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A Study on Effects of Organizational Culture on Employee Motivation and Organizational Commitment

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Abstract:

Employees are directly affected from the characteristics and dynamics of the organization in which they are involved. The science of management considers the employees as the most valuable part of the organization. In other words, the employees are essential assets for a company to be able sustain its organizational activities. Therefore, a positive organizational culture is the key to sustainable organizational commitment of the employees, in particular self-motivation for the job. Culture is defined as the way of life, especially the general customs and beliefs, of a particular group of people at a particular time. If an organization is assumed to be a human community, we can conclude that it might have a particular culture peculiar to itself. Organizational culture is defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization. If all these determinants are adopted enough by the employees, organizational commitment and job motivation are positively affected. In this sense, many studies have revealed that a positive culture yielding organization would increase the employee's productivity, deliver a peaceful working ambient and successful results. In this study, we aimed to investigate the effects of organizational culture on job satisfaction and organizational commitment. In the first part of the study, a brief information about the thesis and its scope were introduced. The second part presents culture, organizational culture, characteristics, basic factors and classifications. In the third section, concept, definition, major dimensions of organizational commitment, and factor affecting it were given. Following that, the fourth section informs the reader about the job satisfaction, its concept and definition, including factors affecting it and major dimensions. The last section of the study, fifth part, delivers the results of the survey applied in a service sector firm to determine the effects of organizational culture on job satisfaction and organizational commitment. The study ends with the part of conclusions and recommendations.

Keywords: Job satisfaction, organizational commitment, organizational culture

1. Introduction

Culture is a concept which is widely discussed and very difficult to define clearly. The branches of science define culture as the same values, common attitudes, behaviours, beliefs and values. With these approaches, culture gains the ability to acquire information transmitted between generations. With its genealogical characteristics, culture equips individual and groups consisting of individuals with the ability to overcome problems. Commons enable human groups to enjoy the activities they perform jointly, to make social and financial contributions, to develop learning skills, to socialize by gathering together, to increase their communication skills and to increase their historical and life quality. Culture, in another aspect, is an important phenomenon that enables the welfare of the larger communities consisting of humans and human groups. Organizations, like human groups, are entities organized for certain objectives and looking out certain interests. The most important asset of such organizations is human or, in other words, their employees. Every employee will be happy to the extent that he adjusts himself to the culture of his organization. Employees in the organizations having positive organizational culture enjoy working together and helping each other and also reflect the positive atmosphere in the work environment on other areas of their lives. The power of the organizational culture to bring the employees together around the commons leads to the ignorance of personal expectations and the adoption of group interests and objectives. There are studies revealing that employees who adopt the organizational culture are better in their organizational commitment and job willingness. Since a happy employee is also a productive person, he will be preferred for the organization and the management and managers will tend to make more efforts to keep the person in the organization. This research aimed to measure the effect of the organizational culture of an organization operating in the service sector on the organizational commitment and job satisfaction of the employees, and a survey was applied to the employees for this purpose.

2. Literature Review

2.1. Organizational Culture, Its Definition and Importance

Organizational culture is the complement of common objectives, values, beliefs, behaviours, works and habits which distinguish one organization from another, offer guidance regarding how to conduct the business, are shared by the employees of the organization, are transmitted between generations and do not have a written text. The concept of organizational culture has become important because of the issues it activates and draws attention to. It is seen that organizations are multidimensional and how individuals feel about themselves may be more important than the numbers emerging about them. Organizational culture provides a common system of meaning which is the basis of communication and mutual understanding. If these functions are not fulfilled satisfactorily, culture can significantly reduce the efficiency of an organization. Culture has a significant effect on the efficiency and strategic management of an organization. The culture of an organization has an effect on what employees do, depending on how strong or weak they are. In organizations with a strong culture, this culture can replace rules and regulations that formally direct employees. Managers are unlikely to follow innovative, risky, long-term or expanding programs. In an organization where there is basic mistrust of workers in terms of culture, managers can use an authoritarian leadership style more than a democratic style. Culture establishes appropriate and expected behaviours for managers. Maximizing the value of the employees as the intellectual assets requires a culture that encourages intellectual participation and facilitates both individual and organizational learning, creating and applying new information as well as the willingness to share information with others. Organizational culture has an importance in the evaluation of current employees, recruitments, promotions, manager determination, leader selection, career planning, team building, training planning, detection of problems, restructuring in the organization. Smircich argues that organizational culture can serve as a social glue that gives employees a sense of identity, facilitates creating commitment to something bigger than oneself, increases social system stability and shapes the organization (Robbins and Judge, 2008: 250; Türkmen, 2009; Doğan, 2013).

