A RESEARCH ON THE DETERMINATIONS OF THE ORGANIZATIONAL COMMITMENT AND BUSINESS ESTIMATION OF THE MARKETING STAFF ACCORDING TO THEIR SOCIO-CULTURAL POSITIONS

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Abstract:

This study includes a research on organizational culture, job satisfaction and organizational commitment of the marketing staff, made in an enterprise. The study ascertained the fact that there are meaningful relations among the marketing staff between organizational culture, job satisfaction and organizational commitment. It is precipitated that the findings pertaining to the job satisfaction and organizational commitment are in a characteristic supporting the common opinions in the literature in general.

Keywords: marketing, job satisfaction, organizational culture, organizational commitment

1. Introduction

The organizational culture has been one of the terms which is emphasized the most in the management literature since the beginning of 1980's. A reason for this is that the organization is considered to have a potential to influence a set of results desired organizationally and individually. Deal and Kennedy and Ouchi and Wilkins argue that organizational culture leads to results such as productivity, performance, commitment, self-confidence and ethical behavior. (McKinnon, Graeme, Chee, Anne, 2003). Widespread and highly adopted values within the organization will affect how customers are perceived and treated, how employee contributions to the organization are valued, rewarded, and how the future is perceived and managed. For this reason,

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the value system plays an important role in the success of the organization. In addition, an organization's performance increases in the event the cultural values are consistent with the beliefs and values of the employees (Boxx,.Randy,. Odam, Mark, Duan, 2005). It can be said that organizational culture influences "job satisfaction" and "organizational commitment", which are deemed as employees' attitudes towards work and organization.

Organizational culture values and employee values are greatly influenced by the culture of the society in which they live. The values that an individual has in this frame are first formed in the family, then in the school and are in a permanent characteristic for this reason, employees who start new jobs participate to the organization with their values they have, and values play an important role in the harmony of organization and individual. It is of utmost importance that the values that affect the job satisfaction and organizational commitment of the employees are in harmony with the values of the organization they are starting to work with (Hofstede, 1994).

In recent years, researchers have turned their attention to the individual-organization alignment and the effects of this alignment on the attitudes and behaviors. Despite the various definitions of person-organization harmony, Kristof defined this alignment as a situation in a broad sense in which at least either individuals or organizations provide what the other needs, or that they both share the common essential characteristics. According to Dose, values are evaluative standards about the business and business environment that people use to judge "what is right" and to judge the importance of preferences. For this reason, placement of people in environments that are contrary to their own values will lead to positive results for neither the employee nor the organization. Also, given that the value plays an important role in the generally accepted definition of organizational commitment as "strong belief in organizational values and objectives", it would be logical to think that a person whose personal values are in an alignment with the organizational values shall be more up to the organization, comparing to one whose values are different than of the organization (Finegan, 2000).

On an example of accountants in Japan, the relationships between organizational factors and job satisfaction were investigated by Yamamura, Stedham and Satoh; the cultural frame of Hofstede was used in the research. Previous research in the USA and Australia has shown that career planning and performance appraisal is significantly important factors in job satisfaction with accountants. In the study, although the members of a particular profession have certain needs, it is found that common expectations and values have cultural differences that are unique to countries of

professionals. Considering that country-specific business values and anticipations will cause differences, it has been researched how national cultural differences are related to factors affecting job satisfaction of Japanese accountants and the relationship between organizational factors and job satisfaction of employees has been established. It has also been shown that organizational cultures that affect job satisfaction are greatly influenced by national cultures when comparisons are made between countries (Hofstede, 2001).

Sheridan stated that employees were more inclined to have organizational commitment in the 3 businesses that emphasized values such as team orientation and respect for people in his research where he examines the cultural values of 6 accounting operations in different regions of the same city in 1992. According to research findings, in these enterprises employing professionals who attach importance to the interpersonal relation values, newly hired employees continued to work for 14 months more in their organizations which attaches importance to the business values compared to employees in business values (Sheridan, E, 1992).

O'reilly et al., in the research they made in 1991, found that the alignment between organizational culture and employee culture preference, in other words, person-organization alignment is related to organizational commitment, job satisfaction, and labor turnover (McKinnon, Graeme, Chee, Anne, 2003).

Lok explored the influence of organizational culture and leadership style on job satisfaction and organizational commitment on the samples set in Australia and Hong Kong. In the study, the effects of organizational culture and leadership style on job satisfaction and organizational commitment and how it differs in the East and West have been considered and these differences have been examined (Lok, 2004).

Boxx et al. conducted a research to determine the alignment of organizational values and personal values and the relationships between the job satisfaction and organizational commitment. Findings obtained as a result of research show that job satisfaction and organizational commitment are increased when the employee owns the values system that the employee believes must exist in the organization (Boxx, Randall, Mark, 2004). In his research to determine the relationship between personal values, organizational values and organizational commitment, Finegan found that alignment of individual and organizational values affect the organizational commitment of the person. However, it has been found that this effect is far less important than perceptions of organizational values (Finegan, 2000).

A research has been made in Taiwan to determine the effects of organizational culture and leadership behaviors on job satisfaction, organizational commitment and

performance over 57 businesses and 929 employees. As a result of the research, it was found that there was a high positive relationship between leadership behaviors, organizational commitment and culture; a high positive relationship between organizational commitment, organizational culture and job satisfaction; however no positive relationship with performance; a high positive relationship between organizational culture and job satisfaction; but no positive relationship between performance and organizational culture (Chen, 2000).

Nystrom has conducted research in 13 health care providers to determine organizational commitment, job satisfaction, and performance impacts on organizational culture and has found that a dominant culture of an organization influences the results such as organizational commitment, and performance. The determination of that the managers show more alignment to the values rather than the norms shows that the managers are interested in the value terms of the organizational culture more than the norm terms of the organizational culture (Nystrom, Nystrom, 2005).

Clugston has determined that job satisfaction is directly in a negative relationship with the intention to quit, in a research he made on the effects of the multidimensional organizational commitment on the job satisfaction and intention to quit. The findings of the research also set forth that job satisfaction is negatively related to quitting by the means of dimensions of organizational commitment (Clugston, 2000).

2.1. Aim, Scope and Importance of the Research

Job satisfaction and organizational commitment are among the topics that are deemed as important key employee attitudes in terms of businesses and management, and are frequently examined. Organizational culture, as explained above, is relatively new and updated in recent years compared to satisfaction and commitment. It is accepted that an organization's culture which is perceived by the employees as an understandable fact, which makes an organization different from others, which composes of the beliefs and values that are shared by the members, which represents the common sense and which reveals by the organizational applications, is an important issue that should be taken into account in terms of management.

In the scope of the above mentioned opinions and evaluations, in this research, it is aimed to determine the relationship between organizational culture, and job satisfaction and organizational commitment of employees. For this general purpose, the following sub-objectives have been determined in the research.

- Determining the opinions (perceptions) of the employees about the "beliefs and working aims" and "organizational practices" that are the factors forming the organizational culture
- Determining "general satisfaction" level of employees
- Determining the "level of employees' average satisfaction based on the different dimensions / aspects of the work "
- Determining the organizational commitment levels of employees
- Determining the demographical characteristics of employees and organizational culture perceptions, values and job satisfaction and organizational commitment according to these characteristics.

In line with the objective of the study, all blue and white collar employees working in the production, marketing and sales departments alongside the administrative departments of the selected enterprise are included in the scope of the research. The research has been carried out in an enterprise which is one of the leading industrial establishments of our country, producing plastic pipe and fittings as well as PVC door-window profiles. The study was carried out in one enterprise, so it does not aim to explain the situation in the plastics industry, in other words, to reach the general conclusions for the entire plastics industry.

2.2. Research Hypotheses

In accordance with the result of the research, the basic hypotheses that constitute anticipatory research findings are as follows:

H1: There is a relationship between perceptions of employees' organizational culture and general job satisfaction.

H2: Job satisfaction of employees varies according to the division they are affiliated with.

H3: Organizational commitment level of employees varies according to the division they are affiliated with.

H4: Employees' perceptions of organizational practices differ according to the division they are affiliated with.

H5: The aims and beliefs (values) of employees regarding job and work differ according to the division they are affiliated with.

H6: The organizational commitment of employees varies according to their level of job satisfaction.

H7: According to the perceptions of employees' organizational practices, the degree of organizational commitment varies.

H8: Organizational commitment levels of the employees vary according to the value they have.

H9: The general job satisfaction of the employees varies according to the average job satisfaction based on various aspects / dimensions of the job.

H10: There is a relationship between perceptions of employees about organizational culture practices and their values.

"Organizational commitment" variable of employees, dependent variable (criterion variable), "general job satisfaction" of employees, "average satisfaction" level according to the various dimensions/aspects of the job, personal characteristics of the employees as well as the "personal values" and "perceptions pertaining to the organizational practices" variables that are among the organizational culture constitute the independent variable (estimation variable). In addition also analyzes were made in which the job satisfaction is dependent and the others are independent variables, due to the relation between "job satisfaction" and organizational commitment. Each variable is considered as a conceptual structure and measured by dividing it into sub-factors to make it measurable.

2.3.1. Organizational Culture Variable

The concept of organizational culture has a history of about a quarter of a century in the scientific field. Numerous authors have made conducted studies on organizational culture. As the definition of organizational culture developed by authors based on their work were emphasized in the previous sections, this section will touch upon how the organization can be made measurable as a variable, taking into account the generally accepted definition of culture. In the study, organizational culture has been defined as which "*differs the organization (and its members) from other organizations (or their members), determines the perceptions, thoughts and behaviors of a group (members), provides integration within the organization and alignment with the external environment, reflects the philosophy of the founder, leader or top management and is accepted by the members, and is a set of shared assumptions, values, symbols, interpretations and applications*".

