

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

The Effect of Organization Culture on Organizational Commitment in the Banks: A Research in Zonguldak Province, Turkey

Salih Güney

Professor, Department of Management, İstanbul Aydın University, Turkey

Ezgi Berte Kutlu

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

Abstract:

With the increasing competition conditions and the development of technology, the concepts of organizational culture and organizational commitment for institutions come to the fore. Organizations need the skills and abilities of their employees to continue their lives. In other words, converting the beliefs of individuals into organizational values and increasing the loyalty of the employees to the organization are at the basis of the corporate culture. The aim of this study is to reveal the effect of the employees' perceptions of organizational culture on organizational commitment. In this study, organizational culture and organizational commitment were dealt with theoretical frameworks and these theories were supported with an application made to the employees in banks in Zonguldak. According to the results of the study, employees have high emotional commitment; their continued loyalty is above average; The normative commitment was found to be moderate. In the research, the structure, risk, standard, organizational commitment, responsibility and support cultures of the organization are above the medium level; the culture of reward-incentive, conflict and affinity was found to be moderate. An analysis of the relationship between organizational culture and employee engagement indicates that the support culture is associated with emotional commitment; that risk culture is associated with continued adherence; It was found that the culture of responsibility was related to normative commitment.

Keywords: Organization, culture, organizational commitment, organizational culture, banking

1. Introduction

Today, enterprises aim to increase the number of employees and provide competitive advantage. The identification of employees with organizational goals and objectives is important for corporate success. However, the way to direct employees to these goals and objectives is to create common values. It is not always easy to abandon beliefs and habits for individuals from different cultures. At this point, it can be said that the most fundamental task of the institution is to protect the interests of the individual and the organization. The degree to which employees adopt the current culture is evidence of their commitment to the organization. Because the sense of loyalty occurs situationally, emotionally or compulsively. Therefore, the concepts of organizational culture and organizational commitment have become an issue for institutions. These concepts which are important for organizations are examined in detail in the research.

2. Literature Review

2.1. Concept of Organizational Culture, Definition, Importance, Dimensions, Properties And Functions

Culture is the system of values and beliefs, with the distinctive features of the organization. Organizations host common goals. This allows employees to gather around common values. In other words, it can be said that institutions lead the formation of culture through their lives and traditions.

Individuals take part in different organizations throughout their lives. Non-governmental organizations, family life and business life are examples of these organizations. When we think that every individual in the society has different cultural characteristics, it is natural for organizations to have a culture of their own (Dursun, 2013: 45). Businesses want to achieve organizational goals through employees. There is a difference in quality and time between an individual's work with limited time and resources alone, and his / her work as a group. Individuals want to improve their personal shortcomings when joining an organization. Consequently, structures that eliminate these deficiencies in certain activity plans can be defined as organizations (Leblebici and Karasoy, 2009: 281). As well as individuals, organizations also have specific goals. It is possible to define organizational culture as the unification of the aims of institutions and individuals.

The most fundamental factor that separates an organization from another is its culture. That is organizational culture. The main determinants of organizational culture are the characteristics and beliefs of the organization. Organizations may have similar goals and objectives. The strategy of an organization on another organization is a separator that can only be realized by strong organizations. In the light of this information, organizational culture, organizational structure, success perception and goals are adopted by employees, and in doing so, is an element that unites around organizational goals (Diker, 2014: 158). Ensuring that the employees in all levels of the organization work in harmony by sharing common values is an important feature of organizational culture (Akar, 2017: 29). In this way, productivity increases, organizational goals will be easier to reach and the time allocated for these purposes is more efficient.

The duty of the managers in the organization is to guide the employees' goals in line with the corporate objectives. This is not an easy task. Because people have different aims when joining an organization. For individuals from different cultures, an appropriate culture environment should be established by taking into account the values and beliefs they are accustomed to. The need for organizational culture arises at this point (Konuk, 2006: 32). As can be seen, organizational culture is responsible for all activities of the organization. At this point, it is important to take precautions against all the problems that may arise from the operations of the organization while creating the organizational culture. Creating a strong corporate culture is an indispensable privilege for the organization. It would not be wrong to say that organizational culture, which makes things easier to walk, is a force for the institution (Köse, 2015: 57). As in individuals, their culture is different from each other in their organizations. Organizational culture can be said to combine the values of the employees with the business values. At this point, it is essential to establish an organizational culture for a successful organization policy.

The values of the organization have abstract features. However, this does not mean that there is no limit to the organizational culture. In other words, organizational culture is the whole of spiritual values. In order to protect these values, which differ from organization to organization, it can be said that institutions should have some dimensions that can be measured and evaluated. The dimensions of organizational culture; rules that show how to work in a certain period of time and in cooperation (Vural & Coşkun, 2007: 16-17); standards with which the organization adopts rules; power with the capacity to influence others (Güney, 2015a: 184-185); the authority that managers have the ability to direct and control employees to achieve organizational goals; function and structure, which regulates the subordinate relations in the institution, determines the hierarchy and forms a form of organization that helps in the distribution of tasks; loyalty and morale with the level of integration with the corporate values due to the strong relationship between the individual and the other members of the organization (Vural & Coşkun, 2007: 16-17); feedback and criticism, which are useful to the organization, determination and discussion of its strengths and weaknesses; It is possible to explain the outcomes achieved by the employees and the institution as a result of their cooperation in the cooperation with the objectives and objectives (Güney, 2015a: 184-185), which is an indicator of their level of ownership.

There are social, psychological, political and economic characteristics that people have in our society. Therefore, it is possible to say that individuals have unique cultural characteristics in their organizations. Scientists have made different evaluations about the characteristics of organizational culture from past to present. We can list some of these as follows (Türk, 2007: 25, Aykanat, 2010: 83-84, Yılmaz, 2010: 34):

- Organizational culture has an integrative structure
- Organizational culture consists of learned and repeated behaviors
- Organizational culture is time-consuming
- Organizational culture is not a written text
- Organizational culture is a concept that includes the past, present and future
- Organizational culture is heterogeneous
- Organizational culture creates institutional difference
- Organizational culture is shared
- Organizational culture focuses on the individual's characteristics, not on the structural characteristics of the institution
- Organizational culture provides a balance between opposing ideas

The reason why enterprises need corporate culture is to establish strong relations among employees and to ensure the continuity of organizational activities. The functions of corporate culture suggest that businesses cannot operate without a specific culture and that this culture helps to achieve corporate goals.

The functions of organizational culture can be listed as follows (Şahin, 2010: 25, Selvi, 2008: 151, Altıntop, 2010: 10, Pulat, 2010: 18, Kalkan, 2013: 13, Demir, Demir, Demir, 2017: 16, Terzi, 2000: 58-59, Güney, 2015: 190-191):

Searching for a way to make sense of organizational life is the basic function of organizational culture. The fact that the members of the organization benefit from the experience and knowledge of the employees of the previous institutions and make a sense is an important situation for the corporate culture. In this way, members of the organization can profit from the knowledge or experience accumulated by others.

Organizational culture determines the behavior of the individual. Business methods, how the members communicate with each other, determine how personal relationships develop, and puts organizational behavior in the organization.

Corporate culture is an effective method for reducing intra-organizational conflicts. In this way, it encourages employees to identify and solve problems, and to evaluate opinions.

Organizational culture encourages individual control and coordination. In-house values, norms, thoughts and beliefs have an important role in ensuring a control mechanism in the organization. In other words, we can say that it has a structure that directs the individual's behavior and makes sense.

2.2. Elements of Organizational Culture

Individuals want to reach an organization that they cannot reach alone. Therefore, it can be said that organizations are founded on specific goals and objectives. Collaboration is the necessity of organizational life. However, for cooperation, a culture must first be created. There are many factors that influence the formation of organizational culture. It is known that elements such as language, belief, value, norm, story, legend, hero, icon, symbol are effective in the formation of culture.

2.2.1. Language

Language is the most effective tool to explain the difference between cultures. A person's language carries the traces of the culture of the society to which he belongs. For example, the fact that the English language has more words and developed than the other societies provides competitive advantage for them. When we look at economically underdeveloped or developing countries, trade languages are weak. In short, it is possible to say that language is a cultural key for societies (Erdoğan, 1997: 130).

