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## The Mediating Role of Organizational Culture in the Effect of Organizational Climate on Organizational Commitment and Research

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### **Abstract:**

*The purpose of this study is to examine the effect of organizational climate on organizational commitment and the mediating role of organizational culture in this effect. Organizational climate is defined as the perceived atmosphere in an organization, while organizational commitment refers to the loyalty of employees to the organization. Organizational culture, on the other hand, is a collection of values, rituals, and symbols arising from the organization's historical background that guides the behavior of employees. The main hypothesis of this research is that a positive organizational climate will increase organizational commitment and that organizational culture plays a mediating role in this process. To test this hypothesis, a survey has been conducted with employees of a company operating in the construction sector in Çanakkale. The survey consists of scales that measure employee perceptions of organizational climate, organizational commitment, and organizational culture. The data collected from the surveys have been evaluated with statistical analysis methods. The results of the analyses indicate that organizational climate has a significant effect on organizational commitment, which is strengthened through organizational culture.*

**Keywords:** Organizational climate, organizational commitment, organizational culture

### **1. Introduction**

In today's business world, achieving sustainable success and competitive advantage in any organization is closely related to the commitment of its employees and its culture. For this reason, these concepts have been the subject of innumerable studies throughout the years. Organizational climate is a combination of the overall atmosphere in the organization and the impact of norms, values, beliefs, and attitudes on the work environment. Organizational commitment can be defined as employees' belief in the goals and values of the organization, the amount of effort they make to achieve these goals, and their willingness to establish a long-term relationship with the organization. Organizational culture is the entirety of the values, norms, traditions, and symbols of the organization from past to present. These concepts, which are crucial to any organization, are examined in detail in the present research.

### **2. Literature Review**

#### *2.1. Concept, Definition, Importance, Dimensions, Features and Functions of Organizational Climate*

Organizational climate, as one of the key factors of success in organizations and the business world, determines the internal atmosphere and employee attitudes, behaviors and performance in an organization. This concept involves elements such as employee relationships, management styles, job satisfaction and motivation. For this reason, creating and maintaining the correct organizational climate is of great importance for the success and sustainability of an organization.

Today, it is not possible for people to meet all their needs by themselves. Historically, organizations have emerged due to the cooperation among people to utilize available resources to meet their needs (Özgenel, 2020:1). In other words, all organizations have the common mission of meeting human needs. The concept of organizational climate has emerged in an attempt to understand the impact of organizations on individuals and communities. The word organization is derived from the words organ and work. The Romans called this word organizare, and it took its current form in the Latin language in the 1480s (Sözen et al., 2020:37). The word climate, on the other hand, means tendency. In addition to physical meanings such as heat and weather temperature, it also has a psychological meaning. When used in relation to an organization, it expresses how individuals at the organization perceive the internal work environment. The concept of psychological climate was developed by Gellerman in 1960, and he was one of the first authors to examine this subject. The word climate has been used in a similar sense in Turkish literature with the meaning of circumstances, environment,

and weather to express the organizational lives of individuals (Karcioğlu, 2010:265-268). The concept of climate has emerged to reflect the internal situations of individuals in the organization.

Some of the formal definitions of organizational climate are as follows:

- Organizational climate is a set of organization-specific characteristics that occur due to the interactions between organizational members and the environment (Keleş, 2008:37).
- Organizational climate is the unique attitudes of organizational structures, consisting of the way organizations deal with individuals within the organization and the environment (Güney, 2020:18).
- Organizational climate is the atmosphere created by individual expectations regarding the way of working within the organization and the perceptions resulting from the extent to which these expectations are realized (Dinçer, 1992:275).
- Organizational climate is a definite feature of the organization's internal environment that is perceived by individuals within the organization, directs their behavior, and can be defined through some characteristics of the organization (Ertekin, 1978:6).
- Organizational climate is a set of features that define and differentiate an organization and affect its activities (Uygur, Sevin ve Çağatay, 2022:32).
- Organizational climate is the entirety of the characteristics that employees perceive and value in the work environment, which directs their behavior in a particular direction (Savaşkan, 2019:21).
- Organizational climate is a collective understanding regarding the internal environment of the organization, which is accepted by its members and affects their behaviors and personality traits (Gürçay, 2019:44).
- Organizational climate is the meaning that individuals attribute to the events, strategies, norms, and expected behaviors in the organization, such as reward, sincerity and solidarity (Baltalılar, 2022:15).
- Organizational climate is the set of actions that emerge from the organization's approach towards individuals and their environment and are specific to the organization (Varol, 1989:217).
- Organizational climate defines the work environment, and management aims to positively affect the morale and motivation of individuals through organizational climate. In organizations where there is sincere and mutual trust, the sense of organizational commitment and belonging of its members is strong, thus contributing to the organization's effectiveness and efficiency. Increasing effectiveness and efficiency is important for organizations to achieve their sustainability goals (Çetinkaya and Güleç, 2022:358). In short, it is important to provide a positive organizational climate for the continuity and success of the business.
- Organizational climate dimensions are utilized to measure organizational climate and analyze the behavior of individuals within the organization. When the variables used by researchers are examined, some common dimensions draw attention (Yılmaz, 2019:7-8). Some of these dimensions are purpose, management style, solidarity and friendship, embracing the organization, responsibility, reward, support, structure, process, and conflict.

Each organization has its own unique climate, depending on its norms, traditions, and customs. Climate reflects the norms and principles of the organization and their interpretation within the organization (Varol, 1989:217). When the studies on this subject are examined, it is seen that organizational and individual behaviors are evaluated together. Attitudes and behaviors of individuals vary depending on the organizational climate in which they work. Organizations have certain customs and traditions, methods, and management styles according to their own culture. For this reason, each organizational climate has its own characteristics (Şahin, 2021:18). In general, the characteristics of organizational climate can be listed as follows (Ekşi, 2023:25, Gürkan, 2006:65, Tatlıcı, 2022:79, Orhan, 2021:7, Aymak, 2021:6, Güney, 2020:18, Uygur, Sevin, Çağatay, 2022:36, Ertekin, 1978:5, Doğan, Üngüren, 2015:28, Tortumlu, Taş, 2019:353, Vural, 1998:177):

- It is the perception that occurs as a result of interactions of the members with co-workers, company policies, rules, and the structure of the work organization.
- Organizational climate is an abstract concept.
- It differentiates one organization from another. In other words, it gives identity to the organization.
- It involves career development and opportunities.
- It is shorter-term compared to organizational culture.
- It is mostly experimental and based on external observations.
- It is objective.
- It reflects not only the relationships between individuals but also the relationships of organizations with other organizations.
- It is centered around the individuals within the organization.
- It is a reflection of the organization's support for individuals.
- Organizational climate is encompassed by the organizational culture.

