

**T.C.
BAHCESEHIR UNIVERSITY
GRADUATE SCHOOL OF
THE DEPARTMENT OF BUSINESS ADMINISTRATION**

E.KOÇ

**THE ROLE OF ORGANIZATIONAL JUSTICE ON THE RELATION
BETWEEN DIFFERENT TYPES OF ORGANIZATIONAL CULTURE
AND ORGANIZATIONAL COMMITMENT**

**PHD THESIS
ERTUĞRUL KOÇ**

BAU 2024

ISTANBUL 2024

**T.C.
BAHCESEHIR UNIVERSITY
GRADUATE SCHOOL OF
THE DEPARTMENT OF BUSINESS ADMINISTRATION**

**THE ROLE OF ORGANIZATIONAL JUSTICE ON THE RELATION
BETWEEN DIFFERENT TYPES OF ORGANIZATIONAL CULTURE
AND ORGANIZATIONAL COMMITMENT**

**PHD THESIS
ERTUĞRUL KOÇ**

**THESIS ADVISOR
Prof. Dr. RIFAT KAMAŞAK**

ISTANBUL 2024



T.C.

BAHCESEHIR UNIVERSITY

GRADUATE SCHOOL

PhD THESIS APPROVAL FORM

Name Surname	Ertuğrul Koç
Student Number	
Program Name	Management And Organization
Title of Thesis	The role of organizational justice on the relation between different types of organizational culture and organizational commitment.

It has been approved by the Graduate School that this thesis has fulfilled the necessary conditions as a PhD thesis.

Doç. Dr. Yücel Batu SALMAN

Director of Graduate School

This Thesis has been read by us, it has been deemed sufficient and accepted as a PhD thesis in terms of quality and content.

PhD Thesis Defense Jury			
Thesis Defense Jury	Title - Name / Surname	Institution	Signature
Thesis Advisor			
Member of Thesis Monitoring Committee			
Member of Thesis Monitoring Committee (outside institution)			
Member			
Member (outside institution)			

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

Name, Surname : Ertuğrul Koç

Signature:

ABSTRACT

THE ROLE OF ORGANIZATIONAL JUSTICE ON THE RELATION BETWEEN DIFFERENT TYPES OF ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT

Ertuğrul Koç

Doctoral Program in Management and Organization

Supervisor: Prof. Dr. Rıfat Kamaşak

May 2024, 117 pages

This dissertation investigates the intricate relationship between organizational culture, organizational justice, and organizational commitment. Specifically, it examines how clan, adhocracy, market, and hierarchy cultures influence affective, continuance, and normative commitment under varying perceptions of distributive, procedural, and interactional justice. Understanding these complex relationships can provide valuable insights for organizations to foster a positive work environment, enhancing employee commitment and overall performance.

Key Words: Organizational culture, organizational commitment, organizational justice

ÖZ

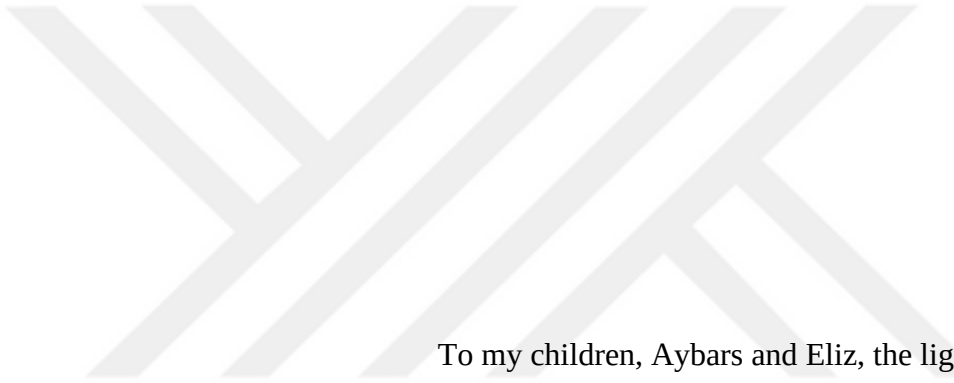
ÖRGÜTSEL KÜLTÜRÜN FARKLI TIPLERİ İLE ÖRGÜTSEL BAĞLILIK ARASINDAKİ İLİŞKİDE ÖRGÜTSEL ADALETİN ROLÜ.

Ertuğrul Koç
Yönetim ve Organizasyon Doktora Programı
Tez Danışmanı: Prof. Dr. Rıfat Kamaşak

Mayıs 2024, 117 sayfa

Bu tez, örgüt kültürü, örgütsel adalet ve örgütsel bağlılık arasındaki karmaşık ilişkiyi incelemektedir. Özellikle klan, adhokrasi, piyasa ve hiyerarşi kültürlerinin, dağıtımsal, prosedürel ve etkileşimsel adaletin değişen algıları altında duygusal, devamlılık ve normatif bağlılığı nasıl etkilediğini inceliyor. Bu karmaşık ilişkileri anlamak, kuruluşlara olumlu bir çalışma ortamı geliştirme, çalışanların bağlılığını ve genel performansı artırma konusunda değerli bilgiler sağlayabilir.

Anahtar Kelimeler: Örgütsel kültür, örgütsel bağlılık, örgütsel adalet



To my children, Aybars and Eliz, the lights of my life.

To my wife, Ruken, my partner and best friend.

To my parents, Kızlarbeyi and Hacı, for your endless love and sacrifices.

This dissertation is a testament to your solid belief in me.

ACKNOWLEDGEMENTS

I am deeply grateful to my advisor, Proffessor Rıfat Kamaşak, for his exceptional mentorship, steady support, and insightful guidance throughout this research journey. His expertise and encouragement were instrumental in shaping this dissertation.

I am also indebted to my dissertation committee members, Proffessor Elif Okan and Associate Professor Murat Yücelen, for their insightful comments, constructive criticism, and steady support throughout this process. Their collective wisdom and expertise have enriched this dissertation in countless ways.

In particular, I am grateful to Associate Proffessor Burçak Vatansever for her vital assistance and encouragement. I would like to express my sincere appreciation to the faculty and staff of School of Bussiness at Bahçeşehir University for providing me with a stimulating and supportive academic environment.

Finally, I would like to acknowledge the participants of this study, without whom this research would not have been possible. Your willingness to share your experiences and insights has enriched this dissertation and contributed to the field of Organizational Behavior.

TABLE OF CONTENTS

ETİK BEYAN.....	iii
ABSTRACT.....	iv
ÖZ.....	v
ACKNOWLEDGEMENTS	vii
TABLE OF CONTENTS.....	viii
LIST OF TABLES	iv
TABLES.....	iv
LIST OF FIGURES.....	vi
FIGURES	vi
LIST OF ABBREVIATIONS	vii
Chapter 1: General Policies.....	1
1.1 Introduction	1
1.2 Importance of the study	3
1.3 Research Questions	5
1.4 Limitations.....	5
1.5 Assumptions	5
Chapter 2:Aim And Objective Of This Study.....	6
2.1 Aim of the study	6
2.2 Objectives of the study	6
Chapter 3:Literature Review	7
3.1. Theoretical foundation of this research	7

3.2. Organizational Commitment	9
3.2.1 History of organizational commitment concept.	9
3.2.3 Concept of organizational commitment.....	13
3.2.4 Importance of organizational commitment.....	15
3.2.5 Organizational Commitment’s Relation with “Commitment to Job” and “Commitment to Profession”.....	17
3.2.6 Approaches to Organizational Commitment	18
3.2.6.1 Behavioral approach.	18
3.2.6.2 Attitudinal approach.....	19
3.2.7 Factors affecting organizational commitment.	19
3.2.7.1 Individual Factors Influencing Organizational Commitment..	20
3.2.7.2 Organizational factors influencing employee commitment.	21
3.2.8 Models of organizational commitment.	23
3.2.8.1. <i>Etzioni’s typology model (1961)</i>	24
3.2.8.2. Angle and Perry’s model (1981).	25
3.2.8.3. O’reilly and Chatman’s model (1986).	25
3.2.8.4 Penley and Gould’s model (1988)..	27
3.2.8.5. Allen and Meyer’s model (1990) a dominant approach..	28
3.2.8.5.1 Affective (Emotional) commitment:	28
3.2.8.5.2. Continuance commitment.....	28
3.2.8.5.3. Normative commitment:.....	29
3.2.8.6 Mayer and Schoorman’s model (1998).....	30
3.2.8.7. Comparison of models and strenght of allen & meyer model.	30
3.2.9. Consequences of organizational commitment.	32
3.2.10. Further research on organizational commitment.	34
3.3. Organizational Justice	38
3.3.1 Dimensions of organizational justice.....	39
3.3.1.1 Distributive justice..	40
3.3.1.2 Procedural justice.	41
3.3.1.3 Interactional justice..	41
3.3.2 Importance of organizational justice.....	42
3.3.3 Factors affecting organizational justice.	44
3.4. Organizational Culture	46

3.4.1 History of organizational culture.	47
3.4.2. Organizational culture types. According to Rozzi (2021), ...	48
3.4.3. Some aspects and benefit of organizational culture.....	50
3.4.4. Organizational culture models..	51
3.4.4.1 Harrison's model and handy's interpretation of organizational culture (1972)	52
3.4.4.2 Schein's organizational culture model..	53
3.4.4.3 Schneider's organizational culture model.	55
3.4.4.4 Denison's organizational culture model.....	56
3.4.4.5 Kilmann's organizational culture model.	60
3.4.5 Different dimensions of organizational culture.	63
3.5. Factors Affecting Organizational Culture	64
Chapter 4: Methodology	67
4.1 Proposed Model.....	67
4.2 Proposed Hypotheses	67
4.3 Sampling.....	68
4.4 Research Instruments	68
4.4.1 Organizational culture.....	68
4.4.2 Organizational commitment.	69
4.4.3 Organizational justice.	69
4.5 Application Procedure	70
4.6 Analysis of Data	70
Chapter 5: Results	72
5.1 Distribution of Information Regarding the Research Group.....	72
Chapter 6: Discussion	101
Chapter 7: Conclusion and recommendations.....	...
...114	
REFERENCES.....	118
APPENDICES	165

A.	Demografik Bilgiler	166
B.	Örgütsel Kültür.....	169
C.	Örgütsel Bağlılık	171
D.	Örgütsel Adalet.....	172



LIST OF TABLES

TABLES

Table 1 Reliability, Skewness and Kurtosis Values for the Scales.....	70
Table 2 Frequency and Percentage Distributions of Participants' Demographics.....	72
Table 3 Frequency and Percentage Distributions Regarding Participants' Information About Their Institutions	74
Table 4 Descriptive Statistics for Organizational Culture Scale Scores	75
Tabel 5 Descriptive Statistics of the Clan Culture Sub-Dimension Items of the Organizational Culture Scale	76
Tabel 6 Descriptive Statistics of the Entrepreneurial Culture Sub-Dimension Items of the Organizational Culture Scale	78
Tabel 7 Descriptive Statistics of the Items of the Market-Oriented Culture Sub-Dimension of the Organizational Culture Scale.....	80
Table 8 Descriptive Statistics of the Items of the Hierarchy Culture Sub-Dimension of the Organizational Culture Scale	81
Tabel 9 Descriptive Statistics for Organizational Justice Scale Scores	83
Tabel 10 Descriptive Statistics of the Distributive Justice Sub-Dimension Items of the Organizational Justice Scale	83
Tabel 11 Descriptive Statistics of Interactional Justice Sub-Dimension Items of Organizational Justice Scale	85
Tabel 12 Descriptive Statistics of the Items of the Procedural Justice Sub-Dimension of the Organizational Justice Scale	87
Tabel 13 Descriptive Statistics for Organizational Commitment Scale Scores.....	88
Tabel 14 Descriptive Statistics of the Items of the Emotional Commitment Sub-Dimension of the Organizational Commitment Scale	89

Tablo 15 Descriptive Statistics of the Normative Sub-Dimension Items of the Organizational Commitment Scale	90
Tabel 16 Descriptive Statistics of the Continuance Commitment Sub-Dimension Items of the Organizational Commitment Scale	92
Tabel 17 Examining the Relationship Between Scale Scores.....	94
Tablo 18 Hierarchical Regression Analysis on the Role of Organizational Justice in the Effect of Organizational Culture on Affective Commitment.....	96
Tabel 19 Hierarchical Regression Analysis on the Role of Organizational Justice in the Effect of Organizational Culture on Normative Commitment.....	97
Tabel 20 Hierarchical Regression Analysis on the Role of Organizational Justice in the Effect of Organizational Culture on Continuance Commitment.....	99

LIST OF FIGURES

FIGURES

Figure1 Levels of Organizational Culture (Schein, 2010).	55
Figure 2 Denison's Model (Denison & Mishra, 1995).	59
Figure 3 Kilmann's Model.	61
Figure 4 Quinn and Cameron's Model.....	62



LIST OF ABBREVIATIONS



Chapter 1

General Policies

1.1 Introduction

The contemporary business environment is characterized by intense competition, highlighting the criticality of retaining qualified employees (Redman & Wilkinson, 2001). The intensifying competition in today's globalized environment necessitates retaining qualified employees to maintain a competitive advantage (Syakur et al., 2020). Employee turnover entails significant financial implications, but also often-overlooked social and communication disruptions (Mobley, 1982a, 1982b). Recognizing these challenges, scholars have increasingly focused on understanding the factors influencing employee commitment, a key factor in retention (Carmeli & Weisberg, 2006). That is why, organizations are increasingly recognizing the significance of organizational culture, justice, and commitment in achieving strategic targets and maintaining a sustainable competitive advantage in today's dynamic and competitive business landscape. In the ever-evolving landscape of organizational behavior, the concepts of organizational culture, justice, and commitment have emerged as critical factors influencing employee attitudes, behaviors, and overall organizational effectiveness (Meyer & Allen, 1991; Schein, 1985).

Organizational culture, often described as the "personality" of an organization, encompasses the shared values, beliefs, norms, and assumptions that guide the behavior and attitudes of its members (Schein, 1985). Odor (2018) defines organizational culture as the core beliefs and values that distinguish one organization from another (Odor, 2018), shapes employee perceptions of fairness within the organization (İşcan & Sayın, 2010). Organizational culture encompasses the shared beliefs, values, and behaviors that shape employee interactions and organizational functioning (Odor, 2018). It is the invisible force that shapes how employees interact, make decisions, and approach their work (Hatch, 1993). A strong and positive organizational culture can foster a sense of belonging, enhance employee morale, and drive organizational performance (Akıncı Vural & Coşkun, 2007). In addition, it is emphasized that organizational culture is one of the main factors affecting the level of organizational commitment in employees (Sarhan et al., 2020: 183). A strong organizational culture serves as a vital control mechanism, enhancing individual and

organizational capabilities in a competitive market (Almaaitah et al., 2020). It reduces uncertainties, fosters social order, promotes continuity, cultivates a sense of shared identity and commitment, and provides clear vision for the future. Ultimately, an organization's success hinges on its unique culture, regardless of its origin (founders, experience, or management development efforts) (Pratama et al., 2022).

Organizational justice, on the other hand, refers to the perceived fairness of the workplace. It encompasses how employees perceive the distribution of resources (distributive justice), the procedures used to make decisions (procedural justice), and the interpersonal treatment they receive from their supervisors and colleagues (interactional justice) (Greenberg, 1987b). A strong perception of organizational justice can lead to increased job satisfaction, higher levels of trust in the organization, and improved employee morale (Moorman, 1991). However, a low level of organizational justice perception negatively affects employees' organizational commitment and increases their intention to quit (Mulang, 2022). In this context, it can be said that it is worth to investigate the role of organizational justice in the relationship between organizational culture and organizational commitment.

Organizational commitment, the third pillar of this triad, is defined as the extent to which employees identify with the organization's goals and values, are willing to exert effort on its behalf, and desire to remain a member (Mowday, Porter, & Steers, 1982), and thus, it is crucial to achieving organization's goal. Moreover, it refers to the psychological attachment that employees have towards their organization (Meyer & Allen, 1991). High levels of organizational commitment is associated with reduced turnover, increased productivity, and improved organizational performance (Meyer et al., 1993). The fact that employees with high levels of organizational commitment have high work motivation and work performance (Demir, 2020; Ridwan et al., 2020), contributes to increasing organizational efficiency (Almaaitah et al., 2020). Studies emphasize its importance on both individual and organizational levels, particularly during periods of change or unmet employee needs. Employees' organizational commitment levels are affected by organizational culture and organizational justice (Novitasari et al., 2020: 96). Furthermore, a strong commitment reduces employee turnover intentions, enhancing retention (Pratama et al., 2022). Research has

consistently highlighted the influence of both organizational structure and culture on employee commitment (Sarhan et al., 2020; Syakur et al., 2020).

The relationship between organizational culture, justice, and commitment is complex and multifaceted. A positive organizational culture that values fairness, transparency, and employee well-being can create a climate of justice, which in turn can foster higher levels of organizational commitment (Meyer et al., 1993). Conversely, a negative organizational culture that is characterized by favoritism, secrecy, and lack of respect for employees can undermine perceptions of justice and lead to lower levels of commitment (Brewer, 1993). Organizations with cultures that prioritize employee well-being, cultivate a sense of organizational care, leading to increased retention and a stronger understanding of the organization's support.

This dissertation aims to search deeper into the complicated relationship between these three concepts, examining how different cultural types, as identified by Quinn and Cameron's Competing Values Framework (Quinn & Cameron, 1999), influence employee commitment under varying perceptions of organizational justice. The study will explore how Clan cultures, characterized by collaboration and people-orientation, Adhocracy cultures, emphasizing creativity and innovation, Market cultures, focused on competition and results, and Hierarchy cultures, valuing structure and control, differentially impact affective, continuance, and normative commitment when employees perceive varying levels of distributive, procedural, and interactional justice.

Organizations can gain valuable insights into how to foster a positive work environment that promotes fairness, trust, and employee well-being, ultimately leading to enhanced organizational commitment and improved performance by understanding these complex relationships. This research will contribute to the existing body of knowledge on organizational behavior and provide practical implications for managers and leaders seeking to create a more engaged and motivated workforce.

1.2 Importance of the study

Organizational culture significantly influences employee behavior and attitudes (İşcan & Timuroğlu, 2007). Since different cultures produce different employee behavior, studying organizational culture is crucial for managing various aspects of an organization's output.

While research on organizational culture exists, no prior studies have specifically examined the role of organizational justice in the relationship between different cultural types and employee commitment. This study aims to fill this gap by investigating the impact of organizational culture on employee commitment in the Turkish automotive industry. It emphasizes the importance of organizational justice, which the author believes is a key factor in employee decisions to stay or leave, based on their perception of fairness within the organization.

While previous research has extensively examined the individual relationships between organizational culture, justice, and commitment, there remains a lack of understanding regarding the intricate interplay of these three concepts, particularly within the context of different cultural types. By investigating how clan, adhocracy, market, and hierarchy cultures influence affective, continuance, and normative commitment under varying perceptions of distributive, procedural, and interactional justice, this study aims to provide a more nuanced and comprehensive understanding of the complex dynamics.

Furthermore, the study's focus on the Turkish automotive industry adds another layer of theoretical value. By examining these relationships within a specific cultural and industrial context, the research can offer insights into the unique challenges and opportunities faced by organizations in this sector. This can contribute to the development of more tailored and effective strategies for enhancing employee commitment in the Turkish automotive industry.

Moreover, the study's utilization of Quinn and Cameron's Competing Values Framework (Quinn & Cameron, 1999), provides a robust foundation for analyzing the different cultural types and their impact on commitment. This framework has been widely used and validated in organizational research, lending credibility to the study's findings.

By achieving these objectives, this study can make a significant contribution to the field of organizational behavior and provide valuable implications for managers and leaders seeking to enhance employee commitment and overall organizational effectiveness.

1.3 Research Questions

This study seeks answers to the following questions:

1. How does organizational culture affect employee commitment within the Turkish automotive industry?
2. Does organizational justice moderate the relationship between organizational culture and commitment in Turkish automotive companies?

1.4 Limitations

The study gathers data through convenience sampling, which limits the generalizability of the findings to the entire population. Additionally, due to its cross-sectional design, the research cannot definitively establish cause-and-effect relationships.

Furthermore, the study primarily focuses on employee commitment as the main variable, making it challenging to claim its complete objectivity. This data nature restricts the analysis to a cross-sectional approach, preventing the establishment of causality.

While external factors like economic conditions, competition, and government policies also influence employee commitment in Turkey, time constraints limit this study from encompassing them. Finally, the research focuses solely on automotive industry employees with email and internet access.

1.5 Assumptions

This study assumes that participants will answer the survey questionnaire honestly to provide a true reflection of their perceptions.

Chapter 2

Aim And Objective Of This Study

2.1 Aim of the study

By highlighting the importance of organizational justice in employee decisions to stay or leave, this study aims to contribute to both academic literature and the Turkish automotive industry. It delves deeper into the relationship between organizational culture and employee commitment, with a specific focus on the effect of perceived fairness within the organization.

2.2 Objectives of the study

This research has a three-fold objective:

- To explore how organizational culture influences employee commitment within the Turkish automotive industry.
- To assess whether organizational justice strengthens or weakens the relation between organizational culture and employee commitment in Turkish automotive companies.
- To recommend practical implications for professions in order to improve organizational commitment.

Chapter 3

Literature Review

This section investigates previous research on our variables of organizational culture, organizational justice, and organizational commitment, highlighting its connection to the current study. It explores relevant studies through sampling methods, methodologies, and the reported results.

3.1. Theoretical foundation of this research

This dissertation is grounded in two key theoretical frameworks: Social Exchange Theory (SET) and Organizational Support Theory (OST), which provide a comprehensive understanding of the complex relationships between organizational culture, justice, and commitment.

Social Exchange Theory (SET) is a foundational concept in social psychology and sociology that explains social interactions as a process of reciprocal exchange (Blau, 1964). It suggests that individuals engage in relationships based on the expectation of mutual benefits, where they give and receive resources, both tangible (e.g., money, goods) and intangible (e.g., support, recognition). In the workplace, SET suggests that employees' attitudes and behaviors are influenced by their perception of the exchange relationship with their organization.

Cropanzano and Mitchell (2005) involved on SET's application in the workplace, highlighting that employees who perceive their organization as providing valuable resources (e.g., fair compensation, opportunities for growth) are more likely to reciprocate with positive attitudes (e.g., job satisfaction) and behaviors (e.g., increased effort, reduced turnover). Conversely, when employees feel that the exchange is imbalanced or unfair, they may experience negative emotions (e.g., resentment) and engage in withdrawal behaviors (e.g., absenteeism).

In the context of this study, SET provides a lens through which to examine how different organizational cultures and justice perceptions influence employees' commitment. For instance, a clan culture, characterized by a supportive and collaborative environment, can be seen as providing valuable intangible resources such as a sense of belonging and camaraderie. This aligns with the findings of previous

research, which has shown that clan cultures are associated with higher levels of affective commitment (McShane & Von Glinow, 2018). Similarly, perceptions of distributive, procedural, and interactional justice can signal to employees that the organization values their contributions and treats them fairly, thus fulfilling the reciprocity principle of SET. This is supported by studies that have found a positive relationship between justice perceptions and organizational commitment (Colquitt et al., 2013).

Organizational Support Theory (OST) is an extension of SET that specifically focuses on the exchange relationship between employees and their organization (Eisenberger et al., 1986). It posits that employees develop a general perception of how much their organization values their contributions and cares about their well-being, known as perceived organizational support (POS). This perception is shaped by various factors, including organizational culture, justice perceptions, and leadership behaviors.

Rhoades and Eisenberger (2002) conducted a meta-analysis of 70 studies and found a strong positive correlation between POS and organizational commitment. They concluded that employees who feel supported by their organization are more likely to reciprocate with increased commitment, as they perceive the organization as fulfilling its obligations in the social exchange relationship. This finding is consistent with other research that has shown POS to be a significant predictor of various positive workplace outcomes, including job satisfaction, performance, and reduced turnover intentions (Eisenberger et al., 2002).

In this study, OST serves as a framework for understanding how different organizational cultures and justice perceptions influence employees' POS and, consequently, their commitment. For example, an adhocracy culture that encourages innovation and risk-taking can signal to employees that their creativity is valued, thus enhancing POS. This is in line with research that has linked innovative cultures to higher levels of employee engagement and commitment (Martins & Terblanche, 2003). Similarly, perceptions of procedural justice, which involve fair processes for decision-making, can contribute to a sense of being valued and respected by the organization, further strengthening POS. This is supported by studies that have found

procedural justice to be a key factor in building trust and commitment (Cropanzano et al., 2007).

By integrating SET and OST, this study aims to provide a comprehensive understanding of the complex dynamics between organizational culture, justice, and commitment. It seeks to explore how these factors interact to shape employees' perceptions of support and their subsequent commitment to the organization, ultimately contributing to a more engaged and motivated workforce. This research builds upon previous studies that have examined the individual relationships between these variables, but it goes further by investigating the role of organizational justice in the relationship between organizational culture and commitment. This can provide valuable insights into how organizations can leverage their culture and justice practices to enhance employee commitment and, ultimately, improve organizational performance.

3.2. Organizational Commitment

Organizational commitment is the key concept in this research. Thus, literature review is started with "organizational commitment".

3.2.1 History of organizational commitment concept. The concept of organizational commitment has gathered significant scholarly interest for over six decades, driven by concerns related to job dissatisfaction, turnover, and absenteeism (Seven, 2012). Despite its recognized importance in human resource, management and organizational behavior (Seyal & Afzaal, 2013), a universally accepted definition remains elusive.

The earliest research on organizational commitment can be traced back to the 1940s and 1950s, with a focus on understanding the factors that influence employee loyalty and dedication to their organizations (Hatch, 1993). Early research by Kelman (1958) and March and Simon (1958) linked commitment to social roles and exchange relationships, respectively.

In the 1960s, Becker (1960) introduced the "side-bet theory," which emphasized that employees become committed to organizations due to the accumulation of investments or "side bets" they make in the form of time, effort, and personal

relationships. This theory highlighted the instrumental nature of commitment, suggesting that employees remain with organizations primarily due to the perceived costs associated with leaving.

Early conceptualizations focused on employees' level of dedication to the organization (Grusky, 1966) and their willingness to invest energy and effort in its social systems (Kanter, 1968).

In the 1970s, researchers like Steers (1977) expanded the understanding of organizational commitment by identifying three key categories of factors that influence it: personal characteristics (e.g., age, education), job characteristics (e.g., job challenge, feedback), and work experiences (e.g., organizational dependability, personal investment) highlighting the role of experience in shaping commitment. This multi-dimensional perspective paved the way for a more nuanced understanding of commitment, recognizing that it is not a unitary construct but rather a complex interplay of various factors.

Cook and Wall (1980) and Morrow (1983) defined commitment as an emotional attachment to the organization and a willingness to exert extra effort for its success.

O'Reilly and Chatman (1986) challenged the prevailing one-dimensional view of commitment by proposing a multidimensional framework based on behavioral approaches, paving the way for a more nuanced understanding of this complex construct. O'Reilly and Chatman (1986) proposed a three-dimensional model of organizational commitment, comprising compliance, identification, and internalization.

The 1980s marked a significant turning point in commitment research with the development of the three-component model by Meyer and Allen (1991). It refers to the psychological attachment employees have towards their organization (Meyer & Allen, 1991). Subsequent research highlighted its role in influencing employee retention (Meyer and Allen, 1991). This model, which has become widely accepted in the field, distinguishes between three distinct components of commitment as in the following:

1. **Affective commitment:** This refers to the emotional attachment, identification, and involvement that employees have with their organization. Employees with high affective commitment feel a sense of belonging and pride in being part of the organization.

2. **Continuance commitment:** This refers to the perceived costs associated with leaving the organization. Employees with high continuance commitment stay with the organization because they feel they have to, due to factors such as salary, benefits, or lack of alternative job opportunities.

3. **Normative commitment:** This refers to the feeling of obligation to remain with the organization. Employees with high normative commitment feel a sense of duty or loyalty towards the organization.

Despite facing criticism, notably from Jaros (2007), who questioned the validity of its components and proposed refinements to enhance its precision and utility, this three-component model has been extensively studied and validated across various cultures and contexts, solidifying its place as a cornerstone of organizational commitment research. It has provided researchers with a comprehensive framework for understanding the different facets of commitment and their implications for employee behavior and organizational outcomes. That is why this model is used in this research and will be explained in detail in the following section of this dissertation.

In recent decades, research on organizational commitment has continued to flourish, with scholars exploring its antecedents, consequences, and measurement (Meyer & Allen, 1997). More comprehensive definitions emphasize the emotional and psychological dimensions of organizational commitment. Meyer and Herscovitch (2001) further elaborated on commitment as a force that binds individuals to a course of action, emphasizing the behavioral aspects of commitment. They distinguished between focal behaviors, directly linked to commitment, and discretionary behaviors, which offer more flexibility. Camilleri (2002) found that the degree of organizational commitment is influenced by factors such as official possession, personal identity, conflict levels, and role overload. Vashishta and Mishra (2004) identified social support and professional stress as predictors of organizational commitment. Miller (2003) defined organizational commitment as a state of identification with an organization's goals and a desire to maintain membership. Cohen (2003) emphasized

the role of obligation in binding individuals to a course of action and highlighted the importance of studying organizational commitment to understand how people define their life goals. Werner (2007) suggested that organizational commitment, as a work-related attitude, is closely linked to employee performance and turnover. He defined it as an employee's emotional, cognitive, and personal dedication to the organization, exceeding job requirements.

It encompasses employees' strong belief in and acceptance of organizational goals and values, their willingness to exert significant effort, and their desire to remain members of the organization (McShane and VonGlinow, 2008). Singh (2008) conducted a comprehensive review of organizational commitment research, emphasizing the need for cross-cultural studies and standardized terminology. He defined organizational commitment as a psychological bond between employees and the organization, where employees remain loyal throughout their careers. This commitment is seen as a reciprocal relationship, with the organization caring for employees' well-being and employees reciprocating with loyalty (Smirnova, 2008).

