtained from the measurement tools were calculated. The skewness and kurtosis coefficients in the range of ± 2 indicate that the mean scores have a normal distribution (George & Mallery, 2010). The skewness and kurtosis coefficients calculated for the scores obtained from the measurement tools in table 3 are shown. The results obtained showed that the data had a normal distribution. The highest average organizational culture score was 3.61 and the lowest organizational commitment was 2.98.

3.9. Mean Scores, Standard Deviations and T-Test Results of the Scales

3.9.1. Job Satisfaction, Organizational Commitment, Organizational Culture and Organizational Citizenship Behavior Mean Scores by Gender, Standard Deviations, ANOVA and T-test Results

Job satisfaction, organizational commitment, organizational culture and organizational citizenship behavior mean scores, standard deviations, ANOVA and T-test results by gender are shown in table 4.

Variables	Gender	n	Mean	Std. Deviation	t	sig
Job Satisfaction	Female	144	3,06	0,47	-1,567	0,118
	Male	156	3,14	0,37		
Organizational Commitment	Female	144	2,89	0,61	-2,517	0,012
	Male	156	3,06	0,52		
Organization Culture	Female	144	3,59	0,66	-0,460	0,646
	Male	156	3,62	0,62		
Organizational Citizenship Behavior	Female	144	3,19	0,69	-1,270	0,205
	Male	156	3,29	0,66		

Table 4: Mean Scores, Standard Deviations, ANOVA and T-Test Results of Scales by Gender

When table 4 is examined, it is seen that the mean organizational commitment score differs according to gender ($p < 0.05$). It has been observed that the mean organizational commitment score of men is statistically significantly higher than that of women. This is because men have higher career prospects. In other words, men's desire to be a manager is higher than women's. Therefore, the organizational commitment of men is high. Women, on the other hand, cannot devote much time to their careers as they try to catch up with both family life and business life. As a result, their professional expectations become less. Therefore, the organizational commitment of women is lower than that of men.

3.9.2. Job Satisfaction by Age, Organizational Commitment, Organizational Culture and Organizational Citizenship Behavior Mean Scores, Standard Deviations and ANOVA Results

Job satisfaction, organizational commitment, organizational culture and organizational citizenship behavior mean scores, standard deviations and ANOVA results by age are shown in table 5.

Variables	Age	n	Mean	Std. Deviation	F	sig	Difference Status
Job Satisfaction	18-24 years	52	2,91	0,63	3,596	0,004	2,6>1
	25-31 years	84	3,18	0,35			
	32-38 years	53	3,14	0,36			
	39-45 years	51	3,04	0,45			
	46-52 years	42	3,15	0,24			
	53 and above	18	3,25	0,31			
Organizational Commitment	18-24 years	52	2,72	0,68	4,647	0,000	5,6>1
	25-31 years	84	3,00	0,58			
	32-38 years	53	2,91	0,63			
	39-45 years	51	2,99	0,48			
	46-52 years	42	3,19	0,33			
	53 and above	18	3,27	0,36			
Organization Culture	18-24 years	52	3,33	0,79	3,269	0,007	2,5>1
	25-31 years	84	3,68	0,58			
	32-38 years	53	3,56	0,71			
	39-45 years	51	3,61	0,62			
	46-52 years	42	3,82	0,40			
	53 and above	18	3,67	0,46			
Organizational Citizenship Behavior	18-24 yaş	52	3,18	0,74	1,624	0,153	
	25-31 years	84	3,32	0,68			
	32-38 years	53	3,10	0,77			
	39-45 years	51	3,13	0,65			
	46-52 years	42	3,39	0,49			
	53 and above	18	3,41	0,51			

Table 5: Mean Scores, Standard Deviations, ANOVA and T-Test Results of Scales by Age

Job satisfaction, organizational commitment and organizational culture mean scores differed according to age groups ($p < 0.05$). The mean job satisfaction scores of the participants aged 25-31 and those aged 53 and above were found to be statistically significantly higher than the participants in the 18-24 age group. This is because older employees have reached high positions in business life and their expectations have been met. Therefore, older employees have higher job satisfaction levels. Organizational commitment mean scores of the participants aged 46-52 and those aged 53 and above were found to be statistically significantly higher than the participants in the 18-24 age group. This is because older employees spend more time in the organization and get to know their organization better. Therefore, older employees have high organizational commitment. The organizational culture mean scores of the 25-31 and 46-52 age group

participants were found to be statistically significantly higher than the 18-24 age group participants. The reason for this is that older employees know and adopt the culture of the institution very well because they have worked in their institutions for a long time. Therefore, the organizational culture of older employees is higher than younger employees.

