

THE RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT OF EMPLOYEES IN TOURISM BUSINESSES

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ABSTRACT

This research aims to evaluate the relationship between job satisfaction and organizational commitment of employees in tourism sector enterprises. The study is based on a large population of 9,280 employees working in 138 accommodation facilities operating in different districts of TRNC. Based on a sample of 507 respondents selected through a quota sampling method, the study examined the relationship between organizational commitment and the demographic characteristics of the respondents such as gender, age, marital status, educational level and professional seniority. According to the results of the study, the relationship between marital status and organizational commitment reveals various findings. While there was a significant difference between married and single participants in the emotional commitment sub-dimension, no such difference was found in other commitment sub-dimensions. In addition, it was determined that married participants had a higher level of satisfaction in the general satisfaction sub-dimension. However, the effect of marital status on intrinsic and extrinsic satisfaction sub-dimensions is not statistically significant. The fact that married participants have higher satisfaction levels in the general satisfaction sub-dimension indicates that marital status may have an effect on the general satisfaction level. When the relationship between educational level and job satisfaction was examined, it was determined that master's/doctorate graduates had higher satisfaction levels in the general satisfaction sub-dimension. However, in the sub-dimensions of intrinsic satisfaction and extrinsic satisfaction, it was observed that the level of education did not have a significant effect on job satisfaction. The relationship between professional seniority and job satisfaction was evaluated and a significant difference was found between professional seniority groups in the external satisfaction sub-dimension. No significant difference was found between professional seniority groups for other commitment sub-dimensions. The correlation analysis of the study reveals positive and statistically significant relationships between job satisfaction and organizational commitment. There is a strong relationship between intrinsic satisfaction, extrinsic satisfaction and general satisfaction sub-dimensions and emotional commitment, continuance commitment, normative commitment and general commitment. Regression analysis results show that general satisfaction has a positive effect on organizational commitment.

Keywords: Job satisfaction, intrinsic satisfaction, extrinsic satisfaction, organizational commitment.

Introduction

Problem Status

Job satisfaction is a basic concept that expresses the satisfaction an individual obtains from his/her business life. This satisfaction includes liking the individual's job, having positive feelings towards his job, and positive experiences in this field. Job satisfaction is of great importance for both the personal development of the individual and organizational success. From an individual perspective, job satisfaction positively affects the physical and mental health of the individual (Andıç and Karaca, 2023). Individuals who are satisfied with their jobs can keep their stress levels under control, establish a better work-life balance, and increase their overall life satisfaction. This situation increases the motivation and energy of employees and increases their productivity. From an organizational perspective, it increases job satisfaction, organizational commitment and employee loyalty. Individuals who are satisfied with their jobs are more committed and loyal to their organizations. This commitment encourages cooperation and interaction by creating a positive work environment within the organization (Koç and Ertürk, 2023).

Job satisfaction is affected by various factors. These factors include elements such as job content, working conditions, colleagues, employer and organizational culture. In addition, individuals' personal characteristics and expectations also affect job satisfaction. In this context, the complexity and diversity of job satisfaction is emphasized. Therefore, job satisfaction is a critical factor for organizations that affects not only the happiness of individual employees but also the overall performance of the organization. Focusing on job satisfaction can strengthen the sustainability and competitive advantage of the organization by increasing employee motivation and commitment (Ladikli and Arslan, 2023).

Organizational commitment is a critical concept that expresses the level of loyalty and commitment an employee feels towards the organization. In this context, organizational commitment can be defined as the combination of an employee's desire to stay in the organization, his desire to exert more effort for the organization, and his belief in the goals and values of the organization. From an individual perspective, organizational commitment positively affects the physical and mental health of employees. Employees with high levels of organizational commitment can keep their stress levels lower, maintain better work-life balance, and increase their overall life satisfaction to higher levels. In addition, increasing organizational commitment positively affects the productivity and performance of employees (İşlek and Bakioğlu, 2023).

