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The Effect of Job Satisfaction on Organizational Commitment: A Research

Gülay Özgedik

Master Student, Department of Human Resources, İstanbul Aydın University, Türkiye

Salih Güney

Professor, Department of Business Administration, İstanbul Aydın University, Türkiye

Abstract:

The dynamic structures of the global world, technological, political, and strategic developments and cultural changes have led to new developments in assessing the workforce, which is considered the basic intellectual capital in the business world. Positive approaches and behaviors in the workforce are essential to achieve efficiency and sustainability at both personal and organizational levels by ensuring a competitive advantage under intense market conditions. The goal of all organizations that wish to achieve success is to ensure that employees actively participate in the organizational structure through staff empowerment and increase performance by using initiative to participate in managerial processes. Consequently, in today's world, where competitive conditions are both inconsistent and harsh, more research is conducted on how to use human resources in the most effective and efficient way.

The primary objective of this research is to investigate the impact of job satisfaction on employees by examining its effect on organizational commitment in business life. In this study, resources from national and international portals on organizational behavior, organizational commitment and suggested theories, job satisfaction and factors that affect job satisfaction were investigated. The data obtained as a result of the research showed that there is a positive and significant relationship between job satisfaction and employees' organizational commitment in Istanbul, Turkey.

Keywords: Organizational behavior, organizational commitment, job satisfaction

1. Introduction

Businesses and organizational structures, just like human communities, are based on mutual benefit with specific goals and objectives. The main resource of these structures is intellectual capital, in other words, human resources. Employees in organizations can have a happy work life to the extent they adapt to the organizational culture. In organizations with positive approaches and a peaceful work environment, employees are happy to work with each other, have a high level of job satisfaction and feel the effect of a positive work environment outside of work as well. Today, various problems related to business and business lives are encountered in business environments.

Employees' personal characteristics, psychological and sociological status, knowledge, skills, abilities, and expectations from work life are some of the factors that play an essential role in their job preferences. Consequently, employees will have job satisfaction if the business or organization they choose is in line with their expectations and desires. The commitment of an employee to job satisfaction will increase, and their likelihood of leaving the organization will decrease accordingly. Employees will commit to the organization if they adopt its goals and objectives. There are many factors that affect the level of organizational commitment, and it can be stated that there is a positive relationship between the level of organizational commitment and job satisfaction.

Today, employee turnover is experienced frequently in businesses, and organizations' sensitivity to ensuring job satisfaction is the main element that affects organizational commitment. In this process of mutual interaction, the employee will reach job satisfaction and the organizational goals of the employer will be achieved as well. The power of the organization's cultural values and norms to bring employees together through common goals allows employees to consider the benefits and interests of the organization and adopt its goals rather than seeking the satisfaction of personal desires. Research shows that employees who adopt the organizational culture have higher levels of organizational commitment and motivation. Peaceful and happy employees with a high level of job satisfaction will also have high performance and be preferred by organizations. For this reason, it is essential for organizations and employers to do the necessary work to increase and sustain organizational commitment.

This research aims to measure the effect of job satisfaction of employees working in the service sector on their organizational commitment. For this purpose, a survey was conducted with the employees of the institution. Based on the analysis of the data obtained from the research, the effect of job satisfaction on organizational commitment was attempted to be explained.

2. Conceptual Framework

2.1. Concepts of Organization and Organizational Commitment

Organization is a dynamic social structure that involves knowledge, skills, material and mental abilities, and authority relations in which individuals and groups consciously come together around predetermined common goals and objectives in a planned way and fulfill their duties and responsibilities in line with the aforementioned goals and objectives. Although people are intertwined with organizations such as educational institutions, associations, companies, public institutions, political groups, and hospitals in everyday life, the definition of the concept of organization and its elements vary in different theories. According to classical organizational theory, organization is the means created to carry out an activity. In contingency theory, an organization is an organism that is compatible with its own structure and the surrounding environment. In cognitive theory, an organization is an openly shared information system, and in symbolic theory, an organization consists of symbolic patterns (Erdal, 2010:35). In short, an organization is a structure that people create to achieve a certain goal.

Some of the definitions in the literature related to organization are as follows: Organizations are communities established with a structure and planned relationships covering a range of activities (Koçel, 2003:26-27). Organization is the structure that organizes the functioning of its members together and allows them to work efficiently. (Eren, 2001:188). An organization is an association of institutions or people who have come together to fulfill a common purpose or work. An organization is a social and dynamic structure that consists of at least two people, in which people come together and interact to achieve their own goals. An organization is formed by the cooperation of individuals, and it becomes a meaningful structure with its own unique norms and rules over time. As a result of the relationships formed with other structures in the process, it turns into a holistic structure.

The fact that the goals and objectives of the employees and the organization are parallel to each other and they provide marginal benefits to each other is related to many factors. In this context, it is essential for the employees to make sacrifices to achieve their goals by internalizing the organization's goals and for the problems to be solved quickly. This situation, which is observed in almost all organizational structures, also emphasizes the value of the concept of organizational commitment, which is the main subject in managerial approaches.

Today's businesses have started to go through rapid changes after 1980, and a lot of research has been conducted to examine these changes. According to the research results, it has been seen that the performance of employees can increase not only with effort but also in parallel with their commitment to the organization.

The compatibility of goals and objectives of the employee and the employer in business life ensures that employees make sacrifices for the business after a certain period of time and participate voluntarily in the solution and development processes. The necessity of compatibility between the organization and the employees, which ensures performance-oriented and sustainable success, also emphasizes the importance of organizational commitment.

Organizational commitment is the desire for the continuity of the organization by sharing the goals and values of the organization, which determines the feelings, loyalty, and attitudes of the person towards the organization. Organizational commitment is both business and organization-oriented; it is not affected by temporary short-term situations but significantly affects work processes (Güney, 2017:213). Organizational commitment is one of the main factors that affect the behavior of employees in business life. The performance, continuity, job satisfaction, and creativity of employees have strong effects on their commitment to the organization (Sabuncuoğlu, 2009:21). Employees with a high level of organizational commitment also have a high level of job satisfaction, they stay at the organization longer, and they are less likely to leave the organization. Allen and Meyer argue that organizational commitment is a psychological state based on significance levels that vary from person to person. They divide these psychological states into three: affective commitment (taking part in the organization willingly), continuance commitment (the thought that staying is better than leaving), and normative commitment (a commitment that comes from a sense of loyalty) (Özdevcioğlu, Aktaş 2007:4).