2.2. Organizational Commitment, Its Definition and Importance

Along with the globalized economic process and competition, there has been a rapid change in today's organizations like in everything, and as a result, an environment where the commitment of employees is more needed has emerged. This change reveals itself not only in physical conditions, social needs, psychological needs, but also in employee-employer relations. Organizational Commitment generally reflects the employee's belief in the organization's missions and objectives, and the intention to make an effort for the success of the organization and to continue working there. Commitment is generally stronger among long-term employees, those who have experienced personal success in the organization, and those within a committed group of employees. With organizational commitment, employees will generally have good participation records, show a voluntary commitment to company policies and reduce employee turnover rates (Newstorm, 2007). Managers deal with the relationships between organizational commitment and business behaviour, because lack of commitment often leads to employee turnover. The stronger an employee's commitment is, the lower the possibility of his resignation is. Strong organizational commitment is characterized with the support and acceptance of the organizational objectives and values, the willingness to make an effort for the organization and to continue working in the organization (Hellriegel and Slocum, 2007). Commitment processes create a fundamental change in perceptions and attitudes, and in this sense, commitment represents a form of internal control that does not have to rely too much on continuous surveillance and reward (Pfeffer, 1997). Commitment means attachment and loyalty. It is related to individuals' feelings about their organizations. Organizational commitment is the desire of employees to internalize organizational objectives and values and transfer their energy and loyalty to social systems. Organizational loyalty means very important outcomes for the organization such as high productivity, low cost and competitive power. Leaving the organization after working for a while, developing negative feelings against the organization, looking for a job secretly or explicitly and decrease in the performance and motivation of the employee are not desirable situations for anyone (Güney, 2007). Employees with high organizational commitment need less control, their performances are higher, their career understanding is synonymous with providing the highest contribution to the organization and they exhibit reliable and friendly behaviours during crisis periods (Esmer and Yüksel, 2017). Managers want employees who are qualified and have high level of organizational commitment. Such employees exhibit sincere and even-tempered behaviours during crisis periods. They are very self-sacrificing when needed, loyal to the organization and team, integrated with the organization and act in line with the objectives of the organization. Individuals who feel affective attachment to the organization work with a high level of performance with an aim to achieve organizational objectives as a result of their satisfaction about being a member of the organization (Allen and Meyer, 1990). The concept of organizational commitment, which reveals the level of psychological commitment of an employee to the organization, is expressed in three different dimensions as the dimension of internalization, the dimension of adjustment and the dimension of identification. The factors affecting organizational commitment can be addressed under the titles of individual factors, business-related factors, factors related to the roles to be undertaken and organizational factors.

2.3. Job Satisfaction, Its Definition and Importance

Job satisfaction is the emotional response of an employee to his role in his work (Vroom, 1967: 99). Job satisfaction can be expressed as the satisfaction situations in relation to self-sacrifices such as the duties, tasks and other responsibilities that employees perform for their organizations and the financial and moral opportunities provided by the organization to their employees. Job satisfaction is an organizational behaviour that shows the positive and happy mood of the employee in situations when there is a balance between the employee and organization or the balance is disrupted in