Organizational commitment is also viewed as the strength of their bond with the organization (Nelson and Quick, 2008), the degree to which employees feel fulfilled in their association with the organization (Schermerhorn et al., 2010), and their emotional attachment to it (Griffin and Moorhead, 2012). It reflects employees' identification with and dedication to the organization and its objectives, as well as their desire to remain affiliated with it (Phillips and Gully, 2012; Mathis and Jackson, 2011; Yıldız, 2011). It signifies employees' desire to maintain their involvement in the organization and contribute to its success (Gunaraja, 2014).

The evolution of organizational commitment research reflects the growing recognition of its importance in understanding and managing employee behavior in the workplace. As organizations continue to face challenges such as talent shortages, increasing competition, and rapid technological advancements, understanding and fostering organizational commitment remains a critical area of inquiry for both scholars and practitioners. The concept has been linked to various individual and organizational outcomes, including job satisfaction, performance, absenteeism, and turnover intentions. Additionally, researchers have investigated the role of organizational culture, justice, and leadership in shaping employee commitment.

3.2.3 Concept of organizational commitment. Organizational commitment (OC) is a complex, multi-dimensional construct that has garnered significant attention in academic literature across various disciplines, including sociology, psychology, and philosophy (Gedik & Üstüner, 2017). The concept's multidisciplinary nature has contributed to a lack of consensus regarding a single, universally accepted definition.

Early conceptualizations of OC primarily focused on employees' level of dedication and desire to remain with the organization. Grusky (1966) first defined OC as "the level of commitment of employees towards the organization," emphasizing the behavioral aspect. Kidron (cited in Sağcan, 2013) similarly defined OC as "the desire to continue membership in the organization if more attractive options are available," highlighting the importance of perceived desirability in the commitment process.

As the field evolved, the understanding of OC expanded beyond mere dedication and desire to remain. Researchers began to consider the alignment of employees' personal values and goals with those of the organization. This led to conceptualizations emphasizing emotional attachment and a sense of belonging. For example, organizational commitment is explained as the realization of employee commitment that will deliver organizational success, as well as the gathering of employees within the framework of common values, culture and goals (Doğar, 2013: 29). In other words, organizational commitment is defined as the acceptance of organizational goals and values by employees, their acceptance of themselves as members of the organization, their effort and their perception of the organization as a strong family structure (Özdevecioğlu, 2003: 113). O'Reilly and Chatman (1986) characterized OC as a psychological attachment, while Meyer and Allen (1991) defined it as a psychological state influencing employees' decisions to stay or leave the organization.

Meyer and Allen's (1991) seminal work introduced a tri-component model of OC, distinguishing affective, continuance, and normative commitment. Affective commitment refers to employees' emotional attachment, identification, and involvement with the organization. Continuance commitment relates to the perceived costs associated with leaving the organization, such as loss of benefits or seniority. Normative commitment reflects a sense of obligation to remain with the organization due to perceived moral or ethical reasons. This model has been widely influential in

OC research and practice, although it remains subject to ongoing debate and refinement.

Among the three components, affective commitment is often considered the most salient and has been linked to various desirable organizational outcomes, such as reduced absenteeism and turnover (Dunham et al., 1994; Somers, 1995). The emphasis on affective commitment aligns with the dominant approach in OC studies, which focuses on the attitudinal aspect and how employees feel about their relationship with the organization (Mathieu & Zajac, 1990; Mossholder, 1990).

However, OC is not solely an attitudinal construct. Researchers like Mowday et al. (1979, 1982) have explored the behavioral implications of OC, examining how it influences goal-setting, task performance, and resource allocation. This suggests that OC is not only about how employees feel but also how they act in relation to the organization.

Brewer (1993) suggested that a bureaucratic working environment negatively impacts employee commitment, while a supportive environment fosters greater commitment and involvement. Harris and Mossholder (1996) emphasized the central role of organizational culture in human resource management, influencing employee outcomes such as commitment, motivation, and satisfaction. Odom et al. (1990) found that a bureaucratic environment neither enhances nor diminishes employee commitment and satisfaction. Research by Mobley (1982) demonstrated an inverse relationship between organizational commitment and absenteeism and turnover. Therefore, organizations seeking to increase employee commitment should prioritize creating a positive and supportive organizational culture.

Despite extensive research, some aspects of OC remain unclear, such as its relationship with job performance. While some studies have found a positive correlation, others have reported mixed or insignificant results (Mathieu & Zajac, 1990). This suggests that the link between OC and performance might be more complex than initially thought, potentially moderated by other factors.

An alternative perspective on OC is the "calculative commitment," based on Becker's (1960) side-bet theory. This view posits that commitment can be driven by

accrued benefits like pensions and seniority, making it a more transactional rather than an affective construct (Ritzer & Trice, 1969). However, the validity and relevance of these measures have been questioned (Meyer & Allen, 1984).

The conceptualization and measurement of OC continue to be a subject of ongoing debate and refinement. One central issue is the attitudinal-behavioral dichotomy, with some researchers emphasizing the psychological state while others focusing on observable actions (Price & Mueller, 1981).

In summary, organizational commitment is a complex and evolving concept with profound effects on both individuals and workplaces. Although the emotional aspect of commitment, known as affective commitment, is a primary focus in research, other factors such as continuance and normative commitment, as well as the behavioral implications, warrant further investigation. A comprehensive understanding of the multifaceted nature of organizational commitment can enable organizations to implement effective strategies to foster employee commitment, ultimately resulting in enhanced performance and overall well-being.

3.2.4 Importance of organizational commitment. Organizational commitment is crucial for achieving an organization's goals (Mowday, Porter, & Steers, 1982). High levels of organizational commitment are associated with several positive outcomes:

- **Reduced turnover:** Committed employees are less likely to leave, saving the organization recruitment and training costs (Meyer et al., 1993).

- **Increased productivity:** Employees who identify with the organization's goals are more motivated to contribute to its success (Demir, 2020; Ridwan et al., 2020).

- **Improved performance:** Organizational commitment fosters a positive work environment, leading to enhanced overall performance (Meyer et al., 1993).

- **Enhanced retention:** A strong commitment reduces turnover intentions, ensuring valuable employees stay with the organization (Pratama et al., 2022).

- **Increased organizational efficiency:** Employees with high levels of commitment contribute to increased organizational efficiency through their motivation and performance (Almaaitah et al., 2020).

Studies emphasize the importance of organizational commitment on both individual and organizational levels, particularly during periods of change or when employee needs are not met. Employees' organizational commitment levels are influenced by factors like organizational culture and justice (Novitasari et al., 2020).

In the contemporary business landscape, human resources have become the most valuable asset for many companies (Khalili, 2011). The commitment and loyalty of skilled employees significantly contribute to organizational growth and development. As the dynamics between companies and their workforce evolve, organizational commitment has emerged as a crucial factor for sustained economic progress (Singh et al., 2008).

Committed employees enhance company performance and efficiency through their dedication and reduced turnover (Bennet, 2011). They are characterized by punctuality, loyalty, and alignment with organizational goals, providing a substantial competitive advantage.

Increased organizational commitment is associated with reduced turnover, increased job satisfaction (Shepherd-Osborne, 2009), and improved job performance (Johnson, 2013). Blau and Boal (1987) found that higher commitment levels among insurance workers led to less absenteeism and turnover. Porter et al. (1974) reported that employees with lower commitment are more likely to leave. Meyer and Allen (1997) suggested that strong relationships within immediate workgroups foster higher commitment to the organization. Meyer et al. (1993) found a positive correlation between employee age, tenure, and organizational commitment.

3.2.5 Organizational Commitment's Relation with "Commitment to Job" and "Commitment to Profession".

Commitment to Job: Although commitment to job is associated with and similar to organizational commitment, commitment to job is still different from organizational commitment.

Allport (1943) defines commitment to job as meeting the needs such as participation in work, prestige, dignity, self-respect, autonomy and feeling of honor at work. That means, commitment to job is the emotional connection and faith that an employee feels concerning his job. Commitment to job is defined as internalization of importance and value of a job by an employee, as well as attitudes and trends, which connect identity of an employee to his job (Lodahl and Kejnar, 1965).

Commitment to job is defined as identification with the job that is carried out and owned by employee, as well as degree of integration with the job. In organizational commitment, the key factor is organization (Kaya, 2013). According to Uygur (2009) commitment to job is feeling internal motivation to and becoming integrated with a job and it is the pleasure that an employee gets from his job and the will to maintain the job. In addition, it also refers to the commitment on immediate arrangement and fulfillment of requirements of the job (Uygur, 2009:33).

Characteristics of this term are listed as below in research carried out on commitment to job (Bal, S.A. ve Bal, Ç., 2010).

- Relation between the job and the image that an employee has about himself
- Degree of embracing the job by employee
- The extent that self-value of employee is influenced by level of performance perceived.
- Degree of an employee's identification himself with his job.

As a result, although the concepts commitment to job is similar to commitment to organization, they are different concepts and, the number of research related to determination of the relation between these two terms is not high in the literature,

Commitment to profession differs from commitment to organization. Commitment to profession connect to the significance and centrality of one's profession in their life, developed through efforts to enhance competence and expertise

in a specific field (Baysal and Paksoy, 1999). It involves dedicating time and effort to technical self-improvement and successful practice and professional commitment reflects an employee's understanding of their profession's role in their life, alongside the knowledge and experience gained throughout their career. It signifies identifying with and having a passion for the profession (Baysal and Paksoy, 1999).

According to Kılınç (2013), employees focused on professional objectives may exhibit low corporate commitment. Employees with prior professional commitment may find it challenging to commit to organizations, prioritizing their profession over the organization (Kılınç, 2013) and success and productivity are achieved by those who can balance both professional and organizational commitment, aligning personal benefits with organizational goals.

3.2.6 Approaches to Organizational Commitment

3.2.6.1 Behavioral approach. Behavioral commitment is defined as an employee's desire to remain in an organization due to the investments made in the workplace, such as time, effort, relationships, and skills (Becker, 1960). These investments decrease the appeal of leaving for another job, as replicating this status in a new organization would require additional effort. This concept aligns with the notion of exchange, where loyalty is formed through the satisfaction of benefits and the perceived sacrifices associated with leaving (Steers, 1977).

Positive employee behaviors resulting from commitment, such as consistent attendance, punctuality, and dedication, contribute to organizational growth and development. Mowday, Porter, and Steers (1982) conceptualized behavioral commitment as the process of individuals becoming integrated into an organization and how they navigate this situation. Research has explored factors influencing individual behavior, including salary, tenure, and additional responsibilities, as variables that can be manipulated to achieve organizational goals (Seven, 2012). Naumann (1993) further emphasized that commitment acts as a guiding force for individual behavior, and behavioral commitment considers the costs associated with leaving an organization.

3.2.6.2 Attitudinal approach. In recent research, attitudinal commitment has garnered more attention than behavioral commitment. Attitudinal commitment is seen as the emotional connection employees have with their organization, encompassing feelings of care, trust, and interconnectedness (Mowday, Porter, & Steers, 1982). It reflects a mindset where employees align their personal values and goals with those of the organization, demonstrating loyalty and active participation in work-related projects (Seven, 2012).

Meyer and Allen (1991) suggest that attitudinal commitment influences the conditions that contribute to either stability or change in commitment levels. This approach is linked to psychological factors such as the need, desire, and obligation to maintain organizational membership. They argue that attitudinal commitment extends beyond shared goals and values, encompassing the perceived costs associated with leaving the organization.

3.2.7 Factors affecting organizational commitment: individual and organizational factors. An organization's success hinges on the individuals who form its core, interacting and collaborating to achieve a shared purpose (Kızıl, 2014). Among the critical areas of interest in organizational and social behavior research is employee commitment (Kızıl, 2014). Several factors influence an employee's commitment to the organization, prompting ongoing research efforts (Akın, 2010). Scholars have identified various classifications for these factors (Akın, 2010).

Mowday, Porter, and Steers (1982) categorize factors influencing organizational commitment into four groups: personal characteristics, role and job characteristics, structural characteristics, and work experience. Balfour and Wechsler (1996) propose a similar framework, encompassing personal characteristics, job characteristics, and work experience. Iverson and Buttigieg (1999) further differentiate these factors into personal variables, job-related variables, and environmental variables. This multifaceted nature underscores the diverse influences on organizational commitment. The present study focuses on two key categories: personal and organizational factors.

Employees with high levels of organizational commitment identify with the organization's goals and values, internalizing them as their own (Mowday et al., 1982). They are driven to achieve organizational objectives and demonstrate a strong desire

to remain members (Mowday et al., 1982). This commitment manifests in continued work performance, loyalty during challenging times, and active efforts to protect the organization's interests (Mowday et al., 1982). Research consistently highlights the influence of both individual and organizational factors on shaping organizational commitment (Booth-Kewley et al., 2017; Suryani, 2018). The following sections will delve deeper into these factors and their impact on employee commitment within an organization.

3.2.7.1 Individual Factors Influencing Organizational Commitment.

Individual factors, often categorized as demographic characteristics, encompass aspects such as gender, age, education level, and organizational tenure (Curtis et al., 2009; Pak, 2008). Understanding the impact of these factors on employee commitment is crucial for organizations seeking to foster a more engaged workforce.

1. Gender: The impact of gender on organizational commitment has been a topic of ongoing debate. While some studies suggest a lower commitment level among women due to greater family responsibilities and challenges in the workplace (Akin, 2010; Ghorbani & Sani, 2012), others argue that women demonstrate higher commitment due to increased effort invested in securing and maintaining their positions (Curtis et al., 2009: 253). Additionally, research by Khalili and Asmavi (2012), Yuan and Ma (2022), and Suki and Suki (2011) points towards a potential influence of job characteristics on gender differences in commitment.

2. Age: Research suggests a positive correlation between age and organizational commitment (Meyer et al., 1993). Older employees may be more satisfied with their roles and have invested more time and effort within the organization, making them less likely to seek new employment (Tayfun et al., 2008: 4). Additionally, finding new opportunities may be more challenging for older workers, further strengthening their commitment to their current position (Gümüş, 2010: 49).

3. Education Level: The relationship between education level and organizational commitment is multifaceted. Studies by Iqbal (2010), Keramati et al. (2013), and Kırac (2012) suggest that employees with higher education may have greater expectations and seek opportunities that align with their qualifications, potentially leading to lower commitment. Conversely, inadequate communication within the organization can exacerbate this effect (Kırac, 2012). In contrast, Tayfun et al. (2008: 5) found higher commitment levels among employees with lower education, attributing this to a greater

reliance on their current job and a perception of limited options elsewhere. Effective communication strategies within the organization are crucial to fostering commitment among employees with higher education levels (Kıraç, 2012).

4. Tenure: Research consistently highlights a positive relationship between tenure (organizational seniority) and commitment (Meyer & Allen, 1988; Tayfun et al., 2008: 6). Over time, employees gain experience and develop a sense of investment within the organization, fostering a stronger attachment (Gümüş, 2010: 53). Individuals with limited work experience may hold unrealistic expectations, whereas those with longer tenures develop a more grounded perspective on organizational realities, potentially influencing their commitment levels.

5. Compensation: Employees' perception of fair and balanced wage structures is positively associated with organizational commitment (Luna-Arocas et al., 2020: 1; Al-Ansi et al., 2015: 55; A'yunnisa & Saptoto, 2015: 57). Feeling undervalued or underpaid can negatively impact an employee's commitment and potentially lead to job search behavior.

In conclusion, Individual factors play a significant role in shaping an employee's organizational commitment. Understanding the diverse influences of gender, age, education level, tenure, and compensation is crucial for organizations to develop effective strategies for fostering a committed workforce.

3.2.7.2 Organizational factors influencing employee commitment. This section explores the multifaceted organizational elements that impact employee commitment:

1. Organizational Culture: Organizational culture, encompassing the shared values, beliefs, and behaviors of an organization, is a primary factor influencing commitment (Khalili, 2014). A positive and supportive culture fosters trust, promotes employee well-being, and aligns individual goals with organizational objectives. This alignment strengthens commitment and fosters a sense of shared purpose (Memduhoğlu & Zengin, 2011).

2. Organizational Justice: Employees who perceive fairness in decision-making and resource allocation are more likely to be committed (Yazıcıoğlu & Topaloğlu, 2009). Justice perceptions encompass distributive justice (fair allocation of rewards), procedural justice (fairness in decision-making processes), and interactional justice

(fair treatment from supervisors). A strong belief in organizational justice fosters trust, loyalty, and a willingness to go the extra mile, leading to higher commitment levels (Akgündüz & Güzel, 2014). Conversely, perceived injustice weakens commitment and increases turnover intentions (Omar et al., 2012).

3. Career Opportunities and Advancement: Employees with clear career development paths and opportunities for advancement demonstrate increased commitment (Seçer & Çınar, 2011). Stagnation and a lack of growth opportunities can lead to dissatisfaction and a diminished sense of purpose. Organizations that invest in employee development, provide mentorship opportunities, and offer well-defined promotion systems cultivate a more committed workforce (Keser, 2006; İnce & Kendir, 2016).

4. Talent Management: Effective talent management strategies that identify, develop, and retain high-performing employees significantly contribute to organizational commitment (Dayeh & Farmanesh, 2021). By fostering employee growth and ensuring valuable skills are nurtured, organizations create a sense of belonging and value. Employees who feel their talents are recognized and utilized are more likely to be emotionally attached to the organization and committed to its success (Terlemez, 2013; Çelik, 2011).

5. Leadership: Leadership styles significantly impact employee commitment (Steyrer et al., 2008; Mahdi et al., 2014). Innovative, reliable, and supportive leadership fosters a positive work environment, motivates employees, and encourages them to align with organizational goals. Employees who perceive their managers as fair, open, and committed to their success demonstrate higher levels of commitment (Selamat et al., 2013; Tatlah et al., 2011).

6. Work Environment: Various factors within the physical work environment can influence commitment. For instance, maintaining comfortable temperature and lighting levels promotes employee well-being and reduces discomfort, ultimately contributing to higher commitment levels (Belli, 2014; Kaynak et al., 2016). Similar considerations apply to ventilation and organizational infrastructure.

7. Role Clarity: Clearly defined roles and responsibilities eliminate ambiguity and uncertainty for employees, allowing them to focus on their tasks and contribute effectively (Belli, 2014). Role ambiguity, on the other hand, can lead to frustration and

a feeling of not being utilized properly. By providing clear expectations and eliminating role conflicts, organizations can cultivate a more committed workforce.

It can be comment after this literature review at this section, that organizational factors play a crucial role in shaping employee commitment. By fostering a positive and supportive work environment characterized by trust, fairness, career opportunities, effective leadership, and a well-managed workspace, organizations can cultivate a more engaged and dedicated workforce. Investing in these areas is essential for long-term success and minimizing employee turnover.

Conclusion: As a result of literature review of our research subject, organizational commitment, it is found that Organizational Culture and Organizational Justice are the most effective concepts on Organizational Commitment. Moreover, it is not found in the literature the effect of organizational justice on the relation of organizational culture with organizational commitment. That is why this research will investigate the effect of Organizational justice on the relation of organizational culture with organizational commitment.

3.2.8 Models of organizational commitment. The concept of organizational commitment has gained significant research interest for decades (Gonzalez & Guillen, 2008). Its impact on employee attitudes (job satisfaction, performance, absenteeism, and turnover) is a key driver of this attention (Meyer, 1997; Meyer & Herscovitch, 2001). Numerous definitions and measurement scales have been developed (Muchinsky, 2000; Mowday et al., 1979).

The concept of organizational commitment has become a central topic in organizational behavior research (Mowday et al., 1982; Salancik, 1977; Staw & Ross, 1978). However, a major issue exists: a lack of consensus on how to define and measure commitment. Numerous researchers offer varying definitions, leading to over 25 related concepts and measures (Morrow, 1983). This inconsistency makes it difficult to distinguish commitment from other psychological concepts like motivation, involvement, or behavioral intention (Staw, 1977).

Despite the lack of agreement on specifics, a central theme emerges – the individual's **psychological attachment** to the organization. This bond connects the employee and the organization. While "commitment" encompasses antecedents, consequences, the process of becoming attached, and the state of attachment itself, it's the psychological attachment that holds the most interest for researchers.

Previous research often blurs the lines between the **causes and effects** of commitment (antecedents and consequences) and the **basis for attachment** itself. Some studies explore how individuals become committed (Angle & Perry, 1983; Staw & Ross, 1978), while others focus on the outcomes of commitment, such as employee behavior and attitudes (Horn et al., 1979; Kanter, 1972). This lack of distinction contributes to the confusion surrounding commitment.

3.2.8.1. Etzioni's typology model (1961). Etzioni (1961) laid the groundwork for understanding employee commitment by proposing three distinct categories. these categories highlight the varying reasons why employees connect with their workplaces.

- **Moral Commitment:** Employees with this type of commitment experience a strong sense of purpose aligned with the organization's mission and values (Etzioni, 1961). They identify with the organization's goals and norms, similar to the concept of organizational identification discussed by Hall (1970). This commitment is often driven by a desire to contribute to a positive social impact.
- **Calculative Commitment:** This type of commitment is based on a cost-benefit analysis (Etzioni, 1961). Employees assess the perceived advantages of staying with the organization compared to potential opportunities elsewhere. High levels of satisfaction with rewards and career prospects strengthen calculative commitment. Conversely, dissatisfaction can lead to a decline in this type of attachment.
- **Alienative Commitment:** This type represents a negative form of attachment characterized by feelings of powerlessness and external pressure (Etzioni, 1961). Employees experience a rigid work environment enforced by a controlling system. They remain due to a lack of better options, not because of

any positive connection to the organization. This results in low motivation and a desire to leave.

3.2.8.2. Angle and Perry's model (1981). Angle and Perry's model (cited in Mayer & Schoorman, 1998) proposes a two-dimensional framework for understanding employee commitment within organizations.

- **Value Commitment:** This dimension reflects an employee's strong emotional and psychological attachment to the organization. It signifies a clear preference for remaining with the organization because of a deep alignment with its values and mission.
- **Continuance Commitment:** This dimension focuses on the perceived costs associated with leaving the organization. It emphasizes the importance of factors like relationships with colleagues, rewards offered by the organization, and the interconnectedness of economic exchange that binds the employee to the organization.

3.2.8.3. O'Reilly and Chatman's model (1986). Drawing on Kelman's (1958) work, O'Reilly and Chatman (1986) proposed a multi-dimensional model that addresses the need for a clear definition of commitment. They argue that commitment reflects an individual's approach and attitude towards the organization and offers a framework for understanding how this approach is shaped.

Taking a more nuanced approach, O'Reilly and Chatman (1986) propose a model that views organizational commitment as a psychological attachment with three distinct components:

1. **Compliance:** This component reflects behavior driven by the expectation of external rewards or benefits, rather than a strong belief in the organization's mission (O'Reilly & Chatman, 1986). Employees comply with organizational demands in anticipation of receiving benefits. Employees may exhibit different attitudes publicly and privately depending on the perceived consequences of their actions.

2. **Normative Commitment (Identification):** This component signifies loyalty to the organization regardless of potential conflicts between personal and professional values (O'Reilly & Chatman, 1986). Employees strive to maintain a positive relationship with the organization and readily accept its influence. This occurs when individuals accept organizational influence to maintain a positive relationship with the organization (Meyer & Herscovitch, 2001).

3. **Normative Commitment (Internalization):** This component represents the strongest form of commitment, where personal values and goals fully align with those of the organization (O'Reilly & Chatman, 1986). Employees internalize the organization's objectives and feel a sense of congruence between their identities and their roles within the organization. O'Reilly and Chatman (1986) suggest that new employee commitment may initially be driven by self-interest but can evolve over time through role models, self-selection processes, and social pressures. Ultimately, this model highlights the multifaceted nature of employee attachment and its influence on behavior and attitudes. This represents a state where personal values and goals fully align with those of the organization. Employees internalize organizational objectives and see themselves as part of the organization's mission (Mowday, 1998).

O'Reilly and Chatman later combined Identification and Internalization into a single category – Normative Commitment. Additionally, they observed a positive correlation between Compliance and employee turnover, suggesting that employees who are solely motivated by rewards are more likely to leave the organization if those rewards are not met.

O'Reilly and Chatman's model offers a valuable framework for understanding organizational commitment by focusing on the concept of psychological attachment. Their three-dimensional model helps to differentiate between different forms of attachment and their implications for employee behavior and attitudes.

3.2.8.4 Penley and Gould's model (1988). Despite extensive research on organizational culture and its connection to employee attitudes, a gap exists in understanding the interplay between specific cultural components and commitment (Durham et al., 1994). Organizational culture, involving elements like mission, adaptability, consistency, and involvement, is a critical factor influencing employee commitment.

Given the dynamic nature of organizational culture, managers utilize these elements (structure, goals, technology) strategically to adapt to changing environments. However, existing research hasn't fully explored how specific cultural components influence individual commitment levels.

Penley and Gould (1988) propose a model that emphasizes the role of organizational culture in shaping commitment. Their model focuses on three cultural influences:

- **Moral Commitment:** This reflects employee identification with the organization's goals and values.
- **Calculative Commitment:** This type of commitment is based on the perceived benefits employees receive from the organization.
- **Alienative Commitment:** This occurs when employees feel pressured to remain despite a lack of perceived rewards, often due to a lack of better alternatives.

Penley and Gould's model sheds light on the significance of organizational culture in fostering employee commitment. By understanding how cultural components influence different types of commitment (moral, calculative, and alienative), organizations can create a more engaging and dedicated workforce.

3.2.8.5. Allen and Meyer's model (1990) a dominant approach. Meyer and Allen's model of organizational commitment stands as the most prevalent framework in the field (Barutçu, 2015). Initially introduced in 1984 with two dimensions (affective and continuance), it was later expanded to include a third – normative commitment. This model emphasizes commitment as a psychological state that binds employees to their organizations. Importantly, it extends beyond purely attitudinal commitment, acknowledging both attitudinal and behavioral aspects (Allen & Meyer, as cited in Barutçu, 2015).

Building on the view that individuals exhibit a combination of desire, need, and necessity behaviors regarding organizational membership, Allen and Meyer (1990) proposed three-dimensional distinct commitment types. The element of organizational commitment consists of three sub-dimensions: emotional commitment, normative commitment and continuance commitment (Doğan and Kılıç, 2007: 40).

3.2.8.5.1 Affective (Emotional) commitment: The concept of emotional commitment is based on the idea that the employee should stay in the organization because of the positive relationships or experiences he has had with the organization from past to present (Meyer and Allen, 1991: 67). In other words, emotional commitment is an emotional behavior that develops as a result of the employee's evaluation of work conditions and binds the employee to the organization. Factors that are effective in positively developing employees' emotional commitment include factors such as the attractive side of the job, clarity of goals and roles, organizational trust, participation, value given to the individual, information sharing and equality (Doğan and Kılıç, 2007: 40). This reflects the emotional attachment and psychological willingness an employee feels towards the organization.

3.2.8.5.2. Continuance commitment: Continuance commitment centers on the perceived costs an employee associates with leaving the organization (Meyer & Allen, 1991). This dimension emphasizes the sacrifices, both financial and social, that an employee expects if they choose to depart. Financial difficulties are a key limitation, as employees weigh the potential challenges of finding a new position with comparable compensation and benefits (Meyer & Allen, 1991).

Continuance commitment can be understood as an employee's perception that they need to remain with the organization due to the anticipated social and economic costs of leaving. In other words, for continuance commitment to develop, the

organization must offer more than just the financial opportunities readily available elsewhere. This necessitates a nuanced approach that considers individual employee characteristics and performance (Demirkol, 2014). Standardized wages and social benefits, while potentially increasing continuance commitment for average performers, may hold less influence for employees with demonstrably higher skills and capabilities.

Demirkol (2014) highlights the importance of considering individual characteristics when examining continuance commitment. A one-size-fits-all approach to employee retention strategies may not be effective. While standardized compensation and benefits might incentivize an average performer to stay, they may not have the same impact on a high performer who has more career mobility and can potentially secure better opportunities elsewhere. This underscores the need for organizations to tailor their retention efforts to the unique needs and aspirations of their employees.

3.2.8.5.3. Normative commitment: Normative commitment, a distinct sub-dimension of organizational commitment, reflects an employee's sense of obligation towards the organization (Meyer & Allen, 1991). This type of commitment arises from a belief that remaining with the organization is the morally correct choice, often rooted in social norms or personal values.

Employees with high normative commitment may feel ethically or morally compelled to stay with their current employer, even if alternative opportunities exist (Yalçın & İplik, 2005). In essence, they feel a sense of responsibility to the organization (Kashefi et al., 2013).

This obligation can stem from various sources, such as internalized values, a sense of loyalty, or a belief that leaving the organization would be detrimental to colleagues or the organization itself (Meyer & Allen, 1991). Understanding normative commitment is crucial, as it can be a powerful driver of employee retention, influencing decisions to stay even beyond purely economic or emotional considerations.

3.2.8.6 Mayer and Schoorman's model (1998). Similar models are proposed by Mayer and Schoorman (cited in Coetzee, 2004) and Angle and Perry. They both divide commitment into two dimensions:

- **Continuance Commitment:** This reflects an employee's desire to remain with the organization.
- **Value Commitment:** This signifies an employee's belief in the organization's goals and willingness to exert extra effort (Mayer & Schoorman) or simply a general acceptance of organizational values (Angle & Perry).

3.2.8.7. Comparison of models and strength of Allen & Meyer model. Two key frameworks stand out among several models exploring the concept of organizational commitment.

- **Two-Dimensional Models:** Angle and Perry; Meyer and Schoorman
- **Three-Dimensional Model: Allen and Meyer, (1990)** considered more effective by Eskandaricharati (2013), incorporates three distinct dimensions based on the employee's psychological attachment to the organization:

Key Differences: Both approaches share the concept of "continuance commitment," but their emphasis differs:

- **Two-Dimensional Models:** This focuses on the decision to stay or leave.
- **Three-Dimensional Model:** This focuses on the perceived costs associated with leaving.

