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The Relationship between Organizational Culture and Job Performance: A Research in the Furniture Sector

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Abstract:

In the study, the relationship between organizational culture and job performance is analyzed quantitatively in the furniture sector. The objective of the research is to identify the main patterns and mechanisms that affect the relationship between organizational culture and company effectiveness. The following goals have been determined in this direction. The theoretical and methodological basis of the study is systemic and sociocultural approaches combined with the elements of institutional network and structural and functional analysis. The study has been structured by taking into account theoretical and practical developments in sociology, management, social psychology, the interaction of the organization and the external environment, and various aspects of internal development. The starting point of the research is the statement about the interdependence and interaction of the socio-cultural environment in which a business organization operates and its organizational culture.

Keywords: Organizational culture, job performance, furniture industry

1. Introduction

Today, developed companies are characterized by a high-level culture that is the result of conscious efforts to improve the spirit of the organization. In our country, the level of relevance of the socio-psychological studies on organizational culture is determined with important changes in political and socio-economical areas that affect the nature of the relationships between an organization and an individual.

Today, it is possible to reach the conclusion that organizational culture makes the team harmonious and productive by combining all kinds of activities and relationships in the company. It gives the organization an image and determines the nature of relationships with customers and partners. Culture helps to concentrate efforts on the main strategic directions determined according to the company's mission, which is its main purpose. Only a strong culture can create a 'socio-economic space' that ensures the highest productivity, company success, and employee loyalty, so having a strong organizational culture becomes a tradition.

The methodological basis of the study is systematic and sociocultural approaches combined with corporate network and structural and functional analysis elements. The study has been structured by considering the theoretical and practical developments in the fields of sociology, management, social psychology and the interaction between the organization and the external environment and various aspects of internal development of organizations. The starting point of the study is the interdependence and interaction of the socio-cultural environment and culture in which a business organization operates.

2. Literature Review

2.1. The Concept, Definition, and Importance of Organizational Culture

An organization functions and evolves as a complex system. A modern organization that is constantly affected by the external environment and adapts to changes has the potential to create and accumulate. This not only provides a timely and adequate response to the effects of the external environment, but it also makes it possible to actively change the surrounding reality and to effectively manage the functioning and development of many people. This 'life' potential of the organization's activity is provided by organizational culture. How the relationships between the members of the organization are established, what working principles and methods are used in the activities of the organization; all of these are provided by organizational culture. This situation not only determines the differences between organizations, but also determines the success of their operations and survival in competition. In any organization, there is a relationship

between the bearers of the organizational culture on the one hand and the culture that influences human behavior on the other.

The concept of organizational culture has been defined differently by various researchers. These definitions are stated as follows:

The concept of organizational culture consists of values that are shared by the employees and managers of the organization and that put forward solution techniques in a collective way (Güney, 2015:184).

Organizational culture is a dynamic process that consists of elements such as values, beliefs, thoughts, and goals revealed of the employees in the organization (Kahveci, 2015:16).

Organizational culture is the shared perceptions of organizational work practices in the organizational units that may be different from those in other organizations (VandenBerg&Wilderom, 2004:571).

Organizational culture is the collective values, beliefs, and assumptions that are shared by the members, that exist at multiple level and affect the attitudes and behaviors of the employees (Cameron& Quinn, 2011:1).

Organizational culture is invented by a particular group that has learned to deal with external adaptation and internal integration problems, and to perceive, think about, and expect these problems, and organizational culture should be taught to the new members by successful employees (Schein, 1990:111).

Organizational culture is defined as a construct of the traditional ways of thinking, feeling, and reacting that is identified with the organization. In this case, organizational culture is a social glue that keeps members together (Hasanoğlu 2004:47).

- Organizational culture is to carry out a psychological process that strengthens the relationships between employees within the organization in the direction of certain rules (Işık, 2010: 12).
- Organizational culture is the unique configuration of norms, values, beliefs, and behavior patterns that characterize the way groups and individuals come together to get things done (Eldridge and Crombie, 1974:12).
- Organizational culture is a system of norms, behaviors, values, beliefs, and habits that direct the behavior of people in an organization (Dinçer 1992:271).
- Culture is the common beliefs, attitudes, and values that exist in an organization (Furnham and Gunter, 1993:250).
- Organizational culture is an informal system of rules that explains how people should behave most of the time (Deal and Kennedy, 1982:156).

Based on the definitions made above, it can be stated that the process of creating an organizational culture is an attempt to structurally affect the behavior of the employees. You can encourage, plan, and predict desired behavior by paying attention to the formation of certain attitudes among employees within a certain organizational structure with regard to value systems, but the existing corporate culture of the organization should also be taken into consideration. Most of the time, leaders declare progressive norms and values while trying to create the philosophy of their organization, they even make investments in this direction through various ways, but they cannot achieve the desired results. This is partly since real values and norms conflict with applied organizational norms. For this reason, they are rejected by most of the group.

The importance of organizational culture during continuous development of organizations increases every year. There is a transition from the standard norms and values of companies to the integrated management of corporate culture. In current modern economic conditions, it is possible for an organization to create a socio-economic atmosphere that will lead to high level of productivity and success in the market with a highly developed organizational culture.

The importance of organizational culture increases every year in the process of continuous development of organizations. There is a transition from standard norms and values of organizations to integrated management of corporate culture. In current modern economic conditions, it is possible for an organization to create a socio-economic atmosphere that will lead to high level of productivity and success in the market with a highly developed organizational culture. An effective organizational culture creates the necessary conditions for effective functioning, development, and competitiveness of a company in order to increase the degree of controllability, innovation, and stability of a modern economic entity. Employees working under these conditions are efficient: efficient employees, therefore, ensure that organizations are productive. In short, organizational culture is very important for both employees, managers, and businesses.

2.2. Features and Functions of Organizational Culture

Social scientists examining organizational culture identified the characteristics and functions of organizational culture based on their research data. The characteristics and functions of organizational culture are given below (Güney, 2017: 188-192, Williams and Francescutti, 2007: 151, Yılmaz, Flouris, 2017:67):

Features of organizational culture

- Organizational culture has a holistic structure.
- Organizational culture is the hallmark of the organization that differentiates it from other organizations and creates a source of pride for its employees, especially if its values focus on innovation, excellence, leadership, and outrunning competitors.
- Organizational culture refers to a historical perspective that covers the accumulations of the organization from the past to the present.
- Organizational culture is one of the inherent and powerful tools for managers to achieve the goals of the organization.
- Organizational culture can be explained with anthropological concepts rather than concepts expressing the structural features of institutions or organizations.

- Organizational culture makes an organization a potential resource for achieving excellence compared to its competitors.
- Creating or changing an organizational culture does not happen in a short time. It is difficult to completely change an organizational culture.
- Organizational culture broadens the horizons and perceptions of working individuals regarding the changes that occur in the environment in which they work, that is, they form a frame of reference considering which employees interpret events and activities.
- Organizational culture is a whole that incorporates the symbolic accumulations related to the expressive dimension of employee behaviors.