favour of the employee. If the most important capital of an organization is human resources, management and managers need to pay attention to the extent to which employees share the commons when reaching the aims and objectives of the organization. An employee with job satisfaction is a happy employee. A happy individual has the same positive emotions in every part of his social life not just in his workplace, reflects these emotions on everyone and stands out with his conciliatory attitudes. Even if it is very difficult to create a happy employee, making an effort for this should be one of the absolute objectives of every organization. Job satisfaction is like the bill of a fruitful shopping between the employee and organization. The interaction of an employee with a high level of job satisfaction with his manager is healthy. The first job satisfaction-related element in terms of importance is the employees. Every individual wants to show his specific abilities, to realize his aims and objectives and to be appreciated when necessary. In a sense, these desires, which are in control of the individual's psychological impulses, sometimes give positive results and sometimes give negative results? Positive developments lead to satisfaction and negative results lead to dissatisfaction in the individual (Tanrıverdi, 2006:1-29). As a result of the adoption and adaptation of the Japanese management approach by the Western countries, it was observed that the high level of job satisfaction of the employees increased the labour productivity and caused a remarkable increase in the quality of the service and product. For example, it was observed that keeping the job satisfaction of the employees high as a result of the adoption and adaptation of the Japanese management approach by Western countries increased labour productivity and caused a remarkable increase in the quality of the service and product. The main concepts related to job satisfaction are morale, motivation, corporate commitment, performance, absenteeism and conflict. A research revealed that conflict management ranks number seven among the most privileged ten duties of managers (Ceylan et al. 2000: 40). There are different opinions on the number of key factors affecting job satisfaction of employees. In general, these factors are classified into two categories as individual and corporate.

3. Research

3.1. Purpose of the Research

The purpose of this research is to examine the effects of organizational culture on the organizational commitment and job satisfaction of employees through service sector-oriented implementation.

3.2. Universe and Sample of the Research

A survey was applied to 273 people (130 males and 143 females) working in a company operating in the service sector in Istanbul province.

3.3. Data Collection Method

In the research, questions were asked to the participants by using the prepared scales titled "organizational culture scale", "organizational commitment scale" and "job satisfaction scale" and the data were obtained and used for the analyses of the study.

3.4. Hypotheses

2 hypotheses of the research are presented below:

3.4.1. Hypothesis 1

- H0: Organizational culture significantly affects the organizational commitment of employees.
- H1: Organizational culture does not significantly affect the organizational commitment of employees.

3.4.2. Hypothesis 2

- H0: Organizational culture significantly affects the job satisfaction of employees.
- H1: Organizational culture does not significantly affect the job satisfaction of employees.

3.5. Analysis of the Data

The demographic and scale findings obtained as a result of the survey and the significance of the relationships between the variables determined in the scales were compared through SPSS statistical program and a report was prepared by performing hypotheses tests and other analyses.

3.6. Findings

The reliability analysis of the scales of the survey questions directed to the participants was carried out. The answers given by the participants to a question expressing an opinion on any subject were categorized like strongly disagree (1) and strongly agree (5) with five-point Likert Scale and these answers were subjected to reliability analysis and the Cronbach Alpha (α) values were obtained. The Cronbach Alpha (α) used for the reliability analysis gives the overall reliability of the survey and is expected to be greater than 0.60. If it is lower than this value, the survey is between medium or low reliability. It was concluded that the reliability coefficient of the 25-item scale reflecting "Organizational Culture" was 0.805 and reliable; 9-item scale reflecting "Organizational Commitment" was 0.864 and reliable; the reliability coefficient of the 3 questions reflecting job satisfaction was negatively low. The questions in the research have low and moderate reliability in terms of reliability on the factors. Due to this situation, making any data change was not considered necessary in the research.

Scales	Number of Expression	α	Mean	Std. Deviation
Organizational Culture	25	0,805	77,79	10,484
Organizational Commitment	9	0,864	33,25	6,226
Job Satisfaction	3	-0,155	9,89	1,779
Total	37			

Table 1: Reliability Analysis Results

Demographic data of the participants are shown in Table 2. Considering the questions that reflect the gender information of the research; 52.4% of the participants were female and 47.6% were male. In terms of age distribution, it is observed that the participants over 40 years of age have the highest rate (38.1%), and 31-40 age group follows them (36.3%). It was concluded that the individuals between the ages of 25 and 30 had a rate of 22.7% and the lowest age group consisted of the individuals under the age of 25 (2.9%). In terms of marital status of the individuals, it was learned that the majority were married (62.2%). In terms of education, it was concluded that the majority were university or college graduates (74%). It is seen that the majority of the individuals are working in their organizations for more than 10 years as the working period (47.6%). Employees working for 3-5 years (23.8%); 5-10 years (15%) and 1-3 years (13.6%) follow them.