Some definitions of organizational commitment in the literature are as follows: Organizational commitment is the psychological sense of belonging that occurs when the employee adds value to the organization and the organization adds value to the employee (Yıldız, 2013:859). Organizational commitment is a psychologically binding contract between the employer and the employee based on unwritten rules (Tokmak, 2018:44). Organizational commitment is the acceptance, internalization, and adoption of business values by employees without expecting rewards or financial gain (Gaertner, Nollen, 1989:982). Organizational commitment is the continuation of the employee's desire to remain in the organization by making intense efforts to achieve the goals and objectives of the organization (Durna, Eren, 2005:213). Organizational commitment is the willingness of the individual to participate in decision-making processes to achieve the goals of the organization by adopting the basic structure and goals of the organization (Minister, 2011:8). In line with the definitions above, we can define organizational commitment as follows: Organizational commitment is the adoption and internalization of the goals and objectives of the organization and making efforts in this direction, psychological attachment to the organization as a result of the positive values obtained and the desire for this situation to continue.

The basic building blocks of organizations are employees. Employees' commitment and loyalty to the organization ensures they work with dedication and increased performance. In order to achieve the utmost efficiency, executives need to manage employee loyalty correctly and ensure the sustainability of commitment by adopting supportive policies in business. Employees' commitment to their organization ensures that they work devotedly with high performance and reduce negative situations such as absenteeism and employee turnover. Employees who adopt the mission and vision of the organization bring sustainable success to the organization. For this reason, organizational commitment is a topic that has been highly investigated in research due to its importance for businesses (Uygur, 2009:12).

In addition to increasing employee turnover, low levels of organizational commitment may lead to financial loss and bad reputation due to absenteeism, disruption of work, and negative criticism of the business.

The stages of organizational commitment formation are observed with the employee's previous work experience, the process of starting the job, the experiences gained in business life and within the organization, and the time spent in the organization. The stages of organizational commitment were defined by Mowday as the pre-entry and job choice influences on commitment (anticipation), the development of commitment during the first few months of employment (initiation), and the continuing development of commitment through mid and late career stages (entrenchment) (Mowday, Steers, Lyman, Porter, 1982:253; Bakan, 2009:66; Balcı, 2003:7; Çalık, 2006:6; Aktaş, 2014:350; Güney, 2017:238).

It can be stated that employees' commitment to the organization is formed from sensory perceptions. In the literature, it is seen that there are three basic dimensions related to organizational commitment. These dimensions are adaptation, identification, and internalization (Efeoğlu, 2006:37; Güney, 2017: 33; Sökmen, 2019:982; Balay, 2000:10; Güney, 2017:280).

The goals of the organizations can be achieved through a high level of commitment from the employees. With the increase in research in this field, the relationships between the concepts of Work Commitment, Task Commitment, Career Commitment, Team Commitment, Citizenship Behaviors, Social Justice and Operational Trust, which are related to the concept of organizational commitment, have been investigated and positive relationships between these concepts have been found (Aktan, 2011:20, Ceylan, Bayram, 2006: 8, Atay, 2006:95, Akbaş, 2010:145, Altıntaş, 2002:3, Yılmaz, 2005:570).

Increasing the organizational commitment of employees also increases their productivity and performance. The factors that affect employee commitment, which have an important place in today's human resources practices, are divided into two groups: individual factors and work-related factors. Individual factors that affect organizational commitment are shaped by the demographic characteristics of employees. Among the demographic factors, age, marital status, gender, duration at the organization, level of education, perceived competence, and received wage have been found to affect organizational commitment (Kaplan, 2010:101, Çetinel, 2008: 65, Bakan, 2009:122, İnce, Gül, 2005:61-62, Samadov, 2006:93, Yalçın, İplik, 2007:488, Coğaltay, 2015:913, Aykaç, 2010:89 Balay, 2000:58, Şencan, 2011:18, Demirgil, 2008:57, Elkovan, 2019:49). Among the work-related factors that affect organizational commitment, work-related characteristics, skill diversity, and autonomy have been found to have an effect on organizational commitment (Ünler, 2006:100, Türkmen, 2009:8, Sisodia Das, 2013:242-243). It has been observed that the roles to be fulfilled in the organizational commitment of the employee and the role uncertainty or conflict have an effect on the factors related to the roles to be performed (Kanbur, Canbek, Özyer, 2016:19; Erten, 2018:16-17).

Organizational commitment is of great importance for businesses to achieve goals and sustainability in an intensely competitive environment. For this reason, organizational commitment has become a widely researched topic and various theories have been developed about organizational commitment. Some of these theories are:

- In Etzioni's commitment theory based on self-actualization, the concepts of moral commitment and alienative commitment have been suggested by emphasizing the power of the organization in increasing employee commitment (Mamedov, 2013:53; Bülbül, 2005:5).
- In their approach to organizational commitment from a different perspective, Allen and Meyer suggest different types of commitment that depend on the psychological states of individuals. This approach essentially states that after affective commitment has been achieved, other types of commitment will be activated as well. In this approach, where organizational commitment is categorized as the commitment based on the desire to stay in the organization, normative commitment, and affective commitment, it is stated that employee turnover is low and job-related parameters are in varying relationships (Meyer, Allen, 1997:11, Varoğlu, 1993:8, Meyer, Allen, 1990:18).
- In O'Reilly and Chatman's organizational commitment theory, organizational commitment is determined by the extent to which the employee adopts the organization. They divide organizational commitment into three groups: Compliance, Identification, and Internalization. (Özakar, 2019:38, Güçlü, 2006:22, Küçükbayrak, 2010:32).
- Kanter's organizational commitment approach emphasizes that individuals' commitment to the organization will be formed through positive thoughts and honest and loyal work. Employees are expected to integrate with the organization for the needs that arise in the organization. Kanter defines three different types in line with the ways in which organizational commitment is exhibited: continuance, cohesion, and control (Gürcü, 2014:29; Aktürk, 2019:20; Urhan, 2014:54).
- Wiener's organizational commitment approach states that organizational commitment is directly proportional to the moral value of the employees and that they continue to stay in the organization because of these values. He defines commitment through normative values and examines it under two categories: instrumental and normative (Güney, 2017:286; Weiner, 1982:422).
- According to Staw and Salancik, organizational commitment has become a topic that requires further research after the 1970s. Staw and Salancik took the relationship between the employee and the organization to a different level by defining it based on behavior from a social-psychological aspect (Sürücü, Maşlakçı, 2018:10-11).
- In their organizational commitment theory, Penley and Gould took a different perspective and emphasized moral commitment, calculative commitment, and alienative commitment. (Penley, 1988:46-47)