The basic elements that make up the organizational culture have rather emotional contents.

The basis of organizational culture is unconscious assumptions of employees that give meaning to their interactions with the organizational environment and are accepted without question.

- Organizational culture is mostly located in the thoughts and memories of the employees.
- Functions of Organizational Culture
- Organizational culture provides control.
- Organizational culture gives a structure to the organization.
- Organizational culture facilitates a collaborative working environment, provides a shared working system that forms the basis of communication and mutual understanding.
- Organizational culture helps employees socialize at work.
- Organizational culture creates a positive perception of the working environment.
- Organizational culture promotes the stability of the social system.
- Organizational culture transfers the cultural system and values of the organization to members and next generations through intra-organizational communication.
- Organizational culture helps to solve internal problems.
- Organizational culture is a tool that increases employee morale and motivation.
- Organizational culture increases the effectiveness and productivity of employees by providing a sincere organizational climate.
- Organizational culture is the main tool that determines organizational change.
- Organizational culture gives employees a corporate identity.
- Organizational culture facilitates control.
- Organizational culture distinguishes one organization from another.
- Organizational culture is a tool that determines the duties and responsibilities of the management.

2.3. The Concept, Definition, and Importance of Job Performance

All the work carried out by employees in order to achieve the goals and objectives of the organizations is closely related to their performance. All the administrative behaviors of the employees within the company express the actions through which they fulfill their responsibilities. However, these operations are subject to quality, that is, they can be good quality or bad quality. These good or bad quality activities affect how civilians perceive the point of view, prestige, and reliability of organizations. The main purpose of job performance is to ensure that high quality actions are carried out. There are factors that prevent employees from having a good performance. These factors may be deliberately dependent on the desire of the employees or it may be external pressure. In addition, quality itself is also accepted as the quality of these actions that are carried out by any employee, which is reflected in the performance of organizations. In performance, not only what is achieved by employees or organizations is important, but how it is achieved is also important. Therefore, performance is not the only the success of employees, but also the process, procedure, and method of this success (Mihaiu, Opreana&Cristescu, 2010:132).

Performance is seen as the measure of productivity in the most general sense in various generally accepted resources. The concept of performance, which is the qualitative or quantitative expression of the degree to which predetermined goals are achieved, can be defined as the ability to reach the goals and objectives. It is about comparing and measuring the work carried out by employees. Performance is the relationship between what the employee should do as stated in the job description and what they actually do (Özkasap 2013:32).

Performance evaluation is the process of obtaining, analyzing, and recording information about the relative worth of an employee. Some definitions of the concept of performance evaluation are given below:

Performance evaluation is defined as the identification, measurement, and management of human performance in organizations and provides useful feedback to individuals and directs them to higher performance levels (Gomez-Mejia, 2007:48).

Performance evaluations can serve several functions/purposes in organizational life, such as solving performance problems, setting goals, managing rewards and discipline, and dismissal (Dickinson and Ilgen, 1993:143).

Performance evaluation system is a useful tool to increase the quality and quantity of employee performance (Dickinson and Ilgen, 1993:143).

Performance evaluation is the regular measurement of the success, development, and progress of employees (Güney, 2019:183).

It can be stated that the focus of these definitions (on performance evaluation) is to measure and improve the actual performance and future potential of employees. Performance evaluation is a systematic way of evaluating an employee's performance standard (Grote, 2002:77).

Some studies define job performance as the effort employees make to earn their wages. Borman and Motowidlo define job performance as the activities of employees towards a better job performance (Akkoç et al., 2012:108). Sonnentag and Frese describe employee performance as the measurable behavior of employees towards organizational goals (Türkmen 2009:33). Performance is not only related to the result of the activity, but also to the activity itself. Campell gave a comprehensive definition of the concept. According to him, the amount of goods and services produced in a certain period of time expresses the organizational aspect of the concept of performance, and the level of success and efficiency of the employee expresses the individual aspect of the concept (Özkasap 2013:35). When we examine the concept of performance in this way, it can be stated that individual performance is even more important. Because organizations can only be as good as the performance of their employees (Şeker 2011:28). In addition, ensuring that the goals of the employees and the goals of the organization align with each other will lead to a high level of individual performance. Therefore, the goals of the employees should be able to support the organizational goals.

Labor productivity is one of the most important indicators of the effectiveness of social production. Using this indicator makes it possible to evaluate the efficiency of the labor of both an individual employee and a team. Productivity, in general, is defined as a person's mental disposition to constantly seek opportunities to improve the status quo. It is based on the belief that a person can work better today than yesterday, and even better tomorrow. It requires continuous improvement of economic activity. In examining the question of the economic content of labor productivity, it should be taken into account that the labor used in producing goods consists of live labor used at a particular moment in the production process and past labor concretized in goods produced in the past.

- Performance management should raise the productivity level of the organization by raising the performance level of its employees in order to increase productivity. The goals of performance management are as follows (Teshory, 2006, 41):
- Developing an information system about the performance and changes of human resources.
- Providing the opportunity to exchange information, opinions, and experience between this material and the leadership
- Facilitating the work of management in guiding and directing human resources.
- Continuous evaluation of performance before it becomes a permanent part of the behavior of human resources.
- Avoiding focusing on performance improvement only through reward and punishment, which eliminates the concept of performance evaluation.
- Providing the right environment for negotiations on the subject.
- Facilitating the process of selecting leaders and assigning assistants.

Evaluation of the effectiveness is an important element in the development of design and planning solutions, it enables identifying the level of progress of the existing structure, projects under development or planned activities and is carried out to select the most rational version of the structure. The effectiveness of the organizational structure should be evaluated at the designing stage when analyzing the management structures of existing organizations in order to plan and implement measures to improve management.

Performance evaluations give managers and employees the opportunity to discuss the progress of employees and to see what improvements can be made or what assistance can be provided to improve their strengths and enable them to perform more effectively (Grote, 2002:79). For this reason, performance evaluation is a very important subject for employees, managers, and organizations. If the performance of the employees is evaluated objectively and the results are communicated to the employees as soon as possible, the morale and motivation of the employees will increase. Employees with increased morale and motivation will follow the instructions of the managers. At the same time, they will do their job willingly. This will allow them to be efficient, thus making organizations more efficient.

3. Research

3.1. Objective and Importance of the Study

In today's business world, due to increasing globalism and competition, businesses make great efforts to maintain their existence for a long time. The first of these efforts is to increase job performance. For this reason, today businesses have begun to search for ways and methods to increase their performance. In this direction, they either conduct research themselves or support research conducted by researchers. Based on the results obtained, they try to maintain their existence for a long time by making the necessary changes in their organizations.

In short, the relationship between organizational culture and job performance has become a very important subject for organizations. Therefore, research on this subject is of vital importance for organizations.

The objective of this study is to identify the relationship between organizational culture and job performance. For this purpose, the relationship between organizational culture and work performance in the Embawood furniture company operating in Baku, Azerbaijan, has been examined through survey method.