Characteristics	N	%
Gender		
Male	130	47,6
Female	143	52,4
Total	273	100,0
Age		
Below 25	8	2,9
25-30	62	22,7
31-40	99	36,3
40 and more	104	38,1
Total	273	100,0
Marital status		
Single	103	37,7
Married	170	62,2
Total	273	100,0
Education		
High school	71	26,0
University	202	74,0
Total	273	100,0
Working Period at Work		
1-3 Years	37	13,6
3-5 Years	65	23,8
5-10 Years	41	15,0
10 and more	130	47,6
Total	273	100,0

Table 2: Findings of Demographic Variables

	N	Mean	Std.Dev.	Skewness	Kurtosis
Working Period	273	2,97	1,122	-,516	-1,237

Table 3: Average Working Period

Considering the working periods, it can be stated that the employees have a middle age working group with an average of 2.97.

Since the organizational culture is a complement composed of the members of the organization and gathered together on a common ground, the survey used in the research reflects an assessment of the organization. This survey is therefore analyzed by taking the averages of the totals of the participants of the research. The central distribution measurements showing the distributions that determine the cultural variable of the employees are given in Table 4 and Table 5.

	N	Mean	Std. Dev.	Skewness	Kurtosis
Successful employees can be rewarded materially or morally.	273	1,75	1,062	1,438	1,428
The work-related mistakes that can be made by the employees are welcomed tolerantly.	273	2,73	,781	,003	-,329
Task-related innovations and changes can be easily accepted by the staff.	273	3,09	,913	,080	-,396
Every employee in the institution performs his / her duties in an environment far from control.	273	2,95	1,033	-,253	-,559
An employee newly joining our unit gets used to the unit and other employees in a short time.	273	3,66	,898	-,410	-,273
There is mutual friendship and trust between the employees in the unit.	273	3,47	1,022	-,364	-,341
The management provides all kinds of support for the professional development of staff.	273	3,08	1,035	-,135	-,613
All employees do their parts for the success of the organization.	273	3,40	1,056	-,393	-,457
Every staff member in the organization does not avoid taking responsibility for the task.	273	3,26	1,018	-,384	-,517
In the organization, formality procedures and rules are more important than the outcomes.	273	3,39	,941	-,270	-,364
Personnel understands and interprets the objectives of the institution in the same way.	273	3,15	,973	-,217	-,231
The institution meets the expectations of the family and society.	273	3,22	,971	-,518	-,157
There is a competition between the employees about occupational issues.	273	2,59	1,022	,224	-,644
The management provides all kinds of assistance to staff on matters related to the task.	273	3,11	,968	-,541	-,266
There is a habit of good solidarity and cooperation among staff.	273	3,21	,980	-,169	-,341
The values in the institution are similar to the dominant values in the family and society.	273	3,21	,990	-,444	-,192
Management is also interested in the social life of the employees as well as their duties.	273	2,46	1,114	,170	-1,097
Personnel can explain their thoughts about the institution without hesitation.	273	2,89	,964	-,001	-,588
Management protects the institution against the effects and pressures from outside the organization.	273	3,37	1,050	-,526	-,241
It attaches importance to whether the personnel in the institution have knowledge of their duties rather than the acquisition of training and skills.	273	3,27	,956	-,498	,247
Important decisions about the unit are taken at the meetings of the managers.	273	3,66	1,016	-,619	-,031
Management expects all staff to be successful.	273	3,92	,988	-1,021	,930
In uncertain cases about the task, the staff may decide on their own by taking the risk.	273	2,78	1,136	,031	-,818
Managers adopt the understanding of how much the staff meets their standards rather than whether the task is fulfilled.	273	2,91	1,086	,166	-,687
Total	273				

Table 4: Central Dispersion Measures of the Cultural Variables

When the average values of the answers of the employees were examined, it was concluded that they positively considered the answer of "Management expects all employees to be successful" on the first rank with a rate of 3.92. Following this, it was concluded that "An employee newly joining our unit gets used to the unit and other employees in a short time." and "Important decisions about the unit are taken in the meetings of the managers." sentences ranked number two with an average of 3.66; "There is mutual friendship and trust between the employees in the unit" ranked number three with an average of 3.47; "All employees do their parts for the success of the organization." ranked number four with an average of 3.40 and lastly, "In the organization, formality procedures and rules are more important than the outcomes." ranked number five according to the answers of the participants. In addition, it was concluded that they gave the lowest

answer to the sentence "Successful employees can be rewarded materially or morally" with an average of 1.75; they placed "Management is also interested in the social life of the employees as well as their duties" on the second rank with an average of 2.46, "There is a competition between the employees about occupational issues" on the third rank with an average of 2.59; and "The work-related mistakes that can be made by the employees are welcomed tolerantly." on the fourth rank with an average of 2.73.