- In Katz and Kahn's organizational commitment theory, it is stated that different rewards and periods in organizations have an effect on the organizational commitment of employees. They grouped the determinants of organizational commitment under the headings of internal influences and external influences. (Atay, 2006:95)
- Buchanan II's organizational commitment approach states that employees' commitment to the organization is not due to instrumental and financial gains, but rather their desire for the benefit and success of the organization. According to Buchanan II, employees identify with the organization by carrying the integrity of purpose and value. The individual is emotionally and psychologically connected to the organization and has a sincere commitment to the organization (Bayram, 2005:129).
- Becker's organizational commitment theory is also referred to as the side benefits theory in the literature. The main reason for commitment is related to consistent behavior. According to Becker, employees invest in the organization during their time working there and continue to stay in the organization, thinking that they will receive social benefits and enjoy retirement and seniority in return. Since leaving the organization means their investment is wasted, they feel obliged to stay. Employees' commitment to the organization is not about identifying with the organization but achieving their own goals and objectives (Çöl, 2004:58; Agun, 2011:36; İlsev, 1997:38).
- In the organizational commitment theory of Mowday, Porter, and Steers, there are two dimensions of commitment: attitude and behavior. They did not make a sharp distinction between attitudinal and behavioral commitment in mutual interaction and based it on attitudes (Yalçın, İplik, 2005:401, Yazıcıoğlu, Topaloğlu, 2009:6-7, Alper, 2007:43).

Organizational commitment is one of the main factors that enable businesses to achieve their goals and increase their performance. For this reason, it is crucial for businesses to ensure and increase the organizational commitment of employees. Factors that increase organizational commitment can be stated as control, teamwork, vision, effort, valuing, reciprocating the effort, healthy communication, effects of technology, and organizational culture. (Uçar, He flies, 2014:3, Bowen, 2018:1, Wheelen, Hunger, 2010:65, Baltaş, 2000:22, Keçecioğlu, 2000:3, Arıkan, 2019: 141, İşcan, Nactioc, 2004:193, Paarlberg, Perry, 2007:388, Tunçer, 2013:88, Çetin, 2004:61, The one in the silver, Ergun, Extracts, 2010:6, Halis, 2010:254, Yazkan, 2019:86, Lightning, 2007:11, Maurer, Tarulli, 1994:11, KÖSE, Trigger, Ercan, 2001:227, Rainy, 1997:722).

2.2. The Concept, Definition and Influencing Factors of Job Satisfaction

Work is a routine required for the continuation of an individual's life cycle and self-actualization. Producing and working are the foundations of global standards; they take up most of humans' lives and they are seen as a part of participation in social life. However, the continuity of the work of both employees and institutions depends on the satisfaction obtained from the work. In this case, it can be stated that job satisfaction is the most important attitude that employees exhibit and develop in organizational behavior.

Job satisfaction, derived from the word 'satis' meaning 'sufficient' in Latin, is a concept that expresses an inner peace that cannot be seen from the outside. Achieving satisfaction at work involves psychological and ergonomic factors that ensure that individuals are happy with their work. Job satisfaction, a term that started to gain popularity in 1940s, appears in business life as a concept that directly affects performance based on the attitude and continuity of employees in organizations. While receiving the expected results from work ensures job satisfaction of employees, receiving less than the expected results leads to job dissatisfaction.

There are many definitions of job satisfaction in the literature. Some of these definitions are as follows: Job satisfaction involves the physiological, psychological, and environmental factors that make employees happy with their work. (Raziq, Maulabakhsh 2015:718). Job satisfaction is the feeling of satisfaction employees have about their jobs due to their experiences at work. (Erdil, Keskin, 2003:14). Job satisfaction is the feelings of employees as a result of work-related factors such as attitudes of the employer, financial gains, and job security (Çekmecelioğlu, 2005:28). Job satisfaction is the satisfaction of employees in terms of working conditions, career goals, promotion opportunities, social and business relations, social rights, etc. (Kim, Jerrold, Yong, 2005:174). Job satisfaction is the harmonious relationship between individual expectations and working conditions (Kaya, 2013:3). Job satisfaction is the satisfaction of the employee with the positive feedback received from the managers and colleagues in the business environment (Akyüz, Koçak, Balaban, Yıldırım, Gedik, 2011:2). Job satisfaction is the motivation and happiness that comes with the rewards received from the organization (Aziri, 2011:78). Job satisfaction occurs when the expectations of employees are consistent with their gains from the work (Darıcan, Güney, 2019:33). Based on the research and explanations in the literature, job satisfaction can be defined as follows: job satisfaction is the measurement of the happiness employees get from their work.

Job satisfaction is of great importance for employees, managers, and institutions. To increase performance and efficiency through job satisfaction, achieve success under competitive conditions, and reach their goals, organizations need to use their human resources correctly. The most important practices in this regard ensure that employees are happy with their work and committed to their organization. This attitude, which underlies job satisfaction, is also used to ensure the happiness of individuals in any social structure. In addition to financial rewards, it is seen that moral support, participation opportunities in decision-making, training opportunities, and correct performance and talent management are essential factors in ensuring job satisfaction.

Job satisfaction is closely related to the concepts of morale, motivation, organizational commitment, performance, absenteeism, and conflict. Morale can refer to individual attitudes of employees towards the organization and job fulfillment, as well as group behavior in the sense of organizational morale (Aşık, 2010:33-349). Research shows that employees with high morale perform their jobs with high energy, willingness, effort, discipline, and sustained

commitment. It is seen that employees with high levels of motivation exhibit lower absenteeism and a higher sense of responsibility (Çelik, Telman, 2010:201). Employees who have job satisfaction know that they will have the opportunity to improve themselves, get promoted, and receive a higher salary and position in parallel with high performance (Keser, 2006:143). Studies indicate that organizational commitment is directly proportional to job satisfaction, and being valued by the organization increases the levels of job satisfaction. (Yenihan, 2014:74). It is commonly observed that employees who do not enjoy their jobs, feel valued, or expect any results are frequently absent from work without any valid reason. It is seen that employees with low job satisfaction often have destructive effects within the organization, while employees with higher job satisfaction have constructive effects (Üngüren, Algür, 2009:53).