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

According to marital status, job satisfaction, organizational commitment, organizational culture and organizational citizenship behavior score averages, standard deviations and T-test results are shown in table 6.

Variables	Marital Status	n	Mean	Std. Deviation	t	sig
Job Satisfaction	Married	169	3,08	0,44	-1,075	0,283
	Single	131	3,13	0,40		
Organizational Commitment	Married	169	2,98	0,54	-0,034	0,973
	Single	131	2,98	0,61		
Organization Culture	Married	169	3,60	0,66	-0,341	0,733
	Single	131	3,62	0,61		
Organizational Citizenship Behavior	Married	169	3,21	0,66	-0,781	0,436
	Single	131	3,27	0,70		

Table 6: Mean Scores, Standard Deviations and T-Test Results of Scales by Marital Status

When table 6 is examined, it is seen that the mean scores of job satisfaction, organizational commitment, organizational culture and organizational citizenship behavior do not differ according to marital status ($p>0.05$). In other words, there is no direct relationship between job satisfaction and marital status. There was no significant difference in the job satisfaction, organizational commitment and organizational culture levels of married and single employees.

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

Table 7 shows job satisfaction, organizational commitment, organizational culture and organizational citizenship behavior mean scores, standard deviations and ANOVA results according to educational status.

Variables	Education	n	Mean	Std. Deviation	F	sig	Difference Status
Job Satisfaction	Primary School	21	2,69	0,90	4,364	0,000	2,3,4,5,6,7>1
	Middle School	11	3,16	0,38			
	High School	64	3,09	0,44			
	Associate Degree	57	3,08	0,34			
	Bachelor Degree	110	3,17	0,30			
	Degree	31	3,13	0,32			
	Doctorate	6	3,30	0,28			
Organizational Commitment	Primary School	21	2,54	0,89	2,853	0,010	3,5>1
	Middle School	11	3,06	0,70			
	High School	64	3,06	0,51			
	Associate Degree	57	2,96	0,59			
	Bachelor Degree	110	3,02	0,51			
	Degree	31	2,89	0,44			
	Doctorate	6	3,20	0,34			
Organization Culture	Primary School	21	3,09	1,26	4,007	0,001	4,5,7>1
	Middle School	11	3,59	0,62			
	High School	64	3,50	0,61			
	Associate Degree	57	3,62	0,59			
	Bachelor Degree	110	3,75	0,50			
	Degree	31	3,58	0,47			
	Doctorate	6	3,95	0,38			
Organizational Citizenship Behavior	Primary School	21	2,88	1,10	1,320	0,248	
	Middle School	11	3,39	0,61			
	High School	64	3,23	0,61			
	Associate Degree	57	3,26	0,69			
	Bachelor Degree	110	3,28	0,58			
	Degree	31	3,21	0,68			
	Doctorate	6	3,47	0,98			

Table 7: Mean Scores, Standard Deviations, ANOVA and T-Test Results of Scales by Education

It was observed that the mean scores of job satisfaction, organizational commitment and organizational culture differed according to educational status ($p < 0.05$). The job satisfaction mean scores of secondary school, high school, associate, undergraduate, postgraduate and doctoral graduates were found to be statistically significantly higher than primary school graduates. Organizational commitment mean scores of high school and undergraduate graduates were found to be statistically significantly higher than primary school graduates. Organizational culture mean scores of associate, undergraduate and doctoral graduates were found to be statistically significantly higher than primary school graduates. This is because primary school graduates do not know how to do their jobs and their expectations are not met. As the level of education increases, the employee knows how to do his job. In addition, the higher the education level, the higher the rank of the person. Therefore, job satisfaction, organizational commitment and organizational culture of secondary school, high school, associate degree, undergraduate, graduate and doctoral graduates are higher than primary school graduates.

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

The averages, standard deviations and ANOVA results of job satisfaction, organizational commitment, organizational culture and organizational citizenship behavior according to the working time in the institution are shown in table 8.