	N	Mean	Std. Dev.	Skewness	Kurtosis
Rewards	273	3,1410	1,18480	,801	,178
Autonomy/Tolerance	273	6,8046	1,43745	-,179	-,017
Competition	273	2,5897	1,02191	,224	-,644
Result orientation	273	7,4603	1,52436	-,560	1,175
Unity in the objective	273	20,3260	3,73962	-,406	,772
Cooperation	273	25,6089	4,70774	-,299	,680
Total	273				

Table 5: Central Dispersion Measures of Organizational Culture Dimensions

When the opinions of the employees according to the factors that constitute the organizational culture were examined, it was concluded that unity and cooperation were highly motivational tools in the objective. It is seen that employees think that unity in the objective and cooperation can create the organizational culture. In the opinions of the employees on the organizational culture, "competition" factor gets the lowest share with an average of 2.58.

The central distribution measurements showing the distributions that determine the cultural variable of the employees participating in the research are given in Table 6.

	N	Mean	Std. Dev.	Skewness	Kurtosis
I am ready to labour over in order to contribute to the success of the organization.	273	3,95	,858	-1,138	2,322
I tell my friends that the workplace I work for is very good.	273	3,62	,993	-,469	-,117
I accept any duty to continue working in the same workplace	273	3,18	1,229	-,366	-,853
My personal values are very similar to the values of my workplace.	273	3,29	1,051	-,246	-,431
I am very proud of telling people that I work here.	273	3,70	,987	-,693	,362
I am doing my best in this workplace in terms of job performance.	273	4,14	,815	-1,287	2,839
I am very happy since I preferred working in this workplace rather than the other options.	273	3,90	,892	-,776	,766
I'm really interested in the future of this organization.	273	3,69	1,106	-,822	,148
In my opinion, this is the best workplace to work.	273	3,77	1,004	-,895	,809
Total	273				

Table 6: Central Dispersion Measures of Organizational Commitment Scale

Considering the nine-item form measuring the organizational commitment of the participants, it was concluded that the factor "I am doing my best in this workplace in terms of job performance" had the highest average with 4.14; the factor "I am ready to labour over in order to contribute to the success of the organization" ranked number two with an average of 3.95; the factor "I am very happy since I preferred working in this workplace rather than the other options" ranked number three with an average of 3.90; the factor "In my opinion, this is the best workplace to work" ranked number four with an average of 3.77 and the factor "I am very proud of telling people that I work here" ranked number five with an average of 3.70. In addition, "I accept any duty to continue working in the same workplace" factor having the lowest average was found to be 3.18. The factor "My personal values are very similar to the values of my workplace" ranked number two with an average of 3.29. Since the averages given for the sentences are generally high, there are not sentences having low rates. Therefore, it is seen that the level of organizational commitment of the employees is high. It is concluded that the working environments in their organizations have a positive effect on their performance, they are in an endeavour to do their best for the performance of their organizations and they tend to identify themselves with their organizations.

Among the employees, the item "I am generally happy to do my job" had the highest average with 3.80 among the three items determining job satisfaction. This is followed by the item "I generally like working here" with an average of 3.73. It is seen that the item "Generally, I do not like my job" had an average of 2.37. Considering that the job satisfaction of

the employees is high, the low rate of this item shows parallelism with the results. It is revealed that employees are generally happy with their jobs thanks to their organizations but they do not like their jobs at all. This shows that employees are not satisfied with their jobs at the desired level.

	N	Mean	Std. Dev.	Skewness	Kurtosis
I am generally happy to do my job.	273	3,80	1,000	-,765	,268
Generally, I do not like my job.	273	2,37	1,233	,530	-,835
I generally like working here.	273	3,73	,986	-,701	,309
Total	273				

Table 7: Central Dispersion Measures of Job Satisfaction

In the studies conducted on the relationship between job satisfaction and productivity, a high and positive relationship is observed. However, it is stated that high level of job satisfaction directly leads to an increase at the organizational level and in the overall success of the organization rather than the individual performance.