2.2.2. Beliefs

All employees within the organization have different beliefs. The aim of organizational culture is to direct individuals with different beliefs to common goals. In this way, it is aimed to provide continuity in the organization. Continuity is important for the formation of organizational culture. Beliefs reflect our attitudes towards a situation or person (Güven, 1996: 26). Beliefs are a combination of cultural elements and human characteristics of a society.

2.2.3 Values

Values are a reflection of organizational psychology. It supports the success of the organization by directing the behaviors of the individual positive or negative. The fact that employees have common values directs them to organizational purposes. Therefore, values are an important factor affecting culture (Gün, 2015: 29).

2.2.4 Norms

Norms have a duty to complement their organizational values. The norms applied to all employees in the organization are one of the elements that regulate and support the institutional structure (Yılmaz, 2010: 28). Norms show the individual what to do or not to do. For example, it is an organizational norm that employees pay attention to the way they talk to their manager.

2.2.5. Icons and Symbols

Symbols are often used to represent behavioral patterns that represent the individual and the perception of equality in the organization (Esba, 2009: 24). In addition, it is possible to mention the existence of some symbols that enable different cultures to be distinguished. Organizations use various symbols, symbols, logos and similar elements to promote their own culture (İlgin, 2017: 35-36).

2.2.6. Ceremonies

Ceremonies are an act of celebrating situations that are important for employees. Celebration of the establishment years and award ceremonies can be given as an example (Dursun, 2013: 46). Ceremonies are also the celebration of common beliefs and values of the organization. Ceremonies refer to special situations in the organization. In these cases, individuals organize entertainment based on the common values of the institution (Özkalp & Kirel, 2003: 116).

2.2.7. Stories and Legends

The myths spreading from the ear to the ear are the symbolic legends from the past to the present. Myths contain cultural values that are spread by imagination and are shaped by time. Corporate myths remind employees of their self and beliefs. The members who are new to the organization suggest their expectations from the institution and what the institution means to them (Bozkurt, 2014: 33).

2.2.8. Leaders and Heroes

Leaders and heroes are people who bear and symbolize values and beliefs of an organization. Cultural values constitute the basis for the existence of organizational culture (Haktançmaz, 2003: 142). Leaders are those who direct and encourage employees towards organizational goals. In this way, they exhibit exemplary behaviors to employees and support cultural development (Bakan vd., 2004: 44). Heroes reflect symbolic values of organizational values and role models are taken by organization employees. In other words, they are well-known individuals in the organization because of the personality they represent (Sabuncuoğlu and Tüz, 1998: 39).

2.3. Classifications on Organizational Culture

The fact that organizations are different from each other is explained by organizational culture models (Kavoğlu, 2009: 13). In this study, Toyohiro Kono, Cameron and Quinn, Parsons, Hofstede, Denison and Mishra, Deal and Kennedy, Ket De Vries and Miller, Schein, Ouchi, Handy and Harrison, Schneider, Peters and Waterman, Miles and Snow are the models of organizational culture.

2.3.1. Organizational Culture Classification of Toyohiro Kono

Toyohiro Kono's organizational culture model is divided into 5, as a dynamic culture, a moving culture with a strong leader, a culture with a strong leader, a bureaucratic culture and a stationary culture. In dynamic culture, employees like to make a difference. In the organization there is a family atmosphere composed of common feelings and thoughts (Gönen, 2012: 54-55). With the strong leader and the mobile culture type, employees act according to the leader's directives. They form their thoughts in this direction by taking lessons from the leader's experiences (Okay, 1999: 271). With the strong leader in the sedentary type of culture, the leader has a voice but his directives are wrong. Employees may not be able to question the decisions of the leader and may lose their initiative (Selvi, 2008: 149). In bureaucratic culture type, norms and rules prevail. Management tries to fit the attitudes and behaviors of employees in certain forms (Terzi, 2000: 87). In a still culture type, organizational structures tend to be culturally repetitive. Organizational employees are closed to innovation. The old methods are used in decision making and problem solving (Vural, 2003: 84).

2.3.2. Cameron and Quinn Classification of Organizational Culture

Cameron and Quinn classify them as organizational culture, clan culture, culture of culture, hierarchy culture and market culture. Clan culture consists of contrasts to market culture. In clan culture, spiritual values are more important than the material values of the organization (Şahinyan, 2011: 39). In the culture of Adhocracy, it is in the forefront of generating new ideas, flexibility in organizational structure and using initiative. Expansion of the activity areas and opening to the market is important for organizational success (Gün, 2015: 54). In the hierarchy culture structure, there is a vertical organization. Their task definitions are clear. Employees' activities are audited (Özmutaf, 2007: 86). In the market culture, it is the market itself that shapes the employee activities. Businesses establish their basic plans and strategies on the inclusion of competition in order to make a profit (Özdemir, 2006: 32).

2.3.3. Parsons's Organizational Culture Classification

Parsons has developed some institutions to measure the way in which the systems in an organization are connected and the way they work. Parsons has 4 important functions in this model. These functions are defined as adaptation, goal attainment, merger and legitimacy (Pala, 2009: 20-21).

2.3.4. Hofstede's Organizational Culture Classification

Hofstede explored organizational culture as cultures with broad or narrow power distances, organizations with low or high avoidance uncertainty, organizations with high individualism or integrativeness, cultures with masculinity or femininity. In cultures with high power distances, inequality within the organization is mentioned. In organizational cultures with narrow power distances, inequality between individuals is quite low. There is a horizontal organizational structure (Dursun, 2013: 52). In organizational structures where uncertainty is avoided, plans and procedures stand out. In other words, the institutions with this culture prepare some written rules and procedures as a precaution to feel safe and act accordingly. In cultures where uncertainty avoidance is low, organizational development and innovations are important for the organization. The uncertainties that may arise in the organization are not perceived as a threat (Öncül & Deniz & İnce, 2016: 260). In individualist cultures, I concept is in the foreground. Individuals in these societies want their feelings and thoughts to stand out in organizational decisions. In societies where collectivism, ie socialism, is prominent, the individual feels as part of the society or the organization he belongs to (Azizoğlu, 2011: 16-18). While the success and competition in the male culture is the forefront, the female culture mostly focuses on social or institutional relations, working environment and harmony (Can & Aydın & Azizoğlu, 2015: 380).

2.3.5. Denison and Mishra's Organizational Culture Classification

Denison and Mishra discussed organizational culture as task, consistency, compliance and mission dimension. We can explain the aforementioned dimensions (Yahyagil, 2004: 10, Kahveci, 2015: 26):

- Task Size: The task size is divided into 3, including delegation, group work and performance enhancement.
- Consistency size: Consistency size, value and beliefs, including common ideas and consensus (coordination).
- Adaptability Size: Consistency dimension consists of 3 dimensions such as creating difference, customer centricity and organizational learning.
- Mission Dimension: It is possible to differentiate between mission dimension, strategic management, goal setting and vision sub-dimensions.

2.3.6. Deal and Kennedy's Organizational Culture Classification

Deal and Kennedy have divided the organizational culture into 4 dimensions: tough man-macho culture, solid play-hard play culture, bet-claim culture and process culture. In tough man-macho culture, organizations have more risk. The uncertainty of the situation and conditions leads to unpredictable ups and downs (Minasli, 2013: 24-25). In a robust

working environment, employees do not like to take risks. Therefore, organizational decisions are taken with low risk and fast feedback (Güney, 2015a: 194). In the betting-indictment culture, the risk of organizational decisions and strategies is high. Success or failure is determined by future feedback after a long waiting period (Yılmaz, 2010: 44-45). Process culture is seen in organizations where the degree of risk is low and the feedback rate is slow. Because of the slow feedback, it is difficult to estimate the gain and return (Çarıyev, 2004: 62-64).

2.3.7. Kets De Vries and Miller's Organizational Culture Classification

Vries and Miller have divided the organizational culture, which is influenced by the personal characteristics of the managers, to 5 as paranoid culture, depressive culture, charismatic culture, bureaucratic culture and political culture. We can explain these 5 cultures as follows (Şahinyan, 2011: 37, Tabur, 2015: 34-35):

- Paranoid Culture: In this type of culture, there is an insecure, insincere and skeptical environment. Ast-parent relationship is weak; because they don't trust each other.
- Depressive Culture: There is no healthy relationship between depression and depression. Difficulties are solved in solving problems.
- Charismatic Culture: In charismatic culture, characteristics based on the manager's aura or attractiveness are thought to have an impact on corporate success.
- Bureaucratic Culture: In this culture, there is a rigid centralization. Organizational activities are far from individualism and are carried out on formalism.
- Political Culture: In the political cultural structure, the executives dispose of all the works by subordinates and isolate themselves from their duties. Managers are unregistered against the organization.