Variables	Institution Duration	n	Mean	Std. Deviation	F	sig	Difference Status
Job Satisfaction	Less than 1 year	66	2,94	0,60	5,927	0,001	3,4>1
	1-5 years	79	3,08	0,38			
	6-10 years	52	3,24	0,44			
	10 years and above	103	3,15	0,26			
Organizational Commitment	Less than 1 year	66	2,72	0,67	7,661	0,000	3,4>1
	1-5 years	79	2,94	0,56			
	6-10 years	52	3,11	0,56			
	10 years and above	103	3,10	0,45			
Organization Culture	Less than 1 year	66	3,37	0,70	4,830	0,003	3,4>1
	1-5 years	79	3,59	0,71			
	6-10 years	52	3,70	0,58			
	10 years and above	103	3,73	0,53			
Organizational Citizenship Behavior	Less than 1 year	66	3,11	0,72	1,796	0,148	
	1-5 years	79	3,19	0,73			
	6-10 years	52	3,35	0,68			
	10 years and above	103	3,31	0,60			

Table 8: Mean Scores, Standard Deviations, ANOVA and T-Test Results of the Scales According to the Time Worked in the Institution

It was observed that the average scores of job satisfaction, organizational commitment and organizational culture differed according to the time worked in the institution ($p < 0.05$). Job satisfaction, organizational commitment and organizational culture mean scores of employees for 6-10 years and 10 years or more were found to be statistically significantly higher than those who were employed for less than 1 year. This is because the expectations of the people who have worked in the institution for a long time are met. In addition, the expectations of the people working in the institution for a long time are met, they adopt the culture of the institution and their emotional commitment to the institution is formed. Therefore, job satisfaction, organizational commitment and organizational culture of people who work for a long time are higher than those who work for a short time.

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

The averages, standard deviations and ANOVA results of job satisfaction, organizational commitment, organizational culture and organizational citizenship behavior according to the total working time are shown in table 9.

Variables	The Total Time	n	Mean	Std. Deviation	F	sig	Difference Status
Job Satisfaction	Less than 1 year	42	2,89	0,69	5,840	0,001	3,4>1
	1-5 years	69	3,04	0,42			
	6-10 years	55	3,17	0,28			
	10 years and above	134	3,17	0,34			
Organizational Commitment	Less than 1 year	42	2,74	0,73	5,408	0,001	4>1,2
	1-5 years	69	2,87	0,60			
	6-10 years	55	3,02	0,58			
	10 years and above	134	3,09	0,46			
Organization Culture	Less than 1 year	42	3,28	0,74	6,918	0,000	3,4>1
	1-5 years	69	3,49	0,73			
	6-10 years	55	3,73	0,63			
	10 years and above	134	3,72	0,51			
Organizational Citizenship Behavior	Less than 1 year	42	3,08	0,71	1,868	0,135	
	1-5 years	69	3,19	0,74			
	6-10 years	55	3,39	0,68			
	10 years and above	134	3,25	0,63			

Table 9: Mean Scores, Standard Deviations, ANOVA and T-Test Results of Scales According to Total Time Worked

It was observed that the mean scores of job satisfaction, organizational commitment and organizational culture differed according to the total working time ($p < 0.05$). The job satisfaction and organizational culture point averages of employees for 6-10 years and 10 years or more were found to be statistically significantly higher than those who worked for less than 1 year. The average organizational commitment score of employees for 10 years or more was found to be statistically significantly higher than those who worked for less than 1 year and 1-5 years. This is because experienced employees come to a certain position and their expectations are met accordingly. Employees with less experience have higher professional plans and expectations than employees with high experience. Therefore, job satisfaction, organizational commitment and organizational culture experience of people who have worked for many years are higher than those who have less experience in organizational culture.

3.9.7. Job Satisfaction, Organizational Commitment, Organizational Culture and Organizational Citizenship Behavior Mean Scores, Standard Deviations and Anova Results by Salary

Job satisfaction, organizational commitment, organizational culture and organizational citizenship behavior mean scores, standard deviations and ANOVA results by wage are shown in table 10.