From an organizational perspective, organizational commitment strengthens the efficiency and profitability of organizations. Engaged employees contribute more to their organizations, spend more effort to achieve organizational goals, and thus contribute significantly to the success of their organizations (Ates and Tecen, 2023). Among the factors affecting organizational commitment, elements such as job content, work conditions, colleagues, employer and organizational culture play an important role. At the same time, individuals' personal characteristics and expectations also determine organizational commitment. This complex interaction requires considering organizational commitment from a broad perspective. As a result, organizational commitment is a concept that creates an important interaction area at the individual and organizational levels and stands out as a critical element for sustainable success in business life (Aslan and Terzi, 2023).

Job satisfaction and organizational commitment levels of employees in the tourism sector can generally be affected by factors such as the dynamic structure of the sector, service-oriented working conditions and interaction with customers. Within the scope of this information, the problem statement of the study is "Is there a relationship between job satisfaction and organizational commitment of employees in businesses operating in the tourism sector?" was determined as .

Purpose and Importance of the Research

This research aims to examine the relationship between job satisfaction and organizational commitment of employees in businesses operating in the tourism sector. Tourism is a dynamic and rapidly changing sector, and understanding the job satisfaction and organizational commitment of employees in this sector is of critical importance for the sustainability and performance of businesses. It creates significant effects on the job satisfaction levels, working conditions, intra-work relations and perceptions of career development of employees in tourism enterprises. This study aims to elucidate the potential effects of job satisfaction on organizational commitment levels of employees in businesses operating in the tourism sector. The findings of the research may contribute to tourism businesses better understanding employee satisfaction and loyalty strategies and developing effective policies in this field. Therefore, this study, which is expected to make a valuable contribution to the tourism sector, represents an important step towards an in-depth understanding of the relationship between job satisfaction and organizational commitment.

Hypotheses

The hypotheses of this research are as follows:

1. H1: There is a significant difference between marital status and organizational commitment.
H0: There is no significant difference between marital status and organizational commitment.
2. H1: There is a significant difference between gender and job satisfaction.
H0: There is no significant difference between gender and job satisfaction.
3. H1: There is a significant difference between marital status and job satisfaction.
H0: There is no significant difference between marital status and job satisfaction.
4. H1: There is a significant difference between educational status and job satisfaction.
H0: There is no significant difference between educational status and job satisfaction.
5. H1: There is a significant difference between professional seniority and job satisfaction.
H0: There is no significant difference between professional seniority and job satisfaction.
6. H1: There is a significant relationship between job satisfaction and organizational commitment.
H0: There is no significant relationship between job satisfaction and organizational commitment.
7. H1: Job satisfaction has an effect on organizational commitment
H0: Job satisfaction has no effect on organizational commitment

Assumptions

research participants gave their answers to the scale questions sincerely.

Limitations

Research;

- With research participants,
- With the resources used,
- With the scale questions used in the research,
- It is limited to employees working in accommodation establishments in TRNC.

Definitions

Job satisfaction: It refers to an employee's general satisfaction with his job and working conditions (Çakır and Öztürk, 2023) .

Organizational commitment: It refers to a strong level of loyalty and devotion that an employee feels towards the organization he works for (Tamer and Bük, 2020) .

Theoretical Framework

Job satisfaction

Job satisfaction refers to an individual's overall level of satisfaction with their job. An employee's job satisfaction can be affected by a variety of factors, including working conditions, pay, career opportunities, relationships with colleagues and management style. A healthy job satisfaction can increase employee motivation, positively affect job performance, and improve the overall atmosphere in the workplace. Job satisfaction is of critical importance not only at the individual level but also for corporate success. Businesses can adopt various strategies to increase employee satisfaction; These may include measures such as fair remuneration, career development opportunities, effective communication and encouraging employee participation. A successful job satisfaction policy can increase employee loyalty and create a positive work culture within the business. Job satisfaction refers to the level of satisfaction an employee feels with his job. This concept is shaped depending on factors such as the employee's work environment, working conditions, salary, management style, career opportunities, relationships with colleagues and general work experience. Job satisfaction is a reflection of the positive or negative feelings an individual has towards their job and can affect an employee's motivation, commitment and performance. Job satisfaction can be affected by a number of factors (Aşan and Erenler, 2008).

"job satisfaction" is a concept that focuses on the social and psychological dynamics in the business world and has attracted wider attention in this context, especially since the mid-20th century. During this period, more emphasis began to be placed on the fact that work plays an important role in an individual's life, beyond being just a source of income, and on the level of satisfaction that employees derive from their jobs. Job satisfaction has emerged as a term that expresses the individual's emotional state and satisfaction with his/her job. This term evaluates the psychological effects of a job on an individual by addressing its effects on the employee's experiences, relationships, conditions, and expectations in the work environment. Work Satisfaction is of critical importance for both the individual's own personal development and overall performance and effectiveness at work. Research on job satisfaction in the second half of the 20th century has led businesses to adopt various strategies to increase employee satisfaction and strengthen their long-term commitment. These strategies include fair remuneration, healthy working conditions, career development opportunities and effective leadership practices (Çakır and Öztürk, 2023) .

Today, the concept of job satisfaction represents an important perspective that encourages businesses to focus not only on financial success but also on the happiness and well-being of their employees. Research and practice on job satisfaction continues to deepen the understanding of social dynamics in the business world and develop a variety of strategies to enable employees to have a more satisfying work experience. Job satisfaction in workplaces in the Turkish Republic of Northern Cyprus (TRNC) is an important concept shaped based on various factors. Employees at workplaces in TRNC generally evaluate job satisfaction by focusing on factors such as working conditions, wages and benefits, career opportunities, business relations and workplace culture (Araslı, Arıcı, & Araslı, 2016).

Definition of Organizational Commitment

Organizational commitment is a strong sense of commitment, loyalty and belonging that an individual feels to the organization he works for. This commitment refers to an emotional, cognitive and behavioral combination of the employee to his organization. Emotionally, the employee has strong feelings and commitment to the organization. Cognitively, it is important for the employee to internalize and adopt the goals and values of the organization. Behaviorally, the employee's positive behavior towards the organization, participation and intention to stay in the organization indicate organizational commitment (Tamer and Bük, 2020) .

Organizational commitment refers to the level of loyalty, attitude and commitment an individual feels towards the organization of which he is a member. This concept reflects the employee's desire to ensure long-term continuity within the organization by sharing the goals and values of the organization. Organizational

commitment occurs in a dimension that focuses both on the individual's job (job commitment) and on the general goals of the organization (organizational commitment). In this context, it is a factor that does not affect short-term situations and significantly affects business continuity. One of the main determinants of organizational commitment is important in understanding the behavior of people in the organizational structure. Characteristics such as employee performance, retention, job satisfaction, development and creativity are in a strong relationship with the level of commitment to the organization. Employees with high organizational commitment generally have long tenure, low turnover and high job satisfaction (Doğan and Kılıç, 2007).

In particular, the employee's commitment to the organization can provide an advantage for the business. High commitment can increase the employee's long-term contribution within the organization and support the stability of the organization. This may also have a positive impact on the employee's job satisfaction and development. Organizational commitment is a critical concept that expresses the emotional commitment of individuals to the organization. Employees with high organizational commitment generally have the potential to create longer-term value for the organization (Tokmak, 2018).

Method

Research Method

This research was designed as quantitative. Quantitative research is a type of research that objectifies facts and events and reveals them in an observable, measurable and numerically expressible way. Research that is repeatable and objectively revealed through observation and measurement is known as quantitative, that is, "numerical" research (Karasar , 2008).

Population and Sample

The population of the study consists of 9,280 personnel working in a total of 138 Accommodation facilities operating in the districts of Nicosia, Kyrenia, Famagusta, Iskele and Güzelyurt in TRNC (TRNC Economy Status Report, 2023). In this context, the sample of the study was determined by the quota sampling method. Quota sampling method is a sampling method in which a predetermined rate or percentage is used to include individuals in the population with certain characteristics or qualities in the sample. In this method, the researcher first determines the different groups in the universe and determines a quota for each group. Then, it selects the individuals to be included in the sample according to these quotas (Karasar , 2008). In this context, 507 employees were included in the study.

Data Collection Tools

Personal information form, Minnesota Job Satisfaction Scale and Organizational Commitment Scale were used as research data. In the personal information form, participants were asked questions about gender, age, marital status, education level and professional seniority.

the Minnesota Job Satisfaction Scale was used to evaluate job satisfaction in the study. This scale is derived from the long form of the Minnesota Satisfaction Scale developed by RV Davis , DJ Weiss , GW England , LH Lofquist . Items assessing satisfaction levels consisting of internal and external factors of the scale were used in 20 items within the scope of the research. The Minnesota Job Satisfaction Scale is a tool used to measure job satisfaction. The adaptation study of the scale in Turkey was carried out by Deniz and Güliz Gökçora from Hacettepe University . In this adaptation study, the scale was translated from English to Turkish and the translation process was checked by other linguists and found appropriate. In this way, a reliable tool was obtained to evaluate job satisfaction levels by using the Turkish version of the scale.

Meyer and Allen's Organizational Commitment Scale was used in the study to measure organizational commitment , and this scale consists of 18 questions. In order to evaluate the reliability of the scale, analysis methods applied to the job satisfaction scale were adopted. According to the results of the analysis carried out on the data of 125 employees participating in the study conducted by Urhan (2014) , the internal consistency of the organizational commitment scale was found to be Cronbach alpha coefficient was found to be $\alpha = 0.925$. This high internal consistency coefficient shows that the scale measures organizational commitment reliably and consistently.

Cronbach's Alpha coefficients were calculated to evaluate the reliability of the scales used in the study . Cronbach's Alpha value obtained for the Job Satisfaction Scale was found to be 0.715, and for the Organizational Commitment Scale was 0.834. These values show that both scales are at an acceptable level in terms of reliability.

Analysis of Data

In the study, data were analyzed using SPSS 28.00 program. First of all, the normality test of the scales was performed. The Kolmogorov-Smirnov test for job satisfaction and organizational commitment scales revealed that the data did not show a normal distribution. However, since the skewness and kurtosis values were in the range of ± 1.5 , it was accepted that the data conformed to normal distribution, as stated by Tabachnick and Fidell (2013). Since it was assumed that the data showed normal distribution, parametric tests were used in the research. T-test was used for comparisons between two groups, ANOVA for comparisons for more than two groups, and Tukey test for further analysis. Pearson test was used for correlations between participants' scale scores. This allows the relationships between the measures to be evaluated. Additionally, multivariate regression analysis was applied. This is used to evaluate the impact of multiple independent variables on the dependent variable.

Findings

Table 1. Demographic Information

		N	%
Gender	Male	263	51.9
	Woman	244	48.1
marital status	Married	293	57.8
	Single	214	42.2
Age	22-30 years old	55	10.8
	31-39 years old	208	41.0
	40-49 years old	167	32.9
	50-59 years old	77	15.2
Education	Primary/secondary education	290	57.2
	High school	50	9.9
	Licence	149	29.4
	Master's/Ph.D.	18	3.6
professional seniority	0-5 years	80	15.8
	6-10 years	109	21.5
	11-15 years	119	23.5
	16-20 years	121	23.9
	21 years and above	78	15.4
	Total	507	100.0

Considering the gender distribution of the 507 people participating in the research, 51.9% of the participants are men and 48.1% are women. In terms of marital status, 57.8% of the participants are married and 42.2% are single. When the distribution of participants by age groups is examined, 10.8% are between the ages of 22-30. Other age groups were determined as 41.0% (31-39 years), 32.9% (40-49 years) and 15.2% (50-59 years), respectively. According to education level, 57.2% of the participants are primary/secondary graduates, 9.9% are high school graduates, 29.4% are bachelor's degree holders and 3.6% are master's/doctorate holders. In terms of professional seniority, 15.8% of the participants have 0-5 years, 21.5% have 6-10 years, 23.5% have 11-15 years, 23.9% have 16-20 years, and 15.4% have professional seniority of 21 years or more.

4.2. Relationship Difference Analyzes Between Demographic Variables, Job Satisfaction and Organizational Commitment

H1 : There is a significant difference between marital status and organizational commitment.

H0 : There is no significant difference between marital status and organizational commitment.

Table 2. Marital Status Difference Between and Organizational Commitment

		N	Cover.	ss	F	p.
Emotional Commitment	Married	293	26.4949	4.64465	9,083	0.003
	Single	214	27.1589	3.63253		

Continuance Commitment	Married	293	26.3720	3.38634	2,157	0.143
	Single	214	27.2430	2.45845		
Normative Commitment	Married	293	25.3823	4.02185	0.351	0.554
	Single	214	25.2897	4.28012		
General Commitment	Married	293	78.2491	8.50922	0.952	0.330
	Single	214	79.6916	6.80708		

p <0.05

When the relationship between marital status and organizational commitment was examined, various findings emerged according to different scale sub-dimensions. In the emotional commitment sub-dimension, a significant difference was detected between married and single participants ($F = 9.083$, $p = 0.003$). This shows that marriage status has an impact on the level of emotional commitment. While married participants received an average score of 26.4949, the average of single participants was determined as 27.1589. No significant relationship was found with marital status in the sub-dimensions of continuance commitment, normative commitment and general commitment. There was a statistically significant difference between married and single participants in the continuance commitment sub-dimension ($F=2.157$, $p=0.143$), normative commitment sub-dimension ($F=0.351$, $p=0.554$), and general commitment sub-dimension ($F=0.952$, $p=0.330$). No difference was found.

Difference Analyzes Between Demographic Variables and Job Satisfaction

H1 : There is a significant difference between gender and job satisfaction.

H0 : There is no significant difference between gender and job satisfaction.

Table 3. Difference Between Gender and Job Satisfaction

		N	Cover.	Ss .	F	p.
Inner Satisfaction	Male	263	55.0837	6.70370	0.178	0.673
	Woman	244	55.4918	6.89933		
External Satisfaction	Male	263	19.6502	3.09507	0.004	0.951
	Woman	244	19.6148	3.07772		
overall satisfaction	Male	263	74.7338	8.20663	9,741	0.030
	Woman	244	75.1066	8.63652		

p <0.05

As a result of the statistical analysis conducted within the scope of the research, findings evaluating the difference between gender and job satisfaction emerged. In the internal satisfaction sub-dimension, no significant difference was detected between male and female participants ($F = 0.178$, $p = 0.673$). There was no significant difference between male and female participants in the external satisfaction sub-dimension ($F = 0.004$, $p = 0.951$). However, a significant difference was determined between gender groups in the general satisfaction sub-dimension ($F=9.741$, $p=0.030$). Accordingly, it was observed that the overall satisfaction averages of female participants were higher than male participants. These results show that gender has an impact on job satisfaction at the overall satisfaction level. On the other hand, it appears that gender does not have a significant effect on job satisfaction in the internal satisfaction and external satisfaction sub-dimensions. These findings indicate that gender differences between job satisfaction dimensions may vary according to sub-dimensions.

H1 : There is a significant difference between marital status and job satisfaction.

H0 : There is no significant difference between marital status and job satisfaction.

Difference Between Marital Status and Job Satisfaction

		N	mean	ss	F	p.
Inner Satisfaction	Married	293	55.7611	6.64390	1,467	0.226
	Single	214	54.6215	6.95807		

External Satisfaction	Married	293	19.7167	3.04391	0.710	0.400
	Single	214	19.5187	3.14099		
overall satisfaction	Married	293	75.4778	8.27836	9,885	0.040
	Single	214	74.1402	8.54587		

p < 0.05

No significant difference was detected between married and single participants in the internal satisfaction sub-dimension (F=1.467, p=0.226). No significant difference was found between marital status groups in the external satisfaction sub-dimension (F = 0.710, p = 0.400). However, a significant difference was determined between married and single participants in the general satisfaction sub-dimension (F=9.885, p=0.040). Accordingly, it was determined that the overall satisfaction average of married participants was higher than that of single participants. These findings show that marital status may have an impact on job satisfaction at the overall satisfaction level. On the other hand, it appears that marital status does not have a significant effect on job satisfaction in the internal satisfaction and external satisfaction sub-dimensions.

H1 : There is a significant difference between educational status and job satisfaction.

H0 : There is no significant difference between educational status and job satisfaction.

Difference Between Educational Attainment and Job Satisfaction

		N	Cover.	ss	F	p.
Inner Satisfaction	Primary/secondary education	290	54.6966	7.03262	1,924	0.125
	High school	50	56.4400	6.66137		
	Licence	149	56.0805	6.01183		
	Master's/Ph.D.	18	54.8333	8.67891		
External Satisfaction	Primary/secondary education	290	19.4517	2.99355	1,020	0.383
	High school	50	19.8000	2.84999		
	Licence	149	19.9664	3.16530		
	Master's/Ph.D.	18	19.3333	4.28403		
overall satisfaction	Primary/secondary education	290	74.1483	8.66817	6,180	0.040 Master's/ PhD > others
	High school	50	76.2400	7.50662		
	Licence	149	76.0470	7.62671		
	Master's/Ph.D.	18	74.1667	11.49041		

p < 0.05

As a result of the analysis, no significant difference was determined between the education groups of the internal satisfaction and external satisfaction sub-dimensions of the participants who were educated at the primary/secondary level (p>0.05). In the general satisfaction sub-dimension, the average of the participants with primary and secondary education was 74.1483, while the average of the participants with other education levels was 76.2400, 76.0470 and 74.1667, respectively. Statistical analysis showed that there was a significant difference between education groups in the general satisfaction sub-dimension (F=6.180, p=0.040). Accordingly, it was determined that the averages of Master's/PhD graduates were higher than others. These results show that the level of education may have an impact on job satisfaction at the general satisfaction level, but the level of education does not have a significant effect on the sub-dimensions of intrinsic satisfaction and external satisfaction.

H1 : There is a significant difference between professional seniority and job satisfaction.

H0 : There is no significant difference between professional seniority and job satisfaction.

Difference Between Professional Seniority and Job Satisfaction

		N	Cover.	Ss .	F	p.
Inner Satisfaction	0-5 years	80	55.0750	7.55365	1,194	0.313

	6-10 years	109	54.6789	6.58264		
	11-15 years	119	55.0336	6.34587		
	16-20 years	121	55.2479	7.28958		
	21 years and above	78	56.7564	6.05856		
External Satisfaction	0-5 years	80	19.0125	3.38460	4,138	0.045 21 years and above >0-5 years
	6-10 years	109	19.5505	3.22170		
	11-15 years	119	19.4370	3.12084		
	16-20 years	121	19.8595	2.98414		
	21 years and above	78	20.3333	2.51575		
overall satisfaction	0-5 years	80	74.0875	9.44296	1,789	0.130
	6-10 years	109	74.2294	7.99263		
	11-15 years	119	74.4706	8.24706		
	16-20 years	121	75.1074	8.90393		
	21 years and above	78	77.0897	7.02719		

p < 0.05

Within the scope of the research, the relationship between professional seniority and job satisfaction was evaluated and no significant difference was determined between professional seniority groups regarding the internal satisfaction and general satisfaction sub-dimensions ($p > 0.05$). In the external satisfaction sub-dimension, the average of the participants in the 0-5 years professional seniority group was 19.0125, while the average of the participants in the other professional seniority groups was determined as 19.5505, 19.4370, 19.8595 and 20.3333, respectively. According to the statistical analysis results of the research, a significant difference was determined between professional seniority groups in the external satisfaction sub-dimension ($F = 4.138$, $p = 0.045$). These findings show that the external satisfaction level of individuals with over 21 years of professional seniority is higher than those with 0-5 years of professional seniority. In other words, we can conclude that individuals who have gained more experience in business life obtain more external satisfaction from their jobs. This may indicate that long-term employees accumulate more experience in their jobs, gain more satisfaction from their jobs thanks to this experience, and therefore have higher levels of external satisfaction. These results show that professional seniority can be an effective factor on job satisfaction and that this effect is especially evident in the external satisfaction sub-dimension.

The Relationship Between Job Satisfaction and Organizational Commitment

H1 : There is a significant relationship between job satisfaction and organizational commitment.

H0 : There is no significant relationship between job satisfaction and organizational commitment.

Table 7. Relationship Between Job Satisfaction and Organizational Commitment (Correlation Analysis)

		Inner Satisfaction	External Satisfaction	overall satisfaction
Emotional Commitment	r	.123 **	.144 **	.152 **
	p.	0.006	0.001	0.001
Continuance Commitment	r	.124 **	.222 **	.181 **
	p.	0.005	0.000	0.000
normative Loyalty	r	.182 **	,one hundred *	.184 **
	p.	0.000	0.024	0.000
general commitment	r	,210 **	.217 **	.249 **
	p.	0.000	0.000	0.000

The correlation analysis carried out within the scope of the research revealed important findings to evaluate the relationship between job satisfaction and organizational commitment. Statistically significant positive relationships were determined between intrinsic satisfaction, extrinsic satisfaction and general satisfaction sub-dimensions and emotional commitment, continuance commitment, normative commitment and general commitment. Intrinsic satisfaction is related to emotional commitment ($r=0.123$, $p=0.006$), continuance commitment ($r=0.124$, $p=0.005$), normative commitment ($r=0.182$, $p=0.000$) and general commitment ($r=0.210$, $p=0.000$). It was found to be positively related. Similarly, external satisfaction was affected by emotional commitment ($r=0.144$, $p=0.001$), continuance commitment ($r=0.222$, $p=0.000$), normative commitment ($r=0.100$, $p=0.024$) and general commitment ($r=0.217$, $p=0.000$) was found to have a positive and statistically significant relationship. General satisfaction is emotional commitment ($r=0.152$, $p=0.001$), continuance commitment ($r=0.181$, $p=0.000$), normative commitment ($r=0.184$, $p=0.000$) and general commitment ($r=0.249$, $p=0.000$). showed a significant positive relationship with .

These findings reveal that job satisfaction has a strong and positive relationship with the level of organizational commitment. Increasing the satisfaction that participants receive from their jobs increases their emotional commitment, continuance commitment, normative commitment and general commitment levels. It was concluded that this satisfaction at work strengthens employees' emotional, ongoing, normative and general commitment to their organizations.

The Effect of Job Satisfaction on Organizational Commitment

H1 : Job satisfaction has an effect on organizational commitment .

H0 : Job satisfaction has no effect on organizational commitment .

Table 8. Effect of Job Satisfaction on Organizational Commitment (Regression Analysis)

		Unstandardized Coefficients		Standardized Coefficients	t	p .
		B.	std . Mistake	Beta		
general commitment	Still	61,407	3,037		20,222	0.000
	overall satisfaction	0.233	0.040	0.249	5,783	0.000
emotional attachment	Still	21,016	1,678		12,526	0.000
	overall satisfaction	0.077	0.022	0.152	3,454	0.001
continuation commitment	Still	21,801	1,199		18,179	0.000
	overall satisfaction	0.066	0.016	0.181	4,144	0.000
normative commitment	Still	18,590	1,619		11,483	0.000
	overall satisfaction	0.090	0.021	0.184	4,197	0.000

The regression analysis of the study examined the effects of job satisfaction on organizational commitment. The findings revealed that overall satisfaction showed a positive and significant effect for the subscales of general commitment, affective commitment, continuance commitment, and normative commitment. The effect of general satisfaction on overall loyalty was determined as regression coefficient (B) 0.233, standard error 0.040 and beta coefficient 0.249 ($t=5.783$, $p<0.001$). Similarly, the regression coefficient of the effect on emotional commitment was found to be 0.077, standard error 0.022 and beta coefficient 0.152 ($t=3.454$, $p=0.001$). For continuance commitment, the regression coefficient was 0.066, the standard error was 0.016 and the beta coefficient was 0.181 ($t=4.144$, $p<0.001$). In the normative commitment sub-dimension, the regression coefficient of the effect of general satisfaction was determined as 0.090, the standard error was 0.021 and the beta coefficient was 0.184 ($t=4.197$, $p<0.001$).

These results show that increasing employees' job satisfaction levels positively affects organizational commitment by increasing their general commitment, emotional commitment, continuance commitment and

normative commitment levels. Job satisfaction appears to encourage employees to establish and maintain an emotional commitment to their organizations, develop a normative commitment, and increase their overall level of commitment. In this context, it can be emphasized that job satisfaction is a critical factor supporting organizational commitment.

Conclusion And Recommendations

According to the results of the research, the relationship between marital status and organizational commitment was examined and various findings were obtained. While a significant difference was detected between married and single participants in the emotional commitment sub-dimension, no such difference was detected in the other commitment sub-dimensions. Additionally, it was found that married participants had a higher level of satisfaction in the general satisfaction sub-dimension. The effect of marital status on the internal satisfaction and external satisfaction sub-dimensions was not found to be significant. However, the fact that married participants have a higher satisfaction level in the general satisfaction sub-dimension shows that marital status may have an impact on the general satisfaction level. When the relationship between education level and job satisfaction was examined, it was determined that master's/doctoral graduates had a higher satisfaction level in the general satisfaction sub-dimension. However, it was observed that the level of education did not have a significant effect on job satisfaction in the sub-dimensions of internal satisfaction and external satisfaction. The relationship between professional seniority and job satisfaction was evaluated and a significant difference was determined between professional seniority groups in the external satisfaction sub-dimension. This result shows that long-term working individuals obtain more external satisfaction from their jobs. No significant difference was determined between professional seniority groups for other commitment sub-dimensions. The correlation analysis of the study evaluated the relationship between job satisfaction and organizational commitment, and positive and statistically significant relationships were determined between intrinsic satisfaction, extrinsic satisfaction and general satisfaction sub-dimensions and emotional commitment, continuance commitment, normative commitment and general commitment. Regression analysis results revealed that overall satisfaction had a positive effect on organizational commitment.

In line with the findings of the research, suggestions can be developed to increase job satisfaction and organizational commitment within the company. First of all, significant differences were detected between married and single employees in the emotional commitment sub-dimension. This may require companies to help married and single employees balance their job satisfaction levels by offering special support programs to employees. Additionally, considering the impact of education level on overall satisfaction, training and personal development programs can be created within the company to provide special support to increase the overall satisfaction level of employees. The positive relationship between professional seniority and external satisfaction shows that long-term employees have higher external satisfaction. In this context, companies can evaluate the impact of professional seniority on extrinsic satisfaction by offering mentoring programs and career development opportunities for new employees. Strengthening the relationship between job satisfaction and commitment by organizing programs to strengthen communication, understanding employee satisfaction by using regular feedback mechanisms, and implementing recommended strategies within the company stand out as important steps. These recommendations can guide companies in improving employee experience and increasing organizational commitment.

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