Organizational culture has been operationalized in the framework of the above definition, taking advantage of the different authors and considering the conditions of Turkey. In this framework, the elements of organizational culture were discussed in terms of "measurability" in the sense that it was necessary to determine very precisely what it expresses as structure and content before the organizational culture was made measurable. According to followers of Peters and Waterman, the essence of culture is constituted by the "shared values"; and according to Hofstede, by the "shared

perceptions" of the members concerning the daily practices of the organization (Hofstede, 2004). For this reason, it can be said that in the measurement and definition of organizational culture, "shared values" by members and the "shared perceptions about organizational practices" are important elements. In the light of such findings and evaluations, it has been deemed appropriate to use in the study the "shared values" by members (objectives and general beliefs / assumptions related to job and work) and "perceptions about the organizational practices" in order to "identify and measure the organizational culture".

2.3.2. General (One-Item) Job Satisfaction Variable

In the studies related to organizational behavior, the basic attitudes of the employees have been examined extensively. Employee attitudes are behavior predispositions of the employees against the organization and the job they are doing (and the various aspects of the job). The two basic employee attitudes that can be examined under the title of organizational attitudes are job satisfaction and organizational commitment. Job satisfaction, which expresses employees' attitudes towards their business, refers to "satisfaction" (or dissatisfaction) of the individuals they feel about their jobs. Employees' attitudes towards their business are "satisfaction" when they are positive, and "dissatisfaction" when they are negative. Organizational commitment refers to the attitude of adopting the organization and showing an attitude toward staying organized. In terms of satisfaction and commitment, it is expected that employees who have developed positive job attitudes have high job satisfaction and organizational commitment.

Since organizational commitment is considered as a separate variable, it will be emphasized firstly how the "job satisfaction" variable is conceptually assessed. In this study, for the job satisfaction, the definition of ""positive (or negative) attitude of the employee in relation to various aspects of his/her job and work" has been adopted. In line with this definition and different approaches in the literature, the job satisfaction of employees is formulated as two variables: First of them is "general job satisfaction"; the second is the "average job satisfaction based on various dimensions / aspects of the job".

In order to measure the general job satisfaction of employees, Scarpello and Campbell's one-item "general job satisfaction" scale is preferred (Scarpello, Campbell, 1983). In this scale, it is aimed to measure the "general satisfaction level" of employees by responding to a single question of "How much does your job satisfy you in all aspects?" on "5 Likert scale".

The mentioned authors state that there is no statistically significant difference between the one-item "general satisfaction scale" and the multi-item "satisfaction" which is determined by the scale called as "average satisfaction" concerning the various dimensions/characteristics or sides of the job, in this study. Within the framework of these evaluations, employees' satisfaction is formulated as two variables called "general job satisfaction" and "average job satisfaction", and each is measured on a separate scale.

2.3.3. Average (Multi-Dimensional) Job Satisfaction Variable

The second variable for employee satisfaction is the multi-item "average satisfaction" variable, which is based on various aspects and dimensions of work. It has been suggested by different authors that the job satisfaction of employees is a function of employee-environment interaction and their different dimensions or sides. Again in the different studies, it has been determined that the (above explained, one-item or one-dimensioned) "general job satisfaction scale" and the "average job satisfaction scale" that intends to measure the satisfaction on the different dimensions or sides of the work, do not provide equal results. In the light of these opinions that the level of "job satisfaction" determined by both methods is the same and different, besides "general job satisfaction" measured by a one-item scale, it is aimed to set forth the determination of the satisfaction of various sides / dimensions or aspects of the work, and the "average satisfaction" of the employees depending on them, and whether or not these two dimensions of satisfaction differ. The Minnesota Satisfaction Scale (MSQ) was used to determine employees' "average satisfaction levels" that depend on the various characteristics/sides of the job. Because the actual version of the Minnesota Satisfaction Scale is long, the commonly used and shortened form of it comprising of 21 items is preferred. The degree of "satisfaction" of employees from the job sides or dimensions as expressed in each article has been measured by a scale arranged as 5 Likert Scale.

2.3.4. Organizational Commitment Variable

It is a desirable result in all respects that the employees adopt their jobs, identify themselves with their organization and the goals of the organization, and thus are affiliated with the organization. Organizational commitment, another of the basic employee attitudes, is described by Mowday, Porter and Steer (Meyer, Natalie, Allen, 1991) as "a strong belief in organizational values, a strong will to strive for organization and stay in the organization". Organizational Commitment Scale developed by Mowday et al. has been used by various authors such as Bar-Hayim and Berman (Bar-Hayim, Gerald, Berman, 1992).

Alongside Mathieu, Bruvold and Ritchey (Arosyaswamy, Bernard, Charles, Byles, 2000) in this study, 15 judges of the commonly used "Organizational Commitment Scale" in question was preferred to determine the organizational commitment of the employees. At this scale, the attitudes of the employees are determined by the 5-point Likert scale, which indicates how do they "agree" the given judge statements.

2.3.5. Personal (Demographic) Characteristics Variable

The personal or demographic characteristics of the employees are considered as factors related to their organizational culture evaluations, levels of satisfaction and organizational commitment. In this respect, data on some demographic characteristics of employees were also collected. Careful attention has been given to avoiding questions that could lead to the identification of respondents or the occurrence of such a diagnostic suspicion, in order to ensure that employees are free to express their views and attitudes in the setting of personal characteristics.

The personal characteristics variable of the employees is measured in order to determine their socio-demographic characteristics as follows:

- Gender   (Nominal Scale)

- Age   (Relative Scale)

- Education Levels   (Nominal Scale)

- Occupations   (Nominal Scale)

  Time They Worked at
- Institution   (Relative Scale)

  Department   They
- Worked   (Nominal Scale)

- Job Titles   (Nominal Scale)

- Marital Statuses   (Nominal Scale)

These personal characteristics were used in the analyzes on relations on the organizational culture factors as well as the jobs satisfaction and organizational commitment variables and the determination of the differences depending on these characteristics, beside defining the sampling.

2.4. Sampling Process of the Research

In the study, the employees of a large industrial corporation in Turkey in terms of size and performance, operating in the plastic pipe and PVC profile manufacturing sector, which is the sub-sector of the plastics industry, were identified as the main mass. Major

mass members include all employees of the business, consisting of employees who are called "blue collar workers" and who work in the production and related support departments of the company and "white collar workers" who work in administrative and sales units. The factors such as, the plastic industry is the developing sector of Turkey in the selection of main mass/ sampling; the researched enterprise is among the leading large enterprises in Turkey in terms of sales and employment volume from the production (The 500 largest Industrial Establishments of Turkey prepared by ISO - at the 60th rank in 2004 list); it is in a position to be followed by other businesses as the sector's leader; it's being reached a certain level in terms of organizational structure and functioning; and is available for data collection; are taken into account. In the selection of the sample, it was also effective that the careful and controlled data collection activity, considering the nature of the subject and data, would be appropriate in terms of the reliability and validity of the study.

The sample was not sampled but "complete counting" was carried out in the study and all the white and blue collar workers were included in the survey. However, when it is considered that some could not participate in the survey due to reasons such as they were on a leave or in a foreign duty, a total of 884 valid surveys have been obtained. Thus, data belonging to 93% of the target audience were included in the analyzes.

2.5. Data Collection Method and Constraints of the Study
2.5.1. Data and Information Collection Method

The face-to-face survey method has been used in gathering necessary data and information in the research. Regarding the improvement of the data collection tool, the questionnaire form, which is created by using related literature and expert opinion, has been applied to 30 people in the company at its first version and the obtained answers and criticisms have been taken into consideration in the design of the survey. In addition, the final form of the questionnaire was made as a result of the interviews with the department managers of the company.

Each question in the questionnaire was discussed with the interviewers and after making sure that they understood the meaning and purpose of the question, the questionnaire was put into practice. Total 884 employees were interviewed. Due to reasons such as sickness, leave and not willing to participate in to interviews, 66 people were not interviewed. In order not to cause any interruption of production, the interviews were made separately with the departments, taking into account the working order of the teams working in the departments and considering the shifts. As

indicated in the findings, the "reliability" of the scales used according to the analyzes carried out was high and sufficient (Cronbach Alpha values, above 0.80).

2.5.2. Preliminary Acceptance and Constraints of the Study

It is accepted in the research that answerers have perceived the questions and judges taking place in the questionnaire and answered in a way to reflect the current situation and attitudes. There are some constraints in the research. Since the study is conducted on a limited sample in a single enterprise, the results obtained are valid for the sample and the business in question and are not a generalizable characteristic for the sector and other businesses. Moreover, since research is primarily exploratory and descriptive, its purpose and scope is limited to revealing organizational culture variables, job satisfaction and organizational commitment, and possible relationships between them.

2.6. Analytical Methods and Techniques Used

In the research, definitive statistical methods such as mainly averages, frequency and percentage distributions, ANOVA and correlation that are intended to derive conclusions have been used. In the analysis of data collected in the study, SPSS 12.0 program has been used.

Prior to testing hypotheses reflecting expectation of research results, Cronbach's analysis was performed to determine the reliability of the scales used in the research. Factor analysis has been used to reduce the number of factors in variables consisting of many judges and to determine the basic dimensions (factors). Factors that explain the total variance in the main variables the best are used to identify the relevant variables.

A logistic regression analysis was also used where the dependent variable is the organizational commitment variable of the employees and the other variables are independent variables. In addition, ANOVA analyzes were conducted to determine whether or not the organizational culture perceptions and values, job satisfaction and organizational commitment differ according to some demographic characteristics. A Pearson correlation analysis was conducted to determine the extent to which employees' values and organizational culture practices were adopted. Hypotheses were tested at the range 5% significance level and 95% trust.