Variables	Pay	n	Mean	Std. Deviation	F	sig	Difference Status
Job Satisfaction	Minimum Wage	54	2,84	0,70	7,286	0,000	3,4,5>1
	Minimum Wage - 10000 TL	35	3,07	0,32			
	10000-15000 TL	78	3,16	0,25			
	15000-20000 TL	72	3,17	0,32			
	20000 TL and above	61	3,19	0,36			
Organizational Commitment	Minimum Wage	54	2,75	0,78	2,722	0,030	5>1
	Minimum Wage - 10000 TL	35	2,98	0,59			
	10000-15000 TL	78	3,02	0,50			
	15000-20000 TL	72	3,01	0,45			
	20000 TL and above	61	3,07	0,52			
Organization Culture	Minimum Wage	54	3,37	0,91	3,397	0,010	4,5>1
	Minimum Wage - 10000 TL	35	3,53	0,71			
	10000-15000 TL	78	3,60	0,51			
	15000-20000 TL	72	3,71	0,50			
	20000 TL and above	61	3,75	0,55			
Organizational	Minimum Wage	54	3,07	0,85	1,127	0,344	

Citizenship Behavior	Minimum Wage - 10000 TL	35	3,28	0,67			
	10000-15000 TL	78	3,27	0,51			
	15000-20000 TL	72	3,26	0,62			
	20000 TL and above	61	3,30	0,76			

Table 10: Mean Scores, Standard Deviations, ANOVA and T-Test Results of Scales by Wage

It was observed that the mean scores of job satisfaction, organizational commitment and organizational culture differ according to the wages earned ($p < 0.05$). The average job satisfaction scores of those who receive salaries of 10000-15000 TL, 15000-20000 TL and 20000 TL and above were found to be statistically significantly higher than those who received minimum wage. Organizational commitment mean scores of those who earn 20000 TL and above were found to be statistically significantly higher than those who received minimum wage. Organizational culture mean scores of those who earn 15000-20000 TL and 20000 TL and above were found to be statistically significantly higher than those who earn minimum wage. This is because people with high salaries achieve satisfaction by thinking they are paid for their work. People with low salaries think that they do not get paid properly for their work. Therefore, job satisfaction, organizational commitment and organizational culture of employees with high salaries are higher than those with low salaries.

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

The Pearson correlation coefficients of the scores obtained from the measures of job satisfaction, organizational commitment, organizational culture and organizational citizenship behavior are shown in table 11.

Variables	1	2	3	4
Job Satisfaction	-----			
Organizational Commitment	,613**	-----		
Organization Culture	,563**	,592**	-----	
Organizational Citizenship Behavior	,438**	,550**	,564**	-----
*. Correlation is significant at the 0.05 level (2-tailed).				
**. Correlation is significant at the 0.01 level (2-tailed).				

Tablo 11: Ölçeklerden Elde Edilen Puanlara Ait Pearson Korelasyon Katsayıları

Tablo 11 incelendiğinde, iş tatmini ile örgütsel bağlılık puanları arasında pozitif yönlü orta düzeyde ilişki olduğu görülmüştür ($r = 0,613$; $p < 0,01$). İş tatmini ile örgüt kültürü puanları arasında pozitif yönlü orta düzeyde ilişki olduğu görülmüştür ($r = 0,563$; $p < 0,01$). İş tatmini ile örgütsel vatandaşlık davranışı puanları arasında pozitif yönlü orta düzeyde ilişki olduğu görülmüştür ($r = 0,438$; $p < 0,01$). Örgütsel bağlılık ile örgüt kültürü puanları arasında pozitif yönlü orta düzeyde ilişki olduğu görülmüştür ($r = 0,592$; $p < 0,01$). Örgütsel bağlılık ile örgütsel vatandaşlık davranışı puanları arasında pozitif yönlü orta düzeyde ilişki olduğu görülmüştür ($r = 0,550$; $p < 0,01$). Örgüt kültürü ile örgütsel vatandaşlık davranışı puanları arasında pozitif yönlü orta düzeyde ilişki olduğu görülmüştür ($r = 0,564$; $p < 0,01$).

3.11. The Mediating Role of Organizational Culture in the Effect of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior

The path analysis model regarding the mediating role of organizational culture in the effect of job satisfaction and organizational commitment on organizational citizenship behavior is shown in table 2.