2.3.8. Schein's Organizational Culture Classification

Although leaders help to create and manage culture, culture takes place through group learning. In other words, culture has a structure that involves process. Schein tried to explain his work on organizational culture in a key model. The main point of this model is to ensure that external and internal adaptation problems are solved by creating a cultural structure that is valid for all.

2.3.9. Ouchi's Organizational Culture Classification

Ouchi has done research on American and Japanese companies. In this context, Japanese companies are successful in the US market; on the other hand, US firms are failed to show the expected success in the Japanese market. Ouchi asserted that this difference of achievement was related to the culture and management structure of the organization and he worked on 3 groups of companies.

2.3.10. Handy and Harrison's Organizational Culture Classification

Handy and Harrison discuss the organizational culture in four ways. In institutions where power culture exists, management represents a central point. The power and authority begin to decrease away from this point (Üstün & Kılıç, 2016: 20). Task culture refers to the willingness of employees to act with common beliefs and values and to achieve corporate goals (Arman & Arpacı, 2014: 52). In the role culture, work-related methods, rules and definitions are explained in detail. Oral and written communication is pre-determined and limited (Mamatoğlu, 2006: 181). In individual culture, the individual is seen as the cause of the existence of the organization. In contrast to the task culture, the individual is in the foreground in this culture. Achieving organizational success in individual-centered cultures is possible only through employees (Uzkurt & Şen, 2012: 29).

2.3.11. Schneider's Organizational Culture Classification

Schneider divides organizational culture into 4 as a culture of culture, collaboration, talent culture and development. In supervisor culture, decisions are limited by authority. When making decisions, a decisive path is followed from parts to whole. In the culture of cooperation, organizational decisions are influenced by spiritual values. This type of culture is more common in aid organizations (Coşkun, 2010, 147-148). It is argued that talent culture is based on success in research on individuals and societies (Kurt, 2016: 34-35). In the culture of development, spiritual values are emphasized. It is seen in more religious organizations (Maximini, 2015: 15-16).

2.3.12. Peters and Waterman's Organizational Culture Classification

Peters and Waterman argued that there could be excellent culture in organizations. From this point of view, they argued that organizational culture has some indispensable values. These values include: prioritizing the action, proximity to the customer, supporting entrepreneurial activities, increasing profitability with the human factor, simple structure-narrow staff, focusing on the well-known business area, prioritizing the corporate values, and giving place to the flexible and martial law styles together.

2.3.13. Miles and Snow's Organizational Culture Classification

Miles and Snow examined the organizational culture in four dimensions: protective culture, culture, analytical culture and reactionary culture. In protective cultures, plans, policies and strategies are focused on. They are nurtured from the past experiences and experiences of the organization when creating plans for the future (Çataloğlu, 2006: 56). In developer cultures, there is a horizontal organization structure and the human

factor is important (Durmaz, 2010: 23). The analytical culture refers to the balance between order and change. Organizational decisions are analytical (Demir, 2005: 70). In organizations where there is a reactionary culture, managers act unresponsive to organizational activities as long as they do not encounter sudden problems (Durmaz, 2010: 24).

2.4. Concept of Organizational Commitment, Definition, Importance and Dimensions

The concept of organizational commitment is a concept that many researchers have been focusing on many years. Businesses need material and spiritual resources in order to survive. Manpower is the most important resource necessary to achieve organizational goals and objectives. The degree to which institutions benefit from the existing manpower provides information on their achievements. In order to obtain efficiency from human capital, it is important to create a sense of commitment to employees. This sense of commitment allows employees to see corporate goals as their own.

Organizational commitment exists in society; in other words, it is an expression of feelings of society. The loyalty to the savior, the worker's boss, the strong feelings of the soldier in the land, and the blind love. In other words, it is the internalization of the status of being loyal to the subordinate (Balay, 2000: 14). There are some concepts related to organizational commitment. Commitment to work, commitment to the profession and career commitment are among these concepts. Commitment to work is an indicator of what the employees' work means for them and how important they are for them (Eğinli, 2009: 37). Adherence to the profession refers to the degree to which the individual accepts his / her passion for his / her profession and the rules related to his / her job (Şaklak, 2018: 42-43). The positive effect on the motivation and motivation of the career path determined by the individual in his work life refers to his career commitment (Otluoğlu, 2014: 354).

In today's world where the competition between institutions has increased gradually, organizational commitment has become an important protection mechanism. Therefore, the first step for organizational success is gaining the individual. Employees' efforts to achieve organizational goals and objectives are directly effective on productivity. At this point, institutions that realize the value of labor force need employee loyalty to compete with their competitors (Sürgevil, 2007: 10). The desire of individuals to continue their work life within the boundaries of the organization is important for continuity. The desire to stay in the organization or to leave the organization is related to the strong or weak individual's emotional bond with the institution (Yenihan, 2014: 172). Considering the literature, it can be said that individuals with high adherence contribute more to organizational success.

Organizational commitment is the bond that an individual establishes with the organization. Employees with this commitment feel that they are in harmony with their institutions. Therefore, they act in integrity in line with organizational goals and objectives. Organizational commitment progressively develops. It is possible to sort these stages as the dimension of alignment, identification dimension and internalization dimension.

- Compliance Size: The compliance dimension is the weakest phase of integration of individuals and institutions. Personal benefit and success are important for the employee. In other words, individual goals are superior to institutional goals (Erdem, 2010: 517).
- Identity (Value Conformity) Size: The fact that individuals have good relations with their colleagues and respects their beliefs and values means the dimension of identification. There is interpersonal solidarity to achieve organizational goals and objectives (Bakan vd., 2011: 12).
- Internalization Dimension: In this dimension, the aims of the organization and employees' beliefs and values overlap. The internalization dimension is the internal connection that individuals establish with their organizations and the behavior they exhibit as a result of this commitment (Erdem & Uçar, 2013: 1516).

2.4.1. Factors Affecting and Increasing Organizational Commitment

Organizational commitment is a condition that characterizes the individual's relationship with an organization. Organizational commitment, which determines the level of success of institutions, is important for employee continuity. There are several factors that determine the probability of individuals staying in the institution. It is possible to define these factors as factors related to personal factors, roles to be performed, and organizational factors.

Gender, age, education level, marital status, seniority, wage and perceived competence among personal factors may affect the individual's commitment to the institution and the motivation of work.

The content of the work within the job-related factors, the diversity of skills and the autonomy means that the definition of the job and the content of the work are clearly stated in order for the employees to gather around the goals and targets. Employees who adopt the requirements of the job and the tasks they have in this regard are more sensitive to the commands.

Role ambiguity and role conflict, which are among the factors related to the roles to be performed, are based on the consistency of the organization's directions to increase the efficiency of the employee's job.

The management style, structure, justice, promotion, communication, and control elements within the organizational factors constitute the evidence that the organizational values affect employee engagement.

Employees are influenced by the beliefs and values of the organization in which they are located. Factors such as vision, communication, value, culture, technology, cultivation and development in the organization have a positive effect on employee engagement.

2.4.1.1. Healthy Communication

The concept of healthy communication is the transfer of data about the organization to each other on the basis of good relations. Clearly specifying job descriptions and objectives makes it easier for employees to adopt the behaviors required for the job (Balay, 2000: 118).

2.4.1.2. Valuation

Appraisal means that all employees in the organization should be treated with the same care and sensitivity (Ada & Elver & Atlı, 2008: 503).

2.4.1.3. Vision

Vision is an expression of where institutions want to see themselves in the future. Businesses call for opinions of employees through vision (Gürkan, 2006: 54-55).

2.4.1.4. Organizational Culture

Organizational culture is to create an atmosphere where only members of the organization can breathe. That is, the culture of each organization is different. It is possible to say that the employees who are affiliated with the organization have adopted the current culture.