2.7. Findings of the Research and Evaluations

After the collected data are checked for coding error, simple frequency distributions are obtained at first. The Cronbach Alpha statistic was calculated to determine the reliability of the scales used in the study. A number of mathematical processes, which

are necessary for research purposes, have been performed on the raw data collected. Hofstede used the same method to compare different businesses and countries in his different studies (Hofstede, 1994). In addition, the average total commitment scores for organizational commitment of respondents were calculated. In order to test hypotheses, respectively Factor Analysis, ANOVA, Pearson Correlation and Regression analysis techniques were applied to the data.

2.7.1. Reliability of the Scales

Cronbach Alpha value of 94 judgments related to "organizational culture" variable was calculated as 0.87; The Cronbach Alpha value of a total of 22 judgments used to measure the "job satisfaction" variable was calculated as 0.89 and the Cronbach Alpha value of a total of 15 judgments used to measure the "organizational commitment" variable was 0.80. The calculated alpha values are among the acceptable ranges determined by Nunnally (0.80-0.90 = very good) (Jum, 1978). According to these findings, the scales used were accepted as reliable.

2.7.2. Findings related to personal characteristics of employees
2.7.2.1. Distribution of Employees by Gender

As seen in Table 2-1, 4.8% of the respondents are women and 95.2% are male employees. The fact that employees are "male-dominated" in terms of gender is consistent with the manufacturer character of the enterprise.

Table 2-1: Distribution of Respondents According to Genders of Respondents

Gender	Absolute Frequency	Percentage	Valid Percentage	Cumulative Percentage
Woman	42	4,8	4,8	4,8
Man	842	95,2	95,2	100,0
Total	884	100,0	100,0	

2.7.2.2. Distribution of Employees by Age Groups

According to Table 2-2, 27.1% of the respondents stated they are between the ages of 18-25, 56.1% between the ages of 26-35, 15% between the ages of 36-45 and 1.7% above 46. In terms of age, it can be said that the participants constitute an almost young group.

Table 2-2: Distribution of Respondents According to Age Groups

Age Group	Absolute Frequency	Percentage	Valid Percentage	Cumulative Percentage
18-25	240	27,1	27,1	27,1
26-35	496	56,1	56,1	83,3
36-45	133	15,0	15,0	98,3
46 and above	15	1,7	1,7	100,0
Total	884	100,0	100,0	

2.7.2.3. Distribution of Employees by Marital Status

According to the data given in Table 2-3, 24.8% of respondents stated they are single and 75.2% are married.

Table 2-3: Distribution of Respondents by Marital Status

Marital Status	Absolute Frequency	Percentage	Valid Percentage	Cumulative Percentage
Single	219	24,8	24,8	24,8
Married	665	75,2	75,2	100,0
Total	884	100,0	100,0	

2.7.2.4. Distribution of Employees by Number of Children

According to Table 2-4, 21% of the respondents stated that they have one child, 56.6% have two children, 2.4% have four children, 0.2% has five children and 0.1% and less have no child. Here, the highest rate belongs to those having two children as common. The rate of those who have children more than two is very low.

Table 2-4: Distribution of Respondents by Number of Children

Number of Children	Absolute Frequency	Percentage	Valid Percentage	Cumulative Percentage
1	189	21,4	21,4	40,7
2	500	56,6	56,6	97,3
4	21	2,4	2,4	99,7
5	2	,2	,2	99,9
6	1	,1	,1	100,0
Total	713	100,0	100,0	

2.7.2.5. Distribution of Employees by Education Level

According to the Table 2-5, 31% of the respondents stated that they are graduated from primary school, 16.2% by middle school, 38.1% by high school, 13.3% by undergraduate

and 1.4% by graduate. In terms of education level, the high proportion of high school and primary school graduates is remarkable. This can be interpreted as relating to the characteristics of the industry, and thus the high proportion of blue-collars.

Table 2-5: Distribution of Respondents by Education Level

Education Level	Absolute Frequency	Percentage	Valid Percentage	Cumulative Percentage
Primary School	274	31,0	31,0	31,0
Middle School	143	16,2	16,2	47,2
High School	337	38,1	38,1	85,3
Undergraduate	118	13,3	13,3	98,6
Graduate	12	1,4	1,4	100,0
Total	884	100,0	100,0	

2.7.2.6. Distribution of Employees by Working Period in the Organization

According to Table 2-6, 28.5% of respondents stated that they work in the organization for less than one year, 29.3% between 1-3 years, 9% between 3-5 years, 21.8% between 5-10 Years and 11.3% for more than 10 years. Having nearly 60% of employees have a seniority of less than 3 years can be interpreted as a sign of enterprise's growth in recent years on one hand, and as the high labor force transfer in business on the other hand.

Table 2-6: Distribution of Respondents by Working Period in the Organization

Period Worked	Absolute Frequency	Percentage	Valid Percentage	Cumulative Percentage
Less than 1 Year	252	28,5	28,5	28,5
1-3	259	29,3	29,3	57,8
3-5	80	9,0	9,0	66,9
5-10	193	21,8	21,8	88,7
More than 10 years	100	11,3	11,3	100,0
Total	884	100,0	100,0	

2.7.2.7. Distribution of Employees by Department

According to Table 2-7, 12.4% of the respondents have stated they work in profile manufacturing, 5.5% in profile support, 15.4% in PE-PP production, 34% in PVC production, 16.6% in support services, 10.6% in administrative units and 5.3% in marketing-sales units. According to this, 85% of employees work directly or indirectly

in "production-related" sections, which is a distribution appropriate to the "manufacturer" character of the enterprise.

Table 2-7: Distribution of Respondents by Department

Period Worked	Absolute Frequency	Percentage	Valid Percentage	Cumulative Percentage
Profile Manufacturing	110	12,4	12,4	12,4
Profile Support	49	5,5	5,5	18,0
PE-PP Manufacturing	136	15,4	15,4	33,4
PVC Manufacturing	301	34,0	34,0	67,4
Support Services	147	16,6	16,6	84,0
Administrative Units	94	10,6	10,6	94,7
Marketing Sales Units	47	5,3	5,3	100,0
Total	884	100,0	100,0	

2.7.2.8. Distribution of Employees by Job Titles

According to Table 2-8, 67.5% of respondents stated they are operators, 8.7% are masters / foremen, 4.4% are technical / technicians, 2% are engineers, 12.2% are office staffs, 4,4% were chief / regional account managers, and 0,7% were managers.

Table 2-8: Distribution of Respondents by Job Titles

Job Titles	Absolute Frequency	Percentage	Valid Percentage	Cumulative Percentage
Operator	597	67,5	67,5	67,5
Master / Foremen	77	8,7	8,7	76,2
Technical/Technician	39	4,4	4,4	80,7
Engineer	18	2,0	2,0	82,7
Office Staff	108	12,2	12,2	94,9
Chief/Regional Account Manager	39	4,4	4,4	99,3
Manager	6	,7	,7	100,0
Total	884	100,0	100,0	

2.7.3. Perceptions and Values of Employees Related to Organizational Culture

2.7.3.1. Perceptions of Employees about Organizational Culture Practices

Frequency and percentage distributions and average values related to the perceptions of "organizational practices" from the organizational culture elements of the employees participating in the survey are shown in Table 2-9.

Table 2-9: Frequency and Percentage Distribution of Employees' Perceptions of
Organizational Practices and Their Average

Judges	1		2		3		4		5		Average Point
	F	%	F	%	F	%	F	%	F	%	
1. Those working in this enterprise are verbally appreciated when they do their jobs well.	45	5,1	134	15,2	98	11,1	516	58,4	91	10,3	3,54
2. Those working in this enterprise are generally fast and practical.	18	2,0	69	7,8	98	11,1	547	61,9	152	17,2	3,84
3. In this enterprise, people are used to encounter unexpected circumstances.	30	3,4	151	17,1	74	8,4	471	53,3	158	17,9	3,65
4. In this enterprise, people encounter new circumstances everyday.	41	4,6	164	18,6	108	12,2	443	50,1	128	14,5	3,51
5. Those working in this enterprise use initiative generally in their jobs.	69	7,8	200	22,6	131	14,8	384	43,4	100	11,3	3,28
6. Relations of workers with each other are not formal but sincere.	36	4,1	122	13,8	104	11,8	481	54,4	141	16,0	3,64
7. Those working in this enterprise are generally friendly.	26	2,9	76	8,6	117	13,2	496	56,1	169	19,1	3,80

8. Workers exert themselves to be leader in their jobs.	19	2,1	81	9,2	88	10,0	505	57,1	191	21,6	3,87
9. Those working in this enterprise are generally outspoken.	48	5,4	135	15,3	122	13,8	439	49,7	140	15,8	3,55
10. People in the enterprise exert themselves to show maximum effort they can.	17	1,9	55	6,2	74	8,4	513	58,0	225	25,5	3,99
11. The mistakes made in the enterprise are tolerated.	92	10,4	219	24,8	158	17,9	315	35,6	100	11,3	3,13
12. Those working in this enterprise are generally optimistic.	25	2,8	84	9,5	114	12,9	522	59,0	139	15,7	3,75
13. This enterprise is open to those who are out of the enterprise and who just start to work	17	1,9	62	7,0	87	9,8	549	62,1	169	19,1	3,89
14. Managers assist those who are good in their jobs to step up.	78	8,8	133	15,0	123	13,9	406	45,9	144	16,3	3,46
15. Important decisions are taken by certain people individually.	33	3,7	68	7,7	67	7,6	532	60,2	184	20,8	3,87
16. The company is interested in the work done only by the employees.	49	5,5	127	14,4	98	11,1	460	52,0	150	17,0	3,61