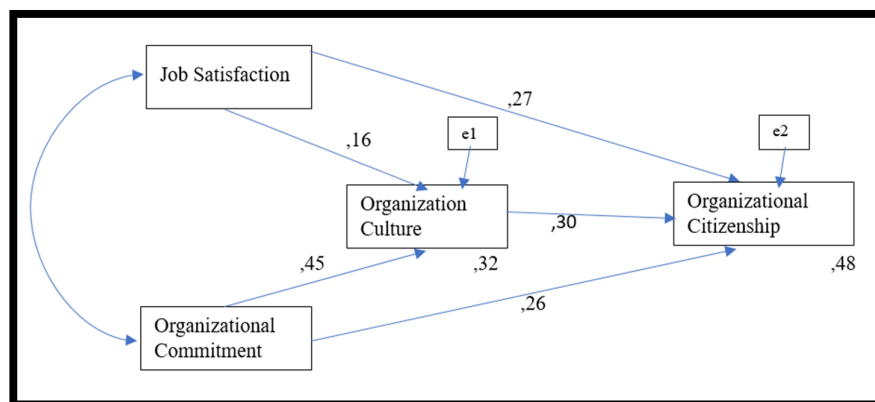


Figure 2: Path Analysis Model

The mediating effect of organizational culture on the effect of job satisfaction and organizational commitment on organizational citizenship behavior is given in table 12.

Mediation Effect	Direct Impact	Indirect Effect	Bootstrap Confidence Interval	Result
JS → OC → OCB	0,271***	0,136***	0,076-0,162	Partial Mediation
OC → OC → OCB	0,260***	0,049***	0,018-0,134	Partial Mediation

Table 12: Mediation Effect

The table above shows the mediating effect of organizational culture on the effect of job satisfaction and organizational commitment on organizational citizenship behavior. While job satisfaction had a significant effect on organizational citizenship behavior, it was observed that this effect continued when organizational culture was considered as a mediator variable ($R=0.136$; $p<0.001$). In other words, organizational culture has a partial mediating effect on the effect of job satisfaction on organizational citizenship behavior.

While organizational commitment had a significant effect on organizational citizenship behavior, it was observed that this effect continued when organizational culture was considered as a mediator variable ($R=0.049$; $p<0.001$). In other words, organizational culture has a partial mediating effect on the effect of organizational commitment on organizational citizenship behavior.

The table above also gives the lower and upper limits of the 95% bias-corrected confidence intervals. If zero falls between these confidence intervals, the indirect effect is likely to be zero. In other words, the mediation effect will not be statistically significant in this case (Preacher & Hayes, 2008). When the bootstrap results were examined, it was seen that both values were above 0. The existence of a partial mediation effect has been supported.

4. Conclusion & Suggestions

Institutions need many inputs such as money, capital, information, technology and human resources while producing or serving. The most important of these inputs is human resources. Since the workforce takes part in all stages of both production and service processes and contributes to them, human resources are important for institutions to survive in the market. Even if the institution has up-to-date technology and extensive knowledge, corporate goals cannot be achieved if it does not attach importance to human resources.

Having employees who are suitable for the institution, with high job satisfaction and organizational commitment, provides a competitive advantage for the institution. Employees with high job satisfaction and organizational commitment do not hesitate to exhibit behaviors that may be beneficial for their organization. The employee does his best to achieve the goals of his organization.

Culture is important in both social and business life. Culture is created by a group or community. Therefore, culture is specific to the community or group. That is, every society or group has its own values, judgments, beliefs, language, feelings, thoughts, assumptions and expectations. These are shared by the community. They also change as they are passed down from generation to generation. Likewise, organizational culture is shared values and judgments within the organization. If the values and judgments of the employees and the values and judgments of the institution are compatible with each other, both the employee and the institution reach their goals. If these values and judgments are incompatible with each other, the employee does not make any effort to achieve corporate goals. Therefore, this is a major obstacle for both the employee and the institution to reach their goals. Shared common values and judgments for the institution also provide a competitive advantage by achieving the objectives. Therefore, organizational culture is of great importance. Since employees work together for a common goal, success cannot be achieved if you work independently and for different purposes.

In an institution where common values and judgments are shared, employees' job satisfaction and organizational commitment are high. Thus, employees exhibit behaviors that are outside of their job descriptions and that will benefit the organization in order for the organization to be successful. The employee exhibits organizational citizenship behavior only for his institution to succeed and to become a better place. In other words, it prioritizes the goals of the institution.

In the literature part of the thesis, information on job satisfaction, organizational commitment, organizational citizenship behavior and organizational culture is given. In this study, it was investigated whether organizational culture has a mediating role in the effect of job satisfaction and organizational commitment on organizational citizenship behavior. The survey was conducted with 300 people working in a private company operating in Istanbul Bakırköy.