Today, job satisfaction has become a sensitive topic for employers in ensuring efficiency and stability. Researchers group the main factors that affect job satisfaction into two categories: personal and institutional factors. Factors such as gender, marital status, age, education level, experience level, personal characteristics and intelligence, and position are personal factors. Institutional salary, the content of the work, the corporate environment, administration, colleagues, progress opportunities, the physical and general structure of the work, decision-making and implementation processes, rewards, and supervision are considered institutional factors. (Karaman, 2011:54, Anin, Ofori, Okyere, 2015:73, Özpehlivan, 2018:50, Evkaya, 2019:48-49, Dorsan, 2007:19, Bekmezci, Mert, 2018: 751-752, Karaman, 2018:71, Şahin, Aydoğdu, Comrade, 2011:977, Honey, Rose, 2016:125, Desert, Rose, 2005:296, Yüksel, 2007:97, Varol, 2017:218, Elibüyük, South, 2020:180, Ruby, 2020:64, Karaca, 2001:72, Bozkurt, Bozkurt, 2008:6, Irawanto, 2015:161, Aykaç, 2010:89, Sabuncuoğlu, 2003:137).

Social researchers have suggested various theories on the topic of job satisfaction. These theories are divided into content theories and process theories. The most prominent content theories on job satisfaction are Maslow's hierarchy of needs theory, McClelland's human motivation theory, Alderfer's ERG theory, and Herzberg's two-factor theory. Process theories focus on work-related motivations and motivation techniques. These theories, which focus on job satisfaction as affected by personal characteristics and needs, are expectancy theory, equity theory, goal setting theory, and reinforcement theory (Akkuş, 2010:16, Durmuş, 2020:1735, Küçüközkan, 2015:21, Ward, Lasen, 2009:6-7, Şimşek, Çelik, Akgemici, 2007:124, Güney, 2017:323, Koçel, 2003:310, Altman, Valenzi Hodgetts, 1985:259, Michael, 1999:385, Çetinkanat, 2000:16-17, Şimşek, 1995:102, Tekin, Görgülü, 2018:1561-1562, Yuaein, 2013:71, Tağ, Çetinkaya, 2019:860, Tunçez, 2007:22, Şeker, 2014:22, Soykenar, 2008:22, Küçüközkan, 2015:106, Camuzoğlu, 2014:62-63, Ereş, 2018:96, Macit, 2001:46).

3. Method

3.1. Importance and Purpose of the Research

This study aims to examine the effect of positive organizational behavior on the organizational commitment and job satisfaction of employees.

The study is essential in terms of providing data to understand performance and productivity, statistically analyzing and interpreting the data, and addressing the significant relationship between positive organizational behavior and organizational commitment and job satisfaction of employees.

3.2. Population and Sample of the Research

The research was conducted in Istanbul and examined the effect of the organizational commitment of employees on their job satisfaction. The research population consists of individuals residing in Istanbul and working in various sectors. For this purpose, a total of 650 people living and working in Istanbul were invited to take the survey via e-mail and WhatsApp. Of these people, 465 who voluntarily agreed to participate in the study constituted the research sample. The size of the sample taken from the population has been determined as 384 participants with 0.05 sampling error, $p=0.50$ and $q=0.50$. A research was conducted with 465 participants.

It was concluded that the sample size should be at least 384 employees to represent the population with the following values, which are used in cases in which the size of the population is unknown:

t = infinite degree of freedom value at a certain level of confidence (usually 95%) from the t-table (for 95%, the t-table value is 1.96.)

n = optimum sample size

p = opinion intensity of the studied condition =0.5

q = absence intensity of the studied condition =0.5

d = accepted sampling error according to the intensity of the event = 0.05 error rate.

When all the values are inserted into the formula, the ideal number of participants was calculated as 384.

$n=(t^2 \cdot p \cdot q)/d^2$

$n=([1,96]^2 \cdot 0,5 \cdot 0,5)/ [0,05]^2 =384$

465 people participated in the study and a statistically valid number was reached.

3.3. Research Model and Hypotheses

Within the scope of the research, a model was created to examine the relationships between the theoretically relevant variables. The model basically consists of two main variables: job satisfaction and organizational commitment. The model of the research is shown in the figure below.

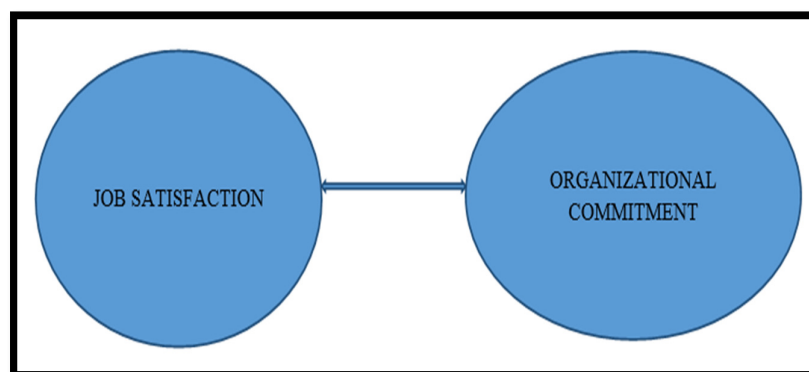


Figure 1: Research Model

3.4. Hypotheses of the Research

The hypotheses of the research are presented below:

- H1: Internal satisfaction has a positive effect on the organizational commitment of the employees.
- H2: External satisfaction has a positive effect on the organizational commitment of the employees.
- H3: Job satisfaction has a positive effect on the organizational commitment of the employees.
- H4: The sub-periods of organizational commitment and sub-periods of job satisfaction of the employees differ according to gender.
- H5: The sub-periods of organizational commitment and sub-data of job satisfaction of the employees differ according to age.
- H6: The sub-periods of organizational commitment and sub-periods of job satisfaction of the employees differ according to marital status.
- H7: The sub-periods of organizational commitment and sub-periods of job satisfaction of the employees differ according to educational level.
- H8: The sub-periods of organizational commitment and sub-periods of job satisfaction of the employees differ according to the duration of the organization.
- H9: The sub-periods of organizational commitment and sub-periods of job satisfaction of the employees differ according to the total duration spent working.

3.5. Data Collection Tool

In the research, questions were asked of the employees using the "organizational commitment scale" and the "job satisfaction scale" to collect data for the research. Induction method and descriptive method were used to evaluate the data.

The survey research consists of three separate sections: demographic information, job satisfaction, and organizational commitment. In the first part of the questionnaire, questions regarding gender, age, marital status, educational status, duration at the organization, and total working time were included to collect demographic information. The second part consisted of the job satisfaction questionnaire, and the third part consisted of the organizational commitment questionnaire. A 5-point Likert scale was used in the questionnaire. The answers given by the participants to the questions were evaluated as 1=Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5=Strongly Agree. The job satisfaction scale and organizational commitment scale used in the survey are explained below.

Job Satisfaction Scale: In the study, the Minnesota Job Satisfaction Scale was used to measure job satisfaction. In 1967, the Minnesota Job Satisfaction Scale was developed by Weiss, Dawis, England, and Lofquist. The validity and reliability study of the Turkish translation of the scale was conducted by Baycan. In this study, the job satisfaction scale used by Darıcan (2019) was used. The job satisfaction scale consists of two dimensions, internal satisfaction and external satisfaction, and 36 items.