2.4.1.5. Get Provision of the Work Done

Organizational success is the common product of the employees. In other words, it expresses the achievements of the employees by performing the duties assigned to them. Rewarding for employees is important. Because giving the employees the value for his work, it is effective on his performance (Gürkan, 2006: 55).

2.4.1.6. Teamwork

Teamwork is a fast and effective way to achieve goals. Groups for high performance, companies for joint acquisitions and knowledge.

2.4.1.7. Struggle

Businesses that want to destroy the monotonous way of working are used as motivators for job rotation, job expansion and job enrichment in order to increase employee loyalty. This difference created in the business environment provides individual satisfaction (Taş, 2004: 99).

2.4.1.8. Development

Employees' personal development needs to be supported in order to be beneficial to the organization. Intra-organizational and extra-organizational training applied to employees is important in terms of improving their skills (Cengiz, 2008: 71).

2.4.1.9. Technology

Technology supports human activities in every aspect. As it is an important complementary element, it is seen in organizations in different ways. Production or service activities reveal the need for technology (Taş, 2004: 103).

2.5. *Classifications on Organizational Commitment*

2.5.1. Kanter's Organizational Commitment Classification

Kanter organizational commitment; in terms of continuity adherence, interdependence and control loyalty in three dimensions (Arslan & Demirci, 2015: 28). Individuals who have adherence to continuity consider their dedication to the organization as investment (Aksoy & Özkan, 2016: 44). The commitment to interdependence leads to good relations and positive energy environment in the organization. Cooperation and solidarity among individuals is high (Arslan, 2015: 56). Individuals with a control commitment accept and adopt norms of the organization. Organizational norms and values are the basis of control commitment (Bozok, 2016: 7).

2.5.2. Etzioni's Classification of Organizational Commitment

Etzioni argues that the authority of the organization is effective in the attitudes and behaviors of the individual (Sığrı, 2007: 263). Moral commitment is the emotional orientation that occurs when the employee assimilates the goals and objectives of the organization (Taş, 2012: 12). Compulsory commitment is a reflection of the negative feelings and thoughts of employees on the organization (Şenergüç, 2009: 61). Claim-based commitment is based on the logic of exchange between individual and organization (Pala, 2009: 41).

2.5.3. Allen and Meyer's Organizational Commitment Classification

According to Allen and Meyer, organizational commitment; There are three dimensions: normative commitment, desire to continue to stay in the organization and emotional commitment (Akyürek & Toygar & Şener, 2013: 58). Normative commitment means that the individual maintains his commitment to the organization with a sense of responsibility (Acuner, 2010: 28). Attendance commitment is the continuation of membership of

the individual taking into account that they will lose if they leave the organization (Meydan & Basım & Çetin, 2011: 180-181). Emotional commitment refers to the internal attachment of the individual to the organization. People with strong emotional commitment want to continue their duties in the organization (Wolowska, 2014: 130).

2.5.4. O'Reilly and Chatman's Organizational Commitment Classification

Organizational commitment by O'Reilly and Chatman; adaptation, identification and adoption are developing in three dimensions (Tosunoğlu, 2014: 19). Compliance refers to a situation associated with rewards. Employees accept certain attitudes and behaviors to provide individual benefits (Anttila, 2014: 7). Identification is the second dimension of commitment; In order to maintain the existence of individuals in the organization is formed as a result of good relations with other employees (Taş, 2012: 16). Organizations want to create a commitment to adopt employees. In this commitment, organizational and individual values are in harmony (Özcan, 2008: 12).

2.5.5. Penley and Gould's Organizational Commitment Classification

Penley and Gould organizational commitment; they classified as moral commitment, self-interest and alienating commitment. Moral commitment, an emotional perspective that an individual feels, refers to the internalization of employee participation in the organization. In other words, the person is obliged to account for the organization because of the tasks he assumed (Sürücü & Maşlakçı, 2018: 56). Beneficiary loyalty is based on the protection of the interests of the organization and employees (Mansur, 2008: 82). Employees with alienating loyalty think that the reward and punishment are not related to accomplishing the task. This situation creates a sense of helplessness in individuals (Çökük, 2013: 24).

2.5.6. Wiener's Organizational Commitment Classification

Wiener, the individual's commitment to the institution; it has dealt with two ways: loyalty and instrumental commitment (motivation) and organizational (normative-morale) commitment. While it is said that instrumental commitment is nourished from the individual's beneficiary and benevolent personality structure, it is stated that normative-moral commitment is formed as a result of the psychological bond established by the individual with the organization (Eren & Bal, 2015: 46).

2.5.7. Staw and Salancik's Organizational Commitment classification

Staw and Salancik divide organizational commitment into two as attitude and behavioral. According to this approach, the discrepancy between behaviors and attitudes creates concern. In order to eliminate the sense of anxiety, the individual attempts to compare one to the other. Staw argued that attitudes may be insufficient on adherence. According to Salancik, behavior has to be displayed in front of everyone, willingly and openly to turn into loyalty. In this approach, attitudes have a more personal and secret structure; behaviors are more concrete and realistic (Tosunoğlu, 2014: 13).

3. Research

3.1. Purpose of the Research

In this study, it is aimed to examine whether different organizational cultures affect the ways and levels of commitment of employees to the organization by considering demographic characteristics. In other words, the relationship between the dimensions of different organizational culture and the individuals' high or low loyalty levels are examined.

3.2. The Universe and Sample of Research

The population of the study consists of 207 personnel in 16 banks, including branches, in Zonguldak. Despite the efforts to reach all banks and employees, 137 people working in 12 banks agreed to participate in the survey.

3.3. Data Collection Method

In this study, survey method was used as data collection tool. The questionnaire consists of three parts. In the first part, personal information section is included in order to reach data on demographic characteristics of bank employees. In the second part, an organizational commitment scale was used to measure employee loyalty levels. In the third chapter, organizational culture scale is used to determine the individuals' perceptions of organizational culture.

3.4. Hypotheses

3.4.1. Hypothesis 1

- H0: There is no relationship between organizational commitment and organizational culture.
- H1: There is a relationship between organizational commitment and organizational culture.

3.4.2. Hypothesis 2

- H0: Organizational commitment does not differ according to socio-demographic characteristics.
- H1: Organizational commitment differs according to socio-demographic characteristics.

3.4.3. Hypothesis 3

- H0: Organizational culture does not differ according to socio-demographic characteristics.
- H1: Organizational culture differs according to socio-demographic characteristics.

3.5. Analysis of Data

In the selection of analysis methods to be applied, according to the results of the normality analysis was made. According to the Shapiro-Wilk W test, " H1: the distribution of the variable is not normal. " Hypothesis was accepted and non-parametric tests were applied. In the study; Mann-Whitney U Test, Kruskal-Wallis H Test and Spearman Correlation Test were used. In addition, the Cronbach's alpha coefficient was found to be 0.86 as a result of the reliability analysis and frequency analysis was performed to examine the sample characteristics.

3.6. Findings

In order to determine the demographic characteristics of the survey, 12 expressions were asked to the participants. The frequency analysis table for the answers given is given below.

		n	%
Your Gender	Female	62	45,3
	Male	75	54,7
Your Age	25 And Below	5	3,6
	26-30	43	31,4
	31-36	39	28,5
	37-41	37	27
	42-46	10	7,3
	46 And Above	3	2,2
Your Marital Status	Married	103	75,2
	Single	34	24,8
Your Education	High School	6	4,4
	Associate Degree	22	16,1
	License	103	75,2
	Msc / Phd	6	4,4
Section	Retail Banking	63	46
	Sme Banking	27	19,7
	Corporate And Commercial Banking	3	2,2
	Cash Management, Investment	6	4,4
	Credits	2	1,5
	Human Resources	1	0,7
	Internal Control Center	1	0,7
	Other	34	24,8
How You Work	Day Only	136	99,3
	Shift Procedure	1	0,7
Your Task	Box Office Officer	38	27,7
	Service Officer	20	14,6
	Customer Representative	36	26,3
	Assistant Specialist	4	2,9
	Expert	8	5,8
	Assistant Director	5	3,6
	Manager	4	2,9
	Director	7	5,1
	Other	15	10,9
Working Time At Work	Less Than 1 Year	8	5,8
	1-5 Years	48	35
	6-10 Years	38	27,7
	11 Years And Above	43	31,4

		n	%
Total Professional Experience	Less Than 1 Year	4	2,9
	1-5 Years	40	29,2
	6-10 Years	41	29,9
	11 Years And Above	52	38
Your Income	1000-1900	19	13,9
	2000-2900	49	35,8
	3000-3900	26	19
	4000-4900	22	16,1
	5000 And Above	21	15,3
Your Opinion About Your Income	More Than Enough	3	2,2
	Enough	27	19,7
	Not Enough	31	22,6
	Insufficient	57	41,6
	Very Poor	19	13,9
Are You Satisfied With Your Business?	Yes	93	67,9
	No	44	32,1

Table 1: Frequency Analysis of Personal Information

When the frequency analysis is examined in general, the majority of the participants are male; 26-30 age range; is married; Graduate degree; working only in the daytime and in the retail banking department; They work as a teller; the working time in the workplace is 1-5 years, the experience in the sector is 11 years and above; their incomes are between 2000 and 2900 and they find it inadequate; they were satisfied with their work.