## 2.2. Basic Concepts Related to Organizational Climate

Organizational climate can be defined as the enduring quality of the internal environment of an organization, which is experienced by its members. This internal environment can be measured in terms of certain characteristics of the organization, and it has a cumulative effect on the behavior of its members. The behavior of individuals within an organization shapes the overall climate within the organization. This is an important factor in determining the stability of the business environment (Apiyev, 2020:81). In other words, it can be argued that the most fundamental element of

organizational climate is the individual. Organizational climate may have an impact on concepts such as job satisfaction, morale, productivity, and performance. These concepts are examined in detail below.

### 2.2.1. Organizational Climate and Job Satisfaction

Job satisfaction is considered an important indicator for organizations that reflects individuals' satisfaction with their jobs, work environment, and organization.

Job satisfaction involves constant dynamism. Managers cannot deal with this subject just once, creating a high level of job satisfaction, and expect to be done with it in the future. Job satisfaction can come and go quickly; therefore, it is important to carefully monitor and maintain job satisfaction on a regular basis (Başkaya, 2014:81).

### 2.2.2. Organizational Climate and Productivity

The relationship between the result of an organization's activities, which is the product or service it offers, and the resources it uses to produce this result is called efficiency. The capital, service, experience, knowledge, energy, and materials available during the production of goods and services are the elements of efficiency. The performance of the organization's working members indicates the relationship between organizational climate and productivity (Demirez, 2016:20). In short, it can be stated that the criterion for efficiency is performance.

### 2.2.3. Organizational Climate and Morale

Organizational climate is a critical factor that affects employee motivation and morale. A positive organizational climate motivates employees while also increasing morale. Management policies and a positive atmosphere strengthen individuals' commitment and motivation to the organization. At the same time, management that values the needs of employees leads to a positive organizational climate with participatory decision-making processes and the perception of an innovative and fair organization. A positive organizational climate also positively affects employees' attitudes, behaviors, and morale towards work (Uygur, Sevin, Çağatay, 2022:51).

### 2.2.4. Organizational Climate and Performance

The foundation of organizational activities is the individuals within the organization and their performance. Consequently, the satisfaction of employees in terms of organizational culture, a healthy work environment, and organizational climate are also important. The organization must be organized in a way that ensures job satisfaction and increases the performance of individuals with both physical and psychological environmental characteristics. The most important elements of individuals' performance are organizational trust, organizational support, organizational commitment, job satisfaction, that is, organizational climate (Şahin, 2021:18).

## *2.3. Types of Organizational Climate and Factors Affecting Organizational Climate*

### 2.3.1. Types of Organizational Climate

Organizational climate, i.e. the atmosphere experienced by individuals within the organization, may occur in different types, and these types help us better understand the cultural structure of the organization and the work environment experienced by employees. In this context, the types of organizational climate commonly accepted in the literature include various categories such as bureaucratic climate, open climate, closed climate, involved climate, disinterested climate, autonomous climate, supportive climate, controlled climate, innovative and creative climate, and paternalistic climate. Types of organizational climate are explained in further detail below. (Özgenel, 2020:30-35, Orhan, 2021:19-24; Dağlı, 2020:46, Balcı Bucak, 2002:23, Gürçay, 2019:44, Şahin, 2021:30; Topçu, 2019:50).

#### 2.3.1.1. Bureaucratic Climate

Bureaucratic climate depends on written documents, is supported by norms, and has a hierarchical dynamic. In this type of organizational climate, a vertical communication model is observed, and the management is in focus. In this type of climate, official norms prevent individuals from participating in decisions, which can make communication especially difficult. However, there are situations in which bureaucratic norms can be beneficial for individuals' participation. Therefore, there are two types of bureaucracy: coercive and effective bureaucracy. In coercive bureaucratic climates, norms are used to stifle creativity. In effective bureaucratic climates, there is information that helps provide guidance and clearly outlines responsibilities.

#### 2.3.1.2. Open Climate

A work environment in which individuals work in harmony with managers and co-workers, where managers accept criticism, individuals embrace their jobs willingly and devotedly, and morale and motivation levels are high, is considered an open climate. In organizations that adopt this type of climate, there is an integration of social relations and organizational activities. In this type of organizational climate, individuals carry out their work in harmony and have the opportunity to learn from each other. In organizations where an open climate prevails, individual conflicts are avoided, and sincere relationships between individuals increase the level of job satisfaction. Managers do not make employees' jobs difficult and do not attempt to control them.

### 2.3.1.3. Closed Climate

A closed climate occurs in organizations in which participation is limited, communication is restricted, and hierarchical structures are dominant. In this type of organizational climate, individuals often have limited opportunities to participate in decision-making. While communication focuses too much on the chain of command, individuals' freedom to express themselves is limited.

Teamwork is rarely seen in organizations where this type of climate prevails. In this authority-centered organizational climate type, the chain of command and control mechanisms dominate the work environment, and the job satisfaction of individuals is low.

### 2.3.1.4. Autonomous Climate

In this type of organizational climate, the morale of individuals is high. This type of climate prioritizes social satisfaction and social needs. Although there are some pressures within the business, they do not constitute an obstacle to working in harmony. Individuals are not hindered by bureaucratic processes described as red tape.

### 2.3.1.5. Supportive Climate

In a supportive organizational climate, the focus is on shared values. Organizational support provided to individuals is considered one of the cornerstones of the intra-organizational climate. This level of support received by individuals directly reflects the behaviors of individuals within the organization. Individuals' positive perceptions of projects aimed at improving the organizational structure are considered to be an effective factor in creating organizational citizenship behaviors and providing benefits to the organization and individuals.

### 2.3.1.6. Controlled Climate

The controlling behavior of the management is considered effective in this type of organizational environment. Therefore, it is difficult to talk about hierarchical harmony and unity and a democratic environment. In this environment, job satisfaction may be low, and the performance of the employees may decrease due to low levels of morale and motivation.

### 2.3.1.7. Innovative and Creative Climate

An innovative climate involves freedom that is efficiently directed by an entrepreneurial approach and a firm commitment to the mission of the organization. In this type of organizational climate, all kinds of ideas are taken into consideration, cooperation is essential, and everyone's experience and ideas are valuable. A creative climate supports active and goal-oriented individuals. In this type of organizational climate, individuals who are willing to take risks and act proactively are at the center of attention. Decisions are taken through shared ideas and widely embraced within the organization due to team interaction. In this type of climate, individuals feel valued, and their innovative ideas are supported.

### 2.3.1.8. Paternalistic Climate

In this type of organizational climate, the management wants to control the members of the organization and meet their social needs, but they cannot achieve both. This climate type is similar to the closed climate in many ways. Individuals are not in harmony and cannot establish friendship and friendly relations. The upper management is quite observant and strict. They are not very successful in directing and motivating employees.