Organizational Commitment Scale: In the study, the three-dimensional organizational commitment scale developed by Meyer and Allen (1997) was used to measure organizational commitment. In this study, the organizational commitment scale used by Darıcan (2019) was used. The organizational commitment scale consists of three dimensions and 18 items: affective commitment, continuance commitment, and normative commitment.

3.6. Statistical Analysis of Data

All data were analyzed in SPSS 22.0 package program. Continuous data were represented with median, minimum, maximum, mean, and standard deviation values. The compliance of the data to normal distribution was tested with the skewness and kurtosis coefficients and the Shapiro-Wilk Test.

According to the results of the tests, T-test and ANOVA Test were used for continuous data with normal distribution. Pearson test was used in correlation analysis. Simple linear regression analysis was performed to measure the effect of the independent variable on the dependent variable and the statistical significance level was determined as $p < 0.05$.

4. Findings

4.1. Validity and Reliability Analysis

Job Satisfaction Scale	Cronbach's Alpha	Number of Questions
Internal	0.816	21
External	0.830	15
Total	0.889	36

Table 1: Reliability Analysis Results of the Job Satisfaction Scale

When table 1 is examined, it is seen that the scale has a high level of reliability.

The evaluation criteria of the Cronbach's Alpha coefficient are at the specified values. If it is $0.00 \leq \alpha \leq 0.40$, the scale is not reliable.

If it is $0.40 \leq \alpha \leq 0.60$, the scale has low reliability.

If it is $0.60 \leq \alpha \leq 0.80$, the scale is quite reliable.

If it is $0.80 \leq \alpha \leq 1.00$, the scale is highly reliable.

In the analysis, the alpha coefficients calculated for the scale factors were in the range of 0.82 to 0.89, and the coefficients obtained as a result of the study stated that the reliability of the scale was sufficient depending on the internal consistency.

Organizational Commitment Scale	Cronbach's Alpha	Number of Questions
Affective	0.709	6
Continuance	0.790	6
Normative	0.834	6
Total	0.884	18

Table 2: Reliability Analysis Results of the Organizational Commitment Scale

When table 2 is examined, it is seen that Cronbach's Alpha coefficient is higher than 0.60 for all lower levels and the whole scale, and the scale has high reliability. It is seen that the alpha coefficients of the scale are between 0.71 and 0.88 and the reliability of the scale based on internal consistency is at an acceptable level.

4.2. Demographic Findings

Percentage distribution for the demographic characteristics of the participants is presented in table 3.

Variable	n	%
Gender		
Female	177	42.7
Male	238	52.3
Total	415	100
Age		
18-24	34	8.2
25-31	87	21.0
32-48	191	46.0
49-55	77	18.6
56 and above	26	6.3
Total	415	100
Marital Status		
Married	277	66.7
Single	138	33.3
Total	415	100
Education		
Middle School	21	5.1
High School	89	21.4
Vocational School	58	14.0
Undergraduate	152	36.6
Graduate School	59	14.2
Ph.D.	36	8.7
Total	415	100
Duration at the Organization		

Variable	n	%
Less than 1 year	44	10.6
1-3 years	97	23.4
4-6 years	79	19.0
7-9 years	53	12.8
10 years and above	142	34.2
Total	415	100
Total Duration		
Less than 1 year	26	6.3
1-3 years	63	15.2
4-6 years	70	16.9
7-9 years	52	12.5
10 years and above	204	49.2
Total	415	100

Table 3: Demographic Characteristics Frequency and Percentage Distributions

When the table of descriptive statistics is examined, it is seen that 177 (42.7%) of the participants are female and 238 (52.3%) are male.

It is observed that 34 (8.2%) of the participants are aged 18-24 years, 87 (21%) are aged 25-31 years, 191 (46%) are aged 32-48 years, 77 (18.6%) are aged 49-55 years, and 26 (6.3%) are aged 56 years and older.

277 (66.7%) of the participants are married and 138 (33.3%) are single.

It is seen that 21 (5.1%) of the participants have a middle school degree, 89 (21.4%) have a high school degree, 58 (14.0%) have a college degree, 152 (36.6%) have a bachelor's degree, 59 (14.2%) have a master's degree, and 36 (8.7%) have a doctorate degree.

It is also observed that 44 (10.6%) of the participants worked in the same institution for less than 1 year, 97 (23.4%) for 1-3 years, 79 (19.0%) for 4-6 years, 53 (12.8%) for 7-9 years, and 142 (34.2%) for 10 years or more.

26 (6.3%) of the participants have been in the same business sector for less than 1 year, 63 (15.2%) for 1-3 years, 70 (16.9%) for 4-6 years, 52 (12.5%) for 7-9 years, and 204 (49.2%) for 10 years or more.

4.3. Correlation Analysis Results

Pearson Correlation Coefficients were calculated for the scores obtained from the Job Satisfaction and Organizational Commitment scales.

Variables	1	2	3	4	5	6	7
Internal Satisfaction	-----						
External Satisfaction	.692**	-----					
Job Satisfaction	.932**	.907**	-----				
Affective Commitment	.461**	.413**	.477**	-----			
Continuance Commitment	.330**	.293**	.340**	.540**	-----		
Normative Commitment	.532**	.580**	.602**	.636**	.601**	-----	
Organizational Commitment	.518**	.507**	.558*	.832**	.840**	.886**	-----

Table 4: Pearson Correlation Coefficients for the Scores Obtained from the Job Satisfaction and Organizational Commitment Scales

*. Correlation is significant at 0.05 (2-tailed)

**. Correlation is significant at 0.01 (2-tailed)

When the statistically acceptable relationships specified in table 4 are examined, it is seen that there are moderate positive relationships between internal satisfaction scores and affective commitment ($r=0.461$; $p<0.01$), continuance commitment ($r=0.330$; $p<0.01$), and normative commitment ($r=0.532$; $p<0.01$), and organizational commitment ($r=0.518$; $p<0.01$) scores. It is observed that as the internal satisfaction scores increase, organizational commitment and sub-dimension scores increase as well.

There are moderate and low-level positive relationships between external satisfaction scores and affective commitment ($r=0.413$; $p<0.01$), continuance commitment ($r=0.293$; $p<0.01$), normative commitment ($r=0.580$; $p<0.01$), and organizational commitment ($r=0.507$; $p<0.01$) scores. It is seen that as the external satisfaction scores increase, organizational commitment and sub-dimension scores increase as well.