	Emotional Commitment	Continued Commitment	Normative Commitment
Buildingrho	0,193*	0,239**	0,335**
	p	0,024	0,000
Responsibilityrho	0,342**	0,268**	0,418**
	p	0,000	0,002
Supportrho	0,462**	0,287**	0,416**
	p	0,000	0,001
Award-Promotingrho	0,263**	0,210*	0,230**
	p	0,002	0,014
Conflictrho	-0,073	0,027	0,007
	p	0,397	0,755
Risk rho	0,335**	0,290**	0,250**
	p	0,000	0,000
Proximity rho	0,044	0,197*	-0,028
	p	0,612	0,021
Standardrho	0,197*	0,196*	0,276**
	p	0,021	0,021
Commitment to the rhoorganization	0,036	0,096	0,050
	p	0,677	0,264

Table 2: Spearman Correlation Analysis of Organizational Culture and Organizational Commitment Relations

According to the analysis, a very weak positive relationship between structure size and emotional commitment ($p < 0.05$ and $r = 0.193$); a positive correlation was found between the continuation commitment ($p < 0.01$ and $r = 0.239$); there is a weak positive relationship ($p < 0.01$ and $r = 0.333$) between normative commitment. A positive correlation was found between the size of responsibility and emotional commitment ($p < 0.01$ and $r = 0.342$); a positive relationship between persistence and positive commitment ($p < 0.01$ and $r = 0.268$); there is a weak positive correlation between normative commitment ($p < 0.01$ and $r = 0.333$). A positive relationship between the support dimension and emotional commitment ($p < 0.01$ and $r = 0.462$); a positive relationship between persistence and positive commitment ($p < 0.01$ and $r = 0.287$); There is also a positive correlation between normative commitment ($p < 0.01$ and $r = 0.416$). A positive correlation between reward incentive size and emotional commitment ($p < 0.01$ and $r = 0.263$); a poor positive correlation between normative commitment ($p < 0.01$ and $r = 0.230$); There was a weak relationship ($p < 0.05$ and $r = 0.210$) between the continuity commitment.

There is no relationship between conflict dimension and emotional commitment, continuity and normative commitment ($p > 0.05$).

A weak positive relationship between risk dimension and emotional commitment ($p < 0,01$ and $r = 0,335$), a weak positive relationship between continuity commitment ($p < 0,01$ and $r = 290$) there is a relationship ($p < 0.01$ and $r = 0.250$).

There is no relationship between the closeness dimension and emotional and normative commitment ($p > 0.05$). There is a very weak positive relationship ($p < 0.05$ and $r = 0.197$) between proximal dimension and continuity adherence.

There was a very weak positive relationship between standard size and emotional commitment ($p < 0.05$ and $r = 0.197$); a very weak positive relationship between persistence commitment ($p < 0.05$ and $r = 0.126$); there is a weak positive correlation between normative commitment ($p < 0.01$ and $r = 0.276$).

3.6.1. Findings Related to Testing Hypotheses

Hypotheses	Dimensional Relationship	Hypothesis Result
1	<u>Spearman Corrosion Analysis</u> Relationship Between Organizational Culture And Organizational Commitment: (H0)There Is, (H1)There Is Not.	H1 Accept H0 Reject
2	<u>Kruskal Wallis H-Mann Whitney U Analizleri</u> Organizational Commitment-Section Organizational Commitment-Age Organizational Commitment-Gender Organizational Commitment-Marital Status Organizational Commitment-Education Level Commitment To The Organization-Task Groups Organizational Commitment-Income Level Satisfaction With Organizational Commitment-Income Organizational Commitment-Working Method Commitment To The Organization Working Time At Work Commitment To The Organization - Total Professional Experience Commitment To The Organization - Satisfaction With Work Significant Difference Between (H0) There Is, (H1) There Is Not.	H0 Accept H0 Accept H0 Accept H0 Accept H0 Accept H0 Accept H0 Accept H1 Accept H0 Accept H0 Accept H0 Accept H1 Accept
3	Organizational Culture-Chapter Organizational Culture-Age Organizational Culture-Gender Organizational Culture-Marital Status Organizational Culture-Educational Level Organizational Culture-Task Groups Organizational Culture-Income Level Satisfaction With Organizational Culture-Income Organizational Culture-Working Method Organizational Culture - Working Time In The Workplace Organizational Culture-Total Professional Experience Organizational Culture-Job Satisfaction Status Significant Difference Between (H0) There Is, (H1) There Is Not.	H0 Accept H0 Accept H0 Accept H0 Accept H1 Accept H1 Accept H1 Accept H0 Accept H1 Accept H0 Accept H1 Accept H0 Accept H1 Accept H0 Accept H1 Accept

Table 3: Analysis of Analyzes

In the table above, the results of the Spearman Correlation, Mann-Whitney U and Kruskal-Wallis H analyzes are used to test the hypotheses. According to the results, there is a relationship between organizational culture and organizational commitment. When the socio-demographic characteristics of the employees affect their organizational culture and their perception of organizational commitment, the level of education, income level, working time in the workplace and task groups differentiate the perceptions of organizational culture; their satisfaction with their income and work differentiate their feelings of commitment to the organization.

4. Conclusion and Recommendations

In this study, it was examined whether organizational culture perceptions of bank employees with distinctive demographic characteristics have an effect on their commitment to the organization based on the organizational commitment and organizational culture scale.

The choice of analysis methods to be applied in the research was decided according to Shapiro-Wilk normality analysis. Non-parametric Kruskal-Wallis H test, Spearman Correlation test and Mann-Whitney U Test were applied to the sample group and scales. According to the results of the analysis, the bank employees have high emotional commitment; their continued loyalty is above average; normative adherence is moderate. Participants' culture, structure, risk, standard, commitment to the organization, responsibility and support cultures above the middle level; the culture of reward-incentive, conflict and affinity is at an intermediate level. It is seen that the perceptions of the organization and the employees about risk taking and standards are higher than other dimensions.

When the correlation analysis between organizational culture and organizational commitment is examined, it is observed that the support subculture is the highest culture affecting the emotional commitment of the employee; that the risk subculture is the highest culture that affects the employee's continued commitment; It was found that responsibility subculture was the highest culture affecting the normative commitment of the employee.

According to the gender of employees, departments, working modes, duties, working hours, total professional experience, age groups, marital status, educational status, income levels, according to their thoughts on income; There is no difference between emotional, attendance and normative commitment. However, different satisfaction levels of employees have different effects on their emotional and normative commitment.

Different task groups have different effects on employee's risk perceptions; different educational backgrounds have different effects on employee's perceptions of standards; different income groups have different effects on employees' perceptions of the organization; It has been observed that different levels of satisfaction from work create different effects on employee's support and reward-incentive perceptions. The differences in the sections of the participants, their working styles, their working hours, their total professional experience, their age, their marital status, their income and their gender differences do not make any difference on their perceptions of organizational culture dimensions.

It can be said that this research has an important quality in terms of determining the ways in which organizational culture perceptions affect organizational commitment by considering different socio-demographic characteristics of employees. By using the research model developed in the research, it can be contributed to the related literature by working on a larger sample and a different sector through different research designs.