The research is important in terms of statistically analyzing and interpreting the obtained data, based on the necessity of a meaningful relationship between organizational culture and job performance in the furniture industry.

3.2. The Population and Sample of the Research

In order to examine the relationship between organizational culture and job performance, we have conducted a survey study in a furniture company (Embawood) in Baku, Azerbaijan. A total of 210 people work in the furniture company. We distributed questionnaires to 210 people and received feedback from 201 people. Of those who filled out the questionnaire and sent it to us, 125 are women and 76 are men. No response was received from 9 people.

3.3. Data Collection Method and Tool

Questionnaire methods has been used as a method of data collection. The first section of the questionnaire, which consists of four sections, includes questions about demographic information of the participants.

Before the demographic information section, there is a text stating who the researcher is and for what purpose the research is being conducted, and that all the obtained information will be confidential.

In the demographic information section of the questionnaire, there are questions about age, gender, education level, and length of service in the furniture sector. Organizational Culture Scale and Job Performance Scale have been used in the survey.

3.4. Hypotheses

The hypotheses of the research are given below.

- H1: There is a statistically significant relationship between the organizational culture perception and job performance of the employees in the furniture sector.
- H2: There is no statistically significant relationship between the organizational culture perception and job performance of the employees in the furniture sector.
- In the study, the following hypotheses regarding this problem statement have also been investigated:
- H3: There is a statistically significant difference between company stores in terms of organizational culture perceptions of employees.
- H4: There is a statistically significant difference between company stores in terms of job performance perceptions of employees.
- H5: Organizational culture perceptions of employees differ by gender.
- H6: Organizational culture perceptions of employees differ by age.
- H7: Organizational culture perceptions of employees differ by education level.
- H8: Organizational culture perceptions of employees differ by the department they work in.
- H9: Job performance perceptions of employees differ by gender.
- H10: Job performance perceptions of employees differ by age.
- H11: Job performance perceptions of employees differ by education level.
- H12: Job performance perceptions of employees differ by the department they work in.

3.4.1. Data Analysis

3.4.1.1. Reliability Analysis Results of Organizational Culture Scale

Reliability Analysis Results of Organizational Culture Scale are given in Table.1.1.

Organizational Culture Scale	Cronbach's Alpha	Number of
Innovative	0.762	4
Competitive	0.700	4
Bureaucratic	0.688	4
Socialist	0.701	3
Total	0.816	15

Table 1: Reliability Analysis Results of Organizational Culture Scale

The Cronbach's Alpha coefficients for the four sub-dimensions of the organizational culture scale of the data obtained from 201 participants were found to be 0.762 for innovative, 0.700 for competitor, 0.688 for bureaucratic, 0.701 for socialist organizational culture, and 0.816 in total, which shows that the scale has sufficient reliability.

3.4.1.2. Reliability Analysis Results of the Job Performance Scale are given in Table.2.1.

Job Performance Scale	Cronbach's Alpha	Number of Questions
Total	0.720	4

Table 2: Reliability Analysis Results of the Job Performance Scale

The Cronbach's Alpha coefficient of the job performance scale from the data obtained from 201 participants was found to be 0.720, which shows that the scale has sufficient reliability.

3.4.2. Analysis of Participants' Demographic Information

3.4.2.1. The Data on Gender Variable Are Given in Table.3.1.

Variable	N	%
Gender		
Male	76	37.8
Female	125	62.2
Total	201	100

Table 3: Data on Gender Variable

As can be seen on Table 3, 76 (37.8%) of the participants are male and 125 (62.2%) are female.

3.4.2.2. The Data on Marital Status Are Given in Table.3.2.

Variable	N	%
Marital Status		
Married	60	29.9
Single	141	70.1
Total	201	100

Table 4: Data on Marital Status Variable

As can be seen on Table 4, 60 (29.9%) of the participants are married and 141 (70.1%) are single.

3.4.2.3. The Data on Age Variable Are Given in Table.3.3

Variable	N	%
Age		
25 and under	110	54.7
26-35	53	26.4
36-45	22	10.9
46-55	10	5.0
56 and above	6	3.0
Total	201	100

Table 5: Data on Age Variable

As can be seen on Table 5, 110 (54.7%) of the participants are 25 years old or under, 53 (26.4%) are 26-35 years old, 22 (10.9%) are 36-45 years old, 10 (5.0%) are 46-55 years old, and 6 (3.0%) are 56 years old or above.

3.4.2.4. The Data on Education Level Is Given in Table 6.

Variable	N	%
Education Level		
Primary School	1	0.5
High School	11	5.5
Associate Degree	21	10.4
Undergraduate Degree	107	53.2
Graduate Degree	61	30.3
Total	201	100

Table 6: Data on Education Level Variable

As can be seen on Table 6, 1 (0.5%) of the participants have a primary school degree, 11 (5.5%) have a high school degree, 21 (10.4%) have an associate degree, 107 (53.2%) have an undergraduate degree, and 61 (30.3%) have a graduate degree.

3.4.2.5. The Data on Length of Service Variable Are Given in Table 7.

Variable	N	%
Length of Service		
Less than 1 year	77	38.3
1-3 years	53	26.4
4-6 years	32	15.9
7-9 years	18	9.0
10 years and above	21	10.4
Total	201	100

Table 7: Data on Length of Service Variable

As can be seen on Table 7, 77 (38.3%) of the participants have been working at this company for less than 1 year, 53 (26.4%) for 1-3 years, 32 (15.9%) for 4-6 years, 18 (9.0%) for 7-9 years, and 21 (10.4) for 10 years or more.

3.4.2.6. The Data on the Variable of the Position of the Participants in the Organization Are Given in Table 8.

Variable	N	%
Position in the Organization		
Employee	123	61.2
Middle Position	54	26.9
Management	24	11.9
Total	201	100

Table 8: Data on the Variable of Position of the Participants in the Organization

As can be seen on Table 8, 123 (61.2%) of the participants are employees, 54 (26.9%) have a middle position, and 24 (11.9%) are in management.

3.5. The Normality Test Results by Gender Are Given In Table 9.

	Gender	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	Df	Sig.	Statistic	df	Sig.
Innovationaverage	Male	0.127	76	0.004	0.970	76	0.065
	Female	0.159	125	0.000	0.933	125	0.000
Competitiveaverage	Male	0.138	76	0.001	0.968	76	0.050
	Female	0.187	125	0.000	0.899	125	0.000
Bureaucraticaverage	Male	0.130	76	0.003	0.963	76	0.027
	Female	0.204	125	0.000	0.910	125	0.000
Socialistaverage	Male	0.159	76	0.000	0.948	76	0.004
	Female	0.190	125	0.000	0.910	125	0.000
Cultureaverage	Male	0.094	76	0.097	0.987	76	0.657
	Female	0.180	125	0.000	0.847	125	0.000
Performance	Male	0.113	76	0.018	0.967	76	0.042
	Female	0.156	125	0.000	0.929	125	0.000

*. This is the lower bound of the true significance.

a. Lilliefors Significance Fix.