## 2.3.2. Factors Affecting Organizational Climate

Organizational climate represents the unique characteristics of an organization and the atmosphere that distinguishes it from others. Just as each individual has a unique personality, each organization has a unique structure and environment. Consequently, individuals who are compatible with the organizational climate tend to get closer to the organization, while those who are incompatible tend to move away. Therefore, organizational climate refers to the concrete or abstract attitudes of the organization towards individuals. These attitudes may be determined by those in power or maybe the result of a naturally occurring atmosphere. There are a number of factors that affect organizational climate, which are also affected by the organizational climate in return. Factors that affect organizational climate can be concrete or abstract, and they can both affect and be affected by the organizational climate.

Expectations from the organization and work environment, the culture of the organization, individual behaviors and organizational structure shape people's perceptions, which are in turn reflected in their behaviors. Various factors and dimensions have been examined in the literature to shed light on the perceptions of individuals in an organization (Ertuğrul, 2018:100). Factors that affect organizational climate are explained in detail below (Alkan, 2020:46, Eren, Özdemirci, 2018:129, Erkutlu, 2018:4, Ertuna, 2016:21, Aymak, 2021:13, Orhan, 2021:24, Kenanoğlu, 2020:18, Fidan, 1997:113, Yılmaz, 2019:12, Özgenel, 2020:43).

### 2.3.2.1. Management Style

Decisions that affect the organization are usually made by upper management. Managers' values can change the atmosphere within the organization. What determine the quality of an organization are the values arising from the perceptions of the individuals within it. The management style adopted by managers is shaped according to the structure and characteristics of the organization. For example, in organizations in which a democratic or participatory leadership

approach prevails, individuals tend to have a positive perception of the organizational climate. Depending on the attitudes of managers and the structure of the organization, the perception of organizational climate may be positive or negative.

#### 2.3.2.2. Structure of the Work

The structure of the work consists of a set of features that regulate the internal order of an organization and the roles, duties, and responsibilities of its members. Identifying and optimizing work is important for effective management of organizations and increasing performance.

One of the indicators of an organization's structure is the extent to which it is mechanistic. Contrary to classical management theory, which requires an organization to be clearly predictable and mechanistic, the human relations approach argues that the organizational structure should be organic.

#### 2.3.2.3. Managerial Values

Managerial values are the basic principles that shape an organization's leadership approach, decision-making processes, and relationships with employees. These values have an important role in determining the mission and vision of the organization since the managerial values of the organization affect the behavior and performance of its members. Clearly, identified managerial values that are adopted by the members of the organization can create loyalty and harmony within the organization.

Management is the work and efforts put into ensuring the cooperation of individuals. In other words, it is the process of achieving goals and getting the work done with the cooperation of a group of people. Managers provide and ensure coordination in this process. In short, management refers to the process of directing individuals to perform certain tasks.

#### 2.3.2.4. Economic Values

It is essential for managers to know about the economy around the world and in their own country, to be aware of the developments in the financial markets and to have knowledge about the financial activities of other organizations; it is very difficult for the management to do business without this information. People in managerial and leadership positions must know economic values and be able to implement them.

#### 2.3.2.5. Reward System

Rewards are incentives that are used to influence and direct people's behavior. Any result that leads people to repeat positive attitudes and actions can be defined as a reward. If these attitudes and actions meet the employer's expectations, offering a reward that expresses appreciation is the correct reaction. With rewards that create a positive perception, individuals tend to avoid negative consequences. Rewards will ensure that the organizational climate is perceived positively. When successful and high-performing individuals are encouraged through rewards, both the organization and the individuals benefit from this system.

#### 2.3.2.6. Organizational Rules

Organizational rules are a set of norms that specify what employees are expected to do in their relationships with other members of the organization. These rules identify the roles individuals will play and the rules they will follow. Rules are formed through the appropriate behaviors and attitudes individuals exhibit in reaction to problems or other situations they encounter in their organizational life and following these rules.

#### 2.3.2.7. Organizational Communication

Organizational communication refers to the process of exchanging information, creating meaning, and achieving collaboration within an organization. Communication involves the transfer of information from managers to individuals, from individuals to managers, and between team members.

The ability to share information and combine efforts through communication is a skill people acquire. In this way, individuals can improve their knowledge and gain new perspectives with what they learn from others. Communication functions as a bridge between individuals, cultures, organizations, and societies. It can be argued that healthy communication is the foundation of strong relationships among individuals.

#### 2.3.2.8. Organizational Structure

Organizational structure is generally divided into formal and informal. The formal organizational structure includes the organizational chart, decision-making mechanisms, levels of command, and communication between these elements. On the other hand, the informal organizational structure is formed by individuals with common interests coming together due to the social relations of its members.

#### 2.3.2.9. Organizational Goals and Objectives

Like individuals, organizations also have certain ideals. In some organizations, this is a social goal, while in others, the goal is economic. In any case, these goals should be determined and adopted by the members. Organizations must clearly define their mission within society. This is also related to the organization knowing itself and what it stands for.

### 2.3.2.10. Individual Characteristics of Employees

Organizational climate is not only affected by individual characteristics, but it also explains many other factors. These factors can be the basis of individuals' attitudes and behaviors in the work environment. In other words, individuals can both create and be affected by the organizational climate.

### 2.3.3. Outcomes of Organizational Climate

Organizational climate is a network of mutual interactions that affect individuals' behavior, and individuals' behavior shapes the organizational climate in return. As a result of this interaction, an organization can either adopt a healthy climate or have an unhealthy climate. In a healthy organizational climate, the overall efficiency and effectiveness of the organization are high. Individuals focus on their work with high levels of motivation. When the organizational climate is unhealthy, negative consequences may occur. Individuals experiencing job dissatisfaction may make complaints or excuses, which can result in not coming to work, changing jobs, or experiencing physical and mental health problems (Dinibütün, 2013:15-16). A healthy organizational climate must be created for the continuity and success of organizations. The general consequences of organizational climate include job satisfaction, motivation, morale, organizational commitment, organizational citizenship, and quitting or disrupting work.

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

The concept of organizational commitment has received great attention and gained wide popularity, especially in the literature on organizational behavior and industrial psychology. This interest is based on the existence of a number of studies investigating the relationships between the factors associated with organizational commitment and the results in this context (Doğan, 2013:65). The popularity of organizational commitment in various sciences has led to an increase in research phases.

The commitment of individuals to their institutions is crucial for any organization. Moreover, although these ties have weakened over time, this is actually a factor that increases the importance of the issue. While organizations increasingly attach importance to issues such as staff commitment and workforce turnover, individuals have also begun to expect their institutions to think about them and show loyalty (Güney, 2020:276). The gradual weakening of the commitment of individuals in organizations to their work environment has made commitment more valuable and purposeful.