48% (144) of the participants were female and 52% (156) were male. 17.3% (52) of these participants were 18-14 years old, 28% (84) were 25-31 years old, 51.7 (53) were 32-38 years old, 17% (51) were aged 39-45, 14% (42) were aged 46-52, and 6% (18) were aged 53 and above. 56.3% (169) were married and 43.7% (131) were single. 7% (21) went to primary school, 3.7% (11) went to secondary school, 21.3% (64) went to high school, 19% (57) had associate degrees, 36.7% (110) were undergraduate, 10.3% (31) were graduate, 2% (6) had doctorate degrees. 22% (66) of the participants had served for the company they are working in for less than 1 year, 26.3% (79) had been working in their current company for 1-5 years, 17.3% (52) had a working experience of 6-10 years in their current company, 34.3% (103) had a working experience of 10 years in their current company. 14% (42) of the participants had a professional experience of less than 1 year, 23% (69) had a professional experience of 1-5 years, 18.3% (55) had a professional experience of 6-10 years, 44.7% (134) had a professional experience of 10 years and more. 18% (54) had minimum wage, 11.7% (35) had minimum-10000 TL, 26% (78) had 10000-15000 TL, 24% (72) had 15000-20000 TL, 20.3% (61) had an income of 20000 and above.

As a result of the research, it was observed that the average score of organizational commitment differed according to gender. It was observed that the average scores of job satisfaction, organizational commitment and organizational culture differ according to age groups. It was observed that the average score of job satisfaction, organizational commitment, organizational culture and organizational citizenship behavior did not differ according to marital status. It has been observed that the mean scores of job satisfaction, organizational commitment and organizational culture differ according to educational status. It has been observed that the average scores of job satisfaction, organizational commitment and organizational culture differ according to the time worked in the institution. It has been observed that the average scores of job satisfaction, organizational commitment and organizational culture differ according to the total working time. It has been observed that the mean scores of job satisfaction, organizational commitment and organizational culture differ according to income status. While job satisfaction, organizational commitment and organizational culture score averages differ according to gender, age, education level, time worked in the institution, total time worked and income status, job satisfaction, organizational commitment and organizational culture score averages do not differ according to marital status. In general, demographic characteristics affect employees' job satisfaction, organizational commitment and organizational culture.

According to the results of the research, there is a moderately positive relationship between job satisfaction and organizational commitment scores. There is a moderately positive relationship between job satisfaction and organizational culture scores. There is a moderately positive relationship between job satisfaction and organizational citizenship behavior scores. There is a moderately positive relationship between organizational commitment and organizational culture scores. There is a moderately positive relationship between organizational commitment and organizational citizenship behavior scores. There is a moderate positive relationship between organizational culture and organizational citizenship behavior scores.

It has been observed that organizational culture has a mediating effect on the effect of job satisfaction and organizational commitment on organizational citizenship behavior. While job satisfaction has a significant effect on organizational citizenship behavior, it has been observed that this effect continues when organizational culture is considered a mediator variable. In other words, we can say that organizational culture has a partial mediation effect on the effect of organizational commitment on organizational citizenship behavior.

According to the results of the research, we can list the following suggestions on the subject:

- Institutions should evaluate whether their employees are satisfied with their jobs to achieve the performance they want and success, and they should work towards this.
- Values and judgments, attitudes and behaviors of institutions should positively affect the job satisfaction and organizational commitment of employees. Thus, the employee tends to exhibit organizational citizenship behavior.
- The roles of different tools can be examined by replacing the organizational culture variable in the research with another variable.
- By expanding a universe and sample, it can be contributed to the literature by working in different sectors and fields.

As a result, institutions should give importance to the job satisfaction and organizational commitment of their employees in order to survive in the sector in the long term and to gain a competitive advantage by achieving success because employees are involved in every stage of production and service. Therefore, the employee's job satisfaction and organizational commitment lead to organizational citizenship behavior. At this point, the culture of the institution is effective in exhibiting the organizational citizenship behavior of its employees. Therefore, the values and judgments of the institution and the values and judgments of its employees should be in harmony with each other. Thus, corporate and personal goals can be achieved more easily.