Table 9: Normality Test by Gender

When Table 9 is examined, it is seen that organizational culture and job performance scores do not have a normal distribution by gender. ($p < .05$)

3.5.1. The Comparison of the Organizational Culture and Job Performance Scores of the Participants by Gender Is Given in Table 10

Sub-dimension	Gender	Mean	Std. Deviation	Median	Min	Max	Mean Ranks	U	sig
Innovative	Male	3.65	0.718	3.75	2	5	99.55	4639.50	0.781
	Female	3.66	0.676	3.75	1	5	101.88		
Competitive	Male	3.43	0.465	3.50	2.25	4.5	91.97	4063.50	0.081
	Female	3.51	0.553	3.50	1	4.5	106.49		
Bureaucratic	Male	3.80	0.48	3.75	2.75	5	94.6	4263.50	0.218
	Female	3.84	0.594	4.00	1	5	104.89		
Socialist	Male	3.67	0.737	3.67	2	5	94.58	4262.00	0.215
	Female	3.77	0.74	4.00	1	5	104.9		
Organizational Culture	Male	3.64	0.441	3.67	2.53	4.73	91.77	4048.50	0.079
	Female	3.69	0.507	3.87	1	4.33	106.61		
Performance	Male	3.97	0.553	4.00	2.75	5	102.82	4612.00	0.727
	Female	3.93	0.607	4.00	1	5	99.9		

Table 10: Comparison of the Scores by Gender Variable

When Table 10 is examined, it is seen that the organizational culture and job performance scores of the participants do not differ by gender ($p > .05$). It has been observed that men and women have similar tendencies in terms of organizational culture and job performance.

The normality test results by marital status are given in Table 11.

	Marital Status	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
innovativeaverage	Married	.111	60	.063	.978	60	.345
	Single	.163	141	.000	.940	141	.000
competitiveaverage	Married	.170	60	.000	.909	60	.000
	Single	.157	141	.000	.935	141	.000
bureaucraticaverage	Married	.154	60	.001	.949	60	.014
	Single	.166	141	.000	.934	141	.000
socialistaverage	Married	.159	60	.001	.951	60	.017
	Single	.185	141	.000	.923	141	.000
Culturaverage	Married	.141	60	.005	.956	60	.029
	Single	.158	141	.000	.891	141	.000
performance	Married	.142	60	.004	.951	60	.018
	Single	.174	141	.000	.927	141	.000

*. This is the lower bound of the true significance.
a. Lilliefors Significance Fix.

Table 11: Normality Test by Marital Status

When Table 11 is examined, it is seen that organizational culture and job performance scores do not have a normal distribution by marital status ($p < .05$).

3.5.2. The Comparison of the Normality Test Results by Marital Status Is Given in Table 4.4.

Sub-dimension	Marital Status	Mean	Std. Deviation	Median	Min	Max	Mean Ranks	U	Sig.
Innovative	Married	3.73	0.645	3.75	2.00	5.00	103.69	4068.50	0.666
	Single	3.63	0.709	3.75	1.00	5.00	99.85		
Competitive	Married	3.50	0.473	3.50	1.75	4.25	102.16	4160.5	0.852
	Single	3.48	0.542	3.50	1.00	4.50	100.51		
Bureaucratic	Married	3.92	0.447	4.00	3.00	5.00	109.54	3717.5	0.169
	Single	3.79	0.589	4.00	1.00	5.00	97.37		
Socialist	Married	3.84	0.688	4.00	2.00	5.00	107.77	3824.00	0.275
	Single	3.69	0.757	4.00	1.00	5.00	98.12		
Organizational Culture	Married	3.74	0.414	3.83	2.53	4.73	105.93	3934.5	0.433
	Single	3.64	0.507	3.73	1.00	4.33	98.90		
Job Performance	Married	4.01	0.555	4.00	3.00	5.00	104.68	4009.5	0.554
	Single	3.91	0.599	4.00	1.00	5.00	99.44		

Table 12: Comparison of Scores by Marital Status

When Table 12 is examined, it is seen that the organizational culture, organizational culture sub-dimensions, and job performance scores of the participants do not have a significant difference by marital status. ($p > .05$) Organizational culture perceptions and job performance scores of married and single people are similar. The normality test results by age are given in Table 13.

	Age	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Innovative average	25 years and below	0.147	110	0.000	0.952	110	0.001
	26-35	0.134	53	0.018	0.956	53	0.048
	36-45	0.214	22	0.010	0.879	22	0.012
	46-55	0.207	10	.200*	0.908	10	0.271
	56 years and above	0.204	6	.200*	0.902	6	0.389
Competitive average	25 years and below	0.153	110	0.000	0.920	110	0.000
	26-35	0.181	53	0.000	0.928	53	0.003
	36-45	0.246	22	0.001	0.879	22	0.012
	46-55	0.241	10	0.103	0.908	10	0.269
	56 years and above	0.302	6	0.094	0.775	6	0.035
Bureaucratic average	25 years and below	0.170	110	0.000	0.920	110	0.000
	26-35	0.167	53	0.001	0.909	53	0.001
	36-45	0.186	22	0.047	0.856	22	0.004
	46-55	0.247	10	0.084	0.782	10	0.009
	56 years and above	0.308	6	0.077	0.857	6	0.178
Socialist average	25 years and below	0.185	110	0.000	0.939	110	0.000
	26-35	0.185	53	0.000	0.868	53	0.000
	36-45	0.144	22	.200*	0.912	22	0.052
	46-55	0.200	10	.200*	0.954	10	0.711
	56 years and above	0.185	6	.200*	0.974	6	0.918
Culture average	25 years and below	0.149	110	0.000	0.895	110	0.000
	26-35	0.212	53	0.000	0.878	53	0.000
	36-45	0.184	22	0.051	0.924	22	0.092
	46-55	0.185	10	.200*	0.890	10	0.170
	56 years and above	0.302	6	0.092	0.685	6	0.004
Performance	25 years and below	0.143	110	0.000	0.931	110	0.000
	26-35	0.178	53	0.000	0.955	53	0.045
	36-45	0.204	22	0.018	0.929	22	0.115
	46-55	0.263	10	0.049	0.799	10	0.014
	56 years and above	0.404	6	0.003	0.705	6	0.007

*. This is the lower bound of the true significance.

a. Lilliefors Significance Fix.