Some of the definitions of organizational commitment in the literature are as follows:

- Organizational commitment, beyond the official and standard work that organizations expect from employees, is the behavior of the individual in line with these goals and values (Koyuncu, Elçi, 2018:67).
- Organizational commitment is the process of individuals fulfilling their responsibilities for the benefit of the organization and adopting its values (Uğur, 2019:87).
- Organizational commitment is a concept that expresses individuals' psychological appreciation and belonging to the working environment (Alhas, 2023:123).
- Organizational commitment is the type of behavior that causes the individual to decide to continue their membership in the organization (Bayram, 2022:73).
- Organizational commitment is the determination of employees to achieve organizational goals and expresses the level of commitment, active participation and identification of employees (Özbek, 2019:18).
- Organizational commitment is the desire to stay in the organization, make the highest level of effort, and believe in the organization's goals and values (Danışmaz, 2021:15).
- The concept of organizational commitment has been examined from various perspectives since its emergence and has different definitions in this context and is one of the basic and vital elements of today's organizations. (Çınar, 2019:42). Organizational commitment maintains its importance from past to present as a vital factor for organizations.

The commitment of individuals is seen as a fundamental factor in organizational success. Every organization follows strategies to increase this commitment. Since individuals' commitment to the organization contributes to the emergence of individuals who solve problems rather than create problems, if organizations want to exist in prosperity or ensure their continuity, they must strengthen individuals' commitment to organizations (Altıparmak, 2019:30).

Chatman and O'Reilly discussed organizational commitment with three main dimensions: compliance, identification, and internalization. In the identification dimension, the individual interacts with other members of the organization, internalizes the attitudes and behaviors adopted by other members, and feels proud of being a part of the organization. In the compliance dimension, the individual's goal is material gain. The individual desires to obtain external rewards. In the internalization dimension, the worker truly believes and accepts the rules applied in the organization (Karadere, 2021:12). The most important factor in the basic dimensions of organizational commitment is the orientation of the individual. An organization that wants to manage organizational commitment must evaluate the individual's orientations correctly. The basic dimensions of organizational commitment are explained in detail (Gürkan, 2006:44, Ak, 2022:51, Yaman, 2023:25-26):

**Compliance Dimension:** The compliance dimension, which is an important element of organizational commitment, is related to the material and moral rewards that employees will receive from the institution. In this dimension, employees prefer to stay within the organization for what they will receive, such as advancement, salary, prestige, position and insurance.

Compliance also applies to short-term emergency periods when it is advantageous to the person in authority. It can be achieved under a leader who uses their managerial position to impose their preferences on subordinates, but this compliance is usually reluctant. Therefore, compliance is based on control rather than trust and does not allow the individual freedom of choice.

**Identification Dimension:** Identification occurs when employees embrace the organization's purpose and objectives. This situation is directly proportional to the job satisfaction of individuals within the organization. As individuals' satisfaction levels increase, their identification levels will increase as well. Therefore, organizational policies should not ignore this dimension.

**Internalization Dimension:** The third dimension of organizational commitment is internalization. Internalization refers to the process of combining individual values with organizational values. Management's beliefs, attitudes, and efforts towards work are of vital importance to individuals. Individuals internalize organizational goals and values in a way that aligns with their own goals. When internalization occurs, individuals and organizations act in a coordinated manner towards the same goal.

## 2.5. Factors Affecting Organizational Commitment

To achieve organizational success, cooperation, understanding, and trust must be established between the organization and the employees. It is important for employees to be able to fulfill their responsibilities, understand management policies, and clearly express their opinions. Employees who feel committed to the organization through participation will produce positive results for the organization (Varışlı, 2021:18). Several individual and work-related factors influence organizational commitment. These factors are explained in detail below.

### 2.5.1. Individual Factors Affecting Organizational Commitment

**Age:** Positive and negative results have been observed between age and organizational commitment. An important criterion that affects the plans of working individuals is the age factor. Younger employees tend to have greater organizational commitment than their older counterparts. It has been found that young people's organizational commitment is higher within the organization for reasons such as attaching more importance to career planning, aiming for better performance, and having limited job opportunities due to lack of experience (Kang, 2019:10).

**Gender:** According to research, gender appears to have an impact on organizational commitment. In some studies, the organizational commitment of female employees was found to be higher, whereas, in others, the organizational commitment of male employees was found to be higher. The expectations of individuals forming a community often differ. This diversity is also reflected in the perspectives of male and female employees. A factor that motivates and binds a female employee to the organization may not have the same effect on a male employee. For this reason, a clear separation may arise regarding commitment (Kekül, 2023:98-99).

**Marital Status:** Marital status is one of the individual factors that affect organizational commitment levels. In research on organizational commitment, it has been found that the organizational commitment of married employees is higher than that of single employees. It has been observed that married individuals' family responsibilities and increased obligations have a limiting effect on their intention to leave work (Uçan, 2019:26).

**Employment Duration:** When the studies in which the employment duration in the current workplace are evaluated along with factors such as age and working hours, it is seen that there is a positive relationship between the experience gained and income and that the employee's income increases with the increase in employment duration. The risk of the employee losing the skills they acquired during this time prevents the idea of leaving the job and increases the employee's commitment to the business. This situation leads to a higher level of commitment to the business (Et Oltulu & İraz, 2022:23).

**Education Level:** One of the factors that affect organizational commitment is education level. Research shows that there is a negative relationship between organizational commitment and employees' education levels. Employees with lower levels of education tend to be more willing to keep their current jobs because their options for other job opportunities are more limited (Toplu, 2022:25).

### 2.5.2. Work-Related Factors

**Content of the Work:** Research shows that as individuals' responsibilities increase, their commitment to the organization increases as well. Often, situations where the sense of responsibility at work is weak can decrease commitment. Tasks where the employee has no chance of responsibility may negatively affect organizational commitment. The content of the work shapes the employees' perceptions of responsibility. Increasing responsibilities of the individual depending on their position within the organization will also increase their commitment (Yaman, 2023:18-19).

**Autonomy:** There is a relationship between the autonomy of employees while performing their job duties and their organizational commitment. The independence of decision-making granted to employees, the authority to plan and schedule work, the freedom to determine task content and the ability to decide on methods constitute the main elements of the concept of autonomy. According to research, strong autonomy in workplaces will lead to increased organizational commitment (Tor, 2021:87).

### 2.5.3. Factors Related to the Role to Be Performed

**Role Ambiguity:** Role ambiguity in the workplace refers to situations in which employees do not understand exactly their roles and responsibilities, authorities are not determined, and there is no work plan or job description (Özgedik, 2023:30).

**Role Conflict:** Role conflict occurs when an employee has multiple responsibilities, and some of them conflict with each other (Yaman, 2023: 20).