Model	R	R ²	Corrected R ²	Std Error	Change Statistics				
					R ² Change	F Change	df1	df2	Sig. F Change
1	,144 ^a	,021	,017	5,53381	,021	5,731	1	271	,017
2	,184 ^b	,034	,027	5,50670	,034	4,731	2	270	,010
3	,563 ^c	,317	,296	4,68400	,317	15,282	8	264	,000

Table 8: Values of Organizational Commitment Model

a. Gender Control Variable

b. Gender and Educational Control Variables

c. Gender and Educational Control Variables and Competition, Autonomy/Tolerance, Working Period, Result Orientation, Rewards/Risk, Unity in the Objective, Age, Cooperation

Table 8 shows the variables subjected to hierarchical multiple regression analysis. According to this, gender control variable was evaluated in the first model, gender and education control variable in the second stage, and organizational culture in the third stage. It was concluded that gender variable was sufficient to explain the organizational commitment. In the second stage of the regression analysis, it was determined that the R value of the control variable related to the educational status was 0.184. It is seen that the variance belonging to the "organizational commitment" variable, the dependent variable, and the organizational culture sub-dimensions, the independent variable, which are among the variables included in the R² column in the model summary table is 3% and in other words, the organizational commitment shapes depending on the educational status factor at the rate of 3% (Sig: 0.010). The first model addressing the relationship between gender and organizational commitment explains 2% of the variance while it explains 3% of it together with educational status. When the regression analysis model summary table (Table 9) is examined, it is seen that the best R² value is 0.317. 31.7% of organizational commitment can be explained with organizational culture dimensions.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	175,511	1	175,511	5,731	,017 ^a
	Residual	8298,843	271	30,623		
	Total	8474,354	272			
2	Regression	286,934	2	143,467	4,731	,010 ^b
	Residual	8187,421	270	30,324		
	Total	8474,354	272			
3	Regression	2682,229	8	335,279	15,282	,000 ^c
	Residual	5792,126	264	21,940		
	Total	8474,354	272			

Table 9: ANOVA Table for Organizational Commitment Variable

a. Gender Control Variable

b. Gender and Educational Control Variables

c. Gender and Educational Control Variables and Competition, Autonomy/Tolerance, Working Period, Result Orientation, Rewards/Risk, Unity in the Objective, Age, Cooperation

In the Anova table (Table 9), it is seen that the sum of the regression squares in the model obtained in the first step is 175.511 and the residual sum of the squares is 30.623. Here, the hypothesis was accepted because sig value = 0<0.05. It is observed that gender variable has a significant effect on organizational commitment (P=0.017). Gender and educational status variables explain organizational commitment in a significant way (P=0.010). It is also seen that the organizational culture sub-dimensions explain organizational commitment significantly (P=0.000).

H₀=B1=B2=B3=0

$H_5 = \text{en az bir } B_j \neq 0$

The acceptance of the hypothesis H_0 indicates that the dependent variable is not explained by at least one independent variable. This shows that the model addressing organizational commitment and organizational dimensions is not significant.

The regression equation obtained by subjecting the organizational commitment variable to regression analysis by transforming it with the logarithm method is presented below:

$$\begin{aligned} \text{Organizational commitment} = & 27,453 - (0,086 * \text{Gender control variables}) + (1,002 * \text{Educational control variables}) + \\ & (0,356 * \text{Rewards}) + (0,062 * \text{Autonomy / Tolerance}) \\ & + (0,241 * \text{Competition}) + (0,385 * \text{Result Orientation}) + (0,467 * \text{Unity in the objective}) \\ & + (0,273 * \text{Cooperation}) \end{aligned}$$

Table 9 shows the variables subjected to hierarchical multiple regression analysis. According to this, the gender control variable was analyzed in the first stage, education control variable was analyzed in the second stage and organizational culture dimensions were analyzed in the third stage. It is seen that the gender control variable does not have an effect on job satisfaction ($R^2=0.000$) and the control variable related to the educational status is not sufficient in explaining the model ($R^2= 0.021$). In other words, both education and gender variables have no significant effect on job satisfaction. When the regression analysis model summary table is analyzed, it is seen that the best R^2 value is 0.108. In other words, 10.8% of the variance related to job satisfaction is explained by organizational culture dimensions.