There are moderate positive relationships between job satisfaction scores and affective commitment ($r=0.477$; $p<0.01$), continuance commitment ($r= 0.340$; $p<0.01$), normative commitment ($r= 0.602$; $p<0.01$), and organizational commitment ($r=0.558$; $p<0.01$) scores. It is observed that as job satisfaction scores increase, organizational commitment and sub-periods scores increase as well.

4.4. Group Differences

Variables	Cinsiyet	n	Mean	Std. Deviation	t	sig.
Internal	Female	177	4.03	0.63	0.286	0.775
	Male	238	4.01	0.59		
External	Female	177	3.66	0.81	1.717	0.087
	Male	238	3.53	0.76		
Job satisfaction	Female	177	3.88	0.64	1.027	0.305
	Male	238	3.82	0.61		
Affective	Female	177	3.48	0.75	-1.386	0.167
	Male	238	3.58	0.74		
Continuance	Female	177	3.64	0.87	0.163	0.871
	Male	238	3.62	0.83		
Normative	Female	177	3.51	0.95	-0.305	0.761
	Male	238	3.54	0.90		
Organizational Commitment	Female	177	3.54	0.74	-0.545	0.586
	Male	238	3.58	0.70		

Table 5: Job Satisfaction and Organizational Commitment Score Averages, Standard Deviations and ANOVA Test Results by Gender

When the table is examined, it is seen that the score averages do not differ according to gender ($p>0.05$). While the score averages of women's job satisfaction were higher than men's, the score averages of men's organizational commitment were higher than women's. Men may have received higher organizational commitment scores than women because of the social role assigned to them as the head of the family.

Variables	Age	n	Mean	Std. Deviation	F	Sig.	Diff.
Internal	18-24	34	3.72	0.61	4.966	0.001	3,4,5>1; 4>2
	25-31	87	3.88	0.71			
	32-48	191	4.07	0.6			
	49-55	77	4.16	0.46			
	56+	26	4.12	0.42			
External	18-24	34	3.42	0.66	1.328	0.192	No difference
	25-31	87	3.57	0.83			
	32-48	191	3.56	0.82			
	49-55	77	3.64	0.7			
	56+	26	3.86	0.65			
Job Satisfaction	18-24	34	3.6	0.56	2.967	0.019	4,5>1
	25-31	87	3.75	0.71			
	32-48	191	3.87	0.64			
	49-55	77	3.95	0.5			
	56+	26	4.01	0.46			
Affective	18-24	34	3.25	0.81	6.849	0	4,5>1,2
	25-31	87	3.33	0.75			
	32-48	191	3.54	0.69			
	49-55	77	3.8	0.78			
	56+	26	3.83	0.58			
Continuance	18-24	34	3.44	0.9	2.08	0.062	Fark yoktur
	25-31	87	3.59	0.77			
	32-48	191	3.6	0.86			
	49-55	77	3.9	0.84			
	56+	26	3.49	0.84			

Variables	Age	n	Mean	Std. Deviation	F	Sig.	Diff.
Normative	18-24	34	3.31	0.9	3.874	0.004	4>3
	25-31	87	3.6	0.91			
	32-48	191	3.39	0.96			
	49-55	77	3.8	0.82			
	56+	26	3.77	0.74			
Organizational Commitment	18-24	34	3.33	0.69	4.419	0.002	4>1,2,3
	25-31	87	3.5	0.71			
	32-48	191	3.51	0.72			
	49-55	77	3.83	0.7			
	56+	26	3.7	0.62			

Table 6: Job Satisfaction and Organizational Commitment Score Averages, Standard Deviations and ANOVA Test Results by Age

When the table is examined, differences are observed in different age categories ($p < 0.05$). It is seen that the average internal satisfaction scores of employees over the age of 32-48, 49-55, and 56 or over are statistically and significantly higher than those in the 18-24 age group. In addition, it is seen that the average internal satisfaction score of the employees in the 49-55 age category is statistically and significantly higher than the employees in the 25-31 age group.

It can be inferred from these scores that employees can do their jobs more easily due to their work experience which increases their job satisfaction.

It is seen that the average internal satisfaction scores of employees aged 49-55 and 56 or over are statistically and significantly higher than those in the 18-24 age group. Participants in the 18-24 age group are likely to have just started their business life, and they have not yet achieved job satisfaction since the process of adopting and accepting the job has not been completed. Also, there is probably a constant search for alternatives among this group of participants. Employees in the age group of 49-55 are also observed to have higher job satisfaction since their status and roles in business life are now finalized.

It is seen that the average internal satisfaction scores of employees aged 49-55 and 56 or over are statistically and significantly higher than those in the 18-24 and 25-31 age groups. Due to the total amount of time spent at work, employees between the ages of 49-55 also have emotional ties to their jobs.

It is observed that the average normative commitment scores of the employees in the 49-55 age group are statistically and significantly higher than the employees in the 32-48 age group. The increase in the total amount of time spent working with the participants between the ages of 49-55 also increases their normative commitment.

It is observed that the average organizational commitment score of the employees in the 49-55 age group is statistically and significantly higher than the employees in the 18-24, 25-31, and 32-48 age groups. Employees between the ages of 49-55 who have spent a long period of time working at the organization are likely to have been included in the structure of the organization, which affects their organizational commitment positively.

In addition, higher levels of seniority and wage increases are likely because the age of the employee increases, which in turn increases job satisfaction and organizational commitment.

Variables	Marital Status	n	Mean	Std. Deviation	t	Sig.
Internal	Married	277	4.08	0.58	3.000	0.002
	Single	138	3.89	0.64		
External	Married	277	3.61	0.78	0.827	0.409
	Single	138	3.54	0.79		
Job Satisfaction	Married	277	3.89	0.61	2.224	0.027
	Single	138	3.75	0.64		
Affective	Married	277	3.59	0.72	2.242	0.025
	Single	138	3.42	0.79		
Continuance	Married	277	3.66	0.85	1.105	0.270
	Single	138	3.57	0.86		
Normative	Married	277	3.53	0.90	0.287	0.774
	Single	138	3.51	0.97		
Organizational Commitment	Married	277	3.60	0.71	1.333	0.183
	Single	138	3.50	0.74		

Table 7: Job Satisfaction and Organizational Commitment Score Averages, Standard Deviations and t-Test Results by Marital Status

When the table is examined, it is seen that the average scores of internal satisfaction, job satisfaction, and affective commitment differ by marital status ($p < 0.05$). It is observed that the average scores of internal satisfaction, job satisfaction, and affective commitment of married people are higher than those of single employees.