**Organizational Factors:** In general, factors such as the nature and purpose of the job, management style, role ambiguity and conflict, participation in the decision-making processes, internal rewards, salary status, group work, corporate structure, corporate support, corporate culture, corporate climate, organizational justice and trust are factors that affect organizational commitment (Özbek, 2019:35).

**Organizational Structure:** When seen from the perspective of organizational commitment, organizational structure depends on the organization's field of activity, scale, the variety of products and services it offers, distribution channels, growth strategies, and similar factors (Akün, 2022:107).

**Organizational Communication Style:** Communication within an organization maintains interpersonal relationships, the same as in daily life. The factors that make communication important in an organizational sense are effectiveness and trust, as well as its potential to be used as a tool to increase employee motivation (Tor, 2021:91).

**Organizational Trust:** Organizational trust can be explained on the basis of personal expectations, interpersonal relationships, economic interests, and social norms. For trust to be established, these factors must be managed effectively (Demir, 2017:78).

**Management Style:** The management style of the organization affects the level of commitment of employees to the organization. Generally, organizational commitment is affected by the policies and practices adopted by the organization (Demir, 2017:78).

## *2.6. Theories of Organizational Commitment*

Organizational commitment expresses the sense of attachment employees feel towards their organization and is of critical importance for businesses. There are various theoretical approaches developed on this subject in the organizational behavior literature. These approaches are explained in detail below.

### 2.6.1. Etzioni's Organizational Commitment Theory

According to Etzioni, organizational commitment is defined by individuals' approach to organizational instructions. In this sense, the impact of organizations on individuals depends on the interest and commitment of individuals to the organization. This commitment occurs in three types of attachment: moral attachment, calculative attachment, and alienative attachment (Güney, 2015:283).

### 2.6.2. Allen and Meyer's Organizational Commitment Theory

Allen and Meyer divided organizational commitment into three main categories: affective commitment, continuance commitment, and normative commitment. Affective commitment indicates an emotional attachment to the organization, continuance commitment indicates the fear of losing the job, and normative commitment indicates a sense of obligation to stay at the organization (Koç, 2009:202-203).

### 2.6.3. O'Reilly and Chatman's Organizational Commitment Theory

O'Reilly and Chatman argue that compliance, recognition, and internalization are the basic elements of organizational commitment, and they are related to staying in the organization and other various behaviors. These two researchers conceptualized the types of connections and argued that the connection between the employee and the organization could occur in three different forms (Oltulu & İraz, 2022:12).

### 2.6.4. Kanter's Organizational Commitment Theory

According to Kanter, organizational commitment indicates individuals' desire to share their loyalty and energy with the social system and combine their personalities with social connections to meet their needs and desires. Organizations, as social systems, have certain expectations, needs and desires. Individuals realize these expectations by adding positive emotions to their organizations and devoting themselves to their businesses. According to this approach, organizational commitment is discussed in three parts: continuance, cohesion and control (Bayar, 2019:40).

### 2.6.5. Wiener's Organizational Commitment Theory

Wiener's approach identifies two different types of commitment: instrumental commitment and normative commitment. Instrumental commitment is a commitment in which individuals prioritize their own interests with a self-interested attitude. On the other hand, normative commitment is a form of commitment based on organizational values and moral elements (Güney, 2023:325-253).

### 2.6.6. Salancik's Organizational Commitment Theory

According to Salancik, organizational commitment is the process of attachment to one's actions. Attitudes of individuals are compatible with their behaviors and connect these attitudes to their actions (Varışlı, 2021:40).

### 2.6.7. Penley and Gould's Organizational Commitment Theory

This approach is based on Etzioni's organizational commitment theory. From this perspective, organizational commitment can be explained with three dimensions: moral commitment, calculative commitment, and alienative commitment (Dikmen, 2012:180).



### 2.7. Concept, Definition, Importance and Dimensions of Organizational Culture

Organizational culture was first defined by Jaques in 1951 as the business environment that has cultural dimensions in the manufacturing industry. Afterwards, it became the focus of scientific studies in the USA, especially in the 1980s. Organizational Culture Theory, developed in this period, explained organizational cultures in various countries through various disciplines such as sociology, anthropology, and social psychology (Erduygun & Tınaz, 2023:166). In order to increase performance and managerial efficiency, differentiate themselves from their competitors and increase their market share, businesses have turned to subjects such as behavioral models, business practices and core values and attempted to make the necessary changes (Yetgin, 2020:20). The organizational culture that emerges from all these factors should be carefully considered in order to understand the organization and determine appropriate strategies.

Although there are various definitions of culture, the foundations of organizational culture are examined in two main categories: sociological and anthropological. Many researchers who studied culture from the perspective of organizational culture have emphasized that we need to understand culture as definitions that reflect the values, assumptions, expectations, and characteristics of the organization and its members (Cameron & Quinn, 2021:13).

Some of the definitions of organizational culture are as follows:

- Organizational culture occurs when a group gains the ability to solve adaptation problems outside the organization through unity within the organization with common basic assumptions (Karadirek & Yılmaz Genç, 2020:5).
- Organizational culture refers to the beliefs and expectations that shape the actions of organizational members and groups within the organization, contribute to the formation of standards, and are shared among organizational members (Kati, 2020:9).
- Organizational culture is a set of shared values and beliefs that help individuals understand the organization's workings and, therefore, define the standards of behavior within the organization (Yener Aydın, 2017:4).
- Organizational culture is the assumptions of the people who make up the organization and forms the way in which the organization is perceived and the characteristics of its relations with the environment (Acılar, 2009:27).

### 2.8. Importance of Organizational Culture

Organizational culture makes significant contributions to the efficiency of the organization in the process of realizing its missions and strategies. At the same time, it ensures consistency of behavior by indicating what is right and wrong and how they should behave within the organization (Selimoğlu, 2019:9). In other words, it not only draws the strategic path for the institution but also plays a role in shaping the personal behavior of individuals in the business environment.

Organizational culture is unique to each organization, and it reflects how much the organization prioritizes information, teamwork, and collaboration. Lack of clear values and behavioral norms in businesses and failure to share attitudes towards work, business relationships, and opinions about the goals of the business among employees creates a weak organizational culture. In work environments with a weak organizational culture, the rate of employee turnover is quite high (Alpkan, 2019:13). A strong organizational culture shows that the organization is functioning healthily, and in this case, it plays an important role in the continuity of employees.