17. The authority to take decision is borne by the senior management.	17	1,9	30	3,4	32	3,6	549	62,1	256	29,0	4,13
18. Managers keep those who are good at their works, in their own departments.	29	3,3	54	6,1	90	10,2	524	59,3	187	21,2	3,89
19. Changes are to be applied by the instruction of the senior management.	15	1,7	32	3,6	37	4,2	566	64,0	234	26,5	4,10
20. Newly employed personnel are let alone they are not to be guided.	237	26,8	365	41,3	59	6,7	149	16,9	74	8,4	2,39
21. This enterprise is deracinated from the community around it.	190	21,5	334	37,8	102	11,5	173	19,6	85	9,6	2,58
22. Individual problems of the workers are generally not interested in.	139	15,7	267	30,2	124	14,0	235	26,6	119	13,5	2,92
23. According to the understanding of this enterprise, the private lives of employees are of interest to them.	36	4,1	98	11,1	76	8,6	538	60,9	136	15,4	3,72

Table 2-9: Frequency and Percentage Distribution of Employees' Perceptions of Organizational Practices and Their Average (Continued)

24. The most important criterion for employment in this enterprise is the person's job suitability.	42	4,8	57	6,4	79	8,9	565	63,9	141	16	3,84
25. This enterprise is dominated by a long-term perspective rather than a short-term perspective.	53	6,0	97	11,0	144	16,3	437	49,4	153	17,3	3,61
26. In this enterprise, there is competition among employees.	43	4,9	162	18,3	125	14,1	448	50,7	106	12,0	3,47
27. There are trust and cooperation among departments in this workplace.	41	4,6	121	13,7	133	15,0	471	53,3	118	13,3	3,57
28. Most people find it difficult to adapt to this enterprise.	82	9,3	234	26,5	121	13,7	344	38,9	103	11,7	3,17
29. The department we're working in is the worst department of the workplace.	293	33,1	335	37,9	81	9,2	105	11,9	70	7,9	2,24
30. Management takes a lot of trouble with details.	36	4,1	143	16,2	142	16,1	451	51,0	112	12,7	3,52
31. Management does not care much about physical working conditions.	81	9,2	242	27,4	159	18,0	304	34,4	98	11,1	3,11
32. Organization and people are closed and confidential.	121	13,7	230	26,0	235	26,6	232	26,2	66	7,5	2,88
33. A least a year must pass before newcomers in this enterprise can adapt.	145	16,4	263	29,8	75	8,5	297	33,6	104	11,8	2,95
34. Everyone in the enterprise is aware of the costs.	42	4,8	127	14,4	79	8,9	518	58,6	118	13,3	3,61
35. In this workplace, meetings are held on time.	50	5,7	105	11,9	184	20,8	422	47,7	123	13,9	3,52
36. Those working in this enterprise are generally well-groomed and organized.	28	3,2	80	9,0	94	10,6	496	56,1	186	21,0	3,83
37. When talking about company and work, seriousness is always prevalent.	20	2,3	38	4,3	52	5,9	488	55,2	286	32,4	4,11
38. In some cases in this workplace, moral principles are not being followed.	287	32,5	292	33,0	104	11,8	144	16,3	57	6,4	2,31
39.	286	32,4	335	37,9	51	5,8	152	17,2	60	6,8	2,28

This company does not have much to contribute to the community.											
40. In the workplace, the main concern is to meet customer needs.	24	2,7	46	5,2	59	6,7	571	64,6	184	20,8	3,96
41. In this enterprise, the result is held more important than the way how the work is done.	29	3,3	100	11,3	119	13,5	460	52,0	176	19,9	3,74
42. There is no talk about the enterprise's history.	122	13,8	276	31,2	122	13,8	259	29,3	105	11,9	2,94

The following findings and assessments can be made regarding the perceptions of employees about their organizational culture practices according to the table 2-9 above: As regards organizational applications; the opinions such as "the authority of taking decisions/making changes are held by the senior management" (4,13 and 4,10), "seriousness dominates on the subjects of business and company" (4,11), "employees exert themselves the maximum" (3,99), "customer needs are prioritized in the company" (3,96) reveal as the opinions of which adoption rates are the highest. Beside those, the organizational opinions concerning the organizational applications such as "the enterprise is open to newcomers and external people" (3,89), "managers keep those who are good at their works in their own departments" (3,89), "employees try to be leaders (3,87) and are fast and practical" (3,84), "important decisions are taken by certain people" (3,87), "job-suitability is considered in employment" (3,84) are adopted to a large extent. These practices which are perceived as existed by the majority of the employees seem to reflect "a culture that emphasizes centrist-work oriented-customer satisfaction-loyalty" in the enterprise. In the perceptions while are "centralized decision structure and business" coming to the forefront, the practices about the existence of the "good human relations" attract attention in the enterprise. In this context, opinions about "employees are friendly, optimistic, sincere, etc." are also very supportive. On the other hand, the employees did not participate in the judgments that seem to be "negative". In this context, the opinions such as "it is difficult or time-consuming to adapt to business", "personal problems of the employees are not cared in", "organization and the people are closed -isolated from the community", "the company does not contribute to the community", "sometimes actions are contrary to the moral principles", and "the department they work in is the worst department" are not supported much. In addition to these determinations and assessments, the following

points can be made regarding some aspects that are noteworthy in perceptions of "organizational practices".

Given that employees (69%) state that "the enterprise is interested only in the work done by the employees" and a lesser part of it (45,9%) state that "the personal problems of the employees are not cared in", it can be interpreted as that the importance attached to the business has a dominance in the organizational culture. This finding is consistent with the results described in later chapters, which show that the dimension of "work orientation" in the organizational culture is at the forefront. A large proportion of respondents (59%) stated that "the workplace is not isolated from its surroundings". It can be interpreted as this enterprise has an open organization culture that gives consideration to the community, collectivity and national culture. The fact that the high portion of those who state that the most important criteria for the employment in the enterprise are "job-suitability of the individual" and "long-term vision is dominant", "meetings are held on time", "employees are generally well-groomed and organized", can be interpreted as a demonstration that there is a culture that emphasizes on work and professionalism in the organization. According to the findings, it is noteworthy that the proportion of "undecided" people in certain organizational practices is high. The ratio of "undecided" in subjects of "organization and people are closed and discreet" (26.6%), "meetings are held on time" (20.8%), "mistakes are tolerated in the enterprise" (17.9%), "long-term vision is dominant in the enterprise" is relatively high. It is seen that there is an "undecided" attitude of employees about "mistakes are tolerated" (3.13%), "personal problems of the employees are not cared in" (2,92%), "at least one year must pass for the adaption of newcomers to the enterprise" (2,95%) and "most of people are having troubles to adapt to the enterprise" (3,17%), "the management do not care in the physical working conditions" (3,11%). When frequency distributions and the averages related to organizational practices are considered, it is seen that the findings are supported by the findings of the analysis on organizational culture dimensions given in the later sections.

2.7.2.1.2. Employees' Aims and Beliefs about Work (Values)

The mean values of the frequency and percentage distributions of the "purpose and basic beliefs (values) of the employees concerning the work", which are the basic elements of organizational culture, are as given in Table 2-10.

Table 2-10: Frequency and Percentage Distributions of Employees' Aims and Beliefs Related to Employment and Averages

Judges	1		2		3		4		5		Average Point
	F	%	F	%	F	%	F	%	F	%	
43. People usually do not like to work.	129	14,6	337	38,1	113	12,8	245	27,7	60	6,8	2,74
44. For me, the change in the work does not matter.	130	14,7	320	36,2	81	9,2	273	30,9	80	9,0	2,83
45. It is important for me to be given social rights.	8	,9	20	2,3	23	2,6	379	42,9	454	51,4	4,42
46. In a workplace, it is necessary to look at the hierarchical structure to see who is the authority holder.	33	3,7	51	5,8	76	8,6	499	56,4	225	25,5	3,94
47. When the person's career is concerned, the family must make the necessary sacrifice.	15	1,7	30	3,4	40	4,5	521	58,9	278	31,4	4,15
48. Work and workplace environment should not be stressful.	23	2,6	29	3,3	34	3,8	431	48,8	367	41,5	4,23
49. If I do not need the money, I would leave the office.	134	15,2	273	30,9	78	8,8	253	28,6	146	16,5	3,00
50. Those who are successful in life should help those who fail.	16	1,8	37	4,2	44	5,0	410	46,4	377	42,6	4,24
51. A person's considering his/her interests, means not contributing to the community.	83	9,4	227	25,7	125	14,1	369	41,7	80	9,0	3,15
52. My work's being well-defined is important for me.	13	1,5	33	3,7	44	5,0	615	69,6	179	20,2	4,03
53. Working for the homeland and serving the public is not important.	439	49,7	315	35,6	23	2,6	64	7,2	43	4,9	1,82
54. It is not their fault if people fail in life.	123	13,9	288	32,6	182	20,6	226	25,6	65	7,4	2,80

Table 2-10: Frequency and Percentage Distributions of Employees' Aims and Beliefs Related to Employment and Averages (Continued)

Judges	1		2		3		4		5		Average Point
	F	%	F	%	F	%	F	%	F	%	
55. It is important that I have the opportunity to improve myself in my work.	9	1,0	34	3,8	39	4,4	573	64,8	229	25,9	4,11
56. For me, it does not matter that you are given the opportunity to work in the workplace.	265	30,0	416	47,1	48	5,4	95	10,7	60	6,8	2,17
57. Working in a business I love is more important than career.	53	6,0	110	12,4	77	8,7	474	53,6	170	19,2	3,68
58. It is not important a that a boss gives an idea or guides to people.	223	25,2	426	48,2	63	7,1	127	14,4	45	5,1	2,26
59. It does not matter if a person lives in a region where the person desires.	192	21,7	456	51,6	68	7,7	118	13,3	50	5,7	2,30
60. Workers often hesitate to fall into disagreement with their superiors.	70	7,9	166	18,8	104	11,8	196	44,8	148	16,7	3,44
61. People are generally unreliable.	82	9,3	231	26,1	176	19,9	298	33,7	97	11,0	3,11
62. The management authority should be questionable.	24	2,7	97	11,0	131	14,8	490	55,4	142	16,1	3,71
63. The time spared to work is important than the time spared for resting.	46	5,2	144	16,3	153	17,3	428	48,4	113	12,8	3,47
64. In the workplace, competition among employees is not harmful.	71	8,0	158	17,9	114	12,9	433	49,0	108	12,2	3,39
65. For me, the physical working conditions in the workplace do not matter.	156	17,6	395	44,7	78	8,8	184	20,8	71	8,0	2,57
66. It does not matter if you have the opportunity to help others in the workplace.	162	18,3	471	53,3	66	7,5	129	14,6	56	6,3	2,37