Similarly, both models have a "value commitment" component, but with variations:

- **Two-Dimensional Models** focus on "going the extra mile" for the organization.
- **Three-Dimensional Model** is broader, encompassing an employee's belief in the organization's goals and general willingness to stay.

Decision vs. Effort: In contrast, the two-dimensional models suggest that continuance commitment relates to the decision to stay or leave, while value commitment is associated with the effort exerted towards achieving organizational goals.

The Strength of Allen & Meyer Model:

According to Eskandaricharati (2013), Allen and Meyer's model is the most effective due to its comprehensive nature. Their three-dimensional framework provides a more nuanced exploration of employee attachment compared to the simpler two-dimensional models. It goes beyond decision-making and effort to encompass the emotional connection, perceived costs, and sense of obligation that bind employees to their organizations. A crucial difference lies in the underlying focus. Allen and Meyer's model emphasizes the employee's psychological state of attachment. All three components (affective, continuance, and normative) can lead to the behavioral outcome of staying with the organization.

The strength of Allen & Meyer model lies in its acknowledgement of the multifaceted nature of commitment. As highlighted by research on "commitment profiles" (Meyer & Herscovitch, 2001), employees can exhibit varying degrees of all three components simultaneously. This perspective allows for a more nuanced understanding of how employees connect with their organizations.

Meyer and Allen's (1991) model effectively integrates the work of earlier researchers like Becker (1960), Porter et al. (1974), and Mowday et al. (1979). The three components – affective, continuance, and normative commitment – combine to form an employee's overall psychological attachment and involvement with the organization (Meyer & Allen, 1997). This model also sheds light on the individual attitudes that employees hold regarding their relationship with the organization (Brooks, 2002).

Research conducted by Eskandaricharati (2013) suggests that Meyer and Allen's three-dimensional model holds the most weight empirically. This comprehensive study examined various definitions of organizational commitment, their differences and similarities, their antecedents (factors influencing them), and the different dimensions

proposed by various models. Through analysis of different theoretical frameworks, Eskandaricharati concluded that Meyer and Allen's model is the most **comprehensive** compared to those proposed by other scholars in the field of behavioral and organizational science. According to Eskandaricharati (2013), Allen and Meyer's model is the most effective due to its comprehensive nature. Their three-dimensional framework provides a more nuanced exploration of employee attachment, encompassing emotional connection, perceived costs, and a sense of obligation, compared to the simpler two-dimensional models.

As a result, Allen & Meyer Model has been chosen to measure organizational commitment in this dissertation research.

3.2.9. Consequences of organizational commitment. It is emphasized that the positive and negative effects of organizational commitment should be examined in order to understand more clearly the importance of organizational commitment for the organization and the employee. As a matter of fact, it is stated that employees may show some negative attitudes depending on the negative and positive consequences of organizational commitment (Yağcı, 2007: 119). It is explained that one of the most important problems that occurs as a result of low levels of organizational commitment is experiencing professional burnout. The syndrome caused by employees' depersonalization towards other individuals in their work lives, feeling emotionally exhausted, and a decrease in their perception of success and personal competence is defined as "occupational burnout" (Yıldız, 2012: 37; Kang , 2012: 57). When the relationship between professional burnout and organizational commitment is evaluated, it is stated that employees with low levels of organizational commitment have high levels of organizational burnout. The underlying reason for this is that employees with low organizational commitment do inefficient and reluctant work in business life (Haghani et al., 2016: 1834).

Other negative factors that occur after a low level of organizational commitment in employees are an increase in the level of intention to leave the job, an increase in job stress, and the display of attitudes that are not in the interest of the organization. Studies on this subject have also found that low levels of organizational commitment increase the level of job stress and make the intention to quit more prominent (Simo et al., 2010: 144 ; Jamal , 2011: 20 ; Bhatti et al., 2016: 29). The level of organizational

commitment also affects employees' perceptions of organizational cynicism. Organizational cynicism; disappointment, resentment, rage and despair, etc. regarding the employees' organization. He explains it as having negative emotions. It is seen that cynicism in organizations brings with it many negative consequences. Cynicism increases the turnover rate of employees in organizations. In order to increase organizational commitment, management styles that will eliminate cynicism must be made functional (Altınöz et al., 2011: 287). Low level of organizational commitment in employees increases the perception of organizational cynicism, which causes low performance in employees (Nafei and Kaifi , 2013: 131; Rafiei et al., 2014: 1841).

The consequences of low levels of organizational commitment are explained above. There are many consequences of a high level of organizational commitment. It is seen that employees with high levels of organizational commitment accept the existence of the organization more and are aware that the organization is always behind them. It is said that employees who have these feelings easily adopt the goals of the organization and strive to maintain their identity as a part of the organization. In parallel, job performance increases in employees with a level of organizational commitment (Susanty et al., 2013: 15; Rose et al., 2009: 55).

High organizational commitment positively affects the level of organizational citizenship behavior exhibited by employees (Ulndag et al., 2011: 1). Organizational citizenship behavior refers to employees doing more work than expected from them and showing behavior that is in the interest of the organization (Çetinkaya and Çimenci, 2014:244). It is mentioned that the high level of organizational citizenship behavior, which is shown as an important behavior for the benefit of the organization, is directly proportional to the organizational commitment rates of the employees. Research on this subject also shows that the level of organizational commitment is a determining factor in showing organizational citizenship behavior (Hasani et al., 2013: 452; Nugroho et al., 2020: 962; Noor , 2009: 1).

A high level of organizational commitment also appears as a factor that increases provincial satisfaction. The emotions and attitudes that employees develop depending on whether their expectations are met or not by their organizations express job satisfaction. If the employee is dissatisfied with his job, it is seen that he can remain indifferent to issues related to his job, become detached from work, and lose hope for

the future. It is stated that low job satisfaction level disrupts the social, psychological and physical adaptation of the individual (Izgar , 2008: 320). For this reason, studies in the literature state that high organizational commitment increases job satisfaction and organizations should act by taking this situation into consideration (Adekola , 2012: 1; Dalkrani and Dimitriadis , 2019: 16). Employees with high levels of organizational commitment also have high work motivation. Studies in the literature indicate that there is a positive significant relationship between organizational commitment and work motivation (Suyono et al., 2021: 681; Mangkunegara and Octorend , 2015: 318).

A high level of organizational commitment increases employees' level of attendance at work and reduces their intention to leave the job. It is a possible outcome that the separation of employees, especially those who have gained competence in a particular job, will harm their organizational performance. In this regard, it is stated that high levels of organizational commitment of employees reduce the level of intention to leave and benefit the organization (Neves et al., 2022: 1; Lumingkewas et al., 2019: 256).

As it is understood, the negativities caused by low level of organizational commitment also negatively affect the development of organizations. In parallel, in organizations where high organizational commitment is experienced, organizational efficiency and success levels also increase, as the personal job performance and work motivation of employees are high. Research in the literature also mentions that the level of organizational commitment is an important determinant in terms of organizational effectiveness and efficiency (Brief and Weiss, 2002: 279). In this context, it can be said that organizational commitment brings with it many positive and negative consequences not only for employees but also for the organization.

3.2.10. Further research on organizational commitment. Organizational commitment has become an important area of research in organizational behavior, especially due to the changing nature of work and increased job mobility (Meyer, Allen, & Smith, 1993; Morrow, 1983; Reichers, 1985). It is defined as the psychological attachment or bond an employee has with their organization (Mathieu & Zajac, 1990). Researchers have emphasized that commitment can extend beyond the organization itself, including commitment to one's occupation, which can influence

behaviors like turnover and responses to dissatisfaction (Meyer, Allen, & Smith, 1993).

Despite extensive research, there is no single, universally accepted definition of organizational commitment due to the diverse perspectives of researchers from different fields. Mowday, Porter, & Steers (1982) defined it as the strength of an individual's identification and involvement with an organization, characterized by belief in the organization's goals, willingness to exert effort, and a desire to remain a member.

Meyer & Allen (1991, 1997) highlighted the psychological nature of organizational commitment, describing it as a state that influences an employee's decision to stay or leave. They identified a committed employee as one who accepts organizational goals, is willing to work hard, and wants to remain with the company. The increasing trend of reduced employee-organization connections in the globalized world has further emphasized the importance of fostering organizational commitment, as it is linked to increased productivity and organizational performance (Mowday et al., 1982).

Research has shown that organizational commitment is positively correlated with job satisfaction, attendance, prosocial behavior, and job performance, while negatively correlated with turnover intention (Cheng, Jiang, & Riley, 2003; Bateman & Strausser, 1984; Steers, 1977). A study by Bateman and Strasser (1984) even found that organizational commitment can be a predictor of job satisfaction.

Mowday et al. (1982) identified two classification to organizational commitment as behavioral and attitudinal. Scholl (1981) differentiated between two approaches to organizational commitment: the attitudinal school, which considers commitment as an employee's desire to remain in the organization due to identification with its goals, and the behavioral school, which sees commitment as a tie binding the employee to the company and influencing their behavior. The attitudinal school focuses on explaining performance and membership, while the behavioral school emphasizes the decision to maintain organizational membership.

Meyer & Allen (1997), prominent figures in organizational commitment

research, compiled various definitions of the concept, highlighting three recurring themes: affective attachment, perceived cost of leaving, and obligation to stay. These themes correspond to their three-component model: affective, continuance, and normative commitment. Affective commitment reflects an emotional bond, continuance commitment is based on perceived costs, and normative commitment stems from a sense of obligation to the organization.

Meyer & Allen (1991) emphasized that the work environment plays a crucial role in fostering organizational commitment. When employees' expectations are met, and their needs are fulfilled, they are more likely to develop a strong emotional attachment to the organization.

Meyer et al. (1993) explained that continuance commitment arises when workers feel they have invested significantly in the organization (side bets) and would lose these investments if they left. Normative commitment, on the other hand, develops through socialization experiences that emphasize loyalty or through receiving benefits that create a sense of obligation to stay (Wiener, 1982; Scholl, 1981).

Each component of commitment has distinct antecedents (Mowday et al., 1982). Affective commitment is influenced by personal characteristics, job characteristics, work experiences, and structural characteristics, with work experiences being the most significant. Dunham, Grube, & Castaneda (1994) identified specific antecedents of affective commitment, including perceived job characteristics (autonomy, significance, identity, skill variety, supervisory feedback), organizational dependability, and perceived participatory management.

Continuance commitment is influenced by the extent of investments made in the organization and the perceived lack of alternatives (Allen & Meyer, 1990). For example, investing time and energy in developing job-specific skills can increase continuance commitment due to the perceived loss if the employee leaves. Becker (1960) described commitments as arising from "side bets," linking various interests to a consistent line of activity.

Alutto, Hrebiniak, and Alonso (1973) studied commitment to occupation or organization among teachers and nurses, defining it as the willingness to leave for modest rises in wage, rank, initiative, or coworker relation. In contrast to Ritzer &

Trice (1969), the research by Alutto et al. (1973) supports "side-bets" concept as a crucial factor in explaining organizational commitment. Their findings supported "side bets" concept as a factor in explaining commitment. This perspective emphasizes that commitment is not solely a social-psychological phenomenon but also has structural components, such as investments made in the organization.

Dunham, Grube, & Castaneda (1994) identified age, experience, job satisfaction, and intention to leave as potential predictors of continuance commitment. Age and tenure serve as indirect measures of investment, while job satisfaction reflects career-related investments. The intention to leave indicates a lack of continuance commitment.

Meyer & Allen's (1984) three-component model of commitment has been extensively studied across various cultures, including China, Hungary, Korea, and several European countries. Riordan & Vandenberg (2004) conducted a cross-cultural study comparing organizational commitment between Korean and American employees. Contrary to expectations, Korean employees exhibited lower commitment levels than their American counterparts. This finding aligns with previous research by Luthans, McCaul, & Dodd (1985), who found that American employees displayed higher commitment levels than their Korean counterparts, despite the common belief that collectivist cultures foster stronger organizational commitment.

Palich, Hom, & Griffeth (1995) inspected the cultural commitment generality sources among managers in international enterprises and found that while commitment sources predicted commitment, cultural factors did not significantly moderate this relationship.

Chang (1999) investigated the concept of career commitment, defined as an individual's attitude towards their career, and examined its influence on the relationship between employees' perceptions of organizational practices and their organizational commitment. The study revealed that Korean researchers perceived career commitment as distinct from affective and continuance commitment. Furthermore, career commitment moderated the impact of supervisory support on affective commitment and the effect of affective commitment on turnover intention.

Cheng et al. (2003) investigated the correlation between organizational commitment, intention to leave and job satisfaction in Chinese business enterprises. Their research highlighted the importance of both organizational commitment and supervisory commitment in influencing job satisfaction and turnover decisions. Notably, their findings suggested that supervisory commitment plays a crucial role in employee outcomes in the Chinese cultural context, but this may not be generalizable to Western cultures.

Wasti (2002) examined organizational commitment within the Turkish context, conceptualizing it as a two-dimensional construct encompassing affective and continuance commitment. The study provided evidence for the cross-cultural applicability of factors influencing and resulting from affective commitment. Furthermore, Wasti's research identified loyalty norms and in-group approval as significant contributors to continuance commitment in Turkey. This suggests that collectivistic cultures, such as Turkey, may experience heightened levels of continuance commitment due to the regulatory nature of employment and cultural expectations of loyalty.

3.3. Organizational Justice

Organizational Justice (OJ) is a central concept in organizational science, reflecting employees' perceptions of fairness within the work environment (Folger, 1977). It's also referred to as "workplace fairness" (Greenberg, 1987b). Justice, a fundamental value in modern society (Murphy et al., 2003), encompasses the desire for fair treatment and distribution of rights and benefits (Greenberg, 1987b). This inherent human desire for fairness translates into a strong research focus on organizational justice.

The concept of OJ emerged during World War II. Stouffer et al. (1949) investigated factors influencing soldiers' compliance, analyzing differences in promotion satisfaction between police and air corps officers. Despite faster promotions for air corps officers, police officers displayed greater satisfaction. Stouffer et al. attributed this to differing reference groups. Air corps officers compared themselves to peers, perceiving rapid promotions as unfair. This analysis, forming the basis of the

relative deprivation concept, became a cornerstone of OJ research. Moorman (1991) (cited in Ocak, 2010) further defined OJ as "justice directly related to work areas."

Building on existing perspectives, Greenberg (1996) offered a more specific definition of organizational justice (OJ) as "perceived justice about procedures in organizations." These definitions have been subject to ongoing refinement through research. Yıldırım (2007) further elaborated on the concept, emphasizing that OJ encompasses the formal and informal rules and norms that govern the distribution of rewards and punishments within an organization. This includes not only the decision-making processes themselves, but also the principles guiding their implementation. Importantly, OJ is comprised of three sub-dimensions: distributive, procedural, and interactional justice.

Understanding OJ necessitates a grasp of the broader concept of justice, often defined as placing things where they belong or granting rights to rightful owners. Justice is considered objective, principled, and concerned with equality. Fairness necessitates acting with honesty and integrity, regardless of personal connections, interests, or biases (Hökelekli, 2009). Since ancient times, justice has been recognized as a cornerstone of social cohesion (Ayık et al., 2014). Justice encompasses broader notions of truth, honesty, rights, and law within the social sphere (San, 2017). In the organizational context, justice is crucial for fostering harmony, peace, and goal achievement (Ayık et al., 2014).

Organizational justice reflects individual perceptions within the organization regarding fair treatment and the impact of those perceptions on the organization (İşcan and Sayın, 2010). Justice Theory underpins the concept of OJ. Numerous academic studies have explored the impact of employees' understanding of justice on their behavior within the organization. These studies often focus on the perceived benefits employees receive from the organization compared to those offered by other organizations, ultimately influencing employee productivity and behavior (Yeniçeri et al., 2009).

3.3.1 Dimensions of organizational justice. Basically, organizational justice dimensions are examined in three dimensions: procedural justice, interactional justice

and distributive justice (Altinkurt and Yılmaz, 2010: 467). The sub-dimensions that constitute organizational justice are explained under the headings below.

3.3.1.1 Distributive justice. Distributive justice, a core sub-dimension of organizational justice, focuses on how fairly employees perceive the distribution of rewards and losses within the organization (Greenberg, 1988). This perception hinges on employees' judgments about whether their efforts are adequately compensated.

When employees believe their contributions are undervalued, it can lead to a range of negative consequences. Main negative consequences in the literature are listed below:

- **Reduced Performance:** If employees feel they deserve more based on effort, they might decrease their output (Greenberg, 1988).
- **Increased Turnover Intentions:** A sense of unfairness can trigger thoughts of quitting the job (Pfeffer & Blake, 1992).
- **Strained Peer Relationships:** Perceived inequity may lead to damaged relationships with colleagues (Pfeffer & Langton, 1993).
- **Reduced Job Satisfaction:** Employees may perceive their jobs as less fulfilling due to perceived unfairness (Cowherd & Levine, 1992).
- **Increased Stress:** A sense of being treated unfairly can be a significant source of stress (Zohar, 1995).

Research on organizational justice has historically focused heavily on distributive justice, particularly in studies predating 1975 (Bakhshi et al., 2009). Conceptually, distributive justice reflects employees' evaluations of the fairness of outcomes within the organization, such as promotions and wages (İçerli, 2010).

A key aspect of distributive justice is the perception of employees receiving a fair share of resources compared to their contributions. If employees feel they are treated unfairly relative to others' efforts and contributions, it can negatively impact their attitudes, behaviors, and decision-making within the organization (Cihangiroğlu & Yılmaz, 2010). Therefore, ensuring employees perceive a fair share of distributed resources is crucial for organizational well-being.

3.3.1.2 Procedural justice. Procedural justice, a critical sub-dimension of organizational justice, focuses on the perceived fairness of the processes used to allocate rewards and punishments within an organization (Li & Cropanzano, 2009). This perception goes beyond simply receiving a fair outcome; it also considers the fairness of the procedures themselves.

Thibaut and Walker (1978) emphasize that people perceive procedures with a degree of control as fairer than those lacking control. This control allows them to influence decision-making by presenting their case, potentially leading to a more favorable outcome. Their model, described as instrumental, suggests that procedures are valued for their perceived impact on results.

Procedural justice is often associated with the concept of participation in decision-making (Li & Cropanzano, 2009). Research indicates that employees with a high perception of procedural justice tend to experience greater job satisfaction, organizational commitment, and productivity compared to those with lower perceptions (Wall-Yun & Sook-Hee, 2009).

Research suggests a strong link between organizational trust and perceptions of procedural justice (Külekçi-Akyavuz, 2017). Studies have demonstrated that cultivating a trusting environment within organizations can significantly enhance employees' sense of fairness regarding organizational procedures (Polat & Celep, 2008). In high-trust organizations, employees are more likely to perceive decision-making processes as just.

3.3.1.3 Interactional justice. Interactional justice, a sub-dimension of organizational justice (OJ), focuses on how employees' interactions with those making decisions about rewards and punishments influence their perception of procedural fairness (Çalışkan, 2006). In essence, the way management interacts with employees can shape their perception of whether reward allocation processes are fair or unfair.

While some scholars view interactional justice as an extension of procedural justice (Moorman, 1991; Niehoff & Moorman, 1993), the prevailing view considers them distinct dimensions (Skarlicki & Folger, 1997; Bies & Shapiro, 1988). Others,

like Cropanzano and Ambrose (2001), argue against the three-dimensional model altogether, suggesting these dimensions are intertwined and lack clear separation.

Interactional justice emphasizes the importance of respectful communication, sensitivity, and overall fairness in manager-employee interactions (Demirkaya & Şimşek-Kandemir, 2014). Open and effective communication is recognized as essential for supporting organizational change and achieving competitive advantage (Demirkaya & Şimşek-Kandemir, 2014).

Interactional justice encompasses two sub-dimensions: informational justice and interpersonal justice (Tokgöz, 2011).

- **Informational Justice:** This refers to the perceived fairness of communication regarding decisions and procedures. Employees should feel adequately informed about decision-making processes.

- **Interpersonal Justice:** This focuses on the perceived fairness of treatment by superiors. It includes the fairness of interactions, respect shown, and the wisdom displayed in resource allocation.

In conclusion, interactional justice highlights the significance of respectful communication and fair treatment in fostering employee perceptions of procedural fairness within an organization.

3.3.2 Importance of organizational justice. It is seen that people question how fair the events in their social environment are and react to the injustices seen from various angles. It is stated that one of the social structures where the understanding of justice is most important is workplaces and institutions. It is observed that employees question whether promotions and salaries are fair or not, and as a result, they develop some attitudes towards their environment. Distributing existing resources fairly and equally to employees and taking an equal approach ensures the continuity of the employees' social life order and strengthens their sense of justice (Allahyari -Sani and Yavuz, 2018: 755). During this process, it compares the achievements of employees as a result of their own activities in the institution with the achievements of employees in other institutions in similar situations, and as a result, improves their attitudes towards their manager, organization and job. In this way, employees can perceive the

level of justice in their own institutions. It is stated that employees can show reactions that cause serious consequences depending on their perception of justice, their commitment to the institution decreases and their intention to leave the job increases (Cihangiroğlu, 2011).

It is stated that the competitive conditions have become more difficult and global economic effects have led to studies on the factors necessary to ensure the continuity of organizations. It is stated that the loyalty of employees to the organization has a direct effect on increasing productivity, gaining competitive advantage, and ensuring the permanence of the organization. In this context, it is seen that it is necessary to correctly analyze and implement the factors that will increase the loyalty of employees on behalf of the organization. It is stated that one of the important factors affecting employee loyalty is fair practice (San, 2017: 1). It is stated that the perception of organizational justice is one of the factors that affects employees' stay in the organization. It is stated that employees within the organizational structure see the decisions taken and other people's approaches towards them as fair, contributing to their development of positive attitudes towards the organization, as well as increasing work efficiency, increasing their commitment to the organization and identifying with the organization (Triverdi et al., 2019: 1604). However, it is seen that the level of organizational justice of the employees is important in ensuring employee productivity and reducing the workforce turnover rate by ensuring that the individual goals and corporate goals of the employees are compatible. It is stated that as employees' understanding of organizational justice increases, their ownership of organizational goals and identification with the organization increases, their sense of sacrifice develops, and employees are able to fulfill their roles within the organization voluntarily and actively (Örücü and Özafşarloğlu, 2013: 336).

As can be seen, ensuring organizational justice brings positive results for employees and the organization. On the other hand, in an environment where there is no organizational justice, it is seen that psychological and social problems are experienced, physical health problems, hostile attitudes towards the organization, behaviors such as quitting the job or avoiding the given responsibility can be exhibited. It is stated that in some cases, employees think that the decisions taken in the organizational structure are not fair. In this case, it is stated that employees' communication skills within the organization are weakened and they exhibit negative

behaviors in the organizational structure (DeConick, 2010: 1349). In addition, in organizations where there is no organizational justice, the organizational cynicism levels, job stress and professional burnout levels of employees increase (Moliner et al., 2005: 99; Hussain and Shahzad, 2022: 10; Judge v Colquitt, 2004: 395), and their job satisfaction levels decrease (Fatimah et al., 2011: 115).

Research suggests a negative consequence of employees perceiving a lack of organizational justice (Keskin, 2017). These perceptions can manifest as negative employee attitudes, decreased work commitment and organizational loyalty, feelings of disappointment and demotivation, and ultimately, a higher likelihood of employee turnover. This poses a significant challenge for organizations striving to maintain competitiveness (Keskin, 2017: 1). Therefore, ensuring fair, non-discriminatory distribution of organizational rewards and fostering open communication with employees are crucial for promoting a sense of justice within the organization.

3.3.3 Factors affecting organizational justice. Organizational justice, encompassing perceptions of fairness in decision-making, resource allocation, and interactions, is a crucial concept impacting employee attitudes and behaviors. This section explores various factors that influence how employees perceive justice within their organizations.

Leadership: Leadership behaviors are recognized as a primary determinant of organizational justice (Önderoğlu, 2010; Zawawi & Putrawan, 2019; Hassan & ul Hassan, 2015). Research consistently investigates the relationship between leadership styles and justice perceptions (citations provided). Studies reveal a complex interplay. For example, Taş-Çolak's (2020) investigation found that servant leadership had a mixed effect on justice, demonstrating both positive and negative influences (n=410). Similarly, Arabacı (2019) reported a positive correlation between democratic leadership and all dimensions of justice, while autocratic and permissive styles exhibited negative correlations (n unspecified). These findings underscore the need for further exploration of the nuanced relationships between leadership styles and justice perceptions.

Trust: Organizational trust, encompassing employee confidence in their managers and the organization, is another critical factor shaping perceptions of justice

(Önderoğlu, 2010). Research across various organizational structures demonstrates a positive correlation between trust and justice perceptions (reference needed). İbrahimzade's (2016) study in the service sector (n=341) exemplifies this connection, revealing a positive effect of organizational justice on employee trust. These findings highlight the importance of fostering trust to cultivate a sense of fairness within organizations.

Organizational Culture: The characteristics of an organization's culture can significantly impact employee perceptions of justice (Winarsih & Riyanto , 2020; Khan & Rashid, 2012). Uludağ et al. (2019) investigated the relationship between organizational culture and justice perceptions among education. Their findings identified positive correlations between all three sub-dimensions of organizational justice (distributive, interactional, procedural) and organizational culture. Kalfaoğlu et al. (2021) explored the mediating role of justice perceptions in the relationship between ethical leadership and organizational culture. Their research suggests that a culture emphasizing ethical leadership behaviors positively influences employee perceptions of justice.

Demographic Considerations: While organizational factors play a significant role, demographic characteristics can also influence justice perceptions (Nwanzu, 2017). Research suggests that age, gender, professional seniority, education level, and profession may all have an impact, though the findings are not always consistent. For instance, some studies report higher perceptions of justice among women in specific professions, while others show the opposite. Similarly, the influence of education level on justice perceptions varies across studies (Nwanzu, 2017; Baş & Şentürk, 2011; Yürür, 2008). Further research is needed to understand the complex interplay between demographic factors and justice perceptions.

Conclusion: Perceptions of organizational justice are shaped by a multitude of factors, including leadership behaviors, organizational trust, cultural characteristics, and even employee demographics. Understanding these complexities is crucial for organizations to cultivate a fair and just work environment, fostering employee commitment and positive workplace outcomes.

3.4. Organizational Culture

Organizational culture is a multifaceted concept that significantly influences how organizations function and achieve success. It is a dynamic system shaped by the shared beliefs, values, and behaviors of its members. Understanding and fostering a positive culture is crucial for organizations to thrive in today's competitive landscape.

Organizations, like living things, need to adapt and survive and their culture, shaped by the people within, significantly impacts goal achievement, decision-making, and overall success (Akıncı Vural & Coşkun, 2007). This concept has gained traction in recent decades due to the increasingly competitive environment. In competitive environment, adaptability of the organizations to new conditions, is major success factor. That is why researchers have drawn on anthropology, sociology, and social psychology to understand the connection between culture and behavior in organizations in order to increase the adaptability of the organizations, examining cultural aspects like language, rituals, and stories (O'Reilly et al., 1991; Warrick, 2017). These cultural elements shape how employees perceive their reality and respond to it (Ahmady et al., 2016). Leaders' participation in cultural practices can also influence whether these practices support or hinder organizational goals (Gregory, 1983).

The concept of organization is fundamentally linked to societal culture, a vital factor shaping the social structure surrounding organizations (Dinç, 2007). It represents the social relationships within human communities that come together for specific purposes. These communities develop their unique characteristics and products over time. These characteristics naturally reflect the organization's culture (Dinç, 2007). Organizational culture is considered a subculture of the larger societal culture (Taşcıoğlu, 2010). People establish organizations that reflect their values and beliefs, creating social groups with shared norms and traditions (Hofstede, 1984).

Studies on organizational psychology conducted in the 1950s laid the groundwork for the concept of organizational culture (Altınok, 2019). Since then, the concept has been a topic of ongoing discussion within the academic literature. Despite numerous studies, there's still no single, universally agreed-upon definition (Yahyagil, 2004). Some scholars define it as a set of shared assumptions learned by a group to solve internal and external challenges so that these assumptions are then passed on to

new members as the way to function within the organization (Schein, 1985). Others view it as shared values and beliefs that help members understand their environment and expected behaviors (Deshpande & Webster, 1989). Values are deeply rooted emotions influencing behavior, while beliefs are internal convictions about appropriate conduct in different situations (Dubey et al., 2017).

Mavi (2020) defines it as the set of qualities that affect the behavior and attitudes of people working within the organization, distinguishing it from other organizations. Organizational culture encompasses these widely accepted values, beliefs, and common behavioral expectations (Vukonjanski & Nikolic, 2013).

It is argued that the very existence of human communities necessitates a shared culture for coexistence (Oran, 2016). The concepts of culture and organization play a crucial role in shaping organizational culture. Organizational culture is a structure adopted and learned by employees or organizational members over time (Altinok, 2019). Organizational culture, through the people who manage rewards and punishments, shapes behavior and reinforces desired actions (Bushman et al., 2011).

An organization's culture emerges from its unique history and experiences (Schein, 2010). This culture significantly impacts the organization's ability to adapt, motivate employees, and boost productivity (Jogaratnam, 2017). Culture is pervasive, affecting all aspects of an organization's life (J.-C. Lee et al., 2016). Ignoring cultural influences can lead to unforeseen consequences (Ahmady et al., 2016). While cultural scholars see culture as a potential solution to many organizational problems, they also acknowledge potential downsides (Warrick, 2017). For instance, a strong culture can resist change (Iljins et al., 2015).