Model	R	R ²	Accepted R ²	Standard Error	Change Statistics				
					R ² Change	F Change	df1	df2	Sig. F Change
1	,101 ^a	,010	,006	1,39556	,010	2,777	1	271	,097
2	,146 ^b	,021	,014	1,39020	,021	2,946	2	270	,054
3	,328 ^c	,108	,081	1,34253	,108	3,979	8	264	,000

Table 10: Model Values Table Related to Job Satisfaction

a. Gender Control Variable

b. Gender and Educational Control Variables

c. Gender and educational control variables and Competition, Autonomy/Tolerance, Working Period, Result Orientation, Rewards/Risk, Unity in the Objective, Age, Cooperation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,408	1	5,408	2,777	,097 ^b
	Residual	527,793	271	1,948		
	Total	533,201	272			
	Regression	11,387	2	5,694	2,946	,054 ^b
	Residual	521,814	270	1,933		
	Total	533,201	272			
	Regression	57,369	8	7,171	3,979	,000 ^b
	Residual	475,832	264	1,802		
	Total	533,201	272			

Table 11: Anova Table Related To Job Satisfaction

a. Gender Control Variable

b. Gender and Educational Control Variables

c. Gender and educational control variables and competition, Autonomy/Tolerance, Working Period, Result Orientation, Rewards/Risk, Unity in the Objective, Age, Cooperation

The regression equation obtained by subjecting the job satisfaction variable to regression analysis by transforming it with the logarithm method is presented below:

$$\begin{aligned} \text{Job Satisfaction} = & 6,782 - (0,116 * \text{Gender control variables}) + (0,377 * \text{Educational control} \\ & \text{variables}) + (0,084 * \text{Rewards}) + (0,029 * \text{Autonomy / Tolerance}) + (0,066 * \text{Competition}) \\ & + (0,018 * \text{Result Orientation}) + (0,000 * \text{Unity in the objective}) + (0,092 * \text{Cooperation}) \end{aligned}$$

4. Conclusion and Recommendations

In this research, the effects of organizational culture of a company operating in the service sector on the organizational commitment and job satisfaction of the employees were examined. For this purpose, a survey was applied to a total of 273 employees. Based on the fact that there is a significant relationship between organizational culture, organizational commitment and job satisfaction of the employees, the data were obtained to understand the performance and efficiency of the company and the data obtained were analyzed statistically.

In terms of the business science, employees are accepted as among the most valuable assets of an organization. In other words, employees are, in fact, among the assets which are essential for the continuance of an organization's vital

activities. For this reason, maintaining the organizational commitment of employees and reflecting it on their willingness positively are enabled through the existence of a positive organizational culture.

According to the demographic findings of the research, 52.4% of the participants were female and 47.6% were male. According to the findings, the participants were in the middle-young ($25 < \text{age} \leq 40$) age group (97.1%), 62.2% were married, 74% were college and university graduates and 47.6% had been working in their organizations for more than 10 years. The conducted studies put forward that organizational commitment and job satisfaction levels may be different due to differences in the creation of men and women. It would not be wrong to argue that gender may have an effect on determining the level of organizational commitment, but not all researchers have found a common ground. It was also determined that organizational commitment and job satisfaction are correlated with advanced age, long service period, but as the level of education increases, the level of organizational commitment and job satisfaction decreases. From this perspective, it is understood that the managers of the service sector organizations should be careful to develop and strengthen the organizational culture. In particular, it is estimated that young and educated employees will pay attention to issues such as their commitment to the organization, maintaining job satisfaction levels, having difficulty in the sector, ensuring intraorganizational relations and peace, and operating a fair and effective rewards system.

Organizational culture is defined as any rules, beliefs and habits that determine the behaviour of employees at all levels within the organization. There are numerous research results revealing that the organizations having a positive organizational culture increase the efficiency of their employees, the job satisfaction is positively affected by this situation and they are more successful.