Table 13: Normality Test by Age

When Table 13 is examined, it is seen that organizational culture and job performance scores do not have a normal distribution by age. ($p < .05$)

3.5.3. The Comparison of the Normality Test Results by Age Is Given in Table 14.

Sub-dimension	Age	Mean	Std. Deviation	Median	Min	Max	Mean Ranks	Chi-Square	sig	Difference
Innovative	25 years and below	3.60	0.733	3.75	1.00	5.000	96.17	9.52	0.049	56 and above > 25 and below
	26-35	3.64	0.655	3.75	2.00	4.750	98.42			
	36-45	3.75	0.443	3.88	2.50	4.250	106.36			
	46-55	3.83	0.782	4.13	2.75	5.000	116.70			
	56 years and above	4.38	0.379	4.38	4.00	5.000	166.42			
Competitive	25 years and below	3.48	0.604	3.50	1.00	4.500	102.76	2.15	0.708	
	26-35	3.46	0.424	3.50	2.25	4.250	97.07			
	36-45	3.48	0.344	3.50	3.00	4.500	93.09			
	46-55	3.55	0.483	3.50	2.75	4.250	103.50			
	56 years and above	3.71	0.246	3.63	3.50	4.000	128.25			
Bureaucratic	25 years and below	3.79	0.584	4.00	1.00	5.000	96.22	8.93	0.063	
	26-35	3.87	0.554	4.00	2.50	4.750	107.73			
	36-45	3.82	0.387	3.88	3.25	4.250	97.41			
	46-55	3.73	0.463	3.75	3.25	4.250	88.90			
	56 years and above	4.38	0.345	4.25	4.00	5.000	162.58			
Socialist	25 years and below	3.59	0.763	3.67	1.00	5.000	90.61	9.43	0.051	
	26-35	3.86	0.709	4.00	1.33	5.000	110.99			
	36-45	3.88	0.647	4.00	2.67	4.667	110.86			
	46-55	4.00	0.629	4.00	3.00	5.000	117.50			
	56 years and above	4.22	0.584	4.17	3.33	5.000	139.58			
Organizational Culture	25 years and below	3.61	0.521	3.73	1.00	4.400	95.46	8.98	0.062	
	26-35	3.70	0.465	3.87	2.53	4.333	104.40			
	36-45	3.72	0.281	3.77	3.07	4.067	99.80			
	46-55	3.76	0.435	3.67	3.27	4.400	107.15			
	56 years and above	4.17	0.288	4.03	4.00	4.733	166.67			
Job Performance	25 years and below	3.88	0.635	4.00	1.00	5.000	94.37	13.75	0.008	56 and above > 46-55
	26-35	4.06	0.419	4.00	3.00	5.000	113.54			
	36-45	4.03	0.525	4.00	3.00	5.000	108.05			
	46-55	3.55	0.715	3.25	3.00	5.000	61.50			
	56 years and above	4.42	0.465	4.50	3.50	4.750	151.83			

Table 14: Comparison Results by Age Variable

When Table 14 is examined, it is seen that the innovative culture and job performance scores of the participants have a significant difference by age. ($p < .05$) It is seen that the median innovativeness of the employees aged 56 and above is statistically and significantly higher than those aged 25 and below. It has been observed that the perception of innovative culture increases as the age increases.

The median job performance of employees aged 56 and above was found to be statistically and significantly higher than those in the 46-55 age group. Today, people follow the visual and written media more as they get older. At the same time, they both follow and easily accept the cultural innovations shown in the written and visual media. This situation also increases their perception of innovative culture.

3.5.4. The Normality Test Results by Education Level Are Given in Table 15.

	Education Level	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Innovativeaverage	High School	0.316	11	0.003	0.808	11	0.012
	Associate Degree	0.166	21	0.136	0.957	21	0.463
	Undergraduate	0.149	107	0.000	0.950	107	0.001
	Graduate	0.209	61	0.000	0.887	61	0.000
Competitiveaverage	High School	0.208	11	.200*	0.949	11	0.628
	Associate Degree	0.203	21	0.024	0.909	21	0.052
	Undergraduate	0.150	107	0.000	0.937	107	0.000
	Graduate	0.168	61	0.000	0.922	61	0.001
Bureaucraticaverage	High School	0.237	11	0.086	0.868	11	0.074
	Associate Degree	0.224	21	0.007	0.844	21	0.003
	Undergraduate	0.154	107	0.000	0.930	107	0.000
	Graduate	0.180	61	0.000	0.950	61	0.015
Socialistaverage	High School	0.173	11	.200*	0.929	11	0.405
	Associate Degree	0.167	21	0.131	0.946	21	0.285
	Undergraduate	0.161	107	0.000	0.939	107	0.000
	Graduate	0.231	61	0.000	0.926	61	0.001
Cultureaverage	High School	0.182	11	.200*	0.901	11	0.189
	Associate Degree	0.193	21	0.041	0.924	21	0.103
	Undergraduate	0.132	107	0.000	0.894	107	0.000
	Graduate	0.209	61	0.000	0.873	61	0.000
Performance	High School	0.293	11	0.009	0.834	11	0.027
	Associate Degree	0.198	21	0.030	0.914	21	0.066
	Undergraduate	0.149	107	0.000	0.930	107	0.000
	Graduate	0.121	61.000	0.027	0.959	61.000	0.040

*. This is the lower bound of the true significance.
a. Lilliefors Significance Fix.

Table 15: Normality Test by Education Level

When Table 15 is examined, it is seen that organizational culture and job performance scores do not have a normal distribution by education level. ($p < .05$)

3.5.5 .The Comparison of the Normality Test Results by Education Level Is Given in Table 16

Sub-dimension	Education Level	Mean	Std. Deviation	Median	Min	Max	Mean Ranks	Chi-Square	Sig.	Difference
Innovative	High School	3.32	0.681	3.00	2.50	4.50	70.14	11.677	0.009	Graduate > Associate
	Associate	3.43	0.608	3.50	2.00	4.50	76.71			
	Undergraduate	3.65	0.681	3.75	1.00	5.00	99.00			
	Graduate	3.83	0.690	4.00	1.75	5.00	116.80			
Competitive	High School	3.43	0.434	3.25	2.75	4.25	87.27	4.946	0.176	
	Associate	3.42	0.614	3.50	1.75	4.25	94.88			
	Undergraduate	3.44	0.544	3.50	1.00	4.50	95.42			
	Graduate	3.61	0.412	3.50	2.25	4.25	113.74			
Bureaucratic	High School	3.86	0.552	4.00	2.75	4.50	105.82	4.981	0.173	
	Associate	3.70	0.332	3.75	3.25	4.25	79.31			
	Undergraduate	3.80	0.612	4.00	1.00	5.00	98.43			
	Graduate	3.93	0.490	4.00	2.75	5.00	110.46			
Socialist	High School	3.42	1.136	3.67	1.33	5.00	85.45	2.423	0.479	
	Associate	3.67	0.683	3.67	2.00	4.67	92.76			

	Undergraduate	3.71	0.761	4.00	1.00	5.00	99.01			
	Graduate	3.86	0.616	4.00	2.00	5.00	108.48			
Organizational Culture	High School	3.52	0.460	3.47	2.87	4.07	80.77	11.138	0.011	Graduate > Associate
	Associate	3.55	0.391	3.67	2.73	4.13	77.71			
	Undergraduate	3.65	0.508	3.73	1.00	4.73	96.59			
	Graduate	3.80	0.432	3.93	2.60	4.40	118.76			
Job Performance	High School	3.91	0.551	4.00	3.00	5.00	96.50	2.391	0.495	
	Associate	3.87	0.516	4.00	2.75	4.50	95.45			
	Undergraduate	3.90	0.631	4.00	1.00	5.00	96.53			
	Graduate	4.06	0.520	4.00	3.00	5.00	109.92			

Table 16: Comparison Results by Educational Status Variable

When Table 16 is examined, it is seen that the innovative culture and organizational culture scores of the participants have a significant difference by educational status. ($p < .05$) The innovativeness and organizational culture median of those with a graduate degree were found to be statistically and significantly higher than those with an associate degree. This is because those who have a graduate degree have received more advanced education than those with an associate degree. It is easier for them to perceive innovative culture since they have received advanced education. The normality test results by length of service are given in Table 4.9.