### 2.9. Characteristics of Organizational Culture

Members of the organization must believe in and respect the shared core values and reflect them through their actions. Businesses have their own unique cultures, just like any institution, community, or group. We can even go one step further and say that culture is the factor that distinguishes organizations from each other and gives them a unique quality. In this context, certain features of organizational culture have been expressed in various ways in the literature (Ali, 2022:8). We can list the features of organizational culture as follows (Güney, 2020:188-189, (Eren, 2001:138-139, Tevrüz, 1997:88-89, Özkaya, 2020:9-10, Kati, 2020:10, Cez Özer, 2023: 6, Ayyıldız, 2023:41):

- It has a holistic structure.
- It is an expression of the accumulations from the past to the present. It has a historical aspect.
- It takes place in the consciousness and memory of individuals in the organization.
- It contains symbolic meanings.
- It has emotional characteristics.
- It shapes individuals' behaviors.
- It can be taught and shared.

### 2.10. Basic Elements of Organizational Culture

The basic elements that constitute organizational culture determine the general functioning of the organization and contribute to the motivation of individuals and the success of the organization. These elements are described below.

**Norms:** From a different perspective, norms are a combination of unwritten rules that affect many aspects of an organization, from the atmosphere of the organization to the management style, from individuals' methods of doing business to their relationships with colleagues (Akman, 2023:44).

**Language:** Language is the main instrument that conveys the organizational culture to new members. Language plays an important role in establishing unity, solidarity, and harmony by communicating cultural feelings, thoughts and ideas. Language is the fundamental reflective tool of organizational culture. For this reason, each organization generally has its own communication language (Robbins, 1994:319).

**Signs and Symbols:** Signs and symbols embody the values in the memory of the organization by expressing the meaning of the culture from within the culture. These are also aimed at maintaining balance within the system and maintaining the sustainability of the system (Polat, 2004:27).

**Leaders and Heroes:** Leaders are individuals who reflect organizational values, beliefs and culture in their characters. These individuals are real role models for employees and play a facilitating role in the internalization of the organizational culture (Güney, 2023:246). Heroes are often individuals and leaders with characteristics that deserve to be rewarded. They are usually people who achieve success in an important organization or show superior performance at critical moments. Heroes are known as motivators and emerge as people whom everyone trusts when difficult situations arise (Şar İçöz, 2019:15).

**Ceremonies:** A ceremony is a regular event where an organization comes together to organize a special moment or celebration. This activity refers to the achievements of individuals who serve the goals, values and rules of the organization in the desired way. These successful individuals are rewarded and praised in order to set an example for other individuals within the organization (Özkaya, 2020:11). Ceremonies play a critical role in the expression of behaviors that are considered important within the organization to the members of the organization and the internalization of these behaviors by the members of the organization. The ceremonies held are important events that strengthen not only the bonds of organizational members but also the organizational culture (Durmuş, 2022:16).

**Stories and Legends:** Stories and legends are important cultural carriers that convey the past events of the organization to individuals in a slightly exaggerated form. The role of stories is especially important in the adaptation process of new members to the organization (Karkı, 2023:24).

### *2.11. Classifications in Organizational Culture*

#### 2.11.1. Cameron and Quinn's Classification of Organizational Culture

According to this classification, organizational culture is conceptualized around four dimensions. These are also based on competitive values: adhocracy, clan, market, and hierarchy (Bıyık, 2021:18).

#### 2.11.2. Denison and Mishra's Classification of Organizational Culture

This culture model is based on concepts such as participation, consistency, adaptability, and mission to evaluate their impact on organizational performance (Babayeva, 2022:14). These dimensions are described below.

**Participation Dimension:** It consists of empowerment, teamwork, and skill development. It involves the adaptation process of new participants to the organization. In organizations where the participation dimension prevails, individuals are encouraged to participate in decision-making, which creates a sense of belonging and responsibility (Karkı, 2023:24).

**Consistency Dimension:** This dimension emphasizes internal balance and a stable environment and focuses on the strategies and methods adopted by organizations in their activities. It has been observed that consistent organizations are more effective (Kızıloğlu, 2017:51).

#### 2.11.3. Kono's Classification of Organizational Culture

According to this model, organizational culture is divided into dynamic culture, leader-oriented and dynamic culture, bureaucratic culture, stable culture, and strong leader-oriented stable culture (Terzi, 2000:87-88).

#### 2.11.4. Hofstede's Classification of Organizational Culture

This classification is one of the frequently used classifications in research that focuses on differences between cultures. According to research, differences in work are not due to profession, age, or gender but to national cultural differences, which are due to different aspects of national cultures. The dimensions in this categorization are power distance, uncertainty avoidance, individualism (vs. collectivism), masculinity (vs. femininity), long-term orientation, and restraint (Doğan, 2007:72).

#### 2.11.5. Deal and Kennedy's Classification of Organizational Culture

The researchers emphasize the importance of the relationship between environmental factors and organizational culture and measure organizations with two factors, feedback and risk, and they use these two factors to suggest four classifications of culture: "Tough-Guy Macho Culture," "Work Hard/Play Hard Culture," "Bet your Company Culture," and "Process Culture" (Maximini, 2018:192).

#### 2.11.6. Schein's Classification of Organizational Culture

This type of culture is seen as an abstract tool, and it has been stated that some organizational and social situations may exist due to culture. Individuals transfer the culture they have acquired to newcomers thanks to internal and external adaptation. This situation ensures the vitality and transfer of the culture existing in the organization (Akman, 2023:52).

This model stands out among the most widely accepted and well-established models in research on organizational culture. This model suggests that organizational culture can be examined in four layers or four levels. These are power culture, role culture, achievement culture, and support culture (Erkmen, 2010:74).

#### 2.11.7. Ouchi's Classification of Organizational Culture

There are three mechanisms in this model based on transaction costs: market, bureaucracy, and clan. Ouchi utilized two dimensions, normative and information needs, to distinguish these mechanisms (Karadirek & Genç, 2020:17).

#### 2.11.8. Parsons' Classification of Organizational Culture

This classification focuses on the importance of values in organizational culture and has been developed in this direction. The AGIL model is an acronym for the values on which the model is based. Parsons argues that certain functions must occur in every social system to ensure its continuity. These are adaptation, goal attainment, integration, and latency (Erkmen, 2010:75).

#### 2.11.9. Kets De Vries and Miller's Classification of Organizational Culture

These researchers explain organizational culture by defining neurotic organizations. Neurotic individuals often cope with problems that affect them negatively, but this does not push them out of social life. There are organizational structures in similar situations (Güney, 2020:220).

#### 2.11.10. Handy's Classification of Organizational Culture

This model considers organizational culture as a set of rules that affect individuals' attitudes, behaviors, and ways of thinking. According to Handy, who studied the relationship between organizational culture and organizational structure, a culture may not be the same for everyone. Culture is a phenomenon created by powerful groups within the organization over a long period of time. There are four types in this model: power culture, role culture, task culture, and individual culture (Durmuş, 2022:28).