5. References

- i. Acuner, Ş. A. (2010). *Örgüt Kültürünü Oluşturan Unsurların Çalışanlar Üzerindeki Motivasyonel Etkileri*. Milli Produktivite Merkezi, Ankara.
- ii. Ada, N., Elver, İ., & Atlı, F. (2008). "Örgütsel İletişimin Örgütsel Bağlılık Üzerine Etkisi: Manisa Organize Sanayi Bölgesinde Yer Alan ve İmalat Sektörü Çalışanları Üzerinde Yapılan Bir Araştırma". *Ege Akademik Bakış Dergisi*, 8 (2), ss. 487-518.
- iii. Akar, N. (2017). "Kişilik Profiline ve Örgüt Kültürünün Bireysel Yenilikçilik Üzerine Etkisi: Kobi'ler Üzerinde Bir Alan Araştırması". (Yayınlanmamış Yüksek Lisans Tezi), Trakya Üniversitesi Sosyal Bilimler Enstitüsü, Edirne.
- iv. Aksoy, C., & Özkan, F. (2016). "Çalışan- Örgüt Etkileşiminde Oluşan Psikolojik Bağ: Örgütsel Bağlılık". *International Journal Of Social Academia*, 1 (1), ss. 37-55.
- v. Akyürek, Ç. E., Toygar, Ş. A., & Şener, T. (2013). "Örgütsel Kültür ve Alt Kültürün Örgütsel Bağlılığa Etkisi: Sağlık Çalışanları Üzerine Bir Araştırma". *Ankara Sağlık Hizmetleri Dergisi*, 12 (2), ss. 55-62.
- vi. Altıntop, M. Y. (2010). "İlköğretim Okulu Öğretmenlerinin Değişime Karşı Tepkileri İle Okul Kültürü Algıları Arasındaki İlişki". (Yayınlanmamış Yüksek Lisans Tezi), Uşak Üniversitesi Sosyal Bilimler Enstitüsü, Uşak.
- vii. Anttila, E. (2014). "Components Of Organizational Commitment: A Case Study Consisting Managers From Finnish Industrial Company". (Unpublished Master Thesis), University of Tampere School Of Education, Finlandia.
- viii. Arman, M., & Arpacı, Ö. Y. (2014). "Öğretim Elemanları ve Çalışanların Örgüt Kültürüne İlişkin Algılamaları: Pamukkale Üniversitesinde Bir Araştırma". *Yeni Fikir Dergisi*, 5 (13), ss. 47-62.
- ix. Arslan, D. T. (2015). "Hastane İdari Personelinin Örgütsel Güven ve Örgütsel Bağlılık Düzeylerinin İşten Ayrılma Niyeti Üzerindeki Etkisinin İncelenmesi". (Yayınlanmamış Yüksek Lisans Tezi), Ankara Üniversitesi Sağlık Bilimleri Enstitüsü, Ankara.
- x. Arslan, R., & Demirci, K. (2015). "Örgütlerde Öğrenen Örgüt Kültürüne İlişkin Algıların Örgütsel Bağlılık Üzerine Etkisi ve Kamu Kurumunda Bir Uygulama". *Dumlupınar Üniversitesi Sosyal Bilimler Dergisi*, (43), ss. 24-38.
- xi. Aykanat, Z. (2010). "Karizmatik Liderlik ve Örgüt Kültürü İlişkisi Üzerine Bir Uygulama". (Yayınlanmamış Yüksek Lisans Tezi), Karamanoğlu Mehmetbey Üniversitesi Sosyal Bilimler Enstitüsü, Karaman.
- xii. Azizoğlu, R. O. (2011). "Kültürün Örgütsel İletişim Üzerine Etkisi: İki Farklı Ülkede Faaliyet Gösteren İki İşletme Arasında Karşılaştırmalı Bir Araştırma". (Yayınlanmamış Yüksek Lisans Tezi), Ankara Üniversitesi Sosyal Bilimler Enstitüsü, Ankara.
- xiii. Bakan, İ., Büyükbese, T., & Bedestenci, Ç. (2004). *Örgüt Sırlarının Çözümünde Örgüt Kültürü: Teorik ve Ampirik Bir Çalışma*. Aktüel Yayıncılık, İstanbul.

- xiv. Bakan, İ., Eğitmiş, A. M., Erşahan, B., Doğan, İ. F., & Bulunmaz, G. (2011). "Banka Çalışanlarının İş Tatmin ve Örgütsel Bağlılık Düzeyleri İle Çatışma Tür ve Stratejilerine Bakış Açuları Arasındaki İlişkilere Yönelik Bir Alan Araştırması". Hacettepe Üniversitesi Sosyolojik Araştırmalar E-Dergisi, (1), ss. 1-31.
- xv. Balay, R. (2000). Yönetici ve Öğretmenlerde Örgütsel Bağlılık. Nobel Yayıncılık, Ankara.
- xvi. Bozkurt, İ. (2014). "Örgütsel Değişim Sürecine Örgüt Kültürünün Etkisi ve Bir Araştırma". (Yayınlanmamış Yüksek Lisans Tezi), Afyon Kocatepe Üniversitesi Sosyal Bilimler Enstitüsü, Afyonkarahisar.
- xvii. Bozok, E. (2016). "Profesyonelleşmenin Örgütsel Bağlılık Üzerindeki Etkisinin İncelenmesi: Bir Vakıf Üniversite Çalışanları Üzerinde Araştırma". (Yayınlanmamış Yüksek Lisans Tezi), Başkent Üniversitesi Sosyal Bilimler Enstitüsü, Ankara.
- xviii. Can, H., Azizoğlu, Ö. A., & Aydın, E. M. (2015). Örgütsel Davranış. Siyasal Kitabevi, Ankara.
- xix. Cengiz, S. (2008). "Otel İşletmelerinde Çalışanların Örgütsel Bağlılığının İşgören Performansı Üzerindeki Etkileri". (Yayınlanmamış Yüksek Lisans Tezi), Adnan Menderes Üniversitesi Sosyal Bilimler Enstitüsü, Aydın.
- xx. Coşkun, B. (2010). "Yönetim ve Organizasyon Alanında Seçilmiş Bazı Konuların Değerlendirilmesi". (Yayınlanmamış Yüksek Lisans Tezi), İnönü Üniversitesi Sosyal Bilimler Enstitüsü, Malatya.
- xxi. Çarıyev, D. (2004). "Kamu İşletmelerinin Örgüt Kültürünün Karakteristik Özelliklerinin Tanımlanmasına Yönelik Bir Araştırma: Marı Şehri Örneği". (Yayınlanmamış Yüksek Lisans Tezi), Marmara Üniversitesi Sosyal Bilimler Enstitüsü, İstanbul.
- xxii. Çataloğlu, B. (2006). "Toplam Kalite Yönetimi Uygulamalarına Örgüt kültürünün Etkisi: Ampirik Bir Çalışma". (Yayınlanmamış Yüksek Lisans Tezi), Adnan Menderes Üniversitesi Sosyal Bilimler Enstitüsü, Aydın.
- xxiii. Çökük, S. (2013). "Örgütsel Adaletin Örgütsel Bağlılığa Etkisi: Konya İlindeki Özel Eğitim Kurumlarında Bir Araştırma". (Yayınlanmamış Yüksek Lisans Tezi), Selçuk Üniversitesi Sosyal Bilimler Enstitüsü, Konya.
- xxiv. Demir, M. (2017). "Örgüt Kültürü İle Örgütsel Yapı Arasındaki İlişkinin İki Farklı Ulusa Ait İşletmeler Üzerinde Karşılaştırmalı Analizi". (Yayınlanmamış Yüksek Lisans Tezi), Hitit Üniversitesi Sosyal Bilimler Enstitüsü, Çorum.
- xxv. Demir, N. (2005). "Hastanelerde Örgüt Kültürü ve Hastane Yöneticilerinin Örgüt Kültürü Oluşturmadaki Yeterlilik Derecesi". (Yayınlanmamış Yüksek Lisans Tezi), Gazi Üniversitesi Sosyal Bilimler Enstitüsü, Ankara.
- xxvi. Diker, O. (2014). "Algılanan Liderlik Tarzları, Örgüt Kültürü ve Örgütsel Bağlılık İlişkinin Turizm Endüstrisinde İncelenmesi". (Yayınlanmamış Doktora Tezi), Osmangazi Üniversitesi Sosyal Bilimler Enstitüsü, Eskişehir.
- xxvii. Durmaz, O. (2010). "Örgüt Kültürünün Örgütsel Bağlılık Üzerine Etkisi: Analitik Bir İnceleme". (Yayınlanmamış Yüksek Lisans Tezi), Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü, İzmir.
- xxviii. Dursun, İ. T. (2013). "Örgüt Kültürü ve Strateji İlişkisi: Hofstede'nin Boyutları Açısından Bir Değerlendirme". Siyaset, Ekonomi ve Yönetim Araştırmaları Dergisi, 1 (4), ss. 43-56.
- xxix. Eğinli, A. T. (2009). "Örgütsel Bağlılığın Geliştirilmesinde Farklılık Yönetimi". (Yayınlanmamış Doktora Tezi), Ege Üniversitesi Sosyal Bilimler Enstitüsü, İzmir.
- xxx. Erdem, M. (2010). "Öğretmen Algılarına Göre Liselerde İş Yaşamı Kalitesi ve Örgütsel Bağlılıkla İlişkisi". Kuram ve Uygulamada Eğitim Yönetimi Dergisi, 16 (4), ss. 511-536.
- xxxi. Erdem, M., & Uçar, İ. H. (2013). "Öğretmenlere Göre İlköğretimde Öğrenen Örgüt Algısı ve Öğrenen Örgütün Örgütsel Bağlılığa Etkisi". Kuram ve Uygulamada Eğitim Bilimleri Dergisi, 13 (3), ss. 1515-1534.
- xxxii. Erdoğan, İ. (1997). İşletmelerde Davranış. Dönence Basım ve Yayın Hizmetleri, İstanbul.
- xxxiii. Eren, H., & Bal, M. D. (2015). "Hemşirelikte Örgütsel Bağlılık". Sağlık ve Hemşirelik Yönetimi Dergisi, 2 (1), ss. 44-50.
- xxxiv. Esba, M. (2009). "Turizm İşletmelerinde Yöneticilerin Duygusal Zekalarının Örgüt Kültürü Üzerindeki Etkisi". (Yayınlanmamış Yüksek Lisans Tezi), Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü, İzmir.
- xxxv. Gönen, Z. Ö. (2012). "Örgüt Kültürü ve Efom Mükemmellik Modeli Arasındaki İlişki: Sağlık Bakanlığı'na Bağlı Dört Farklı Doğum Hastanesinde Bir Uygulama". (Yayınlanmamış Yüksek Lisans Tezi), Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü, İzmir.
- xxxvi. Gün, G. (2015). "Örgüt Kültürü Tiplerinin Kariyer Yönetim Sistemi Uygulamalarına Etkisi: Bir Araştırma". (Yayınlanmamış Yüksek Lisans Tezi), İnönü Üniversitesi Sosyal Bilimler Enstitüsü, Malatya.
- xxxvii. Güney, S. (2015). Örgütsel Davranış. Nobel Yayıncılık, Ankara.
- xxxviii. Gürkan, G. Ç. (2006). "Örgütsel Bağlılık: Örgütsel İklimin Örgütsel Bağlılık Üzerindeki Etkisi ve Trakya Üniversitesi'nde Örgüt İklimi İle Örgütsel Bağlılık Arasındaki İlişkinin Araştırılması". (Yayınlanmamış Yüksek Lisans Tezi), Trakya Üniversitesi Sosyal Bilimler Enstitüsü, Edirne.
- xxxix. Güven, A. S. (1996). "Üniversitelerde Örgüt Kültürü-Osmangazi Üniversitesi'nde Örgüt Kültürü Araştırması". (Yayınlanmamış Yüksek Lisans Tezi), Anadolu Üniversitesi Sosyal Bilimler Enstitüsü, Eskişehir.
- xl. Haktankaçmaz, M. İ. (2003). "Örgüt Kültürünün Yaratılmasında Liderliğin Rolü". Türk İdare Dergisi, 75 (439), ss. 139-150.
- xli. Ilgın, Ş. (2017). "Aile İşletmelerinde Kurumsallaşma ve Örgüt Kültürü İlişkisi". (Yayınlanmamış Yüksek Lisans Tezi), Beykent Üniversitesi Sosyal Bilimler Enstitüsü, İstanbul.