67. The enterprise shall have no authority gap.	34	3,8	67	7,6	62	7,0	478	54,1	243	27,5	3,94
68. I don't prefer a boss to whom I have to consult all the time.	60	6,8	177	20,0	133	15,0	388	43,9	126	14,3	3,39
69. It is important to me to be a man of hard work.	32	3,6	84	9,5	86	9,7	471	53,3	211	23,9	3,84
70. It is important to work in a prestigious workplace.	17	1,9	41	4,6	39	4,4	405	45,8	382	43,2	4,24
71. Individual decisions are better than group decisions.	131	14,8	255	28,8	101	11,4	269	30,4	128	14,5	3,01
72. It is important to be in good relationship with the boss.	13	1,5	56	6,3	60	6,8	501	56,7	254	28,7	4,05
73. Conflicts in the workplace must be eliminated for the benefit of the organization.	13	1,5	39	4,4	48	5,4	436	49,3	348	39,4	4,21
74. The manager must be authoritarian.	15	1,7	31	3,5	51	5,8	481	54,4	306	34,6	4,17
75. The authority of the manager should not be questioned.	77	8,7	227	25,7	117	13,2	314	35,5	149	16,9	3,26
76. Parents should encourage their children to be the best in their class.	13	1,5	35	4,0	51	5,8	502	56,8	283	32,0	4,14
77. Employees who fulfill their without any objection are a win for the workplace.	30	3,4	84	9,5	53	6,0	435	49,2	282	31,9	3,97
78. The independence of the children is not a condition for the parents to be happy with.	89	10,1	139	15,7	92	10,4	380	43,0	184	20,8	3,49

Table 2-10: Frequency and Percentage Distributions of Employees' Aims and Beliefs Related to Employment and Averages (Continued)

Judges	1		2		3		4		5		Average Point
	F	%	F	%	F	%	F	%	F	%	
79. Working constantly in one workplace is good for career and Professional development.	37	4,2	83	9,4	86	9,7	444	50,2	234	26,5	3,85
80. Conflicts between the opponents must be resolved through reconciliation.	10	1,1	19	2,1	44	5,0	428	48,4	383	43,3	4,31
81. It is important that I can use my skills and abilities in the work.	2	,2	10	1,1	27	3,1	598	67,6	247	27,9	4,22
82. It is important to have diversity and adventure in my work.	46	5,2	143	16,2	97	11,0	439	49,7	159	18,0	3,59
83. It is important that I can work freely and independently in my work.	12	1,4	44	5,0	60	6,8	508	57,5	260	29,4	4,09
84. It is important having the opportunity to earn high profits in the business.	7	,8	15	1,7	30	3,4	434	49,1	398	45,0	4,36
85. It is important that I cooperate with other employees in my work.	5	,6	8	,9	14	1,6	464	52,5	393	44,5	4,39
86. Good personal relationships at work are more important than earnings.	16	1,8	54	6,1	107	12,1	418	47,3	289	32,7	4,08
87. It is important to have job assurance in the workplace I work for.	4	,5	6	,7	15	1,7	351	39,7	508	57,5	4,53
88. Working in a large business is more desirable than working in a small business.	5	,6	30	3,4	66	7,5	362	41,0	421	47,6	4,32
89. The wife and husband must agree.	21	2,4	66	7,5	68	7,7	371	42,0	358	40,5	4,11

90. I'm not proud to work for this organization.	259	29,3	349	39,5	79	8,9	106	12,0	91	10,3	2,35
91. I plan to leave the organization soon.	360	40,7	307	34,7	76	8,6	84	9,5	57	6,4	2,06
92. It is not true that young people criticize their teachers.	124	14,0	214	24,2	131	14,8	330	37,3	85	9,6	3,04
93. A good manager should give accurate and precise answers to his subordinates' questions.	14	1,6	21	2,4	34	3,8	575	65,0	240	27,1	4,14
94. It is not possible to be productive by jumping hierarchical levels.	48	5,4	93	10,5	104	11,8	458	51,8	181	20,5	3,71

According to the results presented in Table 3-10 regarding the "purpose and beliefs related to the work" reflecting the values of the employees; it is noteworthy that there is less ambiguity in attitudes towards values and frequency and average values do not differ much compared to the perceptions of "practices". Accordingly, it can be said that employees have more "clear" and "similar" attitudes about values. As a matter of fact, ANOVA findings related to the value factors given in the following sections also gave results that support this observation.

When it is examined that which value judges are shared in a higher level; the subjects of "Job security" (4,53), "social rights" (4,42); "Cooperation with colleagues" (4,39); "High gain" (4,36); "Working in a large and prestigious business" (4,32-4,24); "Reconciliation" (4,31); "Help with failures" (4,24), "a work environment without stress" (4,23), "using skills and abilities at work" (4,22), "avoiding conflict" (4,21); and "authoritarian management" (4,17); reveal as the matters related to the work to whivh the highest value is attributed. Besides those, "working for the homeland and serve the people", "opportunities for education and development", "good relations with colleagues and bosses", "caring and problem-solving managers", "sacrificing spouses for careers", "parents encouraging children to be successful", "consensus between spouses", "lack of authority in the workplace", "well-defined job" (avoidance of uncertainty) are among the subjects deemed important. It is observed that employees have an "indecisive" attitude in the areas of "reliability of people", "working for money", "individual-collective decision-making", "individualism-socialism", "job change", "responsibility of failure", in other words, in other words, they do not have very strong

beliefs and values. According to this, it can be said that employees' values are similar to their perceptions about organizational practices, their attitudes towards job satisfaction and organizational commitment. Factors such as "work and wage security", "working in a strong and respectable business", "earnings", "good relations and co-operation with colleagues", "characteristic of work (its being able to allow to use skills)", "development and promotion possibilities" are among the factors deemed important both in terms of satisfaction and organizational commitment and values.

There is a similarity and closeness between values and practices in the matters such as "authoritarian management", "cooperation", "business environment without stress", "avoiding conflict". Apart from possible effects and consequences, this similarity can be interpreted as a positive situation in terms of individual-organization alignment. The similarities mentioned above can be regarded as a preview of possible influence and relations between organizational culture-job satisfaction and organizational commitment. As a matter of fact, the results of the analyzes on the relations between these variables gave the results that support this opinion.

2.7.2.1.3 General and Average Job Satisfaction Levels of Employees

The frequency and percentage distributions and average scores of the "general satisfaction" levels of the employees measured by one-item scale as well as the "average satisfaction" levels of them depending on the different dimensions/sides of the work are given in Table 2-11. The first 21 statements or items in the table relate to multidimensional "average job satisfaction" and the final question relates to the one-item "general job satisfaction".

Table 2-11: Frequency and Percent Distributions of Employees' General and
Average Job Satisfaction and Average Scores

Judges	1		2		3		4		5		Average Point
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**	
95. The ability of your work to let you to use your skills.	47	5,3	135	15,3	137	15,5	486	55,0	79	8,9	3,47
96. The degree of sense of accomplishment you get from your work.	34	3,8	100	11,3	127	14,4	507	57,4	116	13,1	3,65
97. The level of occupancy you get from your work.	29	3,3	110	12,4	136	15,4	427	48,3	182	20,6	3,70
98. Promotion opportunity provided to you at work	119	13,5	192	21,7	151	17,1	315	35,6	107	12,1	3,11
99. Opportunity to control others that is provided to you by your work	74	8,4	179	20,2	119	22,5	349	39,5	83	9,4	3,21
100. Workplace's policies and practices related to your business.	75	8,5	138	15,6	200	22,6	391	44,2	80	9,0	3,30
101. The level of wages and other payments you receive from your work.	152	17,2	181	20,5	161	18,2	299	33,8	91	10,3	3,00
102. The degree of agreement with the people you work with.	20	2,3	34	3,8	62	7,0	419	47,4	349	39,5	4,18
103. The ability to use your creativity in what you do.	70	7,9	148	16,7	142	16,1	458	51,8	66	7,5	3,34
104. The opportunity of working single in what you do.	33	3,7	126	14,3	148	16,7	466	52,7	111	12,6	3,56