3.4.1 History of organizational culture. The roots of organizational culture can be traced back to the 1940s and 1950s, when researchers began exploring the social dynamics and shared beliefs within organizations (Hatch, 1993). However, it wasn't until the late 1970s and 1980s that the concept gained significant attention in sociology, management, and marketing (Nam & Kim, 2016). While culture was mentioned in organizational studies before (Blake & Mouton, 1964), it wasn't until two decades later that it became widely used by researchers and practitioners (Hofstede, 1998). This rise in interest was driven by the recognition that organizational

culture played a crucial role in adapting to rapid internal and external changes. This rise is evident in the numerous publications on the topic. Scholarly conferences, special journal issues, and reviews identified over 4600 articles by 2016 (Chatman & O'Reilly, 2016). This growing interest in culture highlighted its importance within organizational behavior (Hartnell et al., 2019).

The concept itself emerged in 1979 with Pettigrew's article in *Administrative Science Quarterly*. He defined culture as a shared system of meanings that a group uses to understand its situation (Pettigrew, 1979). Pettigrew (1979) is accepted as pioneer with the study of organizational culture, examining its formation through symbols, language, and rituals.

Subsequent research by Ouchi (1981), Deal and Kennedy (1982), Peters and Waterman (1982), and Schein (1985) further emphasized the importance of culture in shaping organizational performance, employee relations, and overall effectiveness. Barney (1986) linked strong organizational culture to improved business competitiveness, drawing on the resource-based view theory (Putthiwanit, 2015). Researchers like Barley et al. (1988) emphasized the enduring concept of culture, regardless of the theoretical framework used to study it (O'Reilly et al., 1991).

From a once-obscure term, it has become a prominent concept for leaders, advisors, and academics, influencing both daily operations and long-term strategies (Hofstede et al., 1990). Research has begun to explore the link between culture and a company's overall success, including factors like employee mindsets and organizational outcomes (Hofstede et al., 2010; Ax & Greve, 2017).

As the organizational culture is one of the main constructs of this research that the related items will be used in the survey of this research, organizational culture models will be investigated in the following lines.

3.4.2. Organizational culture types. According to Rozzi (2021), organizational culture refers to the verbal norms and emotional side of the organization and it is shaped by organizational activities. The types of organizational culture are given below (Roozi , 2021):

General and Sub-Culture: It is stated that general culture consists of the accepted and experienced employees of an organization or country, valid in every society, every region and geography. In other words, general culture is a cultural structure that exists on all attitude levels around it. The prevailing trusts, beliefs, norms, values, modes of action and sanctions of a society or country are the factors that constitute the culture in question.

- **Material and Spiritual Culture:** The infrastructure of culture consists of basic values. They are explained as objects that meet the needs of societies. Material culture is defined as physical values made by hand. These values are used to meet the general needs of the individuals around them.

- **Counterculture:** the counterculture in question is the culture whose norms, values, and behaviors conflict with those of the mainstream culture.

Strong and Weak Culture: a strong organizational culture has a feature that facilitates adaptation and provides high level employee motivation (Roozi , 2021).

- **Open Culture:** Characterized by sincerity and a lively atmosphere that caters to members' social needs. Leaders collaborate with institutions and employees to achieve goals. There is a focus on social needs but achieving goals remains important.

- **Closed Culture:** Leaders are indifferent to members, creating a stagnant environment. Morale is low, and neither goals nor social needs are met.

- **Autonomous Culture:** Leaders have limited control, and the focus is on employee satisfaction. While social needs are met and goals are achieved, there might be a lack of structure.

- **Controlled Culture:** Goals are the primary focus, and impersonal interactions prevail. While some social needs may be met, goal achievement methods might be unrealistic or insincere.

- **Sincere Culture:** Social needs are met, but there is minimal control over goal achievement. This can lead to an uncoordinated and individualistic environment with low morale and unrealistic goal pursuit.

- **Strength of an organization's culture** is linked to the depth and pervasiveness of its shared beliefs. **Strong cultures** have high levels of agreement and commitment among members regarding values, norms, and practices (Johnson et al., 2005). Conversely, **weak cultures** lack clarity or agreement on core values. Strong cultures are generally associated with higher performance and success than *weak cultures*

(Warrick, 2017). Strong cultures are better positioned to achieve organizational goals. (Ernest Chang & Lin, 2007).

• **Positive organizational culture** offers numerous advantages for organizations. It can enhance employee effectiveness by enabling them to utilize their professional skills to a greater degree (Şenel and Buluç, 2016). Additionally, positive culture fosters both individual and organizational efficiency (Mahdiyeh et al., 2006; Atafar et al., 2013; Prajogo and McDermott, 2011; Ebadollah, 2011). Studies have shown that organizational culture is a significant determinant of individual and organizational efficiency/effectiveness. Employees in a *positive organizational culture* environment tend to adopt the organization's values, whereas those in a negative environment may find it difficult to do so. A positive organizational culture has a significant impact not only on the organization itself but also on its employees. It can contribute to higher job satisfaction, work motivation, and organizational commitment (Chang and Lee, 2007; Oran, 2016; İşcan and Timuroğlu, 2007; Sözer, 2006; Sertel, 2016).

Weak organization: weak organizational culture negatively affects the organizational socialization process. It makes it difficult for people to learn and accept the culture and adapt to the organization. When personal approaches come to the fore, the level of contribution of the organization to the goals decreases (Gülençer, 2017: 24).

3.4.3. Some aspects and benefit of organizational culture. An organization's structure, systems, and employee skillsets also shape these norms and expectations (Rovithis et al., 2017).

Culture is shaped by organizational objectives and learning experience so that it is a key factor in knowledge transfer within teams (Nam & Kim, 2016; Wei & Miraglia, 2017).

Organizational culture acts as a framework for encouraging desired behaviors Effectively that lead to better performance (Kao et al., 2016). In simpler terms, it defines "how things are done" and what truly matters within the organization (Madanchian et al., 2017).

Organizational culture represents a shared system, persisting even as individual

members come and go (Hofstede, 1993). It develops and evolves across all hierarchical levels (Jo Hatch & Schultz, 1997).

Culture is seen as a deeper, more enduring aspect based on shared mindsets and historical roots. Climate, on the other hand, is more temporary and reflects current employee perceptions and attitudes. It's also considered more sensitive to manipulation by leaders (Denison, 1996).

This cultural framework is thought to influence various aspects of an organization, including its practices, skill cohesion, problem-solving strategies, and ultimately, its success in achieving goals (Yilmaz & Ergun, 2008).

While not always explicitly visible, a strong culture promotes desired behaviors that contribute to better outcomes (Hofstede, 2011).

3.4.4. Organizational culture models. While the concept of organizational culture is relatively new in management studies, researchers have developed various models to understand its complexities. These models offer different approaches to examine an organization's core values, beliefs, and underlying assumptions. These models provide valuable tools for analyzing and shaping organizational culture. In the approaches to creating an organizational culture model, it is important to determine the organizational culture factors that organizations have, as well as to reveal the relationship of these factors with the interests of the organization, in other words, to determine the effects of organizational culture factors on organizational effectiveness. Some widely recognized models are in the following lines (Tüyen, 2021: 56).

As organizations have different cultural structures depending on the characteristics of their leaders, history, size, employee characteristics, goals, naturally, organizational culture has begun to be evaluated under various models due to the differences in question (Erdemoğlu, 2021). These models have an effective approach to organizational culture, and each model expresses a different organizational culture structure and criteria, so that main models are explained below accordingly (Alpkan, 2019).

For this dissertation research, Quinn and Cameron's model has been used as it is the most comprehensive and detailed one in comparison with the other models.

3.4.4.1 Harrison's model and Handy's interpretation of organizational culture (1972): Harrison's (1972) influential model sheds light on the relationship between an organization's structure and decision-making processes, and its resulting cultural identity. He identifies two key dimensions:

- **Formalization:** The extent to which rules, procedures, and job descriptions are clearly defined within the organization.

- **Centralization:** The level of decision-making authority concentrated at the top of the hierarchy.

By combining these dimensions, Harrison proposes four distinct cultural types:

1. Power Orientation:

- Characterized by hierarchical structures with centralized decision-making.
- Often found in small and medium-sized businesses.
- Emphasizes individual power and control.

2. Task Orientation:

- Prioritizes task completion and efficiency.
- Project-based organizations like advertising or software companies often exhibit this type.

- Individuals are valued based on their skills and assigned tasks accordingly.

3. Role Orientation:

- Bureaucratic structures with well-defined roles and procedures characterize these cultures.

- Public institutions are a good example.
- The role itself takes precedence over the individual occupying it, with detailed rules and expectations governing behavior.

4. Person Orientation:

- Focuses on individual talent and expertise.
- Law firms and universities often fall into this category.
- Success is achieved through the knowledge, experience, and skills of individual employees.

Harrison's model provides a valuable framework for understanding how an organization's structure and decision-making processes influence its cultural identity.

Handy's Mythological Interpretation of Harrison's Model

Building upon Harrison's work, Handy (referencing Çavuşoğlu, 2014) utilizes Greek mythology to create a more evocative interpretation of these cultural types. He suggests that each culture is shaped by a set of core beliefs:

- **Role Culture (Apollo):** Referred to as "Apollo" after the Greek god of reason and order, this culture values rationality, rules, hierarchy, and well-defined roles.

- **Power Culture (Zeus):** Invoked by Zeus, the king of the gods, this culture emphasizes control and centralized power. Self-interest and dominance define organizational behavior.

- **Task Culture (Athena):** Represented by Athena, the goddess of strategy and warfare, this culture prioritizes achieving goals and completing tasks efficiently. Businesses and project-oriented organizations often exhibit this type.

- **Individual Culture (Dionysus):** Drawing inspiration from Dionysus, the god of wine and festivity, this culture focuses on individual employees and their talents. Employee satisfaction and individual achievement are central to success.

Harrison and Handy's combined framework, using both structural and mythological perspectives, offers a richer understanding of how different organizational cultures emerge and function.

3.4.4.2 Schein's organizational culture model. Edgar Schein's model, developed in the 1980s, examines organizational culture through a social psychology view, emphasizing the role of deeply ingrained, shared assumptions and beliefs in shaping an organization's self-perception and its interactions with the external environment (Schein, 2010). These shared beliefs and values are the foundation of organizational culture, influencing various aspects such as learning, problem-solving, and the integration of new members.

Schein's model identifies five key characteristics of organizational culture:

1. **Shared Basic Assumptions:** These are fundamental, unconscious beliefs learned through collective problem-solving.
2. **Problem-Solving:** Culture is shaped by how an organization addresses both external (adaptation) and internal (integration) challenges.

3. Effectiveness: Successful solutions become ingrained as cultural norms and are passed down to new members.
4. Learning and Adaptation: Newcomers must learn and adapt to the cultural framework to effectively contribute.
5. Distinct Identity: Each organization develops a unique cultural identity based on its shared assumptions.

The model further delineates a three-layered structure of organizational culture:

1. Artifacts: The most visible level, encompassing observable elements like physical environment, technology, language, dress code, and behavior.
2. Espoused Values: Stated principles, beliefs, philosophies, and values that an organization claims to hold.
3. Basic Underlying Assumptions: The deepest level, comprised of unconscious values and beliefs that truly shape the organization's culture, often manifested as unspoken rules and practices.

This model highlights the potential discrepancy between espoused values and underlying assumptions, as illustrated by an organization that claims to value innovation but discourages risk-taking due to an underlying fear of failure.

Schein identifies two primary functions of organizational culture:

1. External Adaptation: Culture helps an organization survive and adapt to its external environment, encompassing its mission, strategy, goals, etc.
2. Internal Integration: Culture promotes internal cohesion and effective functioning, encompassing communication, collaboration, etc.

Schein's model provides a comprehensive framework for understanding the complex and multifaceted nature of organizational culture. By analyzing these different levels, organizations can gain valuable insights into their true values and their impact on behavior, decision-making, and overall success.

Three levels of organizational culture are distinguished as follows:

- (1) Artifacts,

(2) Espoused beliefs and values and

(3) Basic underlying assumptions

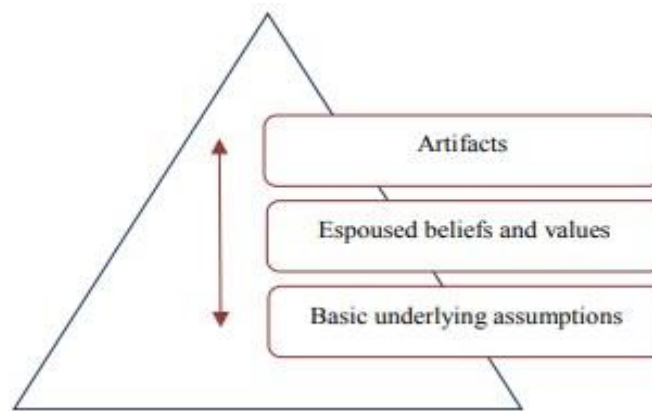


Figure1. Levels of Organizational Culture (Schein, 2010).

3.4.4.3 Schneider's organizational culture model. Organizational culture, often compared to the air we breathe, is an intangible yet prevalent force that shapes the workplace environment and influences organizational outcomes. To successfully implement transformations, leadership development initiatives, or collaborative efforts, a comprehensive understanding of the existing organizational culture is paramount. The Schneider Model, introduced by William E. Schneider in his book "The Reengineering Alternative," offers a valuable framework for analyzing and comprehending this culture.

Schneider's model employs a competing values matrix to categorize organizational culture into four distinct types:

1. **Control Culture:** These organizations prioritize data-driven decision-making, standardized processes, and hierarchical structures. They strive for stability and predictability, with a focus on maintaining control to achieve success. Military organizations exemplify this culture.

2. **Collaboration Culture:** Collaboration cultures emphasize teamwork, cooperation, and strong interpersonal relationships. They value open communication and collective effort as the key to achieving goals.

3. **Cultivation Culture:** These cultures are typically found in larger organizations focused on addressing broader societal issues. They prioritize cooperation, mentorship, and specialization to tackle complex challenges. Religious, non-profit, and social impact organizations often exemplify this culture.

4. **Competence Culture:** Organizations with a competence culture are driven by innovation and competition. They value individual talent and strive to be the best in their field, focusing on achieving superior results and market dominance.

By understanding the distinct characteristics and values of each culture type, organizations can better tailor their strategies for change and development, ensuring alignment with their unique cultural context. This approach can enhance the effectiveness of leadership development programs, facilitate successful collaborations, and ultimately contribute to overall organizational success.

3.4.4.4 Denison's organizational culture model. Organizational culture is the bedrock upon which management systems are built. It encompasses the core values, beliefs, and principles that guide an organization, along with the established management practices and behaviors that become the norm for future actions (Denison & Spreitzer, 1991). Recognizing the impact of culture on performance, Denison et al. (2003) proposed a model that examines the interplay between internal and external factors within an organization's cultural landscape.

The model highlights potential tensions that can arise between internal integration and market focus. Organizations with a strong market orientation and an opportunistic nature may struggle with internal cohesion. Conversely, those excelling at integration and control may face challenges in adapting to a dynamic environment. Similarly, top-down, vision-driven organizations may find it difficult to empower employees and embrace bottom-up initiatives, while those emphasizing widespread participation may encounter difficulties defining a clear direction. Denison argues that truly effective organizations navigate these contradictions, forging a path that transcends simple trade-offs.

Denison's model has been empirically tested using a sample of top executives from 764 diverse organizations (Denison & Mishra, 1995). The study explored the relationships between cultural characteristics and various effectiveness criteria. Key

findings include:

- Profitability demonstrated a stronger correlation with "typical mission" and "consistency" within the cultural profile.
- Organizational innovation was more closely linked to "involvement" and "adaptation ability."
- Sales growth exhibited the strongest association with "adaptation" and "mission."

Denison's model (1995) is comprised of four primary dimensions—adaptability, mission, involvement, and consistency—which further branch into twelve sub-dimensions. These dimensions are believed to influence various organizational performance indicators such as innovation, product and service quality, market share, and sales growth. A figure depicting this conceptual framework can be found in the original source (Denison & Mishra, 1995).

- **Adaptability:** This dimension reflects an organizational culture that prioritizes integrating external environmental demands and customer needs with the continuous development of new capabilities in response to changing trends. It encompasses three sub-dimensions:
- **Organizational Learning:** Organizations with a strong adaptability culture effectively gather signals from the external environment and translate them into opportunities for knowledge acquisition, fostering innovation and advancing capabilities (Denison et al., 2014).
- **Creating Change:** These organizations are adept at creating change to address evolving customer needs. They maintain a keen focus on the external environment, readily meeting its demands and responding swiftly to current trends.
- **Customer Focus:** Meeting customer needs and expectations is paramount in this sub-dimension. Understanding customer behavior is crucial to fulfilling their desires and exceeding their expectations (Denison & Mishra, 1995).
- **Mission:** A clear sense of purpose and direction forms the foundation of

this cultural type. Mission is comprised of three sub-dimensions:

- **Strategic Direction and Intent:** A clearly defined direction fosters a shared understanding of the organization's goals and empowers individuals to contribute effectively.
- **Goals and Objectives:** Having well-defined, strategic objectives helps everyone within the organization set a clear course for their work.
- **Vision:** Organizations with a strong vision possess a shared understanding of their desired future state. This vision embodies the organization's core values and provides guidance for its members (Denison & Mishra, 1995).
- **Involvement:** This dimension emphasizes the active engagement of individuals within an organization. A strong involvement culture is characterized by a powerful sense of ownership and the belief that individuals can influence organizational decisions and operations. It rests on three pillars:
 - **Empowerment:** This sub-dimension fosters a sense of responsibility and ownership among individuals within the organization.
 - **Team Orientation:** Encourages collaborative work towards shared objectives for which individuals hold each other accountable.
 - **Capability Development:** Provides the necessary support mechanisms to develop employee capabilities, ensuring competitiveness (Denison & Mishra, 1995).
- **Consistency:** Organizations with a consistent culture exhibit a stable organizational structure and internal systems. This dimension is comprised of three elements:
 - **Core Values:** Shared beliefs and values that create a sense of identity and define specific expectations within the organization.
 - **Agreement:** The ability to reach consensus on critical matters and find solutions when disagreements arise.

- **Coordination and Integration:** The capacity for different departments or units to work cooperatively towards shared.

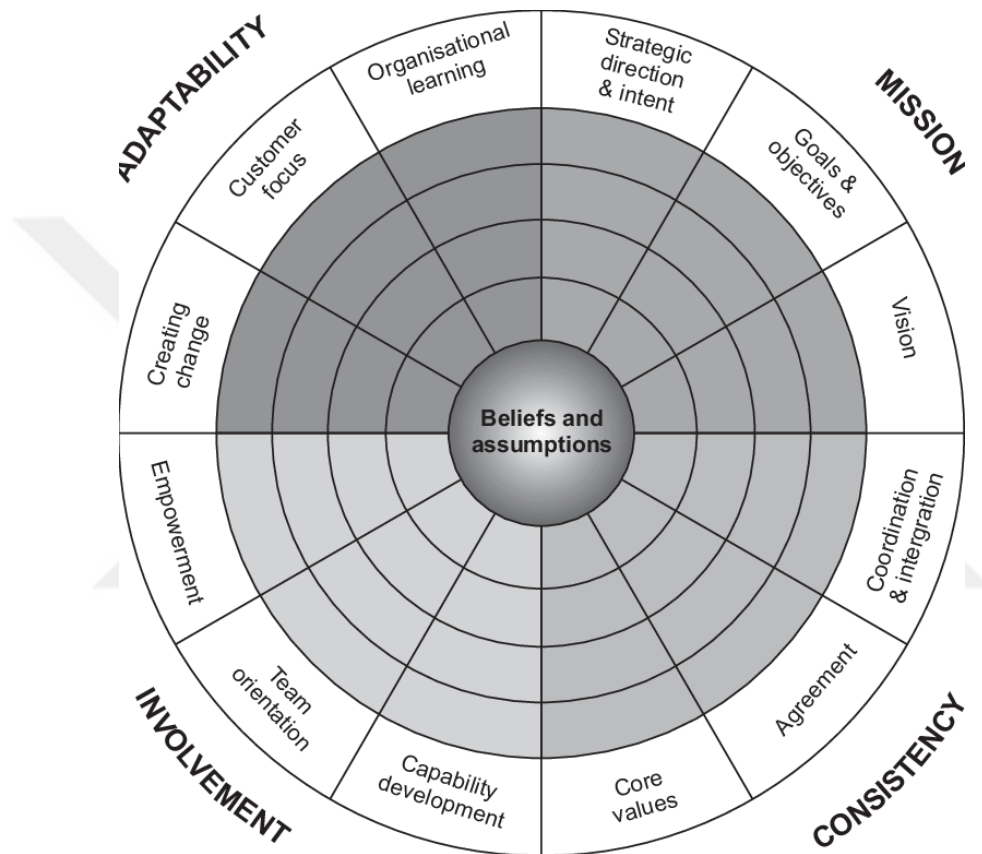


Figure 2. Denison's Model (Denison & Mishra, 1995).

3.4.4.5 Kilmann's organizational culture model. Kilmann (1986) proposes a unique perspective on organizational culture, defining it as a dynamic social force that propels an organization forward. He argues that culture bridges the gap between formal structures and procedures, and the actual lived experience within an organization. Furthermore, Kilmann emphasizes the role of culture in interpreting and navigating organizational bureaucracy (Kilmann, 1986). Consequently, organizational culture has a profound impact on decision-making processes, employee motivation, and overall work efficiency.

Kilmann identifies two primary cultural archetypes: bureaucratic cultures and innovative cultures (Kilmann, 1986).

- **Bureaucratic Cultures:** These cultures are characterized by hierarchical structures that clearly define authority and responsibility for each individual. Bureaucratic cultures are often prevalent in large, established organizations. The rigidity of these structures makes them resistant to change.

- **Innovative Cultures:** This type of culture, increasingly adopted by modern organizations, fosters adaptability in response to ever-changing environmental conditions. Innovative cultures are led by individuals who embrace entrepreneurship and innovation. Employees within these cultures value efficiency and streamlined operations, avoiding bureaucratic hurdles that hinder their work.

According to Leblebici and Karasoy (2009), Kilmann expands on the functions of organizational culture and beyond its energizing role, culture bridges the gap between formal policies and actual practices within an organization (Leblebici & Karasoy, 2009). The core beliefs underpinning organizational culture are often subtly embedded in daily operations. Kilmann further highlights how culture can serve as a critical media through which to interpret and navigate the complexities of organizational bureaucracy (Tanyeli, 2008; Durmaz, 2010). These structural factors significantly influence employee morale and work performance.

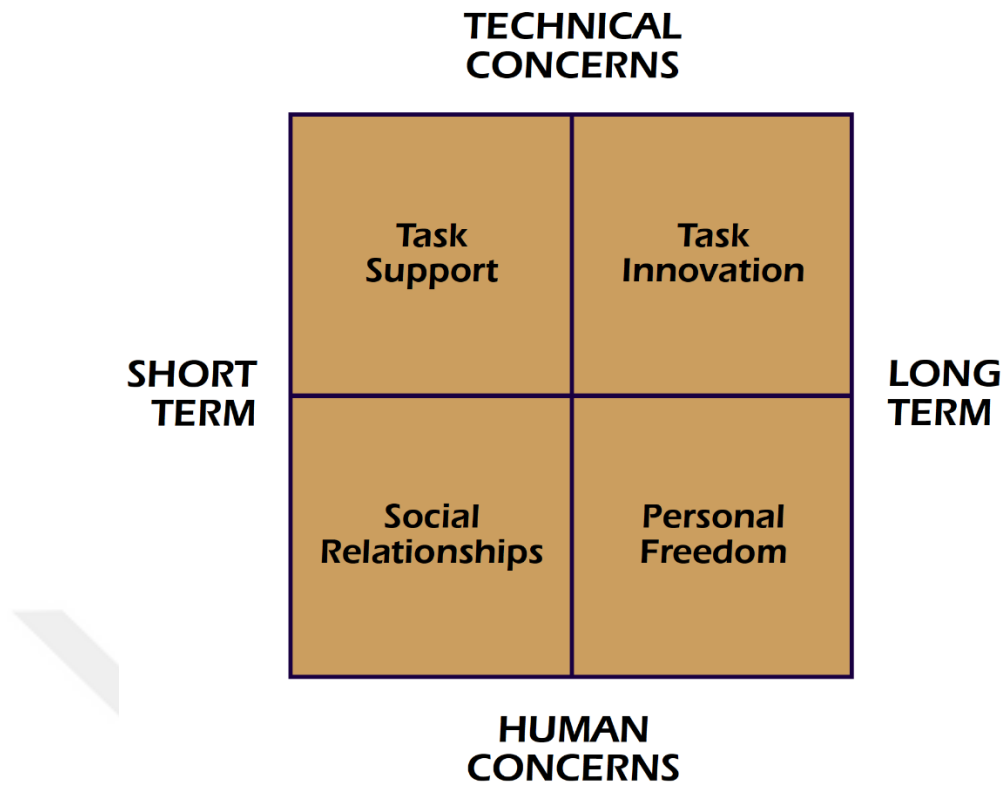


Figure 3. Kilmann's Model.

3.4.4.6 Quinn and Cameron's organizational culture model. Quinn and Cameron (1999) stand out as influential figures in organizational culture research. Their pioneering work explores the relationship between culture and organizational effectiveness through the now-renowned "Competing Values Framework" (Cameron & Quinn, 2006). This framework identifies four distinct cultural types, each contributing to organizational success in a unique way.

The model employs a two-axis framework to depict these cultural types. The vertical axis represents a spectrum from flexibility and innovation (organic processes) at one end to control and stability (mechanistic processes) at the other. The horizontal axis distinguishes between an internal focus on collaboration and integration (unification) and an external focus on competition and goal achievement (differentiation) (Alpkan, 2019).

The intersection of these two axes gives rise to four distinct cultural types:

- **Hierarchy Culture:** Characterized by a structured, rule-based environment. Formal procedures govern operations, and clear leadership provides direction and

stability (Oğuz, 2021). Employees prioritize efficiency, predictability, and adherence to established norms.

- **Market Culture:** This type emphasizes achievement and results. Organizations with a market culture operate like a competitive marketplace, with a strong focus on cost efficiency and achieving goals (Güleç, 2020). Employees are driven by competition and motivated by performance incentives.

- **Clan Culture:** Familiness and collaboration define this culture. Strong bonds and teamwork are central values, fostering a sense of loyalty and mutual support among employees (Çavuşoğlu, 2014). Leaders act as mentors, and decisions are often made through consensus.

- **Adhocracy Culture:** Innovation and adaptability are the cornerstones of this culture. Flexible structures allow for rapid decision-making and experimentation (Cameron & Quinn, 2006). Employees value creativity and readily embrace change.

It's important to note that this model is not intended to place organizations neatly into one specific category. Most organizations exhibit a blend of these cultural types, with one or two being dominant (Oğuz, 2021). Understanding this interplay of cultural values is crucial for optimizing organizational effectiveness.

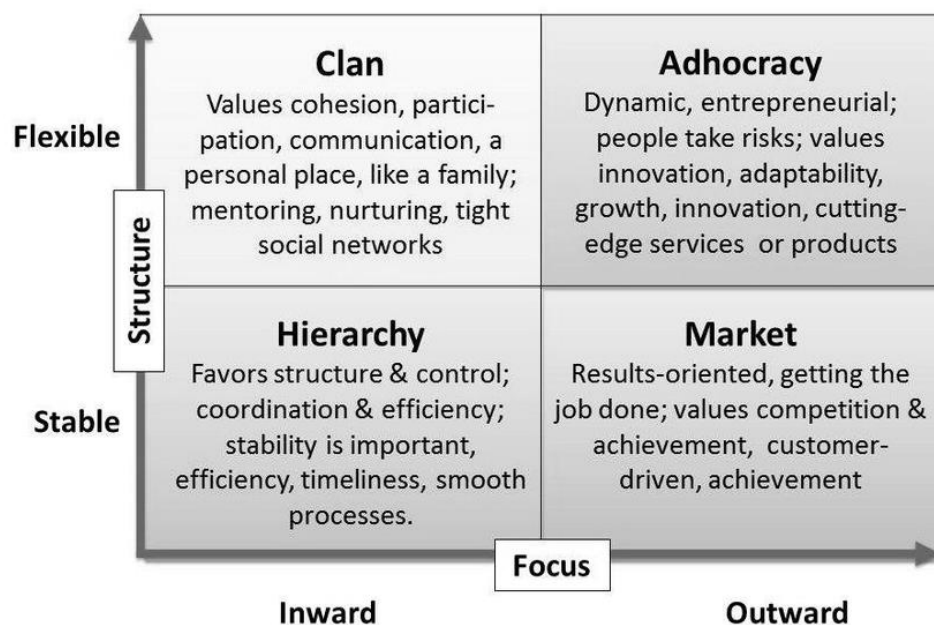


Figure 4. Quinn and Cameron's Model.

3.4.5 Different dimensions of organizational culture. This section delves into the multifaceted nature of organizational culture, exploring various dimensions that shape an organization's internal environment.

Trice and Beyer (1984) emphasize the role of **cultural symbols**, rituals, and rites in transmitting and reinforcing cultural meaning within an organization. These elements communicate appropriate behaviors and roles, shaping how employees understand their place within the social hierarchy. Shared values further solidify cultural norms, imbuing routine activities with deeper significance and fostering a sense of connection to broader societal values. Organizational myths, even if unproven, can serve a valuable purpose. They can simplify complex problems and empower leaders to navigate challenges (Beyer & Trice, 1987).

The text distinguishes between **strong and weak organizational cultures**. Strong cultures are characterized by high employee buy-in, where individuals readily adhere to established norms and view their work as a source of personal growth. Conversely, weak cultures foster a sense of obligation rather than genuine engagement, with employees motivated primarily by fear of reprimand.

Lee & Choi (2005) discuss the concept of **horizontal culture**, which emphasizes a more egalitarian approach within organizations. In contrast to hierarchical structures, horizontal cultures de-emphasize power imbalances and encourage collaboration. This approach is often favored by startups, fostering a flexible and adaptable environment conducive to innovation.

Certain industries, such as hospitality, benefit from a **detail-oriented culture**. Companies like Four Seasons and Ritz-Carlton exemplify this approach, meticulously recording customer preferences to personalize service and enhance guest satisfaction (Ford et al., 2001). Similarly, McDonald's demonstrates the power of detailed procedures in ensuring consistent product quality (Markels, 2007).

For organizations in safety-sensitive fields, cultivating a **safety culture** is paramount. This proactive approach prioritizes risk mitigation, leading to fewer accidents, higher employee morale, and reduced costs associated with worker's compensation claims (Hofmann, 2007). M. B. Herzog Electric exemplifies a

successful safety culture, with zero accidents and a focus on employee-driven hazard identification (Hofman et al., 2003).

Power-oriented cultures, as defined by Harrison and Stokes (1992), centralize decision-making and rely heavily on formal authority. While this approach can offer clear lines of accountability, it can also lead to rigidity and limit employee autonomy. Furthermore, Harrison and Stokes (1992) warn of the potential for abuse of power and nepotism within such structures.

Role-oriented cultures, as Harrison and Stokes (1992) define them, emphasize clearly defined roles and procedures. This focus on specialization can streamline operations but may also lead to a bureaucratic and inflexible work environment (Brown, 1998).

3.5. Factors Affecting Organizational Culture

Culture refers to the policies, ideologies, beliefs and practices of a structure. It serves as a function that guides employees and also controls their behavioral styles. There are many internal and external factors affecting organizational culture, and in this study, the main factors affecting organizational culture are discussed in two groups: managerial behaviors and other factors. The factors in question are explained under the headings below (Roozi , 2021: 30).

Manager Behaviors: Manager behaviors are one of the main factors affecting the organizational climate. Studies in the literature also emphasize that manager behaviors are among the factors affecting organizational culture (Tofur and Balıkçı, 2018: 1280). Manager behaviors that affect organizational culture are listed as follows;

- Personality characteristics of managers,
- The behaviors exhibited by managers in the process of creating a positive atmosphere within the organization,
- The communication skills that managers have,
- Managers' ability to create a democratic working environment within the organization,

- The levels of managers in establishing an environment of trust within the organizational structure (Aydın, 2019: 2; Arslan, 2019: 5).

In addition to manager behaviors, there are also some external factors that affect organizational culture. It is stated that the most important of these factors are the cultural and demographic characteristics of the people in the organization, the physical characteristics of the place of work, the social interaction characteristics and the norms, beliefs or values of the individuals in the organization. As a result of taking these elements into consideration, it is stated that organizational culture covers everything in the organization and therefore will affect the performance and attitudes of individuals within the organization. For this reason, organizations need to create a healthy organizational culture and give employees the opportunity to perform their jobs in a good environment (Saltürk and Güngör, 2019: 127).

Impact of Employees: The first and most important factor affecting the culture is the employees, who are the most valuable building blocks of the organization. Employees support the organizational culture with their own methods and techniques. Employees' understandings, attitudes, perceptions, interests and mindsets affect the organizational culture (Roozi , 2021: 31).

Communication: It is defined as a social method that prepares the basis for the continuous exchange of thoughts and information between both the groups that make up the organization and the organization and the external environment in order to ensure its mechanism within the scope of organizational strategies (Roozi , 2021: 32).

Reward System: Within the scope of organizations, the reward system is also shaped and implemented within the organizational culture. A balanced and fair reward system within the organization helps to maintain balance among employees. In addition, healthy execution of the reward system helps the development of the organization (Minaslı , 2012: 47).

Expectations of Organizations: Creating a solid and strong organizational culture within the organization is possible if the goals and practices of the organization are compatible with its rules. An infrastructure and culture realized in this way are an important factor for the organization to achieve its goals faster (Minaslı , 2012: 48).

Therefore, it can be stated that organizational expectations affect organizational culture.

Laws and Environment: Organizational culture cannot be considered independently of the society in which the organization exists, nor can it be considered independently of the culture of the society in question. Therefore, organizational culture is affected by external factors and especially laws. In parallel, the obligation to comply with the law has sometimes led organizations to make cultural changes (Minaslı , 2012: 48).

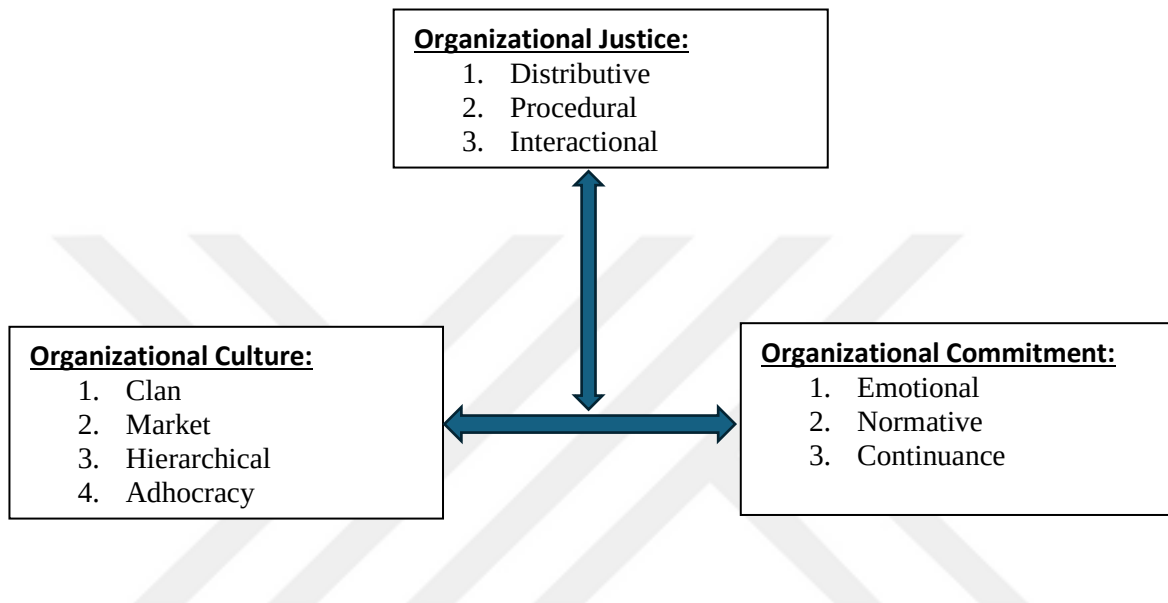
Factors affecting organizational culture are examined under two headings: external and internal. While the size, history and design of the organization, the managers, founders and leaders of the organization, communication system, technological structure, human resources policy, wage structure and characteristics of the employees are defined as internal factors affecting the organizational culture, the social structure, general culture of the organization, the area in which the organization serves, political, Economic and social events are defined as external factors that affect organizational culture (Dinçer, 2021: 34).

As can be understood from the information above, there are many factors that affect the organization. While these factors, divided into internal and external, are seen as important for the sustainability of organizations, they can also be considered as a concept that managers should focus on for the development of organizations. At the same time, these factors affecting organizational culture are important factors that reveal the impact of the organization on the market. Organizations can positively increase the motivation, efficiency and communication of their employees with each other through their internal work from time to time. For this reason, it can be said that the factors affecting organizational culture should be created separately for each organization and should be acted strategically.

Chapter 4

Methodology

4.1 Proposed Model



4.2 Proposed Hypotheses

H1: Organizational culture has a direct effect on emotional commitment.

H1a: Clan culture has a direct effect on emotional commitment.

H1b: Entrepreneurial culture has a direct effect on emotional commitment.

H1c: Market-centered culture has a direct effect on emotional commitment.

H1d: Hierarchy culture has a direct effect on emotional commitment.

H2: Organizational justice has a moderating role in the effect of organizational culture on emotional commitment.

H3: Organizational culture has a direct effect on normative commitment.

H3a: Clan culture has a direct effect on normative commitment.

H3b: Entrepreneurial culture has a direct effect on normative commitment.

H3c: Market-centered culture has a direct effect on normative commitment.

H3d: Hierarchy culture has a direct effect on normative commitment.

H4: Organizational justice has a moderating role in the effect of organizational culture on normative commitment.

H5: Organizational culture has a direct effect on continuance commitment.

H5a: Clan culture has a direct effect on continuance commitment.

H5b: Entrepreneurial culture has a direct effect on continuance commitment.

H5c: Market-centered culture has a direct effect on continuance commitment.

H5d: Hierarchy culture has a direct effect on continuance commitment.

H6: Organizational justice has a moderating role in the effect of organizational culture on continuance commitment.

4.3 Sampling

Data will be collected from the employees of automotive industry organizations in Turkey with a questionnaire by convenience sampling method. Total white and blue collar direct and indirect employment in the automotive industry in Turkey, is estimated as between 2 million and 2.8 million. (Ministry of Industry and Technology Automotive Sector Report: <https://www.sanayi.gov.tr/assets/pdf/plan-program/OtomotivSektorRaporu2020.pdf>)

4.4 Research Instruments

4.4.1 Organizational culture. The organizational culture scale was developed by Cameron and Quinn (2006) and named as Organizational Culture Assessment Instrument (OCAI). This instrument was based on the computing values framework which is applied for assessing organizational culture and has been proved to be useful

to a variety of companies in clarifying the organizational culture types of an organization; it has four dimensions of the clan, adhocracy, market and hierarchical cultures (Cameron & Quinn, 2006).

The OCAI was adapted to Turkish by testing for its reliability and validity by Öcal and Ağca (2010). Öcal and Ağca has not added or deleted any titles from the measurement. The authors have found out that four factors' (the clan, market, adhocracy, and the hierarchical cultures) subscale is reliable with a Cronbach's Alpha of 0.84, 0.71, 0.81 & 0.85 respectively. Öcal and Ağca (2010) scale has been used in this study to identify the organizational culture types. No title is added or deleted or made any substantial change in the meaning by author.

The items of Öcal and Ağca's scale are listed in the Appendix:

4.4.2 Organizational commitment. A scale by Meyer, J. P., Allen, N. J., & Smith, C. A. (1993), was used to measure organizational commitment in this study. Validity and reliability of Turkish version has been approved by Dağlı, Elçiçek and Han(2018) is used in this study. No title is added or deleted or made any substantial change in the meaning of any title by author.

This scale measures affective commitment (1-6 Questions), continuance commitment (7-12), and normative commitment (13-18).

Responses to each 6-item commitment scales are rated by using a 5-point Likert scale with anchors labeled: 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree.

The items of Dağlı, Elçiçek and Han's (2018) scale are listed in the Appendix:

4.4.3 Organizational justice. Organizational justice scale used in this study, has three parts and 21 items. Distributive justice was measured with six items, procedural justice was measured with six items and interactional justice was measured with nine

items. Items were rated on a six-point scale ranging from (1) definitely disagree to (6) definitely agree.

The scale that has been used to measure both procedural and interactional justice, was developed by Nieoff & Moorman (1993). That scale was translated into Turkish and checked for validity and reliability by Yıldırım (2002).

A scale developed by Price & Muller (1986) was used to measure distributive justice. The scale was found highly reliable ($\alpha=0.94$) in the study by Çalışkan (2006) with a Turkish sample. No title of this measurement is added or deleted or made any substantial change in the meaning of any title by author.

The Items can be found in the Appendix.

4.5 Application Procedure

The questionnaire has been directly e-mailed to 5157 official business e-mail address of employees of automotive industry companies. E-mail has been sent 2 times in January and February 2023. 659 has completed the survey. There was no incomplete survey due to the structure of the survey, that is: no question is allowed to be unanswered.

4.6 Analysis of Data

SPSS 25.0 program was used to analyze the data collected within the scope of research. Firstly, reliability analysis was applied for the 3 scales used in the research. In the second stage, skewness and kurtosis values were examined to determine the suitability of the data for normal distribution.

Table 1

Reliability, Skewness and Kurtosis Values for the Scales

	Cronbach's Alpha (a)	Skewness	Kurtosis
Clan culture	0,914	-0,444	-0,428
Entrepreneurial culture	0,925	-0,284	-0,560
Market-oriented culture	0,906	-0,936	0,719
Hierarchy culture	0,915	-1,004	0,831
Total organizational culture	0,972	-0,645	0,188

Distributive justice	0,964	0,306	-0,882
Procedural justice	0,926	-0,141	-0,767
Interactional justice	0,972	-0,470	-0,507
Total organizational justice	0,975	-0,202	-0,640
Emotional commitment	0,948	-0,602	-0,364
Normative commitment	0,909	-0,189	-0,580
Continuance commitment	0,848	0,122	-0,188

When the table is examined, it is seen that the sub-dimensions and total of the organizational culture scale, the sub-dimensions and total of the organizational justice scale, and the sub-dimensions of the emotional commitment scale are highly reliable ($\alpha > 0.60$). When the skewness and kurtosis values are examined, it is seen that the values are between -2 and +2, which is considered suitable for normal distribution, and the scale data is suitable for normal distribution.

Since the scale data used in the research was suitable for normal distribution, parametric analyzes were used. While Pearson Correlation analysis was used to examine the relationship between scale scores, Hierarchical Regression analysis was used to examine the role of organizational justice in the effect of organizational culture on organizational commitment.

Chapter 5

Results

5.1 Distribution of Information Regarding the Research Group

In this section, the demographic information of the participants included in the research and the frequency and percentage distributions of their information about the companies they work for were examined.

Table 2

Frequency and Percentage Distributions of Participants' Demographics

Variable	Category	f	%
Age group	21-25	34	5,2
	26-30	81	12,3
	31-40	281	42,6
	41-50	207	31,4
	51 +	56	8,5
Educational background	Highschool and lower	90	13,7
	Undergraduate	110	16,7
	Graduate	326	49,5
	Post Graduate	133	20,2
Gender	Female	146	22,2
	Male	513	77,8
Marital status	Single	179	27,2
	Couple	480	72,8
Number of dependents other than herself/himself	None	48	7,3
	1	104	15,8
	2	104	15,8
	3	179	27,2
	4 +	224	34,0
Household monthly income level	5.500-10.000 TL	78	11,8
	10.001-20.000 TL	246	37,3
	20.001-40.000 TL	221	33,5
	40.001 TL +	114	17,3

Table 2 (cont d)

Professional seniority in the company	0-1	96	14,6
	2-4	85	12,9
	5-8	104	15,8
	9-13	124	18,8
	14-19	123	18,7
	20 +	127	19,3
Time until retirement	Hakettim	106	16,1
	1 year	19	2,9
	2 year	16	2,4
	3 year	6	0,9
	4 year +	512	77,7

When the table is examined, 5.2% of the participants in the study are 21-25 years old, 12.3% are 26-30 years old, 42.6% are 31-40 years old, 8.5% are 51 years old and over. 13.7% graduated from high school or below, 16.7% had an associate degree, 16.7% had an associate degree, 49.5% had a bachelor's degree, 20.2% It is seen that most of them have master's degree or higher education. Of the participants in the study, 22.2% were women, 77.8% were men, 27.2% were single, and 72.8% were married. While 7.3% of the participants do not have a dependent other than themselves, 15.8% have 1 dependent, 15.8% have 2 dependents, 27.2% have 3 dependents, 34% have 4 or more dependents. The monthly household income of 11.8% of the participants is between 5,500-10,000 TL, 37.3% of participants is between 10,001-20,000 TL, 33.5% of participants is between 20,001-40,000 TL, 17.3% of participants is between 40,001 TL or over. The working period of 14.6% of the survey participants in their company is 0-1 year, 12.9% of participants is 2-4 years, 15.8% of participants is 5-8 years, 18.8% of participants is 9-13 years, 18% of participants is 9-13 years. 7% of them are 14-19 years old and 19.3% are 20 years or more. 16.1% of the survey participants said they deserved retirement, 2.9% said they had 1 year left until retirement, 2.4% said they had 2 years left, 0.9% said they had 3 years left, 77.7% said they had 4 years or more left until retirement.

Table 3

Frequency and Percentage Distributions Regarding Participants' Information About Their Institutions

Variable	Category	f	%
Private health insurance	Yes	452	68,6
	No	207	31,4
Private pension fund other than BES	Yes	66	10,0
	No	593	90,0
Status in the institution	White collar (civil servant)	519	78,8
	Gray collar(subcontractor)	6	0,9
	Blue collar (worker)	134	20,3
Hierarchy in the organization	Officer/Expert	430	65,3
	Middle manager	182	27,6
	Upper-level manager (employing managers under him)	47	7,1
The main function in which the organization operates	Production	160	24,3
	After sales services	129	19,6
	Sales	112	17,0
	R&D	73	11,1
	Financial Accounting	62	9,4
	Human resources / administrative affairs	35	5,3
	Marketing	32	4,9
	Information Technology (IT)	24	3,6
	Senior management	17	2,6
	Buy	13	2,0
	Press and public relations	1	0,2
	Law	1	0,2
Majority capital of the institution	Local	310	47,0
	Foreign	349	53,0
The institution's place in supply chain	Producer	266	40,4
	Dealer (sales and service)	263	39,9
	Manufacturer and distributor	83	12,6
	Service	36	5,5
	Distributor	7	1,1
	Representative	2	0,3
	Gallery (Grey Market)	2	0,3

When the table is examined, 68.6% of the participants state that their institutions provide private health insurance, and 10% state that they provide private pension funds other than BES. 78.8% of the participants in the research are white collar (civil servants), 0.9% are gray collar (subcontracted civil servants), 20.3% are blue collar (workers). 65.3% of participants are officer/expert level hierarchy, 27.6 of them are in the middle level managerial hierarchy, and 7.1% are in the upper level managerial hierarchy. The majority of the companies where the participants work operate in the fields of production (24.3%), after-sales services (19.6%), sales (17%) and R&D (11.1%). The majority capital of 47% of the companies where the participants work is domestic and 53% is foreign capital. The place in the supply chain of the companies in which the survey participants work is 40.4% is manufacturer; 39.9% is dealer (sales and service); 12.6% is manufacturer and distributor; 5.5% is service; 1.1% is distributor; 0.3% is a representative and 0.3% is a gallery.

Table 4

Descriptive Statistics for Organizational Culture Scale Scores

Scale	X	SS
Clan culture	3,30	1,03
Entrepreneurial culture	3,18	1,01
Market-oriented culture	3,61	0,93
Hierarchy culture	3,70	0,92
Total organizational culture	3,45	0,90

When the table is examined, it is seen that the participants' clan culture and entrepreneurship culture perception levels are at a medium level, while their market-oriented culture and hierarchy culture perception levels and total organizational culture levels are above the medium level.

Tabel 5

Descriptive Statistics of the Clan Culture Sub-Dimension Items of the Organizational Culture Scale

	f / %	Kesinlikle katılmıyorum	Katılmıyorum	Ne katılmıyorum ne katılıyorum	Katılıyorum	Kesinlikle katılıyorum	X±SS
Çalıştığım kurum, çalışanların birçok özeline paylaştığı büyük bir aile gibidir	f / %	93 / 14,1	140 / 21,2	155 / 23,5	197 / 29,9	74 / 11,2	3,03±1,24
Çalıştığım kurumda yöneticilik, çalışanlara yol göstermek, onların işlerini kolaylaştırmak ve onları yetiştirmek şeklindedir	f / %	84 / 12,7	83 / 12,6	132 / 20,0	241 / 36,6	119 / 18,1	3,35±1,27
Çalıştığım kurumda yönetim tarzı: ekip çalışması, konsensus (ortak görüş birliği) ve katılım şeklindedir	f / %	79 / 12,0	87 / 13,2	156 / 23,7	243 / 36,9	94 / 14,3	3,28±1,21
Çalıştığım kurumun ortak özelliği, sadakat ve karşılıklı güvendir; kurumumuza sadakat yüksektir	f / %	56 / 8,5	76 / 11,5	152 / 23,1	236 / 35,8	139 / 21,1	3,49±1,19
Çalıştığım kurum çalışanlarının gelişimine önem verir; yüksek güven, şeffaflık ve sürekli katılım önemlidir	f / %	66 / 10,0	91 / 13,8	156 / 23,7	231 / 35,1	115 / 17,5	3,36±1,21
Çalıştığım kurum başarıyı, çalışanların gelişimine, bağlılığına, çalışanlara verilen öneme ve takım çalışmasına göre değerlendirir	f / %	83 / 12,6	99 / 15,0	145 / 22,0	224 / 34,0	108 / 16,4	3,27±1,26
Klan kültürü							3,30±1,03

In response to the question "The organization I work for is like a big family with which employees share many personal things", 14.1% of the participants strongly disagree, 21.2% disagree, 23.5% are undecided, 29.9% agree, 11.2% of them answered strongly agree.

To the question "Management in the organization I work for, is about guiding employees, making their jobs easier and training them", 12.7% of the participants

strongly disagree, 12.6% disagree, 20% are undecided, 36.6% agree. 18.1% responded strongly agree.

In response to the question "The management style in the organization I work for is: teamwork, consensus and participation", 12% of the participants answered strongly disagree, 13.2% are disagree, 23.7% are undecided, 36.9% are agree and 14.3% answered strongly agree.

In response to the question "The common feature of the organization I work for is loyalty and mutual trust; Loyalty to our institution is high", 8.5% of the participants answered strongly disagree, 11.5% are disagreed, 23.1% are undecided, 35.8% are agree, and 21.1% are strongly agree.

To the question "The organization I work for attaches importance to the development of its employees; "high trust, transparency and continuous participation is important", 10% of the participants answered as strongly disagree, 13.8% are disagree, 23.7% are undecided, 35.1% are agree, 17.5% are strongly agree.

To the question "The organization I work for, evaluates success according to the development, commitment, importance given to employees and teamwork", 12.6% of the participants answered as strongly disagree, 15% are disagree, 22% are undecided, 34% are agree, 16% are agree and finally, 4 of them answered strongly agree.

Tabel 6

Descriptive Statistics of the Entrepreneurial Culture Sub-Dimension Items of the Organizational Culture Scale

	f / %	Kesinlikle katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Kesinlikle katılıyorum	X±SS
Çalıştığım kurum, risk almaya istekli oldukça dinamik girişimci çalışanlardan oluşan bir yerdir	f %	84 12,7	159 24,1	186 28,2	166 25,2	64 9,7	2,95±1,18
Çalıştığım kurumda yöneticilik, çalışanların girişimciliğini açığa çıkarmak, yenilik yapmak ve risk almak şeklindedir	f %	95 14,4	123 18,7	192 29,1	180 27,3	69 10,5	3,01±1,21
Çalıştığım kurumda yönetim tarzı: kişisel risk alma, yenilik yapma, özgürlük ve farklılıklara değer verme şeklindedir	f %	86 13,1	122 18,5	172 26,1	204 31,0	75 11,4	3,09±1,21
Çalıştığım kurumun ortak özelliği, yeniliğe ve gelişmeye adanmışlıktır	f %	57 8,6	91 13,8	171 25,9	223 33,8	117 17,8	3,38±1,18
Çalıştığım kurum yeni fırsatlar ve yeni kaynaklar elde etmeye önem verir; yeni şeylerin denenmesi ve yeni fırsatların araştırılması önemlidir	f %	55 8,3	100 15,2	171 25,9	234 35,5	99 15,0	3,34±1,15
Çalıştığım kurum başarıyı, farklı yeni ürün veya fikirlerin ortaya konmasına göre değerlendirir; ürün liderliği ve yenilikçi olmak önemlidir	f %	61 9,3	105 15,9	160 24,3	232 35,2	101 15,3	3,31±1,18
Girişimcilik kültürü							3,18±1,01

To the question "The organization I work for is a place with very dynamic entrepreneurial employees who are willing to take risks", 12.7% of the participants

answer as strongly disagree, 24.1% are disagree, 28.2% are undecided, 25.2% are agree and 9.7% of participants responded strongly agree.

To the question "Management in the organization I work for is about revealing the entrepreneurship of employees, innovating and taking risks", 14.4% of the participants answered strongly disagree, 18.7% are disagree, 29.1% are undecided, 27.3% are agree and 10.5% of participants answered strongly agree.

In response to the question "The management style in the organization I work for is: taking personal risks, innovating, valuing freedom and differences", 13.1% of the participants answered strongly disagree, 18.5% are disagree, 26.1% are undecided, 31% are agree and 11.4% answered strongly agree.

To the question "The common feature of the organization I work for is dedication to innovation and development", 8.6% of the participants answered strongly disagree, 13.8% are disagree, 25.9% are undecided, 33.8% are agree, and 17.8% of participants answered "I totally agree".

To the question "The organization I work for attaches importance to obtaining new opportunities and new resources; it is important to try new things and explore new opportunities", 8.3% of the participants responded as strongly disagree, 15.2% are disagree, 25.9% are undecided, 35.5% are agree and 15% are strongly agree.

To the question "The organization I work for evaluates success based on the introduction of different new products or ideas; product leadership and being innovative is important", 9.3% of the participants answered strongly disagree, 15.9% are disagree, 24.3% are undecided, 35.2% are agree and finally 15.3% are strongly agree.

Tabel 7

Descriptive Statistics of the Items of the Market-Oriented Culture Sub-Dimension of the Organizational Culture Scale

	f / %	Kesinlikle katılmıyorum	Katılmıyorum	Ne katılmıyorum ne katılıyorum	Katılıyorum	Kesinlikle katılıyorum	X±SS
Çalıştığım kurum, işi başarıyla sonuçlandırmaya odaklanmış, rekabetçi çalışanlardan oluşan bir yerdir.	f / %	48 / 7,3	86 / 13,1	125 / 19,0	268 / 40,7	132 / 20,0	3,53±1,16
Çalıştığım kurumda yöneticilik, sonuç odaklı mücadele etmek şeklindedir.	f / %	54 / 8,2	59 / 9,0	136 / 20,6	288 / 43,7	122 / 18,5	3,55±1,14
Çalıştığım kurumda yönetim tarzı: zorlu rekabet, yüksek beklentiler ve yüksek başarı şeklindedir.	f / %	59 / 9,0	86 / 13,1	155 / 23,5	252 / 38,2	107 / 16,2	3,40±1,17
Çalıştığım kurumun ortak özelliği, amaçlara ulaşarak başarmak için mücadele etmek ve kazanmaktır.	f / %	45 / 6,8	45 / 6,8	122 / 18,5	308 / 46,7	139 / 21,1	3,68±1,09
Çalıştığım kurum, rekabetçi eylemlere ve başarıya önem verir; hedeflere ulaşmak ve pazarda kazanmak önemlidir	f / %	39 / 5,9	45 / 6,8	120 / 18,2	287 / 43,6	168 / 25,5	3,76±1,09
Çalıştığım kurum başarıyı, pazar payına göre değerlendirir; rekabetçi pazar liderliği önemlidir	f / %	42 / 6,4	38 / 5,8	135 / 20,5	281 / 42,6	163 / 24,7	3,74±1,09
Pazar merkezli kültür							3,61±0,93

To the question "The organization I work for is a place of competitive employees who are focused on completing the job successfully," 7.3% of the participants answered strongly disagree, 13.1% are disagree, 19% are undecided, 40.7% are agree, 20% are answered "I totally agree".

To the question "Management in the organization I work for is about result-oriented struggle", 8.2% of the participants answered strongly disagree, 9% are

disagree, 20.6% are undecided, 43.7% are agree, and 18.5% answered, "I totally agree."

To the question "The management style in the institution I work for is: tough competition, high expectations and high success", 9% of the participants strongly responded disagree, 13.1% are disagree, 23.5% are undecided, 38.2% are agree, % 16.2 of them answered strongly agree.

To the question "The common feature of the organization I work for is to struggle to achieve and win by achieving goals", 6.8% of the participants answered strongly disagree, 6.8% are disagree, 18.5% are undecided, 46.7% are agree and 21.1% answered strongly agree.

To the question "The organization I work for emphasizes competitive action and success; it is important to achieve goals and win in the market", 5.9% of the participants responded strongly disagree, 6.8% are disagree, 18.2% are undecided, 43.6% are agree, and 25.5% gave the answer strongly agree.

To the question "The organization I work for evaluates success based on market share; competitive market leadership is important", 6.4% of the participants answered strongly disagree, 5.8% are disagreed, 20.5% are undecided, 42.6%are agreed, and 24.7% are strongly agreed.

Table 8

Descriptive Statistics of the Items of the Hierarchy Culture Sub-Dimension of the Organizational Culture Scale

	f / %	Kesinlikle katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Kesinlikle katılıyorum	X±SS
Çalıştığım kurum, resmi süreçler ile çalışanların ne yaptığının kontrol edildiği bir yerdir	f / %	38 5,8	61 9,3	97 14,7	299 45,4	164 24,9	3,74±1,11

Table 8 (cont.d)

Çalıştığım kurumda yöneticilik, koordine etme, organize etme, etkinlik (verimlilik) ve denetim şeklindedir	f	51	77	110	295	126	3,56±1,15
	%	7,7	11,7	16,7	44,8	19,1	
Çalıştığım kurumda yönetim tarzı: istihdam güvenliği, kurallara uyum, öngörülebilirlik ve istikrar şeklindedir	f	35	67	132	289	136	3,64±1,08
	%	5,3	10,2	20,0	43,9	20,6	
Çalıştığım kurumun ortak özelliği, resmi kural ve politikalar ile kurumun düzenli işleyişini sürdürmesidir	f	31	37	103	308	180	3,86±1,03
	%	4,7	5,6	15,6	46,7	27,3	
Çalıştığım kurum, devamlılığa ve istikrara önem verir; verimlilik, kontrol ve işlerin düzgün yürütmesi önemlidir	f	34	45	106	306	168	3,80±1,06
	%	5,2	6,8	16,1	46,4	25,5	
Çalıştığım kurum başarıyı, etkinlik ve verimliliğe göre değerlendirir; güvenilir dağıtım, kusursuz planlama ve düşük maliyetli üretim başarıda önemlidir	f	52	47	156	268	136	3,59±1,13
	%	7,9	7,1	23,7	40,7	20,6	
Hiyerarşi kültürü							3,70±0,92

To the question " The organization I work for is a place where official processes control what employees do ", 5.8% of the participants answered strongly disagree, 9.3% are disagree, 14.7% are undecided, 45.4% are agree. 24.9% responded strongly agree.