The higher levels of job satisfaction may be due to the fact that married employees have higher financial and moral responsibilities than those of unmarried employees.

Variables	Total Duration	n	Mean	Std. Deviation	F	Sig.	Diff.
Internal	Less than 1 year	26	4.04	0.57	1.577	0.179	
	1-3 years	63	4.09	0.66			
	4-6 years	70	4.03	0.61			
	7-9 years	52	4.16	0.57			
	10 years and above	204	3.95	0.60			
External	Less than 1 year	26	3.89	0.69	1.839	0.189	
	1-3 years	63	3.74	0.65			
	4-6 years	70	3.61	0.72			
	7-9 years	52	3.73	0.73			
	10 years and above	204	3.46	0.84			
Job satisfaction	Less than 1 year	26	3.98	0.57	1.937	0.196	
	1-3 years	63	3.95	0.61			
	4-6 years	70	3.86	0.59			
	7-9 years	52	3.99	0.59			
	10 years and above	204	3.75	0.65			
Affective	Less than 1 year	26	3.68	0.89	7.962	0.000	2,3,4>5
	1-3 years	63	3.79	0.78			
	4-6 years	70	3.66	0.77			
	7-9 years	52	3.77	0.86			
	10 years and above	204	3.34	0.61			
Continuance	Less than 1 year	26	3.80	0.97	8.430	0.000	2,3,4>5
	1-3 years	63	3.95	0.69			
	4-6 years	70	3.79	0.81			
	7-9 years	52	3.86	0.84			
	10 years and above	204	3.40	0.84			
Normative	Less than 1 year	26	3.72	1.14	12.703	0.000	2,3,4>5
	1-3 years	63	3.93	0.65			
	4-6 years	70	3.78	0.81			
	7-9 years	52	3.79	1.01			
	10 years and above	204	3.22	0.88			
Organizational Commitment	Less than 1 year	26	3.74	0.89	13.732	0.000	2,3,4>5
	1-3 years	63	3.89	0.61			
	4-6 years	70	3.75	0.73			
	7-9 years	52	3.80	0.82			
	10 years and above	204	3.32	0.60			

Table 8: Job Satisfaction and Organizational Commitment Score Averages, Standard Deviations and ANOVA Test Results by the Total Duration Spent at the Organization

When table 8 is examined, it is seen that the average scores of affective commitment, continuance commitment, normative commitment, and organizational commitment differ according to the total duration spent at the organization.

It is observed that the average affective commitment scores of employees who have been working at the organization for 4-6 years are statistically and significantly higher than those who have been working for more than 10 years.

The average continuance commitment scores of employees who have been working at the organization for 4-6 years are also observed to be statistically and significantly higher than those who have been working at the organization for less than 1 year or more than 10 years.

In addition, the average normative commitment scores of employees who have been working at the organization for 4-6 years are observed to be significantly higher than those who have been working at the organization for less than 1 year or more than 10 years.

It is seen that the normative commitment of employees who have been working at the organization for 7-9 years is statistically and significantly higher than that of those who have been working at the organization for more than 10 years.

The average organizational commitment scores of employees who have been working at the organization for 4-6 years or 7-9 years are observed to be statistically and significantly higher than those who have been working at the organization for more than 10 years.

A negative tendency is observed in the normative and affective organizational commitment of the employees who have been working at the organization for more than 10 years if they have been working in the same department and in the same position for a long time. Employees whose expectations are not met continue to stay in the organization due to other reasons such as general commitment, seniority, or financial gains.

Another situation is that employees with a working period of more than 10 years at the same organization reach the highest point in their career planning and they no longer have a motivating goal. This case negatively affects their organizational commitment and job satisfaction. However, in today's economic conditions, the act of leaving the job is not frequently observed.

Variables	Total Duration	n	Mean	Std. Deviation	F	Sig.	Diff.
Internal	Less than 1 year	26	4.04	0.57	1.577	0.179	
	1-3 years	63	4.09	0.66			
	4-6 years	70	4.03	0.61			
	7-9 years	52	4.16	0.57			
	10 years and above	204	3.95	0.60			
External	Less than 1 year	26	3.89	0.69	1.839	0.189	
	1-3 years	63	3.74	0.65			
	4-6 years	70	3.61	0.72			
	7-9 years	52	3.73	0.73			
	10 years and above	204	3.46	0.84			
Job satisfaction	Less than 1 year	26	3.98	0.57	1.937	0.196	
	1-3 years	63	3.95	0.61			
	4-6 years	70	3.86	0.59			
	7-9 years	52	3.99	0.59			
	10 years and above	204	3.75	0.65			
Affective	Less than 1 year	26	3.68	0.89	7.962	0.000	2,3,4>5
	1-3 years	63	3.79	0.78			
	4-6 years	70	3.66	0.77			
	7-9 years	52	3.77	0.86			
	10 years and above	204	3.34	0.61			
Continuance	Less than 1 year	26	3.80	0.97	8.430	0.000	2,3,4>5
	1-3 years	63	3.95	0.69			
	4-6 years	70	3.79	0.81			
	7-9 years	52	3.86	0.84			
	10 years and above	204	3.40	0.84			
Normative	Less than 1 year	26	3.72	1.14	12.703	0.000	2,3,4>5
	1-3 years	63	3.93	0.65			
	4-6 years	70	3.78	0.81			
	7-9 years	52	3.79	1.01			
	10 years and above	204	3.22	0.88			
Organizational Commitment	Less than 1 year	26	3.74	0.89	13.732	0.000	2,3,4>5
	1-3 years	63	3.89	0.61			
	4-6 years	70	3.75	0.73			
	7-9 years	52	3.80	0.82			
	10 years and above	204	3.32	0.60			

Table 9: Job Satisfaction and Organizational Commitment Score Averages and Standard Deviations by Total Period of Time Spent Working

When table 9 is examined, it is seen that the average scores of affective commitment, continuance commitment, normative commitment, and organizational commitment differ by the total period of time spent working. It is seen that the average organizational commitment and sub-dimension scores of the employees for 1-3 years, 4-6 years, and 7-9 years are statistically and significantly higher than the employees for 10 years or more. Organizational commitment may be higher in these groups due to the fact that these employees are still at the beginning of their careers.

4.5. Regression Analysis

Organizational Commitment			
Independent Variable	β	t	p
Constant	1.110	5.508	0.000
Internal Satisfaction	0.611	12.320	0.000
F	151.779		
Model (p)	0.000		
R ²	0.269		

Table 10: The Effect of Internal Satisfaction on Organizational Commitment

Regression coefficients were tested with t-statistics and internal satisfaction ($p < 0.05$) was found to be statistically acceptable in the regression equation explaining organizational commitment. An increase in valence in internal satisfaction causes a 0.611-fold increase in organizational commitment. Internal satisfaction has a statistically significant effect on organizational commitment.