Table 2-11: Frequency and Percent Distributions of Employees' General and Average Job Satisfaction and Average Scores (Continued)

	f	%	f	%	f	%	f	%	f	%	Avg
105. Being have to do things that you don't like to do.	148	16,7	303	34,3	203	23,0	172	19,5	58	6,6	2,65
106. The praise you receive from your superiors at work.	85	9,6	136	15,4	173	19,6	410	46,4	80	9,0	3,30
107. The degree of responsibility you have in your work.	35	4,0	79	8,4	151	17,1	492	55,7	127	14,4	3,68
108. Job assurance you have at work.	58	6,6	95	10,7	122	13,8	433	49,0	176	19,9	3,65
109. The degree of being helpful to others in your work.	22	2,5	56	6,3	129	14,6	526	59,5	151	17,1	3,82
110. The value attributed to you by your environment due to your work.	47	5,3	79	8,9	133	15,0	452	51,1	173	19,6	3,71
111. Your supervisor's behavior against employees.	96	10,9	123	13,9	109	12,3	418	47,3	138	15,6	3,43
112. Freedom to do different things in your work	121	13,7	242	27,4	155	17,5	285	32,2	81	9,2	2,96
113. Your supervisor's skills and knowledge about work	49	5,5	76	8,6	111	12,6	432	48,9	216	24,4	3,78
114. Working hours of your work.	195	22,1	210	23,8	147	16,6	265	30,0	67	7,6	2,77
115. Physical and environmental conditions of your work.	76	8,6	135	15,3	182	20,6	386	43,7	105	11,9	3,35
AVERAGE (TOTAL) SATISFACTION											**3.41**
116. How mıuch does your work satisfy you in all aspects? (GENERAL SATISFACTION)	33	3,7	88	10,0	271	30,7	413	46,7	79	8,9	3,47

When the frequency distributions of employees' job satisfaction and their average are examined; it can be said that employees generally have positive attitudes in terms of "general satisfaction" and "average satisfaction" based on various dimensions of work. For the entire group, the "average satisfaction" score is 3,41, and the average satisfaction score is 3,47. Accordingly, the overall satisfaction level measured by the one-item scale is slightly higher than the multidimensional average satisfaction. This difference between the two scores seems significant within the 95% confidence limits, as noted in

the section on which the analysis of the relevant hypothesis is given. This finding supports the view that is emphasized under the heading "variables" and which indicates that "general" and "average" job satisfaction will have different consequences. It is conceivable that the response of employees to a single question in the form of "How much does your job satisfy you in all aspects?" is more positive, that is, "general satisfaction" is relatively high, which may be due to the fact that the factors determining satisfaction in the multidimensional satisfaction scale are revealed in more detail.

When the subject is examined in terms of the sub factors or items that constitute the average total satisfaction, the highest levels of satisfaction is related to the factors of "level of agreement with colleagues" (4,18), "being helpful to others at work" (3,82), "business knowledge and skill of the chief" (3,78) "the value appreciated by the environment due to work" (4,71), "occupancy of the occupation" (3,70), "job responsibility" (3,68), "job's sense of success" (3,65) and "job assurance" (3,65) . It can be said that employees are clearly satisfied with these mentioned issues. According to the data, dimensions such as "agreement with colleagues, competence of chiefs, the value appreciated by the environment due to work, job assurance" are especially noteworthy. When considering the data provided under the following heading on organizational commitment, the characteristics of the business such as power, its prestige in the market, are emerging as effective factors both in terms of satisfaction and commitment.

Employees have shown a clearly "dissatisfied" attitude with matters of "being obliged to do the thing they don't like to do" (2,65), "working hours" (2,77), "freedom to do different things in their work" (2,96). Again, the satisfaction level of employees in the areas of "salary" (3.00), "promotion opportunity" (3,11) and "possibility to control others" (3.21) is low. According to findings, employee satisfaction is not very high in terms of "appreciation of the seniors" (3,3), "policies and practices of the enterprise" (3,3), "the possibility of using creativity at work" (3,34). When the facts such as the enterprise is an "industrial" company that makes production 24 hours a day, the ratio of "working personnel" working in monotonous works is relatively high within the workers, overtime work is very often, are taken into consideration, it may be acquiesced to be dissatisfied with "working hours" and "initiative at work". The fact that employees declare that they "are obliged to do the things they don't like to do" seems like a case relating to the fact that the work of most of them is "monotonous". As is known, in routine works it is a matter of performing "certain" duties according to the procedures determined by the orders and instructions given continuously, without taking much initiative. This, inevitably, requires employees to adhere to orders and rules even if "they do not sound plausible to them". Under these conditions, feeling dissatisfaction

about the mentioned work characteristic is also an expected situation. According to the "general satisfaction" level measured by the one-item scale, 55.6% of the employees stated that they were "satisfied" and 13.7% were "dissatisfied". The rate of "indecisiveness" is 30,7%, which may be deemed as a high level. It is noteworthy that this ratio is considerably higher than the undecided ones in the multidimensional satisfaction scale. While the proportion of undecided people on the multidimensional satisfaction scale is at least 7% and at most 23%, about 1/3 of the employees on the general satisfaction scale have answered that they are "neither satisfactory nor unsatisfactory".

3.7.2.1.4 Organizational Commitment of Employees

The frequency and percentage distributions related to organizational commitment of employees and average scores are given in Table 2-12.

Table 2-12: Frequency and Percentage Distributions Related to
Organizational Commitment of Employees and Average Scores

Judges	1		2		3		4		5		Average Point
	F	%	F	%	F	%	F	%	F	%	
117. I am ready to do more than expected from me for the success of the company I work with.	18	2,0	26	2,9	35	4,0	523	59,2	282	31,9	4,16
118. I tell my friends all the time how a big company I am working for.	15	1,7	58	6,6	38	4,3	481	54,4	292	33,0	4,11
119. I feel very little commitment to the company I work with.	192	21,7	356	40,3	82	9,3	182	20,6	72	8,1	3,47
120. In order to continue working in the workplace, I accept all the tasks that are given to me.	47	5,3	133	15,0	110	12,4	432	48,9	162	18,3	3,60
121. The values/truths I and my organization have are very close to each other.	41	4,6	94	10,6	153	17,3	451	51,0	145	16,4	3,64
122. I am proud to tell others that I am a member of this	22	2,5	54	6,1	77	8,7	467	52,8	264	29,9	4,01

company.											
123. As long as it's the same job, I can work for another workplace.	89	10,1	179	20,2	132	14,9	334	37,8	150	17,0	2,69
124. My workplace motivates me to exert myself to do the best.	52	5,9	143	16,2	109	12,3	469	53,1	111	12,6	3,50
125. The smallest change in the business environment would cause me to leave my work.	167	18,9	411	46,5	116	13,1	141	16,0	49	5,5	3,57
126. I am extremely happy because I chose this company to work.	27	3,1	80	9,0	160	18,1	463	52,4	154	17,4	3,72
127. Being stuck in this enterprise does not give me much.	142	16,1	329	37,2	145	16,4	189	21,4	79	8,9	3,30

Table 2-12: Frequency and Percentage Distributions Related to
Organizational Commitment of Employees and Average Scores (Continued)

128. I have difficulties accepting the policies of the workplace for its employees.	111	12,6	266	30,1	180	20,4	251	28,4	76	8,6	3,10
129. The future of the company seriously concerns me.	29	3,3	60	6,8	83	9,4	508	57,5	204	23,1	3,90
130. This is the best place to work for me amongst others	37	4,2	72	8,1	112	12,7	448	50,7	215	24,3	3,83
131. Starting work at this workplace was a wrong decision for me.	227	31,3	362	41,0	91	10,3	101	11,4	53	6,0	3,80
Average total organızatıonal commıtment											3.63

According to the data on organizational commitment, it can be said that employees are generally affiliated to the organization. The total average commitment score is 3.63 and is higher than the average satisfaction scores (3.41 and 3.47).

When we look at the sub-dimensions that make up total commitment; highest commitment scores belong to the statements of "I am ready to do more than expected from me for the success of my company" (4,16); "I always tell my friends how big a company I work with" (4,11), "I am proud to tell others that I am a member of this

company" (4,01); "The future of the company seriously concerns me" (3,90); "This, among others, is the best company to work for me " (3,83).

The lowest commitment scores belong to the statements of "as long as it is the same job, I can work for another company" (2,69); "I have difficulty accepting policies of the company towards its employees" (3, 10); "to get stuck in this workplace does not give me much" (3,30). The average scores for other commitment statements are between the high and low scores given above. According to findings, it can be said that the employees have a very positive attitude about the size of the business, its power, its image in the market and the position of leadership and they feel a trust and commitment arising from these characteristics of the company. It can be said that these factors are important not only in terms of commitment, but also in terms of job satisfaction as mentioned above, and they have an important position between the "goals and beliefs" of the employees, in other words, their "values". On the other hand, it is noteworthy that those who think that they can work for another workplace as long as it is "the same job" are in a position that is not underestimated (55%). The answers to this item may reflect a low emotional commitment, but it may also be considered as a sort of "self-confidence" of the people. In addition to these answers that reflect a low commitment, employees do not have very positive attitudes about "the policies of the enterprise towards its employees". Again, it is noteworthy that the proportion of those who think that "they cannot earn anything by getting stuck here" is at a remarkable level.

The relatively high level of commitment with the mentioned differences, high and chronic unemployment in general, as well as personal and organizational factors suggests that they may play a role in increasing the employee commitment. In addition, the relatively high commitment to job satisfaction can be interpreted as an indication of continued commitment arising from obligation comes to forefront in the total commitment of the employees.

3.8. Conclusions of the Research and the Recommendations

The evaluations and recommendations related to the results obtained in the research are given below. According to the findings related to employees' perceptions of organizational practices; it can be said that "a centralist organizational culture, considering the work-oriented at first but also considering the individual as worker, attaching importance on the results more than processes, where alignment and cooperation between individuals and departments are deemed important by tight

working, where customer satisfaction and costs are emphasized, where company history (stories, legends and heroes) are not mentioned a lot" is existed in the enterprise. Again, it has emerged that respondents do not think optimistically about the use of initiatives by employees, adaptation of new employees to the workplace, not showing tolerance to the faults, consideration of physical working conditions, taking care of employees' personal problems, and the strict discretion of the individuals and enterprise.