5. References

- i. Akgül, A. E. (2006). An Evaluation of Popular Culture-Television Relationship. (Unpublished Master's Thesis). Adnan Menderes University, Aydın.
- ii. Aktaş, C. E. (2019). An Investigation of the Relationship between Job Satisfaction, Emotional Labor and Institutional Reputation on Banking Sector Employees in the Framework of Cognitive Dissonance Theory. (Unpublished Master's Thesis). Marmara University, İstanbul.
- iii. Alphan, A. (2019). A Study on the Determination of the Relationship Between Organizational Culture Values and Organizational Learning. (Unpublished Master's Thesis). Marmara University, İstanbul.
- iv. Altay, A. (2019). The Effect of Organizational Trust on Organizational Commitment in Businesses: A Study on White Goods Dealers. (Unpublished Master's Thesis). Dokuz Eylül University, İzmir.
- v. Arslantaş, S. (2023). The Regulatory Role of Individual-Job Harmony in the Effect of Organizational Citizenship Behavior on Organizational Alienation: A Study in Hospitals. (Unpublished Doctoral Thesis). Ankara Hacı Bayram Veli University, Ankara.
- vi. Aslanova, S. (2021). The Relationship Between Organizational Culture and Job Performance: Research Related to This in the Furniture Industry. (Unpublished Master's Thesis). İstanbul Aydın University, İstanbul.
- vii. Bayram, L. (2005). A New Paradigm in Management: Organizational Commitment. *Sayıştay Journal*, (59), 125-139.
- viii. Baysal, A. C., & Paksoy, M. (1999). Meyer-Allen Model in the Multidimensional Analysis of Professional and Organizational Commitment. *Istanbul University Faculty of Business Administration Journal*, 28 (1), 7-15.
- ix. Bolat, T. & Kati, Y. (2020). Role Ambiguity and Job Satisfaction: A Conceptual Evaluation. *Balıkesir University the Faculty of Economics and Administrative Sciences Journal*, 1 (2), 75-94.