	Total Length of Service	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Innovativeaverage	Less than 1 year	0.151	77	0.000	0.950	77	0.004
	1-3 years	0.132	53	0.022	0.960	53	0.072
	4-6 years	0.216	32	0.001	0.898	32	0.005
	7-9 years	0.196	18	0.065	0.916	18	0.109
	10 years and above	0.173	21	0.100	0.942	21	0.241
Competitiveaverage	Less than 1 year	0.197	77	0.000	0.925	77	0.000
	1-3 years	0.137	53	0.014	0.953	53	0.035
	4-6 years	0.211	32	0.001	0.841	32	0.000
	7-9 years	0.371	18	0.000	0.621	18	0.000
	10 years and above	0.236	21	0.003	0.925	21	0.107
Bureaucraticaverage	Less than 1 year	0.174	77	0.000	0.938	77	0.001
	1-3 years	0.168	53	0.001	0.949	53	0.025
	4-6 years	0.139	32	0.122	0.839	32	0.000
	7-9 years	0.148	18	.200*	0.939	18	0.278
	10 years and above	0.227	21	0.006	0.865	21	0.008
Socialistaverage	Less than 1 year	0.169	77	0.000	0.942	77	0.002
	1-3 years	0.259	53	0.000	0.904	53	0.000
	4-6 years	0.173	32	0.016	0.868	32	0.001
	7-9 years	0.233	18	0.011	0.814	18	0.002
	10 years and above	0.201	21	0.026	0.938	21	0.199
Cultureaverage	Less than 1 year	0.184	77	0.000	0.913	77	0.000
	1-3 years	0.185	53	0.000	0.935	53	0.006
	4-6 years	0.193	32	0.004	0.766	32	0.000
	7-9 years	0.194	18	0.072	0.908	18	0.078
	10 years and above	0.173	21	0.102	0.954	21	0.397

Performance	Less than 1 year	0.154	77	0.000	0.961	77	0.018
	1-3 years	0.154	53	0.003	0.947	53	0.021
	4-6 years	0.240	32	0.000	0.733	32	0.000
	7-9 years	0.121	18	.200*	0.939	18	0.277
	10 years and above	0.146	21	.200*	0.918	21	0.078
*. This is the lower bound of the true significance.							
a. Lilliefors Significance Fix.							

Table 17: Normality Test by Length of Service

When Table 17 is examined, it is seen that organizational culture and job performance scores do not have a normal distribution by length of service. ($p < .05$)

3.5.6. The Comparison of the Normality Test Results by Length of Service Is Given in Table 4.10

Sub-dimension	Length of Service	Mean	Std. Deviation	Median	Min	Max	Mean Ranks	Chi-Square	Sig.
Innovative	Less than 1 year	3.69	0.640	3.75	2.00	5.00	102.27	4.66	0.324
	1-3 years	3.53	0.748	3.50	1.75	4.75	91.06		
	4-6 years	3.63	0.765	3.75	1.00	4.75	99.78		
	7-9 years	3.72	0.373	3.75	3.00	4.25	101.44		
	10 years and above	3.89	0.785	4.00	2.00	5.00	122.93		
Competitive	Less than 1 year	3.47	0.547	3.50	2.00	4.25	101.30	2.94	0.567
	1-3 years	3.58	0.460	3.50	2.75	4.50	109.88		
	4-6 years	3.36	0.615	3.38	1.00	4.25	89.52		
	7-9 years	3.39	0.471	3.50	1.75	3.75	92.75		
	10 years and above	3.52	0.439	3.50	2.50	4.25	102.07		
Bureaucratic	Less than 1 year	3.80	0.546	4.00	2.50	4.75	98.02	2.33	0.675
	1-3 years	3.83	0.554	4.00	2.75	5.00	100.42		
	4-6 years	3.78	0.709	3.88	1.00	4.75	101.00		
	7-9 years	3.82	0.372	3.75	3.25	4.50	95.17		
	10 years and above	3.99	0.436	4.00	3.25	5.00	118.40		
Socialist	Less than 1 year	3.68	0.660	3.67	2.00	4.67	94.51	1.95	0.746
	1-3 years	3.76	0.799	4.00	1.33	5.00	105.86		
	4-6 years	3.76	0.822	3.83	1.00	4.67	104.78		
	7-9 years	3.74	0.652	3.67	1.67	4.67	98.50		
	10 years and above	3.83	0.841	4.00	2.00	5.00	108.93		
Organizational Culture	Less than 1 year	3.66	0.439	3.80	2.60	4.33	97.84	2.69	0.612
	1-3 years	3.67	0.486	3.87	2.60	4.40	101.57		
	4-6 years	3.62	0.642	3.87	1.00	4.27	103.14		
	7-9 years	3.66	0.297	3.73	2.87	4.07	89.64		
	10 years and above	3.81	0.494	3.93	2.53	4.73	117.62		
Job Performance	Less than 1 year	3.88	0.551	4.00	2.75	5.00	92.58	6.35	0.174
	1-3 years	3.99	0.550	4.00	2.75	5.00	104.21		
	4-6 years	3.99	0.700	4.25	1.00	4.75	115.59		
	7-9 years	3.81	0.489	3.75	3.00	4.50	85.69		
	10 years and above	4.11	0.683	4.00	3.00	5.00	114.67		

Table 18: Comparison Results by Length of Service Variable

When Table 18 is examined, it is seen that the organizational culture, organizational culture sub-dimensions, and job performance scores of the participants do not have a significant difference by length of service. ($p > .05$) There is no change in organizational culture perceptions and job performance scores of the employees as the length of service

increases. Because as the length of service increases, the process of adopting the organizational culture has already been completed and the job performance has now reached a certain level. They have become experienced in their work. The normality test results by the position of the employees in the organization are given in Table 19.

	Position	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Innovative average	Employee	0.17	123	0.00	0.94	123	0.00
	Middle Position	0.22	54	0.00	0.90	54	0.00
	Management	0.23	24	0.00	0.87	24	0.01
Competitive average	Employee	0.16	123	0.00	0.93	123	0.00
	Middle Position	0.20	54	0.00	0.95	54	0.02
	Management	0.21	24	0.01	0.91	24	0.04
Bureaucratic average	Employee	0.17	123	0.00	0.92	123	0.00
	Middle Position	0.17	54	0.00	0.90	54	0.00
	Management	0.14	24	.200*	0.94	24	0.16
Socialist average	Employee	0.18	123	0.00	0.93	123	0.00
	Middle Position	0.15	54	0.01	0.92	54	0.00
	Management	0.22	24	0.00	0.90	24	0.02
Culture average	Employee	0.16	123	0.00	0.88	123	0.00
	Middle Position	0.15	54	0.00	0.93	54	0.00
	Management	0.17	24	0.06	0.94	24	0.20
Performance	Employee	0.14	123	0.00	0.94	123	0.00
	Middle Position	0.15	54	0.00	0.95	54	0.03
	Management	0.15	24	.200*	0.93	24	0.09
*. This is the lower bound of the true significance.							
a. Lilliefors Significance Fix.							