According to these findings, it can be expected that the "centralist" approach in the examined organization may appear as a factor restricting the use of "individual initiative" and "risk taking" that are factors of organizational culture dimensions. Attaching attention to organizational and interpersonal compliance or conflict avoidance can be interpreted as an indication of organizational culture not having a favorable ground on "tolerance for differences", while on the other hand being appropriate with "centralist" and authoritarian management conception. Again, it is remarkable that cultural elements such as "stories, legends and heroes" are not evident / at forefront in the culture of organizations researched. These factors play an important role in the transfer of organizational culture to new members and in the preservation and strengthening of cultural assumptions and values. According to these results, in terms of building a stronger culture, it can be said that it will be appropriate mentioning more about the history of the company and realizing applications that take cultural roles of the leaders and heroes into consideration.

According to the findings concerning the values of the employees emerged as matters to which high value is attributed by the employees such as "good relations with boss and colleagues, job assurance, social rights, cooperation and reconciliation, high profits, working in a big and respectable business, helping to the weak, stress-free business environment, authoritarian management, patriotic and public service, education and improvement opportunity, caring management, well-defined work". Accordingly, it can be said that the employees' perceptions of their values and organizational practices are significantly similar to each other. As a matter of fact, relevant correlations analysis gave results that support this judgment. This can be regarded as a situation that needs to be positive and protected in terms of person-organization alignment and, accordingly, job satisfaction and commitment.

Findings concerning employees' perceptions and their perceptions about organizational practice seem to support (at least to a certain extent) the findings of Hofstede and others on Turkish culture. Cultural values that attach importance to centralism and authoritarianism, cooperation, conflict avoidance and reconciliation,

good relations, cooperation and solidarity, patriarchal service, work-wage assurance and the like which have emerged in this research are compliance with dimensions such as "avoiding from uncertainty", "overpower distance", "collectivism", "feminine" which are asserted as characteristics specific to the Turkish culture. These findings also support a widespread view that there is an interaction between national culture and organizational culture.

The general (3,47) and average job satisfaction (3,41) of the employees were found at similar levels with little difference. The highest scores according to the scale of average satisfaction that measures the satisfaction belonging to the different dimensions of the work belong to "level of agreement with colleagues", "helping to others", "knowledge and skill of the chief", "occupancy level of the job", "responsibility given at work", "job assurance", "sense of accomplishment". There is a relative dissatisfaction with "working hours, being able to do different things". In the matter of "wage" in which the "dissatisfaction" is the most in many researches, the employees showed an undecided attitude which means "I am neither satisfied nor dissatisfied" (3.00). The high proportion of those who are satisfied with the "level of agreement with colleagues" is striking. While 86.9% of employees declare "satisfied" with their colleagues, only 6.1% say they are not satisfied. It is noteworthy that the proportion of those who are "undecided" about getting along with colleagues is also the lowest in the scale and is only 7%. According to this, it can be said that employees have very positive attitudes towards each other, and therefore the organization has a solid social structure. This situation, which is a positive basis for cooperation and solidarity among employees can also be seen as a sign that employees have similar cultural values. According to relevant findings, having no significant differences in values, supports this expectation. In another research conducted outside the scope of this thesis, it has been determined that kinship and citizenship relations between the employees of the company are strong. For this reason, employees having similar values and better understanding with each other also coincide with the findings of the research. The kinship, which has reflections also in terms of organizational culture, is evaluated by considering its positive and negative aspects in the literature. As positive aspects of kinship and citizenship, matters such as making positive effect on the satisfaction of the employees by ensuring the formation of the family environment, and strengthening the communication are mentioned. As negative aspects, unfair promotion and awards, encountering problems in senior-lower level relations and ensuring the discipline, and thus having difficulties in managing the human resources etc. may be mentioned. For this reason, by taking into account their negative and positive aspects, developing certain policies concerning the employment

of the relatives and citizens; creating the enterprise's map of relatives and citizenship, for example, not employing the relatives in the same department as lower or upper levels and reporting to the same senior as much as possible by considering the likely risks and seeking the ways of benefiting from these relations for the favor of organization, shall be appropriate.

In general, employees' organizational commitment scores are higher than job satisfaction (3,63). Here, no negative attitude has been shown apart from the statement of "I can work for another workplace as long as it is the same job". Dimensions concerning "Being ready to do more than expected, the size and image of the company" have the highest score.

It is noteworthy that the dimensions that constitute the high and low scores of job satisfaction and organizational commitment are similar. When we look at the data concerning both approaches in general, it is clear that factors such as "reliability, power, prestige (image) of the enterprise" and therefore "work and wage assurance" are important both in terms of satisfaction and organizational commitment and the enterprise policies are evaluated as low in both aspects. In the light of these findings, it can be said that the review of the policies and practices of the enterprise regarding human resources and rewarding will strengthen the dimensions of "management support" and "reward system" of organizational culture. These findings are also consistent with the fact that the mentioned factors are among the "values" that are shared by employees at a significant and a high rate. All these findings can be interpreted as a sign of the predicted relationships between organizational culture, job satisfaction and organizational commitment.

Factors which can explain the values and organizational application concerning the organizational culture have been found by the applied factor analysis. According to the results of the analysis, the factors explaining the differences in the organizational practices in the examined culture were determined as professionalism culture, closed system culture, strict control culture, work-oriented culture, result-oriented culture and pragmatic culture.

A meaningful relationship was found between organizational culture and job satisfaction of employees. It can be said that the level of job satisfaction will be high as long as the employees' perceptions about the organization's culture as well as the organization culture matches with the values of the employees. A high level of employee satisfaction is desirable by the management of the enterprises. It can be said that it is possible to affect the job satisfaction of the employees by taking into account the organizational culture and to improve the motivation, satisfaction and performance

of the employees through organizational culture. In this context, it should be taken into account that the strong internal business values that employees have may be different from the organizational values of the business, and it should be ensured that the employees' business values and organizational values are in an alignment. For this, determination of organizational and individual values, strengthening the alignment between the individual and organizational values and attaching importance to the applications such as guiding which support organizational culture shall be appropriate.

General satisfaction level of the employees differ according to the department they work in. The satisfaction level of the employees in the profile production unit is lower than those in the other units. Also in the difference analyzes that are realized in terms of multidimensional average satisfaction level based on the various aspects of the work, significant differences were found among the departments. According to findings, the department with the lowest job satisfaction was "profile production", and the department with the highest job satisfaction was the "support services". These findings correspond to the classification of functional organizational culture, which is defined as "production culture", "engineering culture" in literature, where capital-intensive technology is used instead of labor-intensive production, routine and production process is standard. According to this, the level of satisfaction is lower in the departments where routine tasks carried out are the individual contribution is limited, and is higher in the departments that show unit and process technology characteristics. These findings support research findings on "job characteristics" and "technology" and satisfaction (Woodward research). For this reason, it can be said that it will be very beneficial for businesses to measure job satisfaction levels of employees during certain periods and to make arrangements such as job rotation, business expansion and enrichment in order to increase job satisfaction especially in areas where jobs are monotonous.

Organizational commitment level of the employees differ according to the department they work in. The level of organizational commitment of employees in production departments is lower than that of employees in marketing-sales units. The fact that employees in marketing-sales units have higher organizational commitment than production departments may be related to the fact that these employees are more closely interrelated with the environment and that they have the opportunity to see what they can achieve as a result of comparing their own situation with alternative job opportunities. The departments of the enterprise differ from each other in terms of organizational culture factors/dimensions, namely "professionalism", "closed system", "strict control" and "result orientation". Administrative departments and marketing-

sales departments are less "professional" than production departments. It has been found that "strict control culture" and "closed system culture" are predominant in production departments. In terms of "work-orientation" and "pragmatic culture", there were no significant differences between the departments. The perceived similarity in terms of cultural dimensions can be interpreted as an indication that the "work-oriented and pragmatic culture" is the prevailing culture in the whole of the enterprise.

The "need for authority" that emerges in the employees' values support the findings of Hofstede on that "power distance" is much in Turkish culture. Accordingly, this result in the research can be regarded as an indication that the Turkish culture, which is characterized by a high power distance, also influences the cultures that are taking place in this cultural environment.

In the correlations analyzes between organizational "application factors" and "value factors", "significant" relationships were found among most dimensions- although some were not very strong. For example, a mean ($r = 0.476$), positive and meaningful relationship was found between the "closed system" culture and the "alienation" levels of employees. Closed system culture defines a culture in which the organization and employees are closed to the environment, and the organization is unconcerned with employees. Alienation, on the other hand, reflects an indifferent and negative attitude toward work and organization. In this case, a positive relationship between the two factors is an expected situation. According to these results, if the level of organizational commitment of alienated workers is considered to be low, it is beneficial to take measures to change the closed system culture and eliminate the negative effects. Thus, it may be possible to reduce the alienation and increase the commitment.

There is a negative relationship between "work and result oriented" cultures and "personal success needs" of employees. Having the working environment is available for and given on to the success and result, probably reduces the need of employees' for personal success, allowing "need for success" to be more satisfied. In this regard, the presence of work- and result-oriented cultures can be regarded as a positive factors in terms of employee motivation and satisfaction. Again, there was a negative relationship between work-oriented culture and the need for authoritarianism. Work-focused cultural values, as they have the function of motivating and directing employees to work in a particular way, seem to reduce the authority need of employees. In this respect, it can be said that the work-oriented culture is a useful organizational culture in terms of "work performance".

It is found that there is a negative relationship between "tight control culture" and "workaholism", although not very strong (r=-0.335). As it is known, since strict control culture represents a cultural environment where more importance and roles are attached to the external audit, in cases where employees are not under such a control and where the control is insufficient, it may cause less working. In other words, it can be said that in an environment with tight control culture, the willingness of the workers to work more voluntarily with their own wills is low. It is possible to say that the work arising from the obligation of strict control can also cause a lower level of satisfaction and performance.

There was a significant relationship between "job satisfaction levels" and "organizational commitment levels" of employees. According to the results of the research, the level of organizational commitment of employees differs according to their satisfaction level. In parallel with the findings, it can be said that the employees who have lesser satisfaction are less committed to the organization. It can be said that the findings obtained support the view in the literature that there is a positive relationship between organizational commitment and job satisfaction.