#### 2.11.11. Peters and Waterman's Classification of Organizational Culture

These researchers have developed an eight-dimensional model to describe organizations. According to them, the functionality of organizations depends on their ability to change. Excellent organizations conduct experiments regularly, carry out their activities continuously and quickly, and innovate constantly (Özokutucu, 2019:41). The excellence of organizations depends on their adaptability. According to these researchers, the elements of excellent organizations are as follows (Yeşildağ & Kurtaran, 2021:170-171):

- Judgments focused on taking action,
- Customer-oriented approach,
- Free thinking and competitiveness,
- Increasing productivity with the human factor,
- Internalization of the organization's cultural values,
- Organizations doing what they know well and retaining talents,
- Keeping the organization plain and simple and creating a horizontal communication style.

#### 2.11.12. Schneider's Classification of Organizational Culture

Inspired by the research of Harrison and Handy, Schneider proposed four types of models for classifying organizational cultures. These cultures are as follows: Control culture, collaboration culture, talent culture, and development culture (Terzi, 2000:80-81).

### **3. Research**

#### *3.1. Purpose of the Research*

The aim of this research is to examine the effects of the mediating role of organizational culture on the effect of corporate climate on organizational commitment on the employees of a company operating in the construction sector in Çanakkale. In this context, the effect of organizational climate on organizational commitment, the effect of organizational climate on organizational culture, and the mediating role of organizational culture in the effect of organizational climate on organizational commitment will be examined.

#### *3.2. Population and Sample of the Research*

The population of the research consists of employees who work at a company operating in the construction sector in Çanakkale. In the company, which has 350 employees, 317 employees were able to participate due to time constraints, and the data analysis was conducted with 300 valid surveys after eliminating incomplete and unanswered surveys.

#### *3.3. Data Collection Method*

The data was collected through the survey method. The survey form consists of four parts. In the first part, demographic questions were asked to determine the demographic characteristics of the participants, such as gender, age, marital status, educational status, and work experience in the institution. In the second part, the organizational climate scale was used. In the third part, the organizational commitment scale was used. In the fourth section, the organizational culture scale was used.

### 3.4. Hypotheses

- H1: Organizational climate has a positive and significant effect on organizational commitment.
- H2: Organizational climate has a positive and significant effect on organizational culture.
- H3: Organizational culture has a mediating role in the effect of organizational climate on organizational commitment.

### 3.5. Data Analysis

All data were analyzed using the SPSS 22.0 package program. The representation of continuous data (mean, standard deviation) was provided. The compliance of the data with normal distribution was tested with the skewness and kurtosis coefficient. T-test and ANOVA were used to compare the means, and the Pearson Correlation test was used to examine the relationship between variables. Regression analysis was used to examine the effect between dependent and independent variables. The statistical significance level was determined as 0.05.

### 3.6. Findings

#### 3.6.1. Analysis of Demographic Information

Variable	n	%
<b>Gender</b>		
Female	144	48.0
Male	156	52.0
Total	300	100
<b>Age</b>		
18-24	29	9.7
25-31	72	24.0
32-48	173	57.7
49-55	14	4.7
56 and above	12	4.0
Total	300	100
<b>Marital Status</b>		
Married	185	61.7
Single	115	38.3
Total	300	100
<b>Education Level</b>		
Middle school	51	17.0
High school	66	22.0
Associate's degree	21	7.0
Bachelor's degree	110	36.7
Master's degree	44	14.7
PhD degree	8	2.7
Total	300	100
<b>Duration at the Institution</b>		
Less than 1 year	23	7.7
1-3 years	103	34.3
4-6 years	54	18.0
7-9 years	32	10.7
10 years and above	88	29.3
Total	300	100
<b>Total Duration</b>		
Less than 1 year	10	3.3
1-3 years	51	17.0
4-6 years	46	15.3
7-9 years	44	14.7
10 years and above	149	49.7
Total	300	100

Table 1: Analysis of Demographic Information

When the table containing descriptive statistics of the participants is examined, it was found that:

- 144 (48.0%) of the participants are female and 156 (52.0%) are male.
- 29 (9.7%) of the participants are 18-24 years old, 72 (24.0%) are 25-31 years old, 173 (57.7%) are 32-48 years old, 14 (4.7%) are 49-55 years old, and 12 (4.0%) are 56 years old or over.
- 185 (61.7%) of the participants are married, and 115 (38.3%) are single.

- 51 (17.0%) of the participants have an education level of middle school, 66 (22.0%) high school, 21 (7.0%) associate's degree, 110 (36.7%) bachelor's degree, 44 (14.7%) master's degree, and 8 (2.7%) PhD degree.
- 23 (7.7%) of the participants had an employment duration of less than 1 year at the current institution, 103 (34.3%) had 1-3 years, 54 (18.0%) had 4-6 years, 32 (10.7%) had 7-9 years, and 88 (29.3%) had 10 years or more.
- 10 (3.3%) of the participants had been working for less than 1 year in total, 51 (17.0%) for 1-3 years, 46 (15.3%) for 4-6 years, 44 (14.7%) for 7-9 years, and 149 (49.7%) for 10 years or more.

### 3.6.2. Pearson Correlation Coefficients of Scores from Organizational Climate, Organizational Commitment and Organizational Culture Scales

Variables	1	2	3	4	5	6	7	8	9
Support Appreciation	-----								
Compliance	.787**	-----							
Pressure	-.208**	-.235**	-----						
Organizational Climate	.929**	.881**	0.050	-----					
Organizational Commitment	.678**	.676**	-.241**	.665**	-----				
Bureaucratic	.483**	.501**	-.323**	.439**	.561**	-----			
Innovative	.660**	.663**	-0.093	.690**	.685**	.584**	-----		
Supportive	.719**	.687**	-0.055	.749**	.684**	.553**	.868**	-----	
Organizational Culture	.700**	.696**	-.189**	.703**	.726**	.830**	.907**	.908**	-----
*. Correlation is significant at the 0.05 level (2-tailed).									
**. Correlation is significant at the 0.01 level (2-tailed).									

Table 2: Pearson Correlation Coefficients of Scores from Organizational Climate, Organizational Commitment and Organizational Culture Scales

When the statistically significant relationships in the table are examined, there is a moderately positive relationship between support appreciation scores and organizational commitment scores. ( $r=0.678$ ;  $p<0.01$ ) It is seen that as the support and appreciation increases, organizational commitment also increases.

A moderately positive relationship is observed between compliance scores and organizational commitment scores ( $r=0.676$ ;  $p<0.01$ ). It is seen that as the compliance score increases, organizational commitment also increases.

A low level of negative relationship is observed between pressure scores and organizational commitment scores ( $r=-0.241$ ;  $p<0.01$ ). It is seen that as pressure increases, organizational commitment decreases.

A moderately positive relationship is observed between organizational climate and organizational commitment scores ( $r=0.665$ ;  $p<0.01$ ). It is seen that as the organizational climate increases, organizational commitment also increases.