- xlii. Kahveci, G. (2015). "Okullarda Örgüt Kültürü, Örgütsel Güven, Örgütsel Yabancılaşma ve Örgütsel Sinizm Arasındaki İlişkiler". (Yayınlanmamış Doktora Tezi), Fırat Üniversitesi Eğitim Bilimleri Enstitüsü, Elazığ.
- xliii. Kalkan, A. (2013). "Algılanan Örgüt Kültürünün Örgütsel Vatandaşlık Davranışı Üzerindeki Etkisi: Kuramsal ve Görgül Bir Araştırma". (Yayınlanmamış Doktora Tezi), Selçuk Üniversitesi Sosyal Bilimler Enstitüsü, Konya.
- xliv. Kavoglu, S. (2009). "Örgüt Kültürünün Çalışanlarda Tükenmişlik Duygusuna Etkisi ve Örnek Bir Uygulama". (Yüksek Lisans Projesi), Trakya Üniversitesi Sosyal Bilimler Enstitüsü, Edirne.
- xlvi. Konuk, M. (2006). "İşletmelerde Örgüt Kültürünün İş Tatmini Üzerindeki Etkisi ve Önemi: Konya Şeker Fabrikasında Bir Uygulama". (Yayınlanmamış Yüksek Lisans Tezi), Selçuk Üniversitesi Sosyal Bilimler Enstitüsü, Konya.
- xlvi. Kösem, E. B. (2015). "Kurum Kültürünün Çalışanların İş Tatminine Etkileri: Gıda Sektöründe Bir Araştırma". (Yayınlanmamış Yüksek Lisans Tezi), İstanbul Ticaret Üniversitesi Sosyal Bilimler Enstitüsü, İstanbul.
- xlvii. Kurt, S. (2016). "Kurum Kültürü ve Alt Kültürler: Halkla İlişkiler Bölümü Olmayan Bir Şirkette Kurum Kültürü Analizi". (Yayınlanmamış Yüksek Lisans Tezi), Anadolu Üniversitesi Sosyal Bilimler Enstitüsü, Eskişehir.
- xlviii. Leblebici, D. N., & Karasoy, A. (2009). "Örgüt Kültürünün Algılanan Hizmet Kalitesine Etkisi: Kamu ve Özel Öğrenci Yurtlarında Karşılaştırmalı Bir Araştırma". Hacettepe Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi , 27 (1), ss.279-304.
- xlix. Mamatoğlu, N. (2006). "Örgüt İçi İletişim ve Performans Değerlendirme Sistemi Algıları Örgüt Kültürü Algısını Yordar mı?". Ankara Üniversitesi Sosyal Bilimler Fakültesi Dergisi, 61 (4), ss.177-201.
- i. Mansur, F. A. (2008). "İşletmelerde Uygulanan Mobbingin (Psikolojik Şiddet) Örgütsel Bağlılığa Etkisi". (Yayınlanmamış Yüksek Lisans Tezi), Gazi Üniversitesi Eğitim Bilimleri Enstitüsü, Ankara.
- ii. Maximini, D. (2015). The Scrum Culture: Introducing Agile Methods In Organizations. Springer International Publishing, Switzerland.
- iii. Meydan, C. H., Basım, H. N., & Çetin, F. (2011). "Örgütsel Adalet Algısı ve Örgütsel Bağlılığın Tükenmişlik Üzerine Etkisi: Türk Kamu Sektöründe Bir Araştırma". Bilig Dergisi, (57), ss. 175-200.
- iiii. Minaslı, A. V. (2013). "Örgüt Kültürü ve Örgütsel Yabancılaşma Arasındaki İlişki: Konuyla İlgili Bir Araştırma". (Yayınlanmamış Yüksek Lisans Tezi), Trakya Üniversitesi Sosyal Bilimler Enstitüsü, Edirne.
- lv. Okay, A. (1999). Kurum Kimliği. Mediacat Yayıncılık, Ankara.
- lv. Otluoğlu, K. Ö. (2014). "Kariyer Bağlılığının Kariyer Başarısı Üzerindeki Etkisinin İncelenmesi Üzerine Bir Araştırma". Yönetim ve Ekonomi Araştırmaları Dergisi , 12 (23), ss. 349-363.
- lvi. Öncül, M. S., Deniz, M., & İnce, A. R. (2016). "Hofstede'in Örgüt Kültürü Modelinin Potansiyel Girişimcilerin Yetiştirdiği Çevresel Özellikler Kapsamında Değerlendirilmesi". Akademik Yaklaşımlar Dergisi, 7 (1), ss. 255-269.
- lvii. Özcan, E. B. (2008). "Örgütsel Bağlılık ve İş Değerleri Arasındaki İlişki: Adana İlinde Bir İnceleme". (Yayınlanmamış Yüksek Lisans Tezi), Çukurova Üniversitesi Sosyal Bilimler Enstitüsü, Adana.
- lviii. Özdemir, A. (2006). "Farklı Örgüt Kültürü Olan İşletmelerde Zaman Yönetimi Üzerine Ampirik Bir Araştırma: Bursa İli Örneği". (Yayınlanmamış Yüksek Lisans Tezi), Balıkesir Üniversitesi Sosyal Bilimler Enstitüsü, Balıkesir.
- lix. Özkalp, E., & Kirel, Ç. (2003). Örgütsel Davranış. Anadolu Üniversitesi Yayınları, Eskişehir.
- lx. Özmutaf, N. M. (2007). "Liderliğin Örgüt Kültürü İçinde Değişimsel Boyutta Değerlendirilmesi". Süleyman Demirel Üniversitesi Sosyal Bilimler Enstitüsü Dergisi, 2 (6), ss. 83-98.
- lxi. Pala, B. (2009). "Sağlık Kuruluşlarında Örgüt Kültürünün Örgütsel Bağlılığa Etkisi: Bir Uygulama Çalışması". (Yayınlanmamış Yüksek Lisans Tezi), Trakya Üniversitesi Sosyal Bilimler Enstitüsü, Edirne.
- lxii. Pulat, İ. (2010). "Denizli İlköğretim Okullarında Görev Yapan Öğretmenlerin Örgüt Kültürü ve Öneminde İlişkin Algıları". (Yayınlanmamış Yüksek Lisans Tezi), Pamukkale Üniversitesi Sosyal Bilimler Enstitüsü, Denizli.
- lxiii. Sabuncuoğlu, Z., & Tüz, M. (1998). Örgütsel Psikoloji. Alfa Yayıncılık, Bursa.
- lxiv. Selvi, S. (2008). "Marka Oluşumunda Kimlik ve Kültürün Etkisi: Goldaş Markası Üzerine Bir İnceleme". (Yayınlanmamış Yüksek Lisans Tezi), İstanbul Üniversitesi Sosyal Bilimler Enstitüsü, İstanbul.
- lxv. Sığı, Ü. (2007). "İşgörenlerin Örgütsel Bağlılıklarının Meyer ve Allen Tipolojisiyle Analizi: Kamu ve Özel Sektörde Karşılaştırmalı Bir Araştırma". Anadolu Üniversitesi Sosyal Bilimler Dergisi, 7 (2), ss. 261-278.
- lxvi. Sürgevil, O. (2007). "Çalışma Yaşamında Örgütsel Bağlılık". (Yayınlanmamış Yüksek Lisans Tezi), Ege Üniversitesi Sosyal Bilimler Enstitüsü, İzmir.
- lxvii. Sürücü, L., & Maşlakçı, A. (2018). "Örgütsel Bağlılık Üzerine Kavramsal İnceleme". International Journal Of Management and Administration, 2 (3), ss. 49-65.
- lxviii. Şahin, A. (2010). "Örgüt Kültürü- Yönetim İlişkisi ve Yönetimsel Etkinlik". Selçuk Üniversitesi İktisadi ve İdari Bilimler Fakültesi Maliye Dergisi, (159), ss.21-35.
- lxix. Şahinyan, M. (2011). "Örgüt Kültürünün Örgütsel Başarıya Etkisi ve Bir Araştırma". (Yayınlanmamış Yüksek Lisans Tezi), Bahçeşehir Üniversitesi Sosyal Bilimler Enstitüsü, İstanbul.
- lxx. Şaklak, Ö. (2018). "Öğretim Elemanlarının Örgütsel Adalet Algısının Örgütsel Bağlılıklarına Etkisi: Ankara İli Örneği". (Yayınlanmamış Doktora Tezi), Gazi Üniversitesi Sosyal Bilimler Enstitüsü, Ankara.