The organizational culture dimension of the research revealed interesting findings about how organizations are perceived by their employees. According to the survey conducted, the positive aspects perceived by the participants regarding organizational culture of their companies are as follows: "Management expects all employees to be successful", "An employee newly joining our unit gets used to the unit and other employees in a short time.", "Important decisions about the unit are taken in the meetings of the managers.", "There is mutual friendship and trust between the employees in the unit", "All employees do their parts for the success of the organization." and "In the organization, formality procedures and rules are more important than the outcomes". According to these results, the highest positive aspects of the organizational culture of the service company perceived by the employees are being result-oriented, objective-oriented and cooperation. However, it is also seen that the process of participation in the decisions is conducted by the executives. Furthermore, the lowest perceived aspects of the organizational culture for employees are reward (Successful employees can be rewarded materially or morally), socialization ("Management is also interested in the social life of the employees as well as their duties), competition ("There is a competition between the employees about occupational issues), tolerance (The work-related mistakes that can be made by the employees are welcomed tolerantly) dimensions, respectively. When the opinions of the employees according to the factors that constitute the organizational culture were examined, it was concluded that unity and cooperation were highly motivational tools in the objective. It is seen that employees think that unity in the objective and cooperation can create the organizational culture.

Organizational commitment is an important work attitude affecting organizational behaviour. Employees have very dynamic feelings about their jobs which we call job-related mood. Strong organizational commitment is characterized with the support and acceptance of the organizational objectives and values, the willingness to make an effort for the organization and to continue working in the organization. Organizational commitment goes beyond loyalty to make active contribution in achieving the organizational objectives. As in the job satisfaction, the sources of organizational commitment can vary from person to person. It is a fact that the employees with high organizational commitment have undeniable roles in the success of the organization. Managers prefer experiencing the challenging business world atmosphere with talented and self-sacrificing employees like themselves. Employees' resigning or looking for a new job, developing negative feelings against the organization, low performance and motivation are not desired situations for any organization. Considering the nine-item form measuring the organizational commitment of the participants, according to the weight measures the following answers were obtained: "I am doing my best in this workplace in terms of job performance", "I am ready to labour over in order to contribute to the success of the organization", "I am very happy since I preferred working in this workplace rather than the other options", "In my opinion, this is the best workplace to work" and "I am very proud of telling people that I work here". The answers with the lowest central weight rate are "I accept any duty to continue working in the same workplace." and "My personal values are very similar to the values of my workplace". Since the averages given for the sentences are generally high, there are not sentences having low rates. Therefore, it is seen that the level of organizational commitment of the employees is high. It is concluded that the working environments in their organizations have a positive effect on their performance, they are in an endeavour to do their best for the performance of their organizations and they tend to identify themselves with their organizations. In other words, it means that the commitment between the organization and the employee is in a mutual equilibrium.

Job satisfaction is one of the most important organizational behavioural attitudes that the employee develops against his job and duty. Organizational commitment and job satisfaction are two of the most discussed and studied issues among workplace attitudes. Both relate to emotional events and cognitive assessments concerning the relationships with the workplace. The reason for the intense examination of both issues is that both variables are the most important determinants of organizational performance and efficiency. Job satisfaction is like the bill of a fruitful shopping between the employee and organization. The interaction of an employee with a high level of job satisfaction with his manager is healthy. It is natural for an employee, who is satisfied with his job, to exhibit high performance and productivity. The qualities of the services and products produced in organizations with high job satisfaction are also noteworthy. In this research, the highest positive answers given by the participants to the questions asked for determining the job satisfaction level are as follows according to the weight measure values: "I am generally happy to do my job", "I generally like working

here" and "Generally, I do not like my job". Considering that the job satisfaction of the employees is high, the low rate of this item shows parallelism with the results. It is revealed that employees are generally happy with their jobs thanks to their organizations but they do not like their jobs at all. This shows that employees are not satisfied with their jobs at the desired level.

According to Anova and regression analyses of the findings obtained, it is understood that organizational culture has a higher level of effect on job satisfaction in gender and reward dimensions. On the other hand, it was determined that organizational culture has more effect on organizational commitment in terms of educational status, autonomy/tolerance, competition, result orientation, unity of objective and cooperation.

As a result, it was concluded that the participants of the service sector company subjected to the survey perceived organizational values as unity of objective and cooperation, their organizational commitment levels were high; however, the effects of organizational culture on job satisfaction were less limited compared to the effects on organizational commitment.

5. References

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