- x. Cabbar, G. (2022). Examining the Relationships Between Organizational Cynicism, Organizational Citizenship, Organizational Commitment and Organizational Justice in Educational Organizations with Structural Equality Model. (Unpublished Master's Thesis). Giresun University, Giresun.
- xi. Danacı, B. (2010). Comparison of the Job Satisfaction of the Nurses Working in the Inpatient Units of the Ministry of Health, University and Private Hospitals. (Unpublished Master's Thesis). Dumlupınar University, Kütahya.
- xii. Dede, N. P. (2019). Citizenship Behavior: An Institutional Study. *Economics, Business and Finance Studies Journal*, 1 (3), 294-304.
- xiii. Demirel, Y. & Karadal, H. (2007). A Study on the Effect of Organizational Culture on the Use of Individual Skills within the Organization. *The Faculty of Economics and Administrative Sciences of Süleyman Demirel University Journal*, 12 (3), 253-270.
- xiv. Dönmez, P. (2019). The Relationship Between Organizational Culture and Intention to Leave and A Study. (Unpublished Master's Thesis). Marmara University, İstanbul.
- xv. Emen, G. (2019). The Impact of Cultural Differences and Intercultural Competence on Multicultural Team Performance. (Unpublished Master's Thesis). Dokuz Eylül University, İzmir.
- xvi. Eren, E. (2010). *Strategic Management and Business Policy*. İstanbul: Beta Publication.
- xvii. George, D. & Mallery, P. (2010). *SPSS for Windows Step By Step: A Simple Guide and Reference*, GEN, Boston, Pearson Education, Inc.
- xviii. Gül, H. (2002). Comparison and Evaluation of Organizational Commitment Approaches. *Aegean Academic Perspective Journal*. 2 (1), 37-56.
- xix. Güney, S. (2017). *Organizational Behavior*. İstanbul: Nobel Publisher.
- xx. Güney, S. (2020). *Leadership*. İstanbul: Nobel Publisher.
- xxi. Hoş, C. & Oksay, A. (2015). The Relationship between Organizational Commitment and Job Satisfaction in Nurses. *The Faculty of Economics and Administrative Sciences of Süleyman Demirel University Journal*, 20 (4), 1-24.
- xxii. Kaklıkkaya, A. (2019). A Qualitative Research on Organizational Commitment and Job Satisfaction of Generation Y. (Unpublished Master's Thesis). Marmara University, İstanbul.
- xxiii. Kaplan, İ. (2011). The Relationship between Organizational Citizenship Behavior and Job Satisfaction; An Application on the Konya Police Organization. (Unpublished Doctoral Thesis). Selçuk University, Konya.
- xxiv. Karadede, S. E. (2021). A Research on the Relationship Between the Concepts of Work-Life Balance, Organizational Commitment and Organizational Cynicism. (Unpublished Master's Thesis). Marmara University, İstanbul.
- xxv. Karcioğlu, F., Timuroğlu, M. K. & Çınar, O. (2009). Relationship between Organizational Communication and Job Satisfaction. *Management Journal*, (63), 59-76.
- xxvi. Kaya, Ş. D. (2013). Organizational Citizenship Behavior. *Turkish Administration Journal*, (476), 265-287.
- xxvii. Kılıçlar, A. & Harbalıoğlu, M. (2014). The Relationship Between Organizational Silence and Organizational Citizenship Behavior: A Study on 5-Star Hotel Management in Antalya. *Business Studies Journal*, 6 (1), 328-346.
- xxviii. Koşar, A. (2014). An Investigation of the Relationship Between Organizational Culture and Workplace Exclusion on Employees at Mersin University. (Unpublished Master's Thesis). Mersin University, Mersin.
- xxix. Köse, O. (2014). Examining the Relationship Between Organizational Culture and Organizational Commitment: A Field Study in a Public Institution. (Unpublished Doctoral Thesis). Sakarya University, Sakarya.
- xxx. Mammadova, M. (2022). The Mediator Role of Organizational Socialization in the Effect of Organizational Stress on Organizational Citizenship Behavior: A Study on Academics Working in Azerbaijan State Universities. (Unpublished Doctoral Thesis). Gazi University, Ankara.
- xxxi. Örucü, E. & Kaçan, A. (2019). The Effect of Job Satisfaction on Organizational Citizenship Behavior: A Research on the Pharmacy Sector. *Onyedü Eylül University Social Sciences Research Journal*, 2 (1), 167-189.
- xxxii. Öztürk, A. O. (2022). The Effect of Organizational Citizenship Behavior of Employees of Provincial Directorate of Youth and Sports on Job Satisfaction. (Unpublished Master's Thesis). Selçuk University, Konya.
- xxxiii. Preacher, K. J. & Hayes, A. F. (2008). *Assessing mediation in communication research*, London: The Sage sourcebook of advanced data analysis methods for communication research.
- xxxiv. Selimoğlu, E. F. (2019). A Study on the Relationship between Organizational Culture and Burnout Syndrome: The Case of Finance Sector Employees. (Unpublished Master's Thesis). İstanbul University, İstanbul.
- xxxv. Sezgin, F. (2005). Organizational Citizenship Behaviors: A Conceptual Analysis and Some Implications for the School. *Gazi University Gazi Education Faculty Journal*, 25 (1), 317-339.
- xxxvi. Şeremet, G. G. (2017). The Relationship between Role Ambiguity and Role Conflict and Organizational Commitment (A Public Hospital Example in Ankara Province). (Unpublished Master's Thesis). Gazi University, Ankara.
- xxxvii. Tor, A. (2021). The Effect of Hospital Managers' Management Styles on Employees' Job Satisfaction and Organizational Commitment Levels: A Research Related to This (Unpublished Master's Thesis). İstanbul Aydın Üniversity, İstanbul.
- xxxviii. Turgut, E. M. (2021). The Relationship between Job Satisfaction and Life Satisfaction and a Study on Operating Room Nurses Working in State University Hospitals in İstanbul. (Unpublished Master's Thesis). İstanbul University, İstanbul.
- xxxix. Türkkân, E. (2017). Examining the Relationship Between Organizational Culture and Organizational Commitment: Example of İstanbul Commerce University Personnel. (Unpublished Master's Thesis). İstanbul Ticaret University, İstanbul.

- xl. Uçtu, K. (2023). The Mediator Role of Job Satisfaction in the Effect of Work Style on Organizational Citizenship Behavior: A Study on White Collar Employees. (Unpublished Doctoral Thesis). İstanbul Arel University, İstanbul.
- xli. Uğur, Ç. (2017). Examining the Relationship Between Organizational Culture and Leadership Styles of Employees. *Health Academics Journal*. 4 (4), 347-354.
- xlii. Yılmaz, A. İ. (2014). The Role of Organizational Culture in the Relationship of Whistleblowing and Intention to Leave. (Unpublished Master's Thesis). Marmara University, İstanbul.
- xliii. Yumuk, Y. (2018). The Role of Organizational Culture in the Relationship between Individual-Organization Harmony and Organizational Alienation in Hotel Businesses. (Unpublished Doctoral Thesis). Dokuz Eylül University, İzmir.