- lxxi. Şenergüç, S. (2009). "Örgütsel Bağlılığın İş Doyumu Üzerindeki Etkileri ve Özel Sektörde Bir Uygulama". (Yayınlanmamış Yüksek Lisans Tezi), Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü.
- lxxii. Tabur, Ö. (2015). "Hiyerarşik Örgüt Kültürüne Dayalı Mobbing ve Türlerinin İncelenmesi: KKTC Kamu Sektörü Üzerine Bir Araştırma". (Yayınlanmamış Yüksek Lisans Tezi), Yakınođu Üniversitesi Sosyal Bilimler Enstitüsü, Lefkoşa.
- lxxiii. Taş, M. A. (2004). "İş Tatmininin Örgütsel Bağlılık Üzerindeki Etkileri". (Yayınlanmamış Yüksek Lisans Tezi), Afyonkocatepe Üniversitesi Sosyal Bilimler Enstitüsü, Afyonkarahisar.
- lxxiv. Taş, Ö. (2012). "Örgütsel Bağlılık, Örgütsel Güven ve İş Doyumu Arasındaki İlişki: Özel Bir Hastane Örneđi". (Yayınlanmamış Yüksek Lisans Tezi), Ankara Üniversitesi Sağlık Bilimleri Enstitüsü, Ankara.
- lxxv. Terzi, A. R. (2000). Örgüt Kültürü. Nobel Yayıncılık, Ankara.
- lxxvi. Tosunođlu, H. (2014). "Liderlik Tarzı Algısının Örgütsel Bağlılık Üzerindeki Etkisinde Örgüte Güvenin Aracı Rolü: Bir Örnek Olay İncelemesi". (Yayınlanmamış Yüksek Lisans Tezi), Hacettepe Üniversitesi Sosyal Bilimler Enstitüsü, Ankara.
- lxxvii. Türk, M. S. (2007). Örgüt Kültürü ve İş Tatmini. Gazi Kitabevi, Ankara.
- lxxviii. Uzkurt, C., & Şen, R. (2012). "Örgüt Kültürü ve Örgütsel Yeniliğin Pazarlama Yeniliğine Etkisi: Gazlı İçecek Sektöründe Bir Araştırma". Anadolu Üniversitesi Sosyal Bilimler Dergisi , 12 (3), ss. 27-50.
- lxxix. Üstün, F., & Kılıç, K. C. (2016). "Örgüt Kültürünün Örgütsel Güven ve Özdenetim Üzerine Etkisi: Sağlık Çalışanları Üzerine Bir Araştırma". KMÜ Sosyal ve Ekonomik Araştırmalar Dergisi , 18 (30) ss. 19-27.
- lxxx. Vural, Z. B. (2003). Kurum Kültürü . İletişim Yayıncılık, İstanbul.
- lxxxi. Vural, Z. B., & Coşkun, G. (2007). Örgüt Kültürü. Nobel Yayıncılık, Ankara.
- lxxxii. Wolowska, A. (2014). "Determinants Of Organizational Commitment". Human Resources Management & Ergonomics, 8 (1), ss. 129-146.
- lxxxiii. Yahyagil, M. Y. (2004). "Denison Örgüt Kültürü Ölçme Aracının Geçerlik ve Güvenirlik Çalışması: Ampirik Bir Uygulama". İstanbul Üniversitesi İşletme İktisadi Enstitüsü Yönetim Dergisi, 47, ss. 53-76.
- lxxxiv. Yenihan, B. (2014). "Örgütsel Bağlılık ve İş Tatmini Arasındaki İlişki". Karabük Üniversitesi Sosyal Bilimler Enstitüsü Dergisi, 4 (2), ss. 170-178.
- lxxxv. Yılmaz, P. (2010). "Örgüt Kültürü ve Finans Sektöründe Bir Uygulama". (Yayınlanmamış Yüksek Lisans Tezi), Bahçeşehir Üniversitesi Sosyal Bilimler Enstitüsü, İstanbul.