As a result of the regression analysis, the explanatory coefficient $[(R)^2]$, which is the percentage of the independent variable explaining the model, was found to be 0.269.

Job Satisfaction			
Independent Variable	β	t	p
Constant	1.889	13.323	0.000
External Satisfaction	0.464	11.962	0.000
F	143.081		
Model (p)	0.000		
R ²	0.257		

Table 11: The Effect of External Satisfaction on Organizational Commitment

Regression coefficients were tested with t-statistics and external satisfaction ($p < 0.05$) was found to be statistically acceptable in the regression equation explaining organizational commitment. An increase in valence in external satisfaction causes a 0.464-fold increase in organizational commitment. External satisfaction has a statistically significant effect on organizational commitment.

Through regression analysis, the explanatory coefficient $[(R)^2]$, which is the explanation percentage of the independent variable, was found to be 0.257.

Job Satisfaction			
Independent Variable	β	t	p
Constant	1.102	6.029	0.000
Normative Commitment	0.640	13.653	0.000
F	186.393		
Model (p)	0.000		
R ²	0.311		

Table 12: The Effect of Job Satisfaction on Organizational Commitment

Regression coefficients were tested with t-statistics and job satisfaction ($p < 0.05$) was found to be statistically acceptable in the context of regression, indicating organizational commitment. An increase in valence in job satisfaction leads to a 0.640-fold increase in organizational commitment. It is seen that job satisfaction has a statistically acceptable effect on organizational commitment.

According to the regression analysis, the explanatory coefficient $[(R)^2]$, which is the percentage of explaining the model of the independent variable, was found to be 0.311.

5. Conclusion and Suggestions

In today's rapidly changing market conditions, organizations must follow and adapt to new developments to keep existing in the competitive business environment. Intellectual capital can only be obtained by increasing job satisfaction and commitment to the organization to ensure stability within organizational structures.

In this research study, the contribution of the job satisfaction levels of the employees to their organizational commitment was investigated by using the organizational commitment scale, job satisfaction scale, and the demographic characteristics of the individuals. In the survey study conducted with the participation of individuals residing in Istanbul and working in various sectors, the effect of job satisfaction on organizational commitment and the relationship between them was attempted to be explained.

In the questionnaire study, 465 people answered the questions completely, and analyses were carried out about the age, marital status, gender, total working time, total duration at the same institution, and education level of the participants. In the data obtained, 42.7% (177 people) of the participants were female, 52.3% (238 people) were male, 46% were between the ages of 32-48, 66.7% (277 people) were married, 36.6% (152 people) were undergraduate graduates, and 49.2% (204 people) were working for 10 years or more.

A 36-question scale was used for job satisfaction and an 18-question scale was used for organizational commitment. The data were analyzed in SPSS 22.0 package program and tested with the skewness kurtosis coefficient and Shapiro-Wilk Test for data compatibility, and T-test and ANOVA Test were used for normally distributed data. Adequate reliability was obtained using the Pearson test while performing correlation analysis. Using simple linear regression analysis, the statistical significance level was determined as $p < 0.05$. In the 36-question job satisfaction scale, Cronbach's Alpha coefficient was found to be 0.889. Cronbach's Alpha coefficient was found to be 0.884 in the 18-question organizational commitment scale and both scales were found to have high reliability.

Regarding the demographic variables of the employees, the job satisfaction and organizational commitment of the participants differ by gender, age, marital status, educational status, total working time, and total duration spent at the institution.

We can explain the comparison according to the demographic variables of the employees as follows:

In the evaluation made according to the gender factor, it was seen that the job satisfaction of women was higher than that of men, and the organizational commitment of men was higher than that of women. It can be argued that men have more responsibilities in the family within the social structure, which affects their levels of organizational commitment.

When the age factor was examined, it was found that the job satisfaction levels of employees in different age categories also differed. It can be stated that employees aged 49-55 and 56 and over have higher job satisfaction than other employees. The age group with the lowest level of job satisfaction was found to be 18-24 years. In addition to reaching experience and maturity, the most crucial factor for employees aged 49-55 and more than 56 years to be more satisfied with their jobs is that they have already achieved the expected status in their careers. This situation also affects organizational commitment.

When job satisfaction and organizational commitment are evaluated according to marital status, it is seen that the job satisfaction, internal satisfaction and affective commitment scores of married employees are significantly higher than single employees.

When the scores of the participants were examined in relation to their educational status, the average scores of internal satisfaction, job satisfaction, affective, continuance, normative, and organizational commitment were found to be different according to their educational status. It was observed that the scores of middle school and high school graduates were statistically and significantly higher than undergraduate graduates. The average scores from organizational commitment and its sub-dimensions were observed to be statistically and significantly higher in middle school, high school, and vocational school graduates than those with an education in undergraduate, graduate, and doctorate levels. As the level of education increases, the fact that employees have different expectations may lead them to seek alternatives, which may, in turn, lead to a decrease in job satisfaction.

In the evaluations of the total duration spent at the institution, it was observed that the affective, continuance, normative and organizational commitment score averages of the employees in the 4-6 years ground were found to be significantly higher than those in the less than 1 year group and more than 10 years group. Employees who worked in the same position for a long time in the same institution or who reached the highest level in a position were also found to have low job satisfaction due to the limitations regarding their goals and careers.

When the table is examined in terms of the total time period spent working, it was seen that the average scores of affective, continuance, normative, and organizational commitment differed. It was observed that the organizational commitment and sub-dimension scores of employees for 1-3 years, 4-6 years and 7-9 years were statistically and significantly higher than those for 10 years or more. Employees who are at the beginning of their career life reach organizational commitment faster and easier. However, this situation does not continue for a long time in an organization that aligns with its own goals.

Finally, according to the regression analysis evaluation, it is seen that there is a positive relationship between organizational commitment and job satisfaction. Job satisfaction has a statistically significant effect on organizational commitment. In our study, the effect of job satisfaction on organizational commitment was examined with participants with different demographic characteristics and suggestions were made according to the data obtained. Analyses on a sectoral or institutional basis can also be included in the criteria in further research, contributing to the ongoing process on the subject. Job satisfaction and organizational commitment have become the main topics in today's organizational structures. Ensuring job satisfaction and motivation of employees, who are the building blocks of business life, will increase productivity and organizational commitment. With the performance of employees with high organizational commitment, stability will be achieved in organizational structures and goals will be achieved more easily.

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