The level of "organizational commitment" varies according to employees' "perceptions of organizational culture practices". Employees who showed a negative attitude towards organizational practices also had low levels of organizational commitment. Considering that all of the employees concerning organizational practices are not very high but positive, it can be said that those who state negative opinions do not share the dominant opinion (that's the culture) much. Therefore, it is possible to say that a low level of commitment is expected.

It is found that the "organizational commitment levels" of the employees differ according to their "personal values". While there is no statistically significant reason for the source of diversity, it can be expected that employees will be more committed to the organizational values, as long as they interiorize the organizational values, or to the extent that organizational values and their values match. For this reason, revealing individual and organizational values and engages in activities to achieve alignment may increase organizational commitment.

It has been determined that respectively the levels of "values", "cultural practices" and "average satisfaction" are influential on the "organizational commitment" of employees. The effect of the "level of general satisfaction", measured in one statement, was significantly lower, albeit it was meaningful and positive. In order to increase organizational commitment, it can be said that it will be appropriate to know the values shared by individuals and members and to improve value sharing, to attach importance

to the organizational applications supporting shared values and satisfaction of employees.

The "general satisfaction level" of employees is affected by the "average satisfaction level", "perceptions of cultural practices" and "levels of organizational commitment" which are heavily influenced by different dimensions of work. In this respect, managers who want to increase the overall satisfaction level should increase the satisfaction with the different characteristics of the work done by employees, take measures to ensure that everyone understands organizational culture practices and at the same time increase the level of organizational commitment of the employees. Managers who want to increase the job satisfaction of their employees may increase the satisfaction level of their employees by taking into consideration the individual characteristics and values of the individuals and by making improvements related to the mentioned factors.

Findings obtained in the analyzes made to determine the differences in organizational culture, job satisfaction and organizational commitment according to the "personal characteristics" of the employees support this literature. As the age of employees increases, their job satisfaction and organizational commitment also increase. It can be said that factors such as adoption of organizational culture and work experience are influential in increasing job satisfaction and organizational commitment depending on age. It can also be said that the fear of losing jobs of older workers is also an important factor in this issue.

The level of job satisfaction of "female" and "male" employees shows a significant difference. Men are more satisfied than women in their jobs. It can be said that the fact that the examined enterprise is a production facility and that the number of female employees is limited and is limited to certain sections may have an effect on this result. There was no significant difference between married and unmarried persons in the level of organizational culture, job satisfaction and organizational commitment in the analysis according to the "marital status" of the employees. However, when looking at the average, it seems that the general satisfaction of married people is lower than of single people. Such a difference can be explained when the responsibilities of married people are more than of single people.

According to the "level of education", except for values, there were significant differences in terms of applications, general and average job satisfaction and organizational commitment. As the education level of employees increases, their job satisfaction and organizational commitment also decrease. These findings support the widespread view in the literature. As the level of education increases, the expectation of

employees also increases. In situations where increased expectations are not met, the level of both organizational commitment and job satisfaction decreases.

According to the results of the analysis on the organizational culture, job satisfaction and organizational commitment scores of the employees according to the "duration of study (seniority)", no significant difference was found. However, when we look at the average, both organizational commitment and job satisfaction are supportive in the literature, are high in the first years, are declining after a certain period (3-5 years) and then are rising again. This situation can be explained by the fact that in the literature, as they start their work with high morale at the beginning, the job satisfaction and organizational commitment of the employees are high at first, then they decrease by the thought of they cannot meet their expectations and demands, and by the time they increase again by the increase at the seniority and job experience.

The average satisfaction and organizational practice scores of employees according to "job titles" show a significant difference. An important point that is noteworthy in the findings is that both the overall job satisfaction and the average in an enterprise where production characteristics is dominant are higher with operators, masters / foremen and technicians rather than engineers. This supports the idea that an increase in the level of education leads to a decrease in job satisfaction by increasing expectations and demands. In addition, it can be said that despite the high level of education, lower level of seniority and experience and differences in working conditions may have resulted in such a result.

In conclusion, according to the findings of research on relationship between organizational culture, job satisfaction and organizational commitment;

- There is a meaningful relationship between organizational culture, job satisfaction and organizational commitment,
- It is possible to understand and explain the organizational culture by determining the perceptions and values of the employees about the practices of organizational culture.
- Significant relationships were also found between organizational practices perceptions of employees and their values. According to this, in the examined organization, it can be said that the alignment of individual and organizational value is ensured at least at a certain level and this positively reflected on the job satisfaction and organizational commitment.
- Compared to organizational practices, no much differences found among employees in terms of values.

- Findings related to organizational culture seem to support the opinions on Turkish culture in the literature. This can also be interpreted as an indication of the influence of national cultures on organizational culture.

In the research, the results that support the opinions about that the obtained results shall be different in case the job satisfaction is measured by one-item and multi-item scales in a methodological aspect.

In terms of demographic characteristics, "education" and "the department in which the person works" are found to be distinctive in terms of organizational culture, satisfaction and organizational commitment, "age" in terms of satisfaction and commitment, and "gender" in terms of job satisfaction.

4. Conclusion

Job satisfaction and organizational commitment in management literature have been frequently researched subjects since 1950s, and organizational culture since 1990s. When we look at the studies related to these subjects, it is seen that there are more studies that deal with the concept or subjects in question separately, and the studies that examine organizational culture in terms of job satisfaction and organizational commitment are relatively few, and it is not so much in our country. For this reason, the relation to the determination of organizational commitment and job satisfaction of marketing staff has been chosen as the subject of this study.

The organizational culture is comprised by the basic beliefs and values that are shared by members, and the observable elements or artifacts of the culture are shaped by the beliefs and values. Beliefs and values, which are considered important elements of organizational culture, are influenced by the society and national culture. In other words, national culture has a decisive influence on organizational cultures and beliefs and values of individuals. Thus, national cultural differences significantly shape differences from the organizational cultures and can shape management practices. Nevertheless, it is accepted that national cultures do not fully explain or determine the culture in the organizations, organizations have a "separate" culture beyond the national culture, organizational culture has different characteristics that distinguish different organizations from each other.

Various research studies have revealed that organizational culture has influences on employee performance, job satisfaction levels and organizational commitment. The relevance of organizational culture to job satisfaction and organizational commitment can be seen as a situation related to "values" and organizational practices in which all

three cases are owned or shared by individuals. As it is known, according to the prevailing opinion, values (beliefs, assumptions) both constitute the essence of organizational culture, and are associated with two "basic employee attitudes", especially "mental (cognitive)", which are considered as job satisfaction and organizational commitment. On the other hand, "artificial phenomena and practices", which are the basic elements of organizational culture, appear as "attitude subject" in terms of job satisfaction and organizational commitment. Thus, if the organizational culture is adopted by the employees, in other words, if the values of the employees overlap with the organizational practices, it can be said that the job satisfaction and organizational commitment of the employees are positively affected.

Job satisfaction is influenced by many factors and has significant impacts both for the employees and the organization. Factors affecting job satisfaction of individuals can be gathered under the headings of individual, business, organizational, and socio-cultural factors. Besides the job of the employee here, the personality, value and other characteristics of the individual are important besides the features related to work, organization and organizational culture such as development and promotion opportunities, wage and rewarding, management style, business environment and relations with colleagues. As you can see, "values and cultural features" have an important place among the factors affecting job satisfaction. Job satisfaction has significant impacts and results in terms of individual and organization. Job satisfaction and dissatisfaction are related to work stress, motivation, absenteeism, performance, organizational commitment, labor transfer. Given that a large portion of an individual's life is spent in the workplace, it is seen how important job satisfaction is in terms of the individual. In addition, the satisfaction of the individual with his/her work is also important in terms of the organization he/she is in and indirectly the society.

Organizational commitment, another concept related to organizational culture and job satisfaction, is also one of the essential employee attitudes. Organizational commitment, which is defined as "strong belief in goals and values of the organization, effort for the organization and strong desire to remain as an organization member", interacts with absenteeism, labor turnover, performance and other factors besides job satisfaction. Employees' commitment to their organizations can be expressed as continuance commitment, normative commitment, and emotional commitment. The literature in this subject suggests that there is a mutual interaction between organizational commitment and job satisfaction and organizational culture.

In spite of its constraints, it can be said that this study, in addition to the other works carried out in Turkey in its own field, has a meritable place in terms of

examining the relation of related concepts. It can be argued that the study will provide an insight, though limited, to a subject that has not been studied with this concept and content in Turkey, and will contribute to the related literature and the application as well.

There is a meaningful relationship between the results obtained in the research, organizational culture, job satisfaction and organizational commitment. In the light of the results obtained, it can be thought that determination of organizational policies (organizational culture management) concerning the organizational culture; searching and determining the organizational culture, job satisfaction and organizational commitment n a systematical way; enabling systems and applications such as appropriate selection, socialization, career management (guidance, employee counseling, job rotation etc.), performance evaluation and rewarding, social activity, etc. towards ensuring the alignment between individual and organizational value and culture and strengthening the organizational culture will contribute to increasing the job satisfaction and organizational commitment of the employees.

As a result, it has been concluded that there is a need for a large number of surveys in different sectors to examine the relationship between the concepts of organizational culture, job satisfaction and organizational commitment in the light of information obtained from this research. In addition, it will be useful to examine organizational culture, job satisfaction and organizational commitment in different dimensions and in relation to different variables, and to work in depth on the sources and causes of job satisfaction and organizational commitment. It can be said that the detailed analysis of the elements constituting the organization culture with different data collection and analysis methods will provide important contributions to the understanding and use of organization culture as a management tool in also Turkey.

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