### 3.6.3. Organizational Climate, Organizational Commitment and Organizational Culture Score Means, Standard Deviations and ANOVA Test Results According to Total Duration of Working

It is observed that organizational commitment and bureaucratic score averages differ by the total time worked. ( $p<0.05$ ) It is seen that the average organizational commitment score of employees with 1-3 years, 4-6 years, 7-9 years, and 10 years or more of total service is statistically and significantly higher than those who have worked for less than 1 year. Individuals who work in the organization for a long time develop a stronger bond with the organization over time and establish deeper and more meaningful relationships with their colleagues and managers. In addition, they had the chance to advance in their careers and be recognized. It is possible for them to gain experience in their work, have a sense of self-confidence and become more motivated. On the other hand, employees who have worked for less than 1 year may not have yet fully adapted to the organization and working environment. Job expectations and satisfaction may be unmet and uncertain. It can be thought that these employees need time to fully connect to the organization.

It is observed that the bureaucratic score average of employees with 1-3 years of total service is statistically and significantly higher than those working for less than 1 year. This may be because employees who have worked for 1-3 years know the organizational structure and bureaucratic processes better, and they interact with bureaucratic processes more frequently as they undertake more duties and responsibilities.

**3.6.4. The Mediating Role of Organizational Culture in the Effect of Organizational Climate on Organizational Commitment**

		$\beta$	
		OCu	OCo
OCi	Test1		
	OCi		0.69***
	R <sup>2</sup>		0.44
	F		235.98***
	Test2		
	OCi	0.77***	
	R <sup>2</sup>	0.49	
	F	290.55***	
	Test3		
	OCi		0.32***
	OCu		0.48***
	R <sup>2</sup>		0.58
	F		200.55***
	Sobel Test (z)		3.8***
*p $\leq$ .05 ** p $\leq$ .01 *** p $\leq$ .001			

*Table 3: The Mediating Role of Organizational Culture in the Effect of Organizational Climate on Organizational Commitment*

Regression analyses were conducted to reveal the direct relationships between variables, in other words, the explanatory power of independent variables on dependent variables. In the regression analyses, organizational commitment was accepted as the dependent variable, and organizational climate and organizational culture, which were determined as the mediator variable, were accepted as independent variables, and their effects on the dependent variable were examined.

In order to explain the effect of Organizational Climate (OCi) on Organizational Commitment (OCo) and the mediating role of Organizational Culture (OCu) in this effect, a three-stage regression analysis recommended by Baron and Kenny (1986: 1179) was conducted. According to this method, the independent variable must have an effect on the dependent variable and mediator variable. When the mediator variable is included in the regression analysis together with the independent variable, the regression coefficient of the independent variable on the dependent variable decreases, while the mediator variable must continue to have a significant effect on the dependent variable (OCo). In this context, to determine the mediating role of the level of OCu, the relationships between OCi, OCu, and OCo were examined through hierarchical regression analyses and Sobel tests. The findings regarding the mediation test are presented in the table.

Within the scope of the mediation test, in the first stage, the relationships between the independent variable organizational climate and organizational commitment were examined. In the first step of this stage, it was observed that OCi significantly affected OCo ( $b = .69, p < .01$ ). In the second step, the effect of OCi on OCu, whose mediation effect was investigated, was examined. As a result of the analysis, it was determined that OCi significantly affected OCu ( $b = .77, p < .01$ ). In the last step of this stage, the OCi and the OCu, whose mediation was investigated, were analyzed together, and their effects on the OCo were examined. As a result of this analysis, when OCi was included in the analysis together with OCu, its effect on OCo continued and decreased ( $b = .32, p < .01$ ), and the effect of OCu on OCo continued. ( $b = .48, p < .01$ ) After these conditions were met, the Sobel test was performed to confirm the mediation effect and Sobel (z) was found to be significant ( $z = 3.8, p < .01$ ). This finding shows that OCu partially plays a mediating role in the effect of OCi on OCo. As a result of this analysis, H1, H2, and the mediation hypothesis H3 were accepted.

#### 4. Conclusion and Recommendations

In this research, the mediating role of organizational culture in the effect of organizational climate on organizational commitment was examined. The findings revealed that the average scores for organizational climate, organizational commitment, and organizational culture do not differ according to gender and age groups. This situation shows that an egalitarian culture prevails in the organization, without discrimination based on gender and age, and that employees have similar work experiences.

When examined according to marital status, it was seen that the mean scores of pressure and organizational commitment differed. The pressure and organizational commitment mean scores of married employees were statistically significantly higher than those of single employees. This difference can be attributed to the fact that married individuals generally feel more financial responsibility. They show more commitment to their jobs to support their families and provide financial security, which causes them not to give up their jobs even though they feel pressure at work.

When evaluated in terms of educational status, it was determined that the pressure score averages differed. The average pressure scores of secondary school and high school graduates were statistically significantly higher than those of master's degree graduates. While master's degree graduates generally work in senior positions, secondary school and high

school graduates work in more routine, repetitive and physically demanding jobs. These types of jobs cause secondary school and high school graduates to feel more pressure.

When evaluated according to the total working time, it was seen that the organizational commitment and bureaucratic score averages differed. The average organizational commitment scores of employees with 1-3 years, 4-6 years, 7-9 years and 10 years or more of working time were found to be statistically significantly higher than those working for less than 1 year. Individuals who work in the same organization for a long time establish stronger ties with the organization over time, develop deeper relationships with their colleagues and managers, and have opportunities for advancement and recognition in their careers. This helps them gain experience in their work, have a sense of self-confidence and become more motivated. On the other hand, employees who have been working for less than 1 year may not yet have fully adapted to the organization and working environment; job expectations and satisfaction may be unmet and uncertain. It can be said that this group needs time to fully commit to the organization.

In addition, the bureaucratic score averages of employees who have worked for 1-3 years are statistically significantly higher than those who have worked for less than 1 year. This may be because this group knows the organizational structure and bureaucratic processes better and assumes more duties and responsibilities. Therefore, it is natural that they interact with bureaucratic processes more frequently.

As a result of the analyses, it was determined that organizational culture played a partial mediating role in the effect of organizational climate on organizational commitment. The analyses conducted in this section support that organizational climate has a positive and significant effect on organizational commitment (H1), that organizational climate has a positive and significant effect on organizational culture (H2), and that organizational culture has a mediating role in the effect of organizational climate on organizational commitment (H3).

In conclusion, this study reveals that organizational culture plays a critical mediating role in the effect of organizational climate on organizational commitment. Organizations need to improve both climate and culture positively to increase employee loyalty. In this way, employees' commitment to the organization and their overall job satisfaction can be increased. The findings emphasize that organizations should pay attention to these factors in their strategic management processes.

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