Table 19: Normality Test by the Position in the Organization

When Table 19 is examined, it is seen that organizational culture and job performance scores do not have a normal distribution by the position of the employees in the organization. ($p < .05$)

3.5.7. The Normality Test Results by the Position of the Employees in the Organization Are Given in Table 20.

Sub-dimension	Position	Mean	Std. Deviation	Median	Min	Max	Mean Ranks	Chi-Square	Sig.	Difference
Innovative	Employee	3.51	0.68	3.75	1.00	5.00	88.06	27.64	0.000	Yönetici>Çalışan .Yönetici>Ara Kademe
	Middle Position	3.71	0.61	4.00	2.50	4.75	106.52			
	Management	4.28	0.60	4.50	2.50	5.00	154.92			
Competitive	Employee	3.47	0.57	3.50	1.00	4.50	100.61	1.18	0.553	
	Middle Position	3.47	0.38	3.50	2.50	4.25	96.94			
	Management	3.58	0.51	3.50	2.50	4.25	112.13			
Bureaucratic	Employee	3.80	0.57	4.00	1.00	5.00	98.09	0.99	0.608	
	Middle Position	3.86	0.58	4.00	2.50	4.75	107.43			
	Management	3.89	0.42	3.88	3.25	5.00	101.46			
Socialist	Employee	3.63	0.78	3.67	1.00	5.00	93.96	5.62	0.060	
	Middle	3.85	0.64	4.00	2.33	4.67	108.18			

	Position									
	Management	3.97	0.67	4.00	2.67	5.00	120.96			
Organizational Culture	Employee	3.60	0.50	3.73	1.00	4.33	92.11	11.71	0.003	Yönetici>Çalışan
	Middle Position	3.71	0.44	3.87	2.67	4.40	105.95			
	Management	3.93	0.41	4.00	2.93	4.73	135.42			
Job Performance	Employee	3.83	0.59	4.00	1.00	5.00	90.07	14.69	0.001	Yönetici>Çalışan
	Middle Position	4.05	0.51	4.00	3.00	5.00	110.45			
	Management	4.29	0.56	4.38	3.00	5.00	135.73			

Table 20: Comparison Results by the Position in the Organization Variable

When Table 20 is examined, it is seen that the innovative culture, organizational culture, and job performance scores of the participants have a significant difference by the position in the organization. ($p < .05$) The innovativeness perception of the employees in management positions was found to be statistically and significantly higher than those in middle positions and employees. The reason that the innovativeness perception of the employees in management positions is statistically and significantly higher than others may be due to the fact that the managers themselves initiate the innovation process. Therefore, it is normal that the innovativeness perceptions of the managers who initiate innovation are statistically and significantly higher than the other employees. Similarly, organizational culture and job performance perceptions of managers were found to be statistically and significantly higher than those in middle positions and employees. The reason for this is that managers consciously create the organizational culture. Because, the main purpose of the managers in creating an organizational culture is that they want to increase the job performance of the employees. Therefore, it is normal for managers to have statistically and significantly higher perceptions of organizational culture and job performance than those working in other positions.

3.6. The Results of the Correlation Analysis Are Given in Table 21.

Sub-dimensions	Mean	Std. Deviation	1	2	3	4	5	6
Innovative	3.66	0.69	-----					
Competitive	3.48	0.52	0.324**	-----				
Bureaucratic	3.83	0.55	0.441**	0.432**	-----			
Socialist	3.73	0.74	0.479**	0.231**	0.566**	-----		
Culture	3.67	0.48	0.771**	0.618**	0.795**	0.743**	-----	
Job Performance	3.94	0.59	0.398**	0.179**	0.324**	0.312**	0.403**	-----

Table 21: Correlation Analysis

As seen in Table 21, there is a moderately positive correlation between organizational culture and job performance ($r = 0.40$, $p < 0.01$). It has been observed that a high level of organizational culture perception in the workplace leads to a significant increase in the job performance levels of the employees. There is a moderately positive correlation between innovative organizational culture and job performance ($r = 0.40$, $p < 0.01$). The higher the innovative culture perception in the workplace, the higher the job performance of the employees. There is a weak positive correlation between competitive organizational culture and job performance ($r = 0.18$, $p < 0.01$). It has been observed that an increase in the competitive organizational culture in a workplace leads to a little increase in the job performance of the employees. There is a moderately positive correlation between bureaucratic organizational culture and job performance ($r = 0.32$, $p < 0.01$). It has been observed that an increase in the bureaucratic organizational culture in the workplace leads to a moderate increase in the job performance of the employees. There is a moderately positive correlation between socialist organizational culture and job performance ($r = 0.31$, $p < 0.01$). The higher the socialist organizational culture perception in the workplace, the higher the job performance of the employees.

3.7. The Results of the Regression Analysis Are Given in Table 22.

Independent Variable	Job Performance		
	B	t	p
Constant	1.735	6.258	0.000
Organizational Culture	0.602	8.036	0.000
F	64.585		
Model (p)	0.000		
R ²	0.245		

Table 22: Regression Analysis

The regression coefficients were tested with the t-statistic and in the regression equation, organizational culture was found to explain job performance statistically and significantly ($p < 0.01$). A one-unit increase in the organizational culture score leads to a 0.602-fold increase in the job performance score. Organizational culture has a statistically significant effect on job performance. When employees embrace the organizational culture, this also positively affects their job performance. Because, the main purpose of creating an organizational culture is to provide unity and solidarity in the workplace. It is an expected result that the job performance is high in the workplaces where there is unity and solidarity. As a result of the regression analysis, the explanatory coefficient (R^2), which is the percentage of the model explanation of the independent variable, was found to be 0.245. The regression equation that was found to be statistically significant is as follows.

$$\text{Job Performance} = 1.735 + 0.602(\text{Organizational Culture})$$

3.8. Conclusions on Statistical Analysis and Hypotheses

All data were analyzed in SPSS 22.0 and AMOS package programs. The representation of continuous data is given with (median, minimum, maximum) and (mean, standard deviation). The fit of the data to the normal distribution was tested with the Shapiro Wilk Test, the Kolmogorov-Smirnov test, and the skewness-kurtosis coefficient. Mann Whitney U and Kruskal Wallis Tests were used for continuous data that did not have a normal distribution. The relationship between continuous variables was analyzed using the Spearman Correlation coefficient. The effect between continuous variables was examined with simple linear regression analysis. Statistical significance level was determined as $p < 0.05$.