To the question "Management in the organization I work for is in the form of coordinating, organizing, effectiveness (productivity) and supervision", 7.7% of the participants responded strongly disagree, 11.7% are disagree, 16.7% are undecided, 44.8% are agree and 19.1% are strongly agree.

To the question "The management style in the organization I work for is: employment security, compliance with the rules, predictability and stability", 5.3% of the participants answered strongly disagree, 10.2% are disagree, 20% are undecided, 43.9% are agree. 20.6% responded strongly agree.

To the question "The common feature of the organization I work for is that it maintains the regular functioning of the institution with official rules and policies",

4.7% of the participants answered strongly disagree, 5.6% are disagree, 15.6% are undecided, and 46.7% are agree, and 27.3% answered strongly agree.

To the question “The organization I work for, attaches importance to continuity and stability; efficiency, control and running things smoothly are important”, 5.2% of the participants answered strongly disagree, 6.8% are disagree, 16.1% are undecided, 46.4% agree, and 25.5% are totally agree.

To the question “The organization I work for, evaluates success based on effectiveness and efficiency; reliable distribution, perfect planning and low-cost production are important for success”, 7.9% of the participants answered strongly disagree, 7.1% are disagree, 23.7% are undecided, 40.7% are agree, 20,6% answered strongly agree.

Tabel 9

Descriptive Statistics for Organizational Justice Scale Scores

Scale	X	SS
Distributive justice	2,59	1,15
Interactional justice	2,99	1,05
Procedural justice	3,29	1,10
Total organizational justice	3,00	1,00

When the table is examined, it is seen that the participants' distributive justice perception levels are below the medium level, while their interactional justice, procedural justice, and total organizational justice perception levels are at the medium level.!!

Tabel 10

Descriptive Statistics of the Distributive Justice Sub-Dimension Items of the Organizational Justice Scale

	f / %	Kesinlikle katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Kesinlikle katılıyorum	X±SS
Tecrübem göz önüne alındığında, işyerinde aldığım karşılık adildir	f 156 % 23,7	170	130	156	47	2,65±1,27	
Sorumluluklarım göz önüne alındığında, işyerinde hakettiğimi alıyorum	f 161 % 24,4	178	153	123	44	2,56±1,23	
Sergilediğim çaba göz önüne alındığında, işyerinde aldığım karşılık adildir	f 169 % 25,6	184	138	121	47	2,53±1,25	
Eğitimim ve mesleki donanımım göz önüne alındığında, işyerinde aldığım karşılık adildir	f 155 % 23,5	188	138	129	49	2,59±1,25	
İş icabı katlandığım stres ve gerginliğin karşılığını alıyorum	f 188 % 28,5	196	125	113	37	2,42±1,22	
Yaptığım iyi işlerin karşılığını alıyorum	f 134 % 20,3	150	167	146	62	2,78±1,26	
Dağıtımsal adalet						2,59±1,15	

To the question "Considering my experience, the compensation I receive at work is fair", 23.7% of the participants answered strongly disagree, 25.8% are disagree, 19.7% are undecided, 23.7% are agree, 7.1% are totally agree.

To the question "Considering my responsibilities, I get what I deserve at work", 24.4% of the participants strongly disagree, 27% disagree, 23.2% are undecided, 18.7% agree, 6.7% strongly agree. He replied "I agree".

To the question "Considering the effort I put in, the compensation I receive at work is fair", 25.6% of the participants answered strongly disagree, 27.9% are disagree, 20.9% are undecided, 18.4% are agree, and 7.1% of them answered strongly agree.

To the question "Considering my education and professional qualifications, the compensation I receive at work is fair", 23.5% of the participants responded strongly disagree, 28.5% are disagree, 20.9% are undecided, 19.6% are agree, % 7.4 of them answered strongly agree.

To the question "I am compensated for the stress and tension I endure as a result of work," 28.5% of the participants answered strongly disagree, 29.7% are disagree, 19% are undecided, 17.1% are agree, 5.6% are strongly agree.

To the question "I get rewarded for the good work I do", 20.3% of the participants are strongly disagree, 22.8% are disagree, 25.3% are undecided, 22.2% are agree, 9.4% are strongly agree.

Tabel 11

Descriptive Statistics of Interactional Justice Sub-Dimension Items of Organizational Justice Scale

	f / %	Kesinlikle katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Kesinlikle katılıyorum	X±SS
İşimle ilgili kararlar alınırken yöneticilerim bana nazik ve ilgili davranır	f 64 % 9,7	64	64	123	290	118	3,51±1,18
İşimle ilgili kararlar alınırken yöneticilerim bana önem verir ve saygılı davranır	f 69 % 10,5	70	70	123	280	117	3,46±1,20
İşimle ilgili kararlar alınırken yöneticilerim kişisel ihtiyaçlarıma karşı duyarlıdır	f 82 % 12,4	99	99	156	222	100	3,24±1,24
İşimle ilgili kararlar alınırken yöneticilerim bana karşı dürüst ve samimidir	f 80 % 12,1	84	84	158	230	107	3,30±1,23
İşimle ilgili kararlar alınırken yöneticilerim bir çalışan olarak haklarımı gözetir	f 91 % 13,8	89	89	159	222	98	3,22±1,25
Yöneticilerim işimle ilgili kararların doğuracağı sonuçları benimle tartışır	f 87 % 13,2	92	92	162	231	87	3,21±1,23
Yöneticilerim işimle ilgili kararlar için uygun gerekçeler gösterir	f 77 % 11,7	90	90	166	243	83	3,25±1,19
İşimle ilgili kararlar alınırken yöneticilerim bana akla uygun açıklamalar yapar	f 81 % 12,3	78	78	174	226	100	3,28±1,22
Yöneticilerim işimle ilgili her kararı bana net olarak açıklar	f 88 % 13,4	104	104	166	214	87	3,16±1,23
Etkileşimsel adalet							3,29±1,10

To the question "My managers treat me kindly and attentively when decisions are made about my job," 9.7% of the participants strongly disagree, 9.7% disagree, 18.7% are undecided, 44% agree, and 17.9% of them answered "I totally agree".

To the question "My managers give me importance and treat me with respect when decisions are made about my job," 10.5% of the participants strongly disagree, 10.6% disagree, 18.7% are undecided, 42.5% agree, 17.8% of them answered strongly agree.

In response to the question "My managers are sensitive to my personal needs when making decisions about my job," 12.4% of the participants strongly disagree, 15% disagree, 23.7% are undecided, 33.7% agree, 15.2% replied, "I totally agree."

To the question "My managers are honest and sincere with me when decisions are made about my job," 12.1% of the participants strongly disagree, 12.7% disagree, 24% are undecided, 34.9% agree, 16.2% strongly disagree.

To the question "My managers respect my rights as an employee when decisions are made about my job," 13.8% of the participants strongly disagree, 13.5% disagree, 24.1% are undecided, 33.7% agree, 14% agree. 9 of them answered strongly agree.

In response to the question "My managers discuss with me the consequences of decisions regarding my work," 13.2% of the participants strongly disagree, 14% disagree, 24.6% are undecided, 35.1% agree, 13.2% strongly agree.

To the question "My managers provide appropriate justifications for decisions regarding my work", 11.7% of the participants strongly disagree, 13.7% disagree, 25.2% are undecided, 36.9% agree, 12.6% answered "I totally agree".

To the question "My managers give me reasonable explanations when decisions are made about my job," 12.3% of the participants strongly disagree, 11.8% disagree, 26.4% are undecided, 34.3% agree, 15.2% strongly agree.

In response to the question "My managers clearly explain every decision about my job to me", 13.4% of the participants strongly disagree, 15.8% disagree, 25.2% are undecided, 32.5% agree, 13.2% answered "I totally agree".

Tabel 12

Descriptive Statistics of the Items of the Procedural Justice Sub-Dimension of the Organizational Justice Scale

	f / %	Kesinlikle katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Kesinlikle katılıyorum	X±SS
Yöneticiler, işle ilgili kararları tarafsız bir şekilde alırlar	f 102 % 15,5	118	169	198	72	3,03±1,24	
Yöneticiler, işle ilgili kararları almadan önce bütün çalışanların görüşlerini alırlar	f 142 % 21,5	160	171	144	42	2,67±1,21	
Yöneticiler işle ilgili kararları vermeden önce doğru ve eksiksiz bilgi toplarlar	f 91 % 13,8	125	174	199	70	3,05±1,21	
Yöneticiler, alınan kararları çalışanlara açıklar ve istendiğinde ek bilgiler verirler	f 86 % 13,1	102	157	241	73	3,17±1,21	
İşle ilgili bütün kararlar, bunlardan etkilenen tüm çalışanlara ayırım gözetmeksizin uygulanır	f 96 % 14,6	114	155	204	90	3,12±1,26	
Çalışanlar, yöneticilerin işle ilgili kararlarına karşı çıkabilir ya da bu kararların üst makamlarca yeniden görüşülmesini isteyebilirler	f 123 % 18,7	118	182	181	55	2,89±1,23	
İşlemsel adalet						2,99±1,05	

To the question "Managers make business decisions impartially", 15.5% of the participants strongly disagree, 17.9% disagree, 25.6% are undecided, 30% agree, 10.9% replied, "I totally agree."

To the question "Managers take the opinions of all employees before making work-related decisions", 21.5% of the participants strongly disagree, 24.3% disagree, 25.9% are undecided, 21.9% agree, 6.4% of them answered strongly agree.

To the question "Managers collect accurate and complete information before making business decisions", 13.8% of the participants strongly disagree, 19% disagree, 26.4% are undecided, 30.2% agree, 10.6% answered "I totally agree".

To the question "Managers explain the decisions taken to employees and provide additional information when requested", 13.1% of the participants strongly disagree, 15.5% disagree, 23.8% are undecided, 36.6% agree, 11.1% of them answered strongly agree.

To the question "All work-related decisions are applied without discrimination to all employees affected by them", 14.6% of the participants strongly disagree, 17.3% disagree, 23.5% are undecided, 31% agree, 13% agree. 7 of them answered strongly agree.

In response to the question "Employees may oppose managers' work-related decisions or request that these decisions be reconsidered by higher authorities," 18.7% of the participants strongly disagree, 17.9% disagree, 27.6% are undecided, 27.5% are undecided. 'I agree' and 8.3% answered 'strongly agree'.

Tabel 13

Descriptive Statistics for Organizational Commitment Scale Scores

Ölçek	X	SS
Emotional commitment	3,54	1,11
Normative commitment	3,18	1,05
Continuation commitment	2,86	0,95

When the table is examined, it is seen that the participants' emotional commitment levels are above the medium level, their normative commitment levels

are at the medium level, and their continuance commitment levels are below the medium level.

Tabel 14

Descriptive Statistics of the Items of the Emotional Commitment Sub-Dimension of the Organizational Commitment Scale

	f / %	Kesinlikle katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Kesinlikle katılıyorum	X±SS
Kariyerimin geri kalan kısmını bu işletmede geçirmek beni mutlu eder	f 63 % 9,6	62	200	199	135	3,43±1,19	
Bu işletmeye kendimi “duygusal olarak bağlı” hissediyorum	f 66 % 10,0	70	137	209	177	3,55±1,27	
Bu işletmenin sorunlarını, kendi sorunlarım gibi hissediyorum	f 56 % 8,5	53	118	244	188	3,69±1,21	
Bu işletmede kendimi “ailenin parçası” gibi hissediyorum	f 80 % 12,1	88	155	183	153	3,37±1,30	
Bu işletmenin benim için özel bir anlamı var	f 60 % 9,1	60	118	230	191	3,66±1,24	
Bu işletmeye karşı güçlü bir aidiyet hissediyorum	f 64 % 9,7	75	136	199	185	3,56±1,27	
Duygusal bağlılık						3,54±1,11	

,To the question "I would be happy to spend the rest of my career in this business", 9.6% of the participants answered strongly disagree, 9.4% are disagree, 30.3% are undecided, 30.2% are agree, 20.5% are strongly agree.

To the question "I feel emotionally attached to this business", 10% of the participants answered strongly disagree, 10.6% are disagree, 20.8% are undecided, 31.7% are agree, 26.9% are totally agree.

To the question "I feel the problems of this business are my own problems", 8.5% of the participants answered strongly disagree, 8% are disagree, 17.9% are undecided, 37% are agree, 28.5% are strongly agree.

To the question "I feel like "part of the family" in this business", 12.1% of the participants answered strongly disagree, 13.4% are disagree, 23.5% are undecided, 27.8% are agree, 23.2% of them answered strongly agree.

In response to the question "This business has a special meaning for me", 9.1% of the participants answered strongly disagree, 9.1% are disagree, 17.9% are undecided, 34.9% are agree, 29% are strongly agree.

In response to the question "I feel a strong sense of belonging to this business", 9.7% of the participants answered strongly disagree, 11.4% are disagree, 20.6% are undecided, 30.2% are agree, 28.1% are totally agree.

Tablo 15

Descriptive Statistics of the Normative Sub-Dimension Items of the Organizational Commitment Scale

	f / %	Kesinlikle katılmıyorum	Katılmıyorum	Ne katılıyorum ne	Katılıyorum	Kesinlikle katılıyorum	X±SS
Bu işletmeye karşı manevi sorumluluk hissediyorum	f / %	61 9,3	67 10,2	127 19,3	233 35,4	171 25,9	3,59±1,23
Benim için avantajlı olsa bile, şu anda bu işletmeden ayrılmanın doğru olmadığını düşünüyorum	f / %	77 11,7	86 13,1	158 24,0	204 31,0	134 20,3	3,35±1,26
Bu işletmeden şimdi ayrılırsam kendimi suçlu hissederdim	f / %	133 20,2	154 23,4	163 24,7	125 19,0	84 12,7	2,81±1,31
Bu işletme benim bağlılığımı hak ediyor	f / %	93 14,1	101 15,3	189 28,7	178 27,0	98 14,9	3,13±1,25

Table 15 (cont.d)

Bu işletmede çalışanlara karşı	f	96	122	173	162	106	
sorumluluğum olduğu için, şu anda	%	14,6	18,5	26,3	24,6	16,1	3,09±1,29
işten ayrılmam							
İşletmeme çok şey borçluyum	f	88	122	171	173	105	3,13±1,27
	%	13,4	18,5	25,9	26,3	15,9	
Normatif bağlılık							3,18±1,05

To the question "I feel moral responsibility towards this business", 9.3% of the participants answered strongly disagree, 10.2% are disagree, 19.3% are undecided, 35.4% are agree, 25.9% are strongly agree.

To the question "Even if it is advantageous for me, I do not think it is right to leave this company right now", 11.7% of the participants answered strongly disagree, 13.1% are disagree, 24% are undecided, 31% are agree, 20.3% of them answered strongly agree.

In response to the question "I would feel guilty if I left this business now," 20.2% of the participants answered strongly disagree, 23.4% are disagree, 24.7% are undecided, 19% are agree, 12.7% are strongly agree.

To the question "This business deserves my loyalty", 14.1% of the participants answered strongly disagree, 15.3% are disagree, 28.7% are undecided, 27% are agree, 14.9% are strongly agree.

To the question "I will not leave my job right now because I have a responsibility towards the employees in this company", 14.6% of the participants answered a strongly disagree, 18.5% are disagree, 26.3% are undecided, 24.6% are agree, % 16.1 of them answered strongly agree.

To the question "I owe a lot to my business", 13.4% of the participants answered strongly disagree, 18.5% are disagree, 25.9% are undecided, 26.3% agree, 15.9% are strongly agree.

Tabel 16

Descriptive Statistics of the Continuance Commitment Sub-Dimension Items of the Organizational Commitment Scale

	f / %	Kesinlikle katılmıyorum	Katılmıyorum	Ne katılmıyorum ne katılıyorum	Katılıyorum	Kesinlikle katılıyorum	X±SS
Şu anda bu işletmede kalmak benim için istek meselesi olduğu kadar gerekliliktir.	f 73 % 11,1	80	172	223	111		3,33±1,21
Şu anda istesem bile bu işletmeden ayrılmak benim için çok zor	f 90 % 13,7	124	170	179	96		3,10±1,26
Şu anda bu işimden ayrılacak olsam, hayatım alt üst olur	f 186 % 28,2	206	140	65	62		2,41±1,25
Bu işletmeden ayrılmayı göze alamayacak kadar az iş alternatifi olduğunu biliyorum	f 178 % 27,0	162	147	109	63		2,57±1,30
Bu işletmeye kendimden bu kadar çok şey katmamış olsaydım, başka bir yerde çalışmayı düşünebilirdim	f 97 % 14,7	151	179	143	89		2,96±1,26
Bu işletmenin alternatifi, işten ayrılmak için, çok azdır	f 135 % 20,5	148	178	133	65		2,76±1,26
Devam bağlılığı							2,86±0,95

To the question “Right now, staying in this business is as much a matter of necessity as it is of desire for me.”, 11.1% of the participants answered strongly disagree, 12.1% are disagreed, 26.1% are undecided, 33.8% are agreed, and 16.8% are strongly agreed.

To the question "It is very difficult for me to leave this company even if I want to right now", 13.7% of the participants answered astrongly disagree, 18.8% are disagreed, 25.8% are undecided, 27.2% are agreed, 14.6% of them answered strongly agree.

To the question "If I were to leave this job right now, my life would be turned upside down," 28.2% of the participants answered strongly disagree, 31.3% are disagree, 21.2% are undecided, 9.9% are agree, 9.4% of them answered strongly agree.

In response to the question "I know that there are too few job alternatives for me to afford to leave this company," 27% of the participants answered strongly disagree, 24.6% are disagree, 22.3% are undecided, 16.5% are agree, 9.6% of them answered "I totally agree".

In response to the question "If I hadn't contributed so much of myself to this business, I might consider working somewhere else", 14.7% of the participants answered strongly disagree, 22.9% are disagreed, 27.2% are undecided, and 21.7% say they agreed, 13.5% of them answered strongly agree.

In response to the question "There are very few alternatives to quitting this business", 20.5% of the participants say strongly disagreed, 22.5% are disagreed, 27% are undecided, 20.2% agreed, 9.9% of them answered "I totally agree".

Tabel 17

Examining the Relationship Between Scale Scores

		1	2	3	4	5	6	7	8	9	10	11	12
1. Clan culture	r	-											
	p												
2. Entrepreneurial culture	r	,889	-										
	p	,000											
3. Market-oriented culture	r	,789	,805	-									
	p	,000	,000										
4. Hierarchy culture	r	,803	,754	,876	-								
	p	,000	,000	,000									
5. Organizational culture	r	,940	,931	,929	,918	-							
	p	,000	,000	,000	,000								
6. Distributive justice	r	,687	,623	,555	,565	,656	-						
	p	,000	,000	,000	,000	,000							
7. Interactional justice	r	,760	,709	,655	,678	,755	,697	-					
	p	,000	,000	,000	,000	,000	,000						
8. Procedural justice	r	,758	,681	,661	,678	,748	,671	,852	-				
	p	,000	,000	,000	,000	,000	,000	,000					
9. Organizational justice	r	,808	,736	,688	,706	,792	,851	,928	,945	-			
	p	,000	,000	,000	,000	,000	,000	,000	,000				
10. Emotional commitment	r	,699	,642	,591	,598	,682	,527	,568	,625	,636	-		
	p	,000	,000	,000	,000	,000	,000	,000	,000	,000			
11. Normative commitment	r	,673	,647	,576	,565	,664	,545	,547	,602	,625	,860	-	
	p	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000		
12. Continuance commitment	r	,385	,420	,388	,377	,422	,303	,299	,307	,333	,458	,593	-
	p	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000	

When this table is studied, it is seen that there are generally significant relationships between the scale scores at medium and high levels. These relationships are examined in detail below.

When the relationship between **organizational culture** and **organizational justice** is examined, it is seen that there is a positive and highly significant relationship ($p < 0.05$) between clan culture and distributive justice, interactional justice, procedural

justice and total organizational justice, and there is a positive and highly significant relationship between entrepreneurship culture, hierarchy culture and total organizational culture. While there is a positive and moderately significant relationship between distributive justice ($p < 0.05$), and procedural justice, interactional justice and total organizational justice ($p < 0.05$); there is a positive and moderately significant relationship between market-centered culture and distributive justice, procedural justice and interactional justice ($p < 0.05$), there is a positive and highly significant relationship between market-centered culture and total organizational justice ($p < 0.05$),

When the relationship between **organizational culture and organizational commitment** is examined, it is seen that there is a positive and highly significant relationship ($p < 0.05$) between clan culture, entrepreneurship culture and total organizational culture, emotional commitment and normative commitment, and clan culture, entrepreneurship culture and total organizational culture. It is seen that there is a positive and highly significant relationship between continuance commitment ($p < 0.05$), and a positive and moderately significant relationship between market-centered culture and hierarchy culture and emotional commitment, normative commitment and continuance commitment ($p < 0.05$).

When the relationship between **organizational justice and organizational commitment** is examined, it is seen that there is a positive and moderately significant relationship ($p < 0.05$) between distributive justice, procedural justice, interactional justice and total organizational justice, and emotional commitment and normative commitment. There is a positive and low-level significant relationship between justice and total organizational justice and continuance commitment ($p < 0.05$).

Tablo 18

Hierarchical Regression Analysis on the Role of Organizational Justice in the Effect of Organizational Culture on Affective Commitment

Model	Variable	B	Standard Error	β	t	p	r	r ²
Model 1	Constant	,856	,131		6,540	,000		
	Clan culture	,603	,073	,558	8,221	,000		
	Entrepreneurial culture	,065	,073	,059	,899	,369	,703	,491
	Market-oriented culture	,057	,078	,047	,731	,465		
	Hierarchy culture	,077	,076	,064	1,010	,313		
$F_{(4, 654)}=159,874; p=,000$								
Model 2	Constant	,796	,129		6,186	,000		
	Clan culture	,460	,079	,426	5,833	,000		
	Entrepreneurial culture	,091	,072	,083	1,271	,204		
	Market-oriented culture	,028	,076	,023	,364	,716	,719	,512
	Hierarchy culture	,056	,075	,046	,746	,456		
	Distributive justice	,048	,039	,049	1,218	,224		
	Procedural justice	-,142	,061	-,135	-2,352	,019		
	Interactional justice	,283	,056	,280	5,021	,000		
$F_{(7, 651)}=99,673; p=,000$								

Related hypothesis are:

H1: Organizational culture has a direct effect on emotional commitment.

H1a: Clan culture has a direct effect on emotional commitment.

H1b: Entrepreneurial culture has a direct effect on emotional commitment.

H1c: Market-centered culture has a direct effect on emotional commitment.

H1d: Hierarchy culture has a direct effect on emotional commitment.

H2: Organizational justice has a moderating role in the effect of organizational culture on emotional commitment.

When the table is examined, it is seen that organizational culture has a significant effect on emotional commitment at the level of 49.1% in Model 1 ($r^2=.491$; $p<0.05$). In Model 2, when organizational justice is added to the model in addition to organizational culture, it is seen that the effect on emotional commitment is 51.2% and this effect is significant ($r^2=.512$; $p<0.05$). Organizational justice has an increasing effect on the effect of organizational culture on emotional commitment, but only the effect of clan culture is significant in the effect of sub-dimensions of organizational culture on emotional commitment in both models, while the effects of entrepreneurship culture, market-centered culture and hierarchy culture are significant in both models. It appears that there is not. Since there is no significant change in the effect of organizational culture on the basis of sub-dimensions, it appears that organizational justice does not have a mediating role in the effect of organizational culture on emotional commitment, but has a moderating role. According to Model 1, H1a hypothesis was accepted only because clan culture has a direct effect on emotional commitment, but H1b, H1c and H1d hypotheses were not accepted. According to Model 2, H2 hypothesis was accepted since organizational justice has a moderating role.

Tabel 19

Hierarchical Regression Analysis on the Role of Organizational Justice in the Effect of Organizational Culture on Normative Commitment

Model	Variable	B	Standard Error	β	t	p	r	r^2
Model 1	Constant	,757	,127		5,951	,000		
	Clan culture	,454	,071	,444	6,363	,000		
	Entrepreneurial culture	,209	,071	,201	2,961	,003	,683	,463
	Market-oriented culture	,067	,076	,059	,891	,373		
	Hierarchy culture	,005	,074	,005	,071	,943		
$F_{(4, 654)}=142,702$; $p=,000$								

Table 19 (cont.d)

Model 2	Constant	,709	,125		5,686	,000		
	Clan culture	,292	,076	,286	3,827	,000		
	Entrepreneurial culture	,233	,069	,224	3,350	,001		
	Market-oriented culture	,041	,074	,036	,556	,579	,704	,490
	Hierarchy culture	-,009	,073	-,008	-,125	,901		
	Distributive justice	,119	,038	,129	3,112	,002		
	Procedural justice	-,165	,059	-,165	-2,819	,005		
	Interactional justice	,256	,054	,268	4,693	,000		
F _(7, 651) =91,205; p=,000								

Related hypothesis are:

H3: Organizational culture has a direct effect on normative commitment.

H3a: Clan culture has a direct effect on normative commitment.

H3b: Entrepreneurial culture has a direct effect on normative commitment.

H3c: Market-centered culture has a direct effect on normative commitment.

H3d: Hierarchy culture has a direct effect on normative commitment.

H4: Organizational justice has a moderating role in the effect of organizational culture on normative commitment.

When the table is examined, it is seen that organizational culture has a significant effect on normative commitment at the level of 46.3% in Model 1 ($r^2=.463$; $p<0.05$). In Model 2, when organizational justice is added to the model in addition to organizational culture, it is seen that the effect on normative commitment is 49% and this effect is significant ($r^2=.490$; $p<0.05$). Organizational justice has an increasing effect on the effect of organizational culture on normative commitment, but the effect of clan culture and entrepreneurship culture on the effect of sub-dimensions of

organizational culture on emotional commitment is significant in both models, while the effect of market-centered culture and hierarchy culture is not significant in both models. can be seen. Since there is no significant change in the effect of organizational culture on the basis of sub-dimensions, it appears that organizational justice does not have a mediating role in the effect of organizational culture on normative commitment, but has a regulatory role. According to Model 1, since clan culture and entrepreneurial culture have a direct effect on normative commitment, H3a and H3b hypotheses were accepted, but H3c and H3d hypotheses were not accepted. According to Model 2, H4 hypothesis was accepted since organizational justice has a moderating role.

Tabel 20

Hierarchical Regression Analysis on the Role of Organizational Justice in the Effect of Organizational Culture on Continuance Commitment

Model	Değişken	B	Standart Hata	β	t	p	r	r ²
Model 1	Constant	1,362	,142		9,620	,000		
	Clan culture	-,037	,079	-,040	-,467	,641		
	Entrepreneurial culture	,301	,079	,321	3,824	,000	,431	,181
	Market-oriented culture	,065	,084	,064	,777	,437		
	Hierarchy culture	,115	,083	,111	1,390	,165		
	$F_{(4, 654)}=37,348; p=,000$							
Model 2	Constant	1,365	,142		9,598	,000		
	Clan culture	-,059	,087	-,064	-,672	,502		
	Entrepreneurial culture	,309	,079	,329	3,893	,000		
	Market-oriented culture	,062	,084	,061	,738	,461	,436	,181
	Hierarchy culture	,125	,083	,121	1,498	,135		
	Distributive justice	,069	,043	,084	1,589	,113		
	Procedural justice	-,085	,067	-,095	-1,277	,202		
	Interactional justice	,029	,062	,033	,461	,645		
	$F_{(7, 651)}=21,842; p=,000$							

Related hypothesis are:

H5: Organizational culture has a direct effect on continuance commitment.

H5a: Clan culture has a direct effect on continuance commitment.

H5b: Entrepreneurial culture has a direct effect on continuance commitment.

H5c: Market-centered culture has a direct effect on continuance commitment.

H5d: Hierarchy culture has a direct effect on continuance commitment.

H6: Organizational justice has a moderating role in the effect of organizational culture on continuance commitment.

When the table is examined, it is seen that organizational culture has a significant effect on continuance commitment at the level of 18.1% in Model 1 ($r^2=.181$; $p<0.05$). In Model 2, when organizational justice is added to the model in addition to organizational culture, it is seen that the effect on continuance commitment is 18.1% and this effect is significant ($r^2=.181$; $p<0.05$). Organizational justice does not have an increasing or decreasing effect on the effect of organizational culture on continuance commitment. It is seen that only entrepreneurship culture is significant in the effect of sub-dimensions of organizational culture on continuance commitment in Model 1, and this effect remains significant in Model 2 as well. Therefore, it appears that organizational justice does not have a mediating or moderating role in the effect of organizational culture on continuance commitment. According to Model 1, since only entrepreneurial culture has a direct effect on continuance commitment, H5b hypothesis was accepted, but H5a, H5c and H5d hypotheses were not accepted. According to Model 2, H6 hypothesis was not accepted because organizational justice did not have a moderating role.

Chapter 6

Discussion

When the findings regarding the organizational culture perceptions of the employees participating in this research were evaluated, it was concluded that the employees' clan culture and entrepreneurship culture perception levels were at a medium level, while their market-centered culture and hierarchy culture perception levels and total organizational culture levels were above the medium level. According to these results, it was determined that market-centered culture and hierarchy culture were generally dominant in the organizations in which the sample group was included.

In a research conducted on this subject and parallel to the study findings, it was aimed to examine the relationship between manager behaviors and organizational culture in the automotive industry, and 162 white-collar employees working in a private automotive company in Samsun participated in the research. In the research, it was found that employees' general organizational culture perceptions were at a medium level (Çelik and Gül, 2022: 601). In another study conducted in automotive enterprises located in the city center of Çanakkale, the effects of participants' perceptions of organizational culture on their business lives were examined. A total of 104 employees participated in the research, and at the end of the study, it was reported that the participants' perceptions of normative culture, open culture, hierarchy culture, clan culture and supportive culture were at a medium level (Özden, 2022: 25).

There are also research findings showing that the perception of organizational culture in the automotive industry is low. In the study conducted on this subject and on the employees of Hyundai company, which operates as a sales and technical service in Izmir, it was found that the participants' perception of organizational culture was at a low level (Duygulu and Erogluer, 2006: 11). In a study conducted on this subject in a company operating in Çanakkale and serving in the automotive sub-industry field, it was reported that employees' perception of organizational culture was at a high level (Örnek et al., 2022: 54). It can be thought that the reason for the inconsistencies between the research findings lies in the fact that the research was conducted on organizations with different managerial behaviors and employees with different demographic characteristics. As a matter of fact, studies on this subject show that the perception of organizational culture is affected by manager behaviors (Khan et al.,

2020: 1; Abujudeh, 2020: 39; Aydın, 2018: 267; Kargas and Varoutas, 2015: 1; Mozaffari, 2008: 679), and also that the culture differs according to the demographic characteristics of the employees (Belias and Koustelios, 2013: 1; Tran, 2021: 549; Belias and Koustelios, 2014: 132; Sharma, 2007: 35).

When the findings regarding the participants' perceptions of organizational justice were evaluated in this study, it was determined that the perception levels of procedural justice, interactional justice and total organizational justice were at a medium level, whereas the perception levels of distributive justice were below the medium level. These results show that, in general, the participants do not have a high perception of organizational justice.

In a study published in the literature on individuals working in the automotive industry, it was aimed to determine the variables affecting the perception of organizational justice. 300 personnel working in a company operating in the automotive sector in Bursa province participated in the relevant study. In the study, it was reported that both the general organizational justice perceptions of the employees and their perception levels regarding the organizational justice sub-dimensions were at a medium level (Coşkun, 2020: 1). In studies conducted in some sectors, it was found that the perception of organizational justice was at a low or medium level, and in some studies it was found to be at a high level (Dündar and Tabancalı, 2012: 5777; Rauf, 2014: 124; Taner et al., 2015: 180). It is stated that the basis of the difference between employees' perceptions of organizational justice lies in the fact that the studies are carried out in businesses with different organizational cultures (Suhardi et al., 2020: 37).

When the findings regarding the organizational commitment levels of the employees participating in this research were evaluated, it was concluded that the normative commitment levels were at a medium level, the continuance commitment levels were below the medium level, while the affective commitment levels of the participants were above the medium level. According to these results, it can be said that affective commitment is especially effective in the participants continuing to work in their current jobs.

In a study conducted on individuals working in a company operating in the automotive sector in Bursa, it was aimed to examine the effects of organizational justice perception on employees. A total of 500 white-collar employees working in the same enterprise participated in the research. At the end of the research, it was found that the general organizational commitment levels of the employees were at a medium level. In the same study, it was reported that the participants' affective commitment levels were above the medium level, whereas their normative commitment and continuance commitment levels were low (Yelkenkaya, 2020: 44). In another study examining the organizational commitment levels of individuals working in the automotive industry, the effects of demographic variables on organizational commitment were examined. The research was conducted on 85 employees in the automotive industry. In the research, it was found that the general organizational commitment levels of the employees were at a medium level. Similarly, it was determined that the emotional commitment, continuation commitment and normative commitment levels of employees were at medium levels (Kurkut, 2021: 2). A similar study conducted on this subject aimed to examine the relationships between organizational commitment and other types of organizational behavior in the automotive industry, and the research was conducted on individuals working in businesses that sell automobiles and provide after-sales services. At the end of the research, it was reported that the level of organizational commitment among employees was at a medium level (Erdem, 2009: 121).

In a study conducted on individuals working in an automotive supplier industry organization, it was aimed to examine the relationship between organizational commitment and organizational cynicism perception. The research was conducted on 410 white-collar employees working in five different factories of a multinational automotive supplier industry organization. In the research, it was found that the average score of the employees regarding their general organizational commitment levels and organizational commitment sub-dimensions was at a medium level (Karadal, 2020: 5). In another study conducted on male and female personnel working in the automotive industry, the effects of demographic variables on organizational commitment were examined. The research was conducted on 65 female and 40 male personnel working in businesses operating in the automotive sector in Şanlıurfa province. In the study, it was found that the organizational commitment levels of both

male and female employees were at a medium level (Arslan et al., 2017: 265). In the literature, many studies conducted in the private sector and in Turkey have reported that the level of organizational commitment is low and medium (Cihangiroğlu et al., 2015: 367; Açıkgöz, 2019: 1; Kazan, 2019: 1).

Some studies indicate that the organizational commitment levels of employees in the automotive industry are high. In a study conducted on this subject, the variables affecting the organizational commitment levels of the personnel working in a Japanese automotive company were examined. The research was conducted on white and blue-collar employees working in the company, and a total of 115 employees participated in the study. The study found that employees had high organizational commitment. In addition, it has been reported that the levels of emotional commitment, continuance commitment and normative commitment are high in both blue and white-collar employees (Aydoğan, 2023: 50). In another study examining the organizational commitment levels of individuals working in the automotive industry, the effects of demographic variables on organizational commitment were discussed. A total of 251 employees, 119 men and 132 women, participated in the relevant study. In the research, it was determined that the general organizational commitment levels of individuals working in the automotive industry were high (Şahaner, 2019: 63). In the study conducted on individuals working in a company operating in the automotive industry in Bursa, it was reported that the general organizational commitment levels of the participants were high, and the participant scores in the affective commitment sub-dimensions were above the medium level (Alyay, 2019: 64).

In this study, it was found that there was a significant relationship between the participants' perceptions of organizational culture and their level of perception of organizational justice. Similarly, it was observed that there were significant relationships between the scale sub-dimensions. According to the results, there is a positive and highly significant relationship between clan culture and distributive justice, interactional justice, procedural justice and total organizational justice, and a positive and moderately significant relationship between market-centered culture and distributive justice, procedural justice and interactional justice. It was observed that there was a positive and highly significant relationship between market-centered culture and total organizational justice, as well as a positive and moderately significant relationship between entrepreneurship culture, hierarchy culture, total organizational

culture and distributive justice. In this context, it has been found that as employees' perceptions of clan culture, market-centered culture, entrepreneurship culture and hierarchy culture increase, their organizational justice perceptions also increase positively.

Similar research findings in the literature conducted on employees in different sectors also support the view that there is a significant relationship between organizational culture and perception of organizational justice (Jiang et al., 2015: 1; Yavuz, 2010: 695; Chao et al., 2011: 2501).

In a study conducted on this subject, it was aimed to examine the relationship between organizational culture and organizational justice sub-dimensions, and a total of 511 employees, 225 women and 286 men, participated in the relevant research. In the research, it was found that there are significant relationships between organizational culture and the procedural justice, distributive justice and interactional justice sub-dimensions of organizational justice (Uludağ et al., 2019: 1). In the study titled "The effect of organizational culture on organizational justice: A case study" conducted by Taşcıoğlu (2010: 1), it was found that there are significant relationships between the sub-dimensions of organizational culture and the sub-dimensions of organizational justice perception. In the study in question, it was determined that there were positive significant relationships between hierarchy culture and procedural justice perception, as well as between the success culture sub-dimension and interactional justice.

In the research conducted by Örücü et al. (2020: 197), it was found that organizational culture has a mediating role in the effect of organizational justice perception on organizational citizenship behavior. In the research conducted by Köksal (2018: 479), it was found that there is a significant relationship between employees' perceptions of organizational culture and their perceptions of organizational justice. In the same study, it was reported that participants' perceptions of organizational culture and organizational justice differed significantly according to demographic variables. Yücekaya and Dönmez-Polat (2020: 1267), within the scope of their study, stated that there are positive significant relationships between organizational culture and both employees' perceptions of organizational justice and job satisfaction levels. In the study conducted by Kalfaoğlu et al. (2021: 1107), it was determined that there is a

significant relationship between organizational culture and organizational justice, and that managerial leadership styles have a mediating role in this relationship.

When the relationship between participants' organizational culture perceptions and organizational commitment levels was examined within the scope of this study, it was seen that there were significant relationships between organizational culture sub-dimensions and organizational commitment sub-dimensions. According to the results, there is a positive and moderately significant relationship between market-centered culture and hierarchy culture and emotional commitment, normative commitment and continuance commitment; There is a positive and highly significant relationship between clan culture, entrepreneurial culture and total organizational culture, and affective commitment, normative commitment and continuance commitment.

It is seen that the results obtained in the research are in parallel with the literature as follows: In a study examining the relationship between organizational culture perception and organizational commitment among female employees, it was found that there was a significant and positive relationship between organizational culture and organizational commitment. In the same study, it was reported that there was a positive significant relationship between organizational culture and employees' emotional commitment, normative commitment, and continuance commitment (Güler and Gümüştekin, 2022: 246). It is stated that the basis of the significant relationship between organizational culture and employees' organizational commitment lies in the fact that the elements that make up the organizational culture also affect the level of organizational commitment (Kök and Özcan, 2012: 113).

Many studies conducted in this field in the literature indicate that there is a positive significant relationship between organizational culture and employees' organizational commitment levels (Manetje and Martins, 2009: 87; de Carvalho et al., 2018: 201; Alvi et al., 2014: 30; Azizollah et al. , 2016: 195; Khalili, 2014: 1463; Aranki et al., 2019: 137). In this regard, a study conducted on individuals working in the automotive sub-industry aimed to examine the relationship between the perception of organizational culture and organizational commitment. 715 individuals working in automotive sub-industry production enterprises operating in Adana, Konya, Kırşehir and Bursa provinces participated in the research. In the study, it was found that there was a positive significant relationship between employees' perceptions of

organizational culture and their levels of organizational commitment. In the same study, it was determined that there was a significant relationship between organizational culture sub-dimensions and organizational commitment. In this context, it has been determined that there are positive significant relationships between participation culture and continuance commitment, emotional commitment and normative commitment (Dinçer and Kart, 2021: 30).

The research conducted by Komariyah et al. (2023: 210) aimed to examine the factors related to the organizational commitment levels of employees in the private sector, and the research using the random sample selection method was conducted on 124 employees. In the study, it was found that the relationship between the perception of organizational culture and the organizational commitment levels of employees was significant and positive. The study conducted by Shurbargi and Zahari (2014: 24) aimed to examine the relationships between job satisfaction, organizational culture perceptions and organizational commitment levels of individuals working in the energy sector, and the research was conducted on a total of 280 employees. At the end of the research, it was reported that there was a significant and positive relationship between employees' perceptions of organizational culture and their levels of organizational commitment.

In a study conducted by Akyıldız (2014: 1) in this field and carried out in the private sector, it was aimed to examine the effect of organizational culture on employees' innovative thinking development, job satisfaction and organizational commitment. In the study in question, it was found that there were significant relationships between the variables, and it was reported that there was a positive significant relationship between employees' perceptions of organizational culture and their organizational commitment. The research conducted by Sarıkamış (2006: 1) aimed to examine the relationships between organizational culture and organizational communication perception and employees' organizational commitment levels. At the end of the study, it was found that there were significant relationships between the participants' perceptions of organizational culture and organizational communication and their levels of organizational commitment.

It is noteworthy that the findings of studies conducted in different sectors in the literature also support the view that there is a significant relationship between

organizational commitment and organizational culture (Uzun and Tansoy-Yıldırım, 2022: 259; Kaplan, 2023: 910). In a study conducted in the health sector on this subject, it was aimed to examine the relationship between organizational culture and organizational commitment, and the study was conducted on 334 personnel. At the end of the research, it was reported that there was a significant relationship between the staff's perception of organizational culture and their level of organizational commitment (Kolancıoğlu and Karabulut, 2018: 115). In this regard, the research conducted in a private sector company aimed to examine the relationship between employees' organizational culture perceptions and both organizational commitment and organizational performance. In the study in question, it was determined that there was a positive significant relationship between the participants' perceptions of organizational culture and their levels of organizational commitment (Karadirek, 2022: 46). In a study conducted in the public sector on this subject, it was aimed to examine the elements related to organizational commitment. In the study in question, it was found that there was a significant relationship between the perception of organizational culture and the organizational commitment levels of employees. According to the relationships between organizational culture sub-dimensions, it has been reported that the relationship between success culture and normative commitment is a significant and positive relationship (Balçık and Ordu, 2019: 93).

When the relationship between participants' perceptions of organizational justice and organizational commitment levels was examined within the scope of this study, it was found that there was a significant relationship between the variables. Similarly, it was observed that there was a significant relationship between the scale sub-dimensions. According to the results, it was determined that there was a positive and low-level significant relationship between the participants' distributive justice, procedural justice, interactional justice and total organizational justice and their continuance commitment. In addition, it was found that there was a positive and moderately significant relationship between the participants' distributive justice, procedural justice, interactional justice and total organizational justice, and their emotional commitment and normative commitment levels. In this context, it has been observed that as employees' perceptions of organizational justice increase, their level of organizational commitment also increases.

Parallel to our research results, many studies conducted in this field in the literature on employees in different professional groups have reported that there is a positive significant relationship between the perception of organizational justice and the organizational commitment levels of employees (Işık et al., 2012: 154; Arslantürk and Şahan, 2012: 135; Tanrıverdi et al., 2019: 1604). In a study conducted on private sector employees on this subject, it was reported that there were positive significant relationships between organizational justice sub-dimensions and employees' organizational commitment levels (Bağcı, 2013: 163).

Studies in this field in the literature also show that the perception of organizational justice increases the perception of organizational trust in employees (Lashari et al., 2016: 170; Bidarian and Jafari, 2012: 1622; Jiang et al., 2015: 1) increases job satisfaction and work motivation (Zainalipour et al., 2010: 1986; Al-Zu'bi, 2010; Purnama et al., 2020: 4012; Akman, 2018: 164), reduces the intention to leave the job (Al-Kilani, 2017: 18; Sökmen and Ekmekçioğlu, 2016: 27) and increases organizational commitment (Jameel et al., 2020: 1; Bakhsi et al., 2009: 145).

In this study, it was found that organizational culture had a significant effect on emotional commitment at a level of 49.1%. In addition, it was observed that the effect of organizational culture and organizational justice perception on organizational commitment was at the level of 51.2%. The results of similar studies conducted in the private sector in the literature also show that organizational culture significantly affects emotional commitment as well as general organizational commitment (Altın-Gülova and Demirsoy, 2012: 49; Nikpour, 2017: 65). A study conducted on this subject aimed to examine the effect of organizational culture sub-dimensions on organizational commitment, and it was reported that organizational culture sub-dimensions (supportive culture, bureaucratic culture, innovative culture) affected organizational commitment at a level of 34% (Akyürek et al., 2013: 56). In the study conducted by Toker et al. (2019: 47), the effects of organizational culture sub-dimensions on organizational commitment sub-dimensions were examined, and it was found in the study that competitive organizational culture and bureaucratic organizational culture positively affected emotional commitment.

A study conducted on this subject aimed to examine the effects of the perception of organizational culture on the sub-dimensions of organizational commitment among

private sector employees. In this study, the scale whose organizational culture sub-dimensions are open-mindedness and vision sharing was used. At the end of the study, it was found that the emotional commitment levels of employees are high in organizations where open-mindedness and vision sharing prevail. In the same study, it was reported that the vision sub-dimension of organizational culture affects emotional commitment at a level of 10%, and the open-mindedness sub-dimension affects emotional commitment at a level of 11.5% (Naktiyok and İşcan, 2014: 846). In a study examining the impact of organizational culture perception on organizational commitment in the retail sector, it was found that organizational culture affects the organizational commitment levels of employees. In the study in question, organizational culture sub-dimensions were determined as "socialization" and "solidarity", and it was determined that socialization and solidarity culture positively affected the emotional commitment levels of employees (Tamer et al., 2014: 187). Another study conducted in this field in the health sector aimed to examine the relationship between organizational culture and employees' organizational commitment levels. In the study in question, it was reported that there were positive significant relationships between organizational culture sub-dimensions (communication culture, support culture, reward culture) and continuance commitment, emotional commitment and normative commitment (Gençer-Çelik, 2021: 1).

The research conducted by Mert (2018: 420) also found that there are significant relationships between organizational culture and organizational commitment sub-dimensions. In the research conducted by Kaya (2008: 135), it was found that there were positive and negative significant relationships between organizational culture sub-dimensions and employees' organizational commitment levels. In the study in question, it was determined that there was a significant negative relationship between bureaucracy culture and organizational commitment. On the other hand, it was found that there were positive significant relationships between the perception of clan, development, professionalism, openness and authority culture and the organizational commitment of employees. In the study conducted by Aydin et al. (2016: 25), it was found that there were significant relationships between organizational culture sub-dimensions and organizational commitment sub-dimensions. In the study in question, it was reported that there were positive significant relationships between the

communication, behavioral, empowerment and reward sub-dimensions of organizational culture and the emotional and normative commitment levels of employees.

In this study, it was seen that the perception of organizational justice had a moderating role in the effect of the perception of organizational culture on affective commitment. However, it has been determined that the effect in question is only seen in clan culture. In this context, it was found that the perception of **clan culture in the organization effects affective commitment, and the perception of organizational justice increases this effect.**

A similar study conducted on this subject aimed to examine the moderating role of distributive justice perception in the effect of organizational culture on emotional commitment. The research in question was conducted on employees in the logistics industry. At the end of the study, it was found that participants' perceptions of organizational culture positively effected their affective commitment level. In the same study, it was determined that the perception of distributive justice had a moderating role in the effect of organizational culture on affective commitment (Çalışkan et al., 2021: 54).

In a study conducted in the health sector on this subject, it was found that organizational culture is a determinant on affective commitment. In the study in question, it was reported that communication, support and reward culture positively affected the emotional commitment of employees. In the same study, it was determined that the reward, communication and support culture sub-dimensions of organizational culture affected emotional commitment at a level of 25.1% (Gençer-Çelik, 2021: 1). In a study examining the effect of learning organization culture on organizational commitment sub-dimensions, it was found that learning organization culture affects the emotional commitment levels of employees. In the study in question, it was reported that the learning organizational culture affected emotional commitment at a level of 30.9% (Arslan and Demirci, 2015: 31). In the study conducted by Kaya (2008: 135), it was found that the culture of clan, development, professionalism, openness and authority in organizations affected organizational commitment at a level of 44%.

In this study, it was found that the perception of organizational culture significantly affected normative commitment by 46.3%. It was concluded that the effect of organizational culture and organizational justice perception on normative commitment was 49%. In this context, it was found that the perception of organizational culture affects normative commitment, and the perception of organizational justice increases this effect. Among the sub-dimensions of organizational culture, it has been observed that only clan culture and entrepreneurship culture affect normative commitment.

It is seen that the findings of similar studies in the literature are parallel to the results obtained in this research. In a study conducted in the private sector on this subject, it was found that participants' perceptions of organizational culture affected normative commitment. In the same study, it was stated that organizational culture affects normative commitment at a level of 22.6% (Naktiyok and İşcan, 2014: 846). In the study conducted by Toker et al. (2019: 47), it was reported that competitive and innovative organizational culture positively affects the level of normative commitment in employees.

In a study examining the effect of organizational culture on organizational commitment in the retail sector, it was found that solidarity culture affected organizational commitment. It was determined that the effect in question was observed only on normative commitment. In this context, it has been stated that the emphasis on solidarity culture in the organization positively affects the normative commitment of employees (Tamer et al., 2014: 187). In a study examining the effect of organizational culture on organizational commitment, it was found that the organizational culture perceptions of individuals working in the health sector affected their organizational commitment levels. In the study in question, it was determined that especially the culture of communication, support and reward positively affected the level of normative commitment in healthcare professionals. In the same study, it was determined that the reward, communication and support culture sub-dimensions of organizational culture affected normative commitment at a level of 14.7% (Gençer-Çelik, 2021: 1). In a study examining the effect of learning organization culture on organizational commitment sub-dimensions, it was found that organizational culture affects the level of organizational commitment. In the study in question, it was reported

that the learning organization culture affected normative commitment at a level of 26.8% (Arslan and Demirci, 2015: 34).

As a result, this study showed that there are positive and significant relationships between organizational culture and employees' perceptions of organizational justice and levels of organizational commitment. According to the findings regarding the relationships between the scale sub-dimensions, it is found that there are positive significant relationships between the organizational culture sub-dimensions and the organizational justice and organizational commitment sub-dimensions. In the research, it was found that there was a positive significant relationship between employees' perceptions of organizational justice and their levels of organizational commitment, and these results were seen to be in parallel with the literature. According to the results of the regression analysis applied in the study, it is determined that organizational culture affects the emotional commitment and normative commitment levels of employees. In addition, it has been observed that the perception of organizational justice increases the effect of organizational culture on emotional and normative commitment. According to these results, it can be said that the efforts of businesses with different organizational cultures to improve organizational justice and ensure organizational justice will positively affect the organizational commitment of their employees.

Chapter 7

Conclusion and recommendations

For the literature, this study will be the first one, searching the role of organizational justice on the relation between the types of organizational culture and organization commitment with all sub-dimensions in automotive industry of Türkiye.

As a result of this research that organizational culture affects emotional and normative commitment and justice increases this effect, businesses especially with clan culture, should develop and ensure the organizational justice to retain employee's commitment to organization.

In automotive industry, there is very large and deep Know-How to produce and market the high-end technology products and market them; that is why Tacit knowledge of the employees is very important and crucial, and Tacit Knowledge is cumulated by time through the experience of the employees; that is why organizational commitment as a factor that helps the employees stay in the organization, is more important aspect in an automotive organization than an ordinary organization. In parallel with this logical explanation, organizational commitment is crucial for aerospace, marine production and marketing organizations as well.

Author of this research, have served in a multinational automotive company at the crosssection point of Production-RD-Marketing departments in Türkiye for the past 26 years, witnessing this company's organizational evolution – the addition of new dealers, network development, and the shift from a more agile and energetic network to a more formal one – has provided a unique vantage point on its cultural transformation from a clan culture to a buerocratic market culture. Accordingly, author have the chance to observe the change in the organizational justice and commitment of the employees accordingly. These observations sparked author's interest in exploring the impact of organizational culture on employee commitment, under the effect of organizational justice.

As a result of these personal longitudinal observations and this cross-sectional survey study, it can be put forward that organisations should better take every precaution like developing HR systems to ensure the organizational commitment.

Although organizations can enhance organizational commitment by focusing on organizational culture and organizational justice by following strategies, it is a complex and hard job to develop systems and applications to ensure the application and sustainability of the following strategies and that is why it is the subject of other studies:

- Organizations can take following measurements in order to strengthen positive organizational culture:
 - Define and Communicate Shared Values:
 - Articulate a clear set of values that reflect the organization's desired culture.
 - Ensure these values are communicated consistently and reinforced through various channels (e.g., leadership communication, internal campaigns, training programs).
 - Incorporate values into performance evaluations and reward systems to align individual actions with organizational culture.
 - Foster a Positive Work Environment:
 - Promote a supportive and inclusive atmosphere where employees feel valued, respected, and safe to express their ideas.
 - Encourage collaboration and teamwork through open communication channels and cross-functional projects.
 - Celebrate successes and recognize individual and team contributions regularly.
 - Empower Employees:
 - Provide employees with autonomy and decision-making authority within their roles.
 - Offer opportunities for professional development and skill enhancement.
 - Encourage innovation and risk-taking within a safe environment.
 - Leadership Role Modeling:
 - Leaders should embody the organization's desired culture and values through their actions and behaviors.

- Practice transparent communication and provide regular feedback to employees.
 - Demonstrate a commitment to employee well-being and work-life balance.
- Organizations can take following precautions in order to provide organizational justice:
 - Distributive Justice:
 - Ensure fair allocation of resources, rewards, and opportunities based on merit and performance.
 - Clearly define performance expectations and evaluation criteria.
 - Implement transparent compensation and promotion policies.
 - Procedural Justice:
 - Establish fair and consistent procedures for decision-making processes, such as performance appraisals, promotions, and disciplinary actions.
 - Provide employees with opportunities for input and voice in decisions that affect them.
 - Explain the rationale behind decisions and provide opportunities for appeal or redress.
 - Interactional Justice:
 - Treat employees with respect, dignity, and sensitivity.
 - Encourage open communication and active listening.
 - Provide timely and constructive feedback on performance.
 - Share relevant information with employees in a timely and transparent manner.
 - Explain the reasons behind organizational changes or decisions.
 - Provide opportunities for employees to ask questions and seek clarification.

- Additional Considerations

- Conduct regular surveys and gather feedback to gauge employee commitment and perceptions of culture and justice. Use this data to identify areas for improvement and adapt strategies as needed.
- Provide training on topics like conflict resolution, communication skills, and unconscious bias to equip employees and leaders with the tools to foster a positive culture and fair practices.
- Implement programs to acknowledge employees who demonstrate behaviors that align with the desired culture and uphold principles of justice.

By prioritizing organizational culture and organizational justice, companies can create a work environment where employees feel valued, respected, and committed to the organization's goals. This can lead to increased engagement, productivity, and overall organizational success.

REFERENCES

- Abdul Rauf, F. H. (2014). Perception of organizational justice as a predictor of organizational citizenship behavior: an empirical study at schools in Sri Lanka. *European Journal of Business and Management*, 6(12), 124-132.
- AC, B. (1982). A unified model of turnover from organizations. *Human relations*, 135-153.
- Acar, A. Z. (2013). The relationships among different organizational culture and leadership types with organizational commitment: a field study on logistics firms. *Journal of Business Research*, 5(2), 5-31.
- Açıkgöz, H. (2019). *Organizational Career Planning and Organizational Commitment: An Application in Automotive and Food Sector*. (Master of Thesis), KTO Karatay University Social Sciences Institute, Konya.
- Ahmady, G. A., Nikooravesh, A., & Mehrpour, M. (2016). Effect of Organizational Culture on knowledge Management Based on Denison Model. *Procedia - Social and Behavioral Sciences*, 230, 387–395. <https://doi.org/10.1016/j.sbspro.2016.09.049>
- Ajzen, I., & Fishbein, M. (1980). *Understanding attitudes and predicting social behavior*. Englewood Cliffs, NJ: Prentice-Hall.
- Akgündüz, Y., & Güzel, B. (2014). The effect of organizational justice on organizational commitment: A research on public employees. *Journal of Public Administration and Policy Research*, 6(1), 1-8.
- Akın, Z. (2010). *İşletmelerde Örgütsel Bağlılık* [Organizational Commitment in Enterprises]. Nobel Akademik Yayıncılık.
- Akinci Vural, R., & Coşkun, T. (2007). The effects of organizational culture on organizational commitment and decision-making styles: A study on Turkish primary school teachers. *Educational Sciences: Theory & Practice*, 7(3), 1073-1086.

- Akıncı Vural, Z. B., & Coşkun, Gül. (2007). *Örgüt kültürü: İletişim, liderlik, motivasyon, bağlılık, performans açısından değerlendirme* (1.basım). Nobel Yayın Dağıtım.
- Akman, Y. (2018). The investigation of the relationships between organisational justice, work motivation and teacher performance. *Cukurova University Faculty of Education Journal*, 47(1), 164-187.
- Akyıldız, S. (2014). *The effect of organizational culture on employees' innovative thinking development, job satisfaction and organizational commitment: an application in the IT sector*. (Master's thesis), Istanbul Gelişim University Social Sciences Institute.
- Akyürek, C. B., Şen, H. T., & Arslan, S. (2013). The effect of organizational culture on organizational commitment in healthcare professionals. *Healthmed*, 7(2), 55-63.
- Akyürek, Ç. E., Toygar, Ş. A., & Şener, T. (2013). Organizational culture and subculture effect on organizational commitment: a research on health employees. *Ankara Health Services Journal*, 12(2), 55-62.
- Al-Ansi, A., Al-Awlaqi, M., & Mohammed, A. (2015). The impact of fair pay, employees' empowerment and job security on organizational commitment: An empirical study on the public sector in Yemen. *International Journal of Human Resource Studies*, 5(1), 54-71.
- Al-Kilani, M. H. (2017). The influence of organizational justice on intention to leave : examining the mediating role of organizational commitment and job satisfaction. *Journal of Management and Strategy*, 8(1), 18-27.
- Allahyari-Sani, A., & Yavuz, M. (2018). The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya. *Journal of Yasar University*, 13(51), 755-768.
- Allen, D. G. (2003). The role of perceived organizational support and supportive human resource practises in the turnover process. *Journal of Management*, 29(1), 99-118.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of occupational psychology*, 63(1), 1-18.

- Allen, N. J., & Meyer, J. P. (1997). Commitment in the workplace: Theory, research, and application. *Sage Publications*.
- Alpkan, L. (2019). *The effect of organizational culture on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Altın-Gülova, A., & Demirsoy, Ö. (2012). The relationship between organizational culture and organizational commitment: an empirical research on employees of service sector. *Business and Economics Research Journal*, 3(3), 49-76.
- Altınkurt, Y., & Yılmaz, K. (2010). The effects of organizational justice and organizational trust on organizational commitment. *Journal of Yasar University*, 5(19), 4665-4689.
- Altınok, S. (2019). *The effect of organizational culture on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Altınöz, M., Arslantürk, Y., & Baykal, Ü. (2011). Örgütsel Sinizm ve Örgütsel Bağlılık Arasındaki İlişki: Bir Kamu Hastanesinde Uygulama [The Relationship between Organizational Cynicism and Organizational Commitment: An Application in a Public Hospital]. *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 16(3), 287-302.
- Alutto, J. A., Hrebiniak, L. G., & Alonso, R. C. (1973). On operationalizing the concept of commitment. *Social Forces*, 568-574.
- Alvi, H. A., Hanif, M., Adil, M. S., Ahmed, R. R., & Vveinhardt, J. (2014). Impact of organizational culture on organizational commitment and job satisfaction. *European Journal of Business and Management*, 6(27), 30-39.
- Alyay, İ. (2019). *The Effect of Talent Management on Organitanional Commintment: Research on Employees of An Automotive Oem Supplier*. (Master of Thesis), Bahçeşehir University Social Sciences Institute, Istanbul.
- Al-Zu'bi, H. A. (2010). A study of relationship between organizational justice and job satisfaction. *International journal of business and management*, 5(12), 102-109.

- Aranki, D. H., Suifan, T. S., & Sweis, R. J. (2019). The relationship between organizational culture and organizational commitment. *Modern Applied Science*, 13(4), 137-154.
- Arnold, H. J. (1982). A multivariate analysis of the determinants of job turnover. *Journal of Applied Psychology*, 350-360.
- Arslan, B., Kaya, K., & Dursun, T. (2017). Effect of individual characteristics of internal customers on organizational commitment level: a study on automotive industry. *International Social Research Congress*, 20-22 Nisan 2017, İstanbul.
- Arslan, R., & Demirci, K. (2015). Impact of perceptions which is related to learning organizational culture in organizations, on organizational commitment and an application in public institution. *Dumlupınar University Journal of Social Sciences*, 43, 24-38.
- Arslantürk, G., & Şahan, S. (2012). Analyzing of the relationship between organizational justice and organizational commitment in Manisa police department. *Turkish Journal of Police Studies*, 14(1), 135-159.
- Ashford, B. E., & Tomiuk, M. A. (2000). *Emotional labor and authenticity: Views from service agents*. Thousand Oaks, CA: Sage.
- Ax, C., & Greve, J. (2017). Adoption of management accounting innovations: Organizational culture compatibility and perceived outcomes. *Management Accounting Research*, 34, 59–74. <https://doi.org/10.1016/j.mar.2016.07.007>
- Aybay, C., & Aybay, B. (1991). *İşletmelerde Davranış* [Behavior in businesses]. Atatürk Üniversitesi Basımevi.
- Aydin, B. (2018). The role of organizational culture on leadership styles. *MANAS Journal of Social Studies*, 7(1), 267-280.
- Aydin, Ö., Akın, Dede, F. G., Bilgili, M. E., & Kaplan, D. (2016). The relationship between organizational culture and commitment in the public hospital. *International Journal of Health Management And Strategies Research*, 2(1), 25-39.
- Aydın, S. (2019). *The effect of organizational culture on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].

- Aydoğan, C. (2023). *Title: The Impact of In-House Training on Organizational Commitment Based on Qualification Levels: A Study in The Automotive Sector*. (Master of Thesis), Marmara University Social Sciences Institute, İstanbul.
- A'yunnisa, I., & Saptoto, T. (2015). The influence of compensation and organizational culture on organizational commitment and its implication on employee performance. *International Journal of Economics and Financial Issues*, 5(3), 56-63.
- Azizollah, A., Abolghasem, F., & Amin, D. M. (2016). The relationship between organizational culture and organizational commitment in Zahedan University of Medical Sciences. *Global Journal of Health Science*, 8(7), 195-202.
- Bagci, Z. (2013). The impacts of justice perceptions of employees on organizational commitments: An investigation in textile sector. *International Journal of Management Economics and Business*, 9(9), 163-184.
- Bakhshi, A., Kumar, K., & Rani, E. (2009). Organizational justice perceptions as predictor of job satisfaction and organization commitment. *International journal of Business and Management*, 4(9), 145-154.
- Bal, A. (2014). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Balfour, D. L., & Wechsler, B. (1996). Organizational commitment: Antecedents and outcomes in public organizations. *Public Productivity & Management Review*, 147-167.
- Barley, S. R., Meyer, G. W., & Gash, D. C. (1988). Cultures of culture: Academics, practitioners and the pragmatics of normative control. *Administrative science quarterly*, 24-60.
- Barney, J. (1986). Organizational culture: Can it be a source of sustained competitive advantage? *Academy of management review*, 11(3), 656-665.
- Barutçu, S. (2015). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].

- Baş, M., & Şentürk, İ. (2011). Örgütsel Adalet Algısı ile Örgütsel Bağlılık Arasındaki İlişki: Bir Kamu Hastanesinde Uygulama [The Relationship between Organizational Justice Perception and Organizational Commitment: An Application in a Public Hospital]. *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 16(3), 27-42.
- Bateman, T. S., & Strasser, S. (1984). A longitudinal analysis of the antecedents of organizational commitment. *Academy of Management Journal*, 27(1), 95-112.
- Baysal, A., & Paksoy, Ö. (1999). Mesleğe Bağlılık Ölçeği'nin Geliştirilmesi [Development of a Professional Commitment Scale]. *Hacettepe Üniversitesi Eğitim Fakültesi Dergisi*, 15-16, 124-131.
- Becker, H. S. (1960). Notes on the concept of commitment. *American journal of sociology*, 66(1), 32-40.
- Becker, T. E. (1992). Foci and bases of commitment: Are they distinctions worth making? *Academy of Management Journal*, 35(1), 232-244.
- Becker, T. E., & Billings, R. S. (1993). Profiles of commitment: An empirical test. *Journal of Organizational Behavior*, 177-190.
- Belias, D., & Koustelios, A. (2013). The influence of gender and educational background of Greek bank employees on their perceptions of organizational culture. *International Journal of Human Resource Management and Research*, 3(5), 1-10.
- Belias, D., & Koustelios, A. (2014). Organizational culture and job satisfaction: A review. *International Review of Management and Marketing*, 4(2), 132-149.
- Belli, Z. (2014). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Bennett, H. (2011). A review of organizational commitment literature: Assessing progress and projecting the future. *Personnel Review*, 40(4), 414-431.
- Beyer, J. M., & Trice, H. M. (1987). How an organization's rites reveal its culture. *Organizational Dynamics*, 15(4), 5-24.

- Bhatti, K. K., Maitlo, G. M., Shaikh, N., Hashmi, M. A., & Shaikh, F. M. (2016). The impact of organizational commitment on job stress and turnover intentions: Evidence from the banking sector of Pakistan. *International Business Research*, 9(11), 21-32.
- Bidarian, S., & Jafari, P. (2012). The relationship between organizational justice and organizational trust. *Procedia-Social and Behavioral Sciences*, 47, 1622-1626.
- Bies, R. J., & Shapiro, D. L. (1988). Voice and justification: Their influence on procedural fairness judgments. *Academy of Management Journal*, 31(3), 676-685.
- Binici, N.Z. (2010). *The effect of organizational culture on organizational commitment*. (Master's of Thesis), Marmara University Institute of Social Sciences, Istanbul.
- Blake, R. R., & Mouton, J. S. (1964). *The managerial grid: The key to leadership excellence*. Gulf Publishing Co.
- Blau, G. J., & Boal, K. B. (1987). Conceptualizing how job involvement and organizational commitment affect turnover and absenteeism. *Academy of Management Review*, 12(2), 288-300.
- Blau, P. M. (1964). *Exchange and power in social life*. New York: Wiley.
- Blegen, M. A. (1993). Nurses' job satisfaction: A metaanalysis of related variables. *Nursing Research*, 36-41.
- Booth-Kewley, S., & Tavakoli, A. (2017). Organizational commitment. In *The Blackwell encyclopedia of management* (2nd ed., Vol. 4, pp. 1794-1797). Wiley-Blackwell.
- Boylu, Y., & Kozaklı, İ. (2007). Örgütsel Bağlılık ve Örgütsel Bağlılığı Etkileyen Faktörler: Kamu ve Özel Sektör Çalışanları Üzerine Karşılaştırmalı Bir Araştırma [Organizational Commitment and Factors Affecting Organizational Commitment: A Comparative Study on Public and Private Sector Employees]. *Yönetim ve Ekonomi*, 14(1), 11-28.
- Bozkurt, Ö., & Bozkurt, İ. (2008). The relationship between organizational commitment and organizational climate: A study on the employees of a private bank. *Journal of Yasar University*, 3(11), 1649-1664.
- Brewer, G. A. (1993). The impact of organizational culture on the public sector: Preliminary findings from a comparative analysis. *Public Administration Review*, 53(5), 421-428.

- Brief, A. P., & Weiss, H. M. (2002). Organizational behavior: Affect in the workplace. *Annual review of psychology*, 53(1), 279-307.
- Brooks, I. (2002). *Organizational behavior: Individuals, groups and organization*. Pearson Education.
- Brown, A. (1998). *Organizational culture*. Financial Times Pitman Publishing.
- Buchanan, B. (1974). Building organizational commitment: The socialization of managers in work organizations. *Administrative Science Quarterly*, 533-546.
- Bushardt, S. C., Glascoff, D. W., & Doty, D. H. (2011). Organizational culture and human resource practices: An artifact, values, and assumptions based approach. *Journal of Leadership & Organizational Studies*, 18(3), 316-329.
- Bushardt, S., Glascoff, D. W., & Doty, D. (2011). Organizational culture, formal reward structure, and effective strategy implementation: A conceptual model. *Journal of Organizational Culture, Communications and Conflict*, 15, 57–70.
- Çalışkan, A., Kahraman, Y., & Arikan, Ö. U. (2021). The effect of organizational culture on emotional commitment, mediating role of distribution justice: a research on employees in mersin's logistics sector. *Toros University FEASS Journal of Social Sciences*, 8(15), 54-71.
- Cameron, K. S., & Ettington, D. R. (1988). The conceptual foundations of organizational culture. *Higher education: Handbook of theory and research*, 4, 356-396.
- Cameron, K. S., & Quinn, R. E. (2006). Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework. *Personnel Psychology*, 59(3), 755–757. San Francisco, CA: Jossey-Bass
- Camilleri, E. (2002). Organizational commitment, job involvement, and attachment styles among Maltese employees. *The Journal of Social Psychology*, 142(2), 197-211.
- Carmeli, A., & Weisberg, J. (2006). Exploring Turnover Intentions among Three Professional Groups of Employees. *Human Resources Development Journal*, 191-206.

- Carvalho, C. R. S. P., Castro, M. A. R., Silva, L. P., & Carvalho, L. O. P. (2018). The relationship between organizational culture, organizational commitment and job satisfaction. *Revista Brasileira de Estrategia*, 11(2), 201.
- Çavuş, Ö. F., & Gürdoğan, E. (2008). Örgütsel Kültür ve Örgütsel Bağlılık Arasındaki İlişki: Bir Otel İşletmesinde Uygulama [The Relationship between Organizational Culture and Organizational Commitment: An Application in a Hotel Business]. *Turizm ve Otel İşletmeciliği Dergisi*, (1), 18-30.
- Çavuşoğlu, F. (2014). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Çelik, S., & Gül, H. (2022). Yöneticilerin liderlik tarzının işyeri nezaketsizliğine etkisinde örgüt kültürünün aracılık rolü üzerine bir araştırma. *KMU Journal of Social and Economic Research*, 24(43), 586-613.
- Çelik, T. (2011). *Yetenek Yönetimi ve Örgütsel Bağlılık Arasındaki İlişki* [The Relationship between Talent Management and Organizational Commitment] [Master's thesis, İstanbul Üniversitesi].
- Çetinkaya, Ö., & Çimenci, A. (2014). The effect of organizational commitment on organizational citizenship behavior: A research on the employees of a private hospital. *Journal of Yasar University*, 9(35), 5644-5661.
- Chandrachekaran, M., Mcneilly, K., Russ, F. A., & Marinova, D. (2000). From uncertain intentions to actual behavior: A treshold model of whether and when salespeople quit. *Journal of Marketing Research*, 463-479.
- Chang, E. (1999). Career commitment as a complex moderator of organizational commitment and turnover intention. *Human Relations*, 52(10), 1257-1278.
- Chang, S. C., & Lee, M. S. (2007). A study on relationship among leadership, organizational culture, the operation of learning organization and employees' job satisfaction. *The learning organization*, 14(2), 155-185.

- Chao, C. Y., Lin, Y. S., Cheng, Y. L., & Tseng, Y. C. (2011). Employee innovation, supervisory leadership, organizational justice, and organizational culture in Taiwan's manufacturing industry. *African Journal of Business Management*, 5(6), 2501-2511.
- Chatman, J. A., & O'Reilly, C. A. (2016). Organizational culture. In *The Blackwell handbook of principles of organizational behavior* (pp. 208-231). Wiley-Blackwell.
- Chatman, J. A., & O'Reilly, C. A. (2016). Paradigm lost: Reinvigorating the study of organizational culture. *Research in Organizational Behavior*, 36, 199–224.
<https://doi.org/10.1016/j.riob.2016.11.004>
- Cheng, B. S., Jiang, D. Y., & Riley, J. H. (2003). Organizational commitment, supervisory commitment, and employee outcomes in the People's Republic of China. *Journal of Applied Psychology*, 88(6), 1045.
- Christie, L. (2005). The 10 most dangerous jobs. CNN Money.
<http://money.cnn.com/magazines/moneymag/money101/lesson23/index3.htm>
- Cihangiroğlu, N. (2011). *Askeri Hekimlerde Örgütsel Bağlılık ve Adalet Algısı Arasındaki İlişkinin İncelenmesi* [Examination of the Relationship between Organizational Commitment and Perception of Justice in Military Physicians] [Doctoral dissertation, Gazi Üniversitesi].
- Cihangiroğlu, N., & Yılmaz, K. (2010). The effects of organizational justice and organizational trust on organizational commitment. *Journal of Yasar University*, 5(19), 4665-4689.
- Cihangiroğlu, N., Teke, A., Özata, M., & Çelen, Ö. (2015). Analysis of the relationship between professional commitment and organizational commitment. *Gülhane Medical Journal*, 57(4), 367-72.
- Coetzee, M. (2004). The relationship between organizational culture and organizational commitment. *Unpublished master's thesis, University of Johannesburg, South Africa*.
- Cohen, A. (2003). *Multiple commitments in the workplace: An integrative approach*. Lawrence Erlbaum Associates Publishers.
- Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational behavior and human decision processes*, 86(2), 278-321.

- Cook, J., & Wall, T. (1980). New work attitude measures of trust, organizational commitment and personal need non-fulfilment. *Journal of Occupational Psychology*, 53(1), 39-52.
- Corley, K. G. (2004). Organizational context and the distribution of authority. *Work and Occupations*, 31(1), 3-31.
- Coşkun, Ö. F. (2020). *Mediating Role of The Organizational Silence in The Relationship Between Organizational Justice and Organizational Creativity: A Research in The Automotive Sector In Bursa*. (Ph.D. Dissertation), Hatay Mustafa Kemal University Social Sciences Institute, Hatay.
- Cowherd, D. M., & Levine, D. I. (1992). Product quality and pay equity between lower-level employees and top management: An investigation of distributive justice theory. *Administrative Science Quarterly*, 302-320.
- Cropanzano, R., & Ambrose, M. L. (2001). Procedural and distributive justice are more similar than you think: A monistic perspective and a research agenda. In *Advances in organizational justice* (pp. 119-151). Stanford University Press.
- Curtis, B., & Wright, D. (2001). Retaining employees: The relationship between human resource practices and organizational commitment. *The International Journal of Human Resource Management*, 12(2), 253-271.
- Dallessio, A., Silverman, W., & Schuck, J. (1986). Paths to turnover: a reanalysis and review of existing data on the Mobley, Horner, and Holingworth's turnover model. *Human Relations*, 245-264.
- Dalkıranı, N., & Dimitriadis, N. (2019). The impact of organizational commitment on job satisfaction and performance: Evidence from the Greek banking sector. *International Journal of Bank Marketing*, 37(1), 16-34.
- Dayeh, R. A., & Farmanesh, H. (2021). The impact of talent management on organizational commitment: The mediating role of employee engagement. *Journal of Asian Finance, Economics and Business*, 8(4), 2011-2020.
- Deal, T. E., & Kennedy, A. A. (1982). *Corporate cultures: The rites and rituals of corporate life*. Addison-Wesley.

- Deal, T. E., & Kennedy, A. A. (1982). *Corporate cultures: The rites and rituals of corporate life* (reissued). Perseus Publ.
- DeConick, J. (2010). The effect of organizational justice, perceived organizational support, and perceived supervisor support on marketing employees' level of trust. *Journal of Business Research*, 63(12), 1349-1355.
- Deery, M., & Jago, L. (2009). A framework for worklife balance practises: Addressing the needs of tourism industry. *Tourism amd hospitality research*, 97-108.
- Demir, S. S., & Öztürk, Y. (2011). Örgüt Kültürünün Örgütsel Bağlılığa Etkisi [The Effect of Organizational Culture on Organizational Commitment]. *Doğuş Üniversitesi Dergisi*, 12(1), 17-28.
- Demirkaya, M., & Şimşek-Kandemir, Ö. (2014). The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya. *Journal of Yasar University*, 9(35), 5644-5661.
- Demirkol, Ö. (2014). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Denison, D. R. (1996). What is the difference between organizational culture and organizational climate? A native's point of view on a decade of paradigm wars. *Academy of management review*, 21(3), 619-654.
- Denison, D. R., & Mishra, A. K. (1995). Toward a theory of organizational culture and effectiveness. *Organization science*, 6(2), 204-223.
- Denison, D. R., & Spreitzer, G. M. (1991). Organizational culture and organizational development: A competing values approach. *Research in organizational change and development*, 5, 1-21.
- Denison, D. R., Haaland, S., & Goelzer, P. (2003). Corporate culture and organizational effectiveness: Is Asia different from the rest of the world? *Organizational Dynamics*, 32(1), 98-109.

- Denison, D. R., Hooijberg, R., Lane, N., & Lief, C. (2012). *Leading culture change in global organizations: Aligning culture and strategy*. John Wiley & Sons.
- Deshpande, R., & Webster Jr, F. E. (1989). Organizational culture and marketing: Defining the research agenda. *Journal of marketing*, 53(1), 3-15.
- Dinç, Ö. (2007). *Örgüt Kültürü ve Örgütsel Bağlılık Arasındaki İlişki* [The Relationship between Organizational Culture and Organizational Commitment] [Master's thesis, Sakarya Üniversitesi].
- Dinçer, E., & Kart, M. E. (2021). Examination of the mediating role of talent management in the effect of organizational culture on organizational commitment. *Journal of Aksaray University Faculty of Economics and Administrative Sciences*, 13(4), 21-42.
- Dinçer, H. (2021). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Dinçer, H., & Kart, E. (2021). The effect of organizational culture on organizational commitment with the mediating role of talent management. *Journal of Business Research-Türk*, 13(1), 1-23.
- Doğan, S., & Kılıç, S. (2007). Örgütsel Bağlılık ve Örgütsel Bağlılığı Etkileyen Faktörler: Bir Kamu Hastanesinde Uygulama [Organizational Commitment and Factors Affecting Organizational Commitment: An Application in a Public Hospital]. *Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, (30), 39-58.
- Doğar, A. (2013). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Dubey, P., Gunasekaran, A., Childe, S. J., Papadopoulos, T., & Wamba, S. F. (2017). The impact of big data on world-class sustainable manufacturing. *The International Journal of Advanced Manufacturing Technology*, 84(1), 631-645.
- Dubey, R., Gunasekaran, A., Childe, S. J., Papadopoulos, T., Hazen, B., Giannakis, M., & Roubaud, D. (2017). Examining the effect of external pressures and organizational culture on shaping performance measurement systems (PMS) for sustainability

benchmarking: Some empirical findings. *International Journal of Production Economics*, 193, 63–76. <https://doi.org/10.1016/j.ijpe.2017.06.029>

- Dundar, T., & Tabancali, E. (2012). The relationship between organizational justice perceptions and job satisfaction levels. *Procedia-Social and Behavioral Sciences*, 46, 5777-5781.
- Durham, C. C., Grube, J. A., & Castaneda, M. B. (1998). Organizational commitment: A construct validation procedure. *Psychological Reports*, 83(1), 243-250.
- Durmaz, Y. (2010). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Duygulu, E., & Eroğlu, K. (2006). The effect of organizational culture on employees' job satisfaction: a company application. *Dokuz Eylül University Faculty of Economics and Administrative Sciences Journal*, 21(2), 1-21.
- Ebadollahi, H. (2011). The impact of organizational culture on organizational performance: A study of the Iranian automotive industry. *Iranian Journal of Management Studies*, 4(1), 765-780.
- Eisenberger, R., Huntington, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 500-507.
- Erdem, F.S. (2009). *Evaluation of the Relations Between Leader's Empowering Behaviour, Employee's Psychological Empowerment Perception and Organizational Commitment in the Frame of Cultural Variables: A Study in Different Locations of a Company Belonging Automotive Industry*. (PhD. Thesis,), Hacettepe University Institute of Social Sciences, Ankara.
- Erdem, K. (2007). *Hastane Çalışanlarının Örgütsel Bağlılık Düzeyleri ile Örgüt Kültürü Tipleri Arasındaki İlişkinin Belirlenmesi* [Determination of the Relationship between Organizational Commitment Levels of Hospital Employees and Organizational Culture Types] [Master's thesis, Fırat Üniversitesi].

- Erkmen, T., & Bozkurt, S. (2011). A study about the relationship between organizational culture and organizational commitment. *Marmara University Journal of the Faculty of Economic & Administrative Sciences*, 31(2), 197-228.
- Ernest Chang, S., & Lin, C. (2007). Exploring organizational culture for information security management. *Industrial Management & Data Systems*, 107(3), 438–458.
<https://doi.org/10.1108/02635570710734316>
- Eskandaricharati, M. (2013). Organizational commitment: A review of literature. *Management Science Letters*, 3(11), 2549-2554.
- Etzioni, A. (1961). *A comparative analysis of complex organizations: On power, involvement, and their correlates*. Free Press of Glencoe.
- Fatimah, S., Sudiro, A., & Sumiati, A. (2011). The influence of organizational culture and organizational commitment on job satisfaction and employee performance. *International Journal of Business and Management Invention*, 1(1), 115-124.
- Folger, R. (1977). Distributive justice and role of entitlement. *Journal of Personality and Social Psychology*, 35(4), 229-239.
- Ford, R. C., & Heaton, C. P. (2001). An empirical investigation of the organizational culture and service quality link. *Journal of Quality Management*, 6(1), 3-24.
- Ford, R. C., Heaton, C. P., & Brown, S. W. (2001). Delivering Excellent Service: Lessons from the Best Firms. *California Management Review*, 44(1), 39–56.
<https://doi.org/10.2307/41166110>
- Ford, R. C., Heaton, C. P., & King, S. A. (2001). Organizational culture and performance: Evidence from the hospitality industry. *Journal of Quality Assurance in Hospitality & Tourism*, 2(3-4), 113-129.
- Gable, M., Hollon, C. J., & Dangelo, F. (1984). Predicting voluntary managerial trainee turnover in a large retail organization from information on an employee application blank. *Journal of retailing*, 43-59.
- Galanter, M. (1980). Psychological induction into the large-group: Findings from a modern religious sect. *American Journal of Psychiatry*, 137(12), 1574-1579.

- Gedik, R., & Üstüner, M. (2017). Örgütsel Bağlılık ve Örgütsel Bağlılığı Etkileyen Faktörler: Bir Kamu Hastanesinde Uygulama [Organizational Commitment and Factors Affecting Organizational Commitment: An Application in a Public Hospital]. *İşletme Araştırmaları Dergisi*, 9(3), 41-58.
- Gençer-Çelik, G. (2021). The effect of organizational culture on organizational commitment: a research in health sector. *OPUS International Journal of Society Researches*, 17(36), 2740-2766.
- Ghiselli, R. E., La Lopa, J. M., & Bai, B. (2001). Job satisfaction, life satisfaction, and turnover intend. *Cornell Hotel and Restaurant Administration Quarterly*, pp. 28-37.
- Ghorbani, M., & Sani, A. (2012). The relationship between organizational commitment and job satisfaction among hospital employees. *Australian Journal of Basic and Applied Sciences*, 6(11), 98-104.
- Gökçay, Ö. F. (2011). Örgütsel Bağlılık ve Örgütsel Bağlılığı Etkileyen Faktörler: Bir Kamu Hastanesinde Uygulama [Organizational Commitment and Factors Affecting Organizational Commitment: An Application in a Public Hospital] [Master's thesis, Erciyes Üniversitesi].
- González, T. F., & Guillén, M. (2008). Organizational commitment: A proposal for a wider ethical conceptualization. *Journal of Business Ethics*, 78(3), 395-405.
- Gould, S. (1979). An equity-exchange model of organizational involvement. *Academy of Management Review*, 4(1), 53-62.
- Greenberg, J. (1987). A taxonomy of organizational justice theories. *Academy of management Review*, 12(1), 9-22.
- Greenberg, J. (1988). Equity and workplace status: A field experiment. *Journal of Applied Psychology*, 73(4), 606.
- Greenberg, J. (1996). The quest for justice on the job: Essays and experiments. *Sage Publications*.
- Gregory, K. L. (1983). Native-view paradigms: Multiple cultures and culture conflicts in organizations. *Administrative Science Quarterly*, 359-376.

- Griffin, R. W., & Moorhead, G. (2012). *Organizational behavior: Managing people and organizations*. Cengage Learning.
- Grusky, O. (1966). Career mobility and organizational commitment. *Administrative Science Quarterly*, 488-503.
- Güleç, H. (2020). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Gülençer, K. (2017). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Güler, M., & Gümüştekin, G. (2022). The effect of organizational culture to organizational commitment and performance of female employees. *Eurasian Journal of Researches in Social and Economics (EJRSE)*, 9(4), 246-260.
- Gümüş, S. (2010). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Gunaraja, TM. (2014). The impact of organizational culture on organizational commitment. *International Journal of Research in Commerce & Management*, 5(10), 39-44.
- Guper, M. (1999). To be or not to be? A study of employee turnover. *Journal of organizational behavior*, 23-39.
- Haghani, F., Sadeghi, A., & Mostafazadeh, R. (2016). The relationship between organizational commitment and job burnout among nurses in Iran. *Journal of Nursing Management*, 24(13), 1834-1841.
- Hall, D. T., & Schneider, B. (1972). Correlates of organizational identification as a function of career pattern and organizational type. *Administrative Science Quarterly*, 340-350.
- Hall, D. T., Schneider, B., & Nygren, H. T. (1970). Personal factors in organizational identification. *Administrative Science Quarterly*, 176-190.
- Hampden-Turner, C. (1990). *Corporate culture*. Piatkus.

- Harris, S. G., & Mossholder, K. W. (1996). The affective implications of perceived congruence with culture dimensions during organizational transformation. *Journal of Management*, 22(4), 527-547.
- Harrison, R. (1972). Understanding your organization's character. *Harvard Business Review*, 50(3), 119-128.
- Harrison, R. (1993). *Diagnosing organizational culture*. Pfeiffer & Company.
- Harrison, R., & Stokes, H. (1992). *Diagnosing organizational culture*. Pfeiffer & Company.
- Hartnell, C. A., Ou, A. Y., & Kinicki, A. (2019). Organizational culture and organizational effectiveness: A meta-analytic investigation of the competing values framework's theoretical suppositions. *Journal of Applied Psychology*, 104(6), 677.
- Hartnell, C. A., Ou, A. Y., Kinicki, A. J., Choi, D., & Karam, E. P. (2019). A meta-analytic test of organizational culture's association with elements of an organization's system and its relative predictive validity on organizational outcomes. *Journal of Applied Psychology*, 104(6), 832–850. <https://doi.org/10.1037/apl0000380>
- Hasani, M., & Mousavi, S. S. (2013). The relationship between organizational commitment and organizational citizenship behavior among employees of the Ministry of Youth and Sports in Iran. *International Journal of Academic Research in Business and Social Sciences*, 3(5), 452-460.
- Hassan, H., & ul Hassan, M. (2015). Impact of leadership styles on employees' organizational commitment. *Pakistan Journal of Commerce and Social Sciences*, 9(3), 131-147.
- Hatch, M. J. (1993). The dynamics of organizational culture. *Academy of management review*, 18(4), 657-693.
- Hatch, M. J., & Schultz, M. (1997). Relations between organizational culture, identity and image. *European Journal of Marketing*, 31(5/6), 356-365.
- Hofmann, D. A., Morgeson, F. P., & Gerrass, S. J. (2003). Climate as a moderator of the relationship between leader-member exchange and content specific citizenship: Safety climate as an exemplar. *Journal of Applied Psychology*, 88(1), 170.
- Hofmann, M. (2007). BP's safety woes continue. *BusinessWeek*, 21, 2007.

- Hofstede, G. (1984). Cultural dimensions in management and planning. *Asia Pacific Journal of Management*, 1(2), 81–99. <https://doi.org/10.1007/BF01733682>
- Hofstede, G. (1984). *Culture's consequences: International differences in work-related values*. Sage Publications.
- Hofstede, G. (1990). Measuring organizational cultures: A qualitative and quantitative study across twenty cases. *Administrative Science Quarterly*, 286-316.
- Hofstede, G. (1993). Cultural constraints in management theories. *Academy of management executive*, 7(1), 81-94.
- Hofstede, G. (1998). Attitudes, values and organizational culture: Disentangling the concepts. *Organization studies*, 19(3), 477-493.
- Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. *Online readings in psychology and culture*, 2(1), 2307-0919.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind: intercultural cooperation and its importance for survival* (Revised and expanded third edition). McGraw-Hill.
- Hofstede, G., Neuijen, B., Ohayv, D. D., & Sanders, G. (1990). Measuring Organizational Cultures: A Qualitative and Quantitative Study Across Twenty Cases. *Administrative Science Quarterly*, 35(2), 286.
- Hofstede, G. (1983). The cultural relativity of organizational theories. *Journal of International Business Studies*, 75-90.
- Hofstede, G. (2000). Organizational culture: siren or see cow? A reply to Dianne Lewis. *Strategic Change*, 135-137.
- Homburg, C., & Pflesser, C. (2000). A multiple-layer model of market