- H1: There is a statistically significant relationship between the organizational culture perception and job performance of the employees in the furniture sector. (Accepted)
- H2: There is no statistically significant relationship between the organizational culture perception and job performance of the employees in the furniture sector. (Rejected)
- In the study, the following hypotheses regarding this problem statement have also been investigated:
- H3: There is a statistically significant difference between company stores in terms of organizational culture perceptions of employees. (The reason of difference could not be understood)
- H4: There is a statistically significant difference between company stores in terms of job performance perceptions of employees. (The reason of difference could not be understood)
- H5: Organizational culture perceptions of employees differ by gender. (Rejected)
- H6: Organizational culture perceptions of employees differ by age. (Rejected)
- H7: Organizational culture perceptions of employees differ by education level. (Accepted)
- H8: Organizational culture perceptions of employees differ by the department they work in. (Accepted)
- H9: Job performance perceptions of employees differ by gender. (Rejected)
- H10: Job performance perceptions of employees differ by age. (Accepted)
- H11: Job performance perceptions of employees differ by education level. (Rejected)
- H12: Job performance perceptions of employees differ by the department they work in. (Accepted)

4. Conclusion and Suggestions

In this study, the relationship between organizational culture and job performance was examined. It was examined whether self-efficacy plays a role in this relationship. In this context, questionnaires were distributed to employees (210 people) in a furniture company operating in Baku, Azerbaijan. However, the number of people who replied is 201. The Cronbach's Alpha coefficients of the four sub-dimensions of organizational culture scale have been found to be, respectively, 0.762 for innovative; 0.700 for competitive; 0.688 for bureaucratic; 0.701 for socialist organizational culture, and 0.816 in total according to data obtained from 201 participants, which shows that the scale has sufficient reliability. The Cronbach's Alpha coefficient of the job performance scale was found to be 0.720 according to the data obtained from 201 participants, and the scale has sufficient reliability.

According to the results of the research, organizational culture and job performance scores do not have a normal distribution by gender (Table 4.1), marital status (Table 11), age (Table 13), education level (Table 15), length of service (Table 4.9), and position in the organization (Table 19) ($p < 0.05$).

According to the data obtained from the research, it was seen that the organizational culture and job performance scores of the participants did not differ by gender ($p > 0.05$). It was observed that men and women have similar tendencies in terms of organizational culture and job performance (Table 10). Again, according to the survey results, the organizational

culture, organizational culture sub-dimensions, and job performance scores do not have a significant difference by marital status. ($p > .05$) Organizational culture perceptions and job performance levels of married and single people are similar (Table 4.4). According to the data obtained from the research, it was seen that the innovative culture and job performance scores of the participants have a significant difference by age. ($p < .05$) The median of innovativeness of employees aged 56 and over is statistically and significantly higher than those aged 25 and under. It has been observed that as the age increases, the perception of innovative culture also increases. (Table 14). The median of job performance of employees aged 56 and over was found to be statistically and significantly higher than those in the 46-55 age group. Today, people follow the visual and written media more as they get older. At the same time, they both follow the cultural innovations shown in the written and visual media more frequently and easily accept them. This situation also increases their perception of innovative culture (Table 14).

According to the data obtained from the research, it was seen that the innovative culture and organizational culture scores of the participants have a significant difference by education level. ($p < .05$) The median of innovation and organizational culture of participants with a graduate degree were found to be statistically and significantly higher than those with an associate degree (Table 16). The reason of this is that people who have a graduate degree receive more advanced education than those who have an associate degree. It is easier for them to perceive innovative culture due to the advanced education they have received.

According to the data obtained from the questionnaires, the scores of the participants from organizational culture, organizational culture sub-dimensions, and job performance do not have a significant difference by the length of service (Table 4.10). ($p > .05$) No difference was found in the perceptions of organizational culture and job performance of the employees by their length of service. Because as the length of service period of the employees increases, the processes of adopting the organizational culture have already been completed and their performance in their job has now reached a certain level. In other words, they have become experienced in their work.

According to the data obtained from the research, it was seen that the innovative culture, organizational culture, and job performance scores of the participants have a significant difference by their position in the organization. ($p < .05$) The innovativeness perception of the employees in the management positions was found to be statistically and significantly higher than those working in the intermediate and normal positions (Table 20). The reason that the innovativeness perception of the employees in the management positions is statistically and significantly higher than those in the middle positions and employees and may be the fact that the managers themselves initiate the innovation process. Therefore, it is normal that the innovativeness perceptions of the managers who initiate innovation are statistically and significantly higher than those who work in middle positions and employees. Similarly, organizational culture and job performance perceptions of managers were found to be statistically and significantly higher than employees. The reason for this is that managers consciously create the organizational culture. Because the main purpose of the managers in creating the organizational culture is that they want to increase the job performance of the employees. Therefore, it is normal for managers to have statistically and significantly higher perceptions of organizational culture and job performance than employees.

According to the data obtained from the questionnaires, there is a moderately positive relationship between organizational culture and job performance ($r = 0.40$, $p < 0.01$). It has been observed that the high level of organizational culture perception in the workplace leads to a significant increase in the job performance of the employees. There is a moderately positive relationship between innovative culture and job performance ($r = 0.40$, $p < 0.01$). The higher the perception of innovative culture in the workplace, the higher the performance of the employees. There is a weak positive correlation between competitive culture and job performance ($r = 0.18$, $p < 0.01$). It has been observed that the increase in the competitive environment in the workplace leads to a little increase in the job performance of the employees. There is a moderately positive relationship between bureaucratic culture and job performance ($r = 0.32$, $p < 0.01$). It has been observed that increase in the bureaucratic environment in the workplace leads to a moderate level of increase in the job performance of the employees. There is a moderately positive relationship between socialist culture and job performance ($r = 0.31$, $p < 0.01$). The higher the perception of socialist culture in the workplace, the higher the performance of the employees (Table 21).

The regression coefficients have been examined with t-statistic and it was found that organizational culture explains job performance statistically and significantly ($p < 0.01$). A one-unit increase in the organizational culture behavior score leads to a 0.602-fold increase in job performance. Organizational culture has a statistically significant effect on job performance. Employees' adoption of organizational culture also positively affects their job performance. Because the main purpose of creating an organizational culture is to provide unity and solidarity in the workplace. It is an expected result that there is a high level of job performance in the workplaces where there is unity and solidarity.

Organizations that wish to achieve their goals and objectives successfully should first create an organizational culture that all employees can accept wholeheartedly. Because the employees who adopt the organizational culture sincerely have attitudes and behaviors that are in line with the goals and objectives of the organization. This is also reflected in their job performance. Of course, the individual performance of the employees also leads to high performance of the organization. In short, both employees and organizations become successful with an organizational culture that is embraced by the members of the organization.

We believe that repeating this research in different sectors and comparing the results will contribute significantly to the literature. In addition, we think it will be useful to make the following suggestion. We think that it will be beneficial to repeat this research in different countries and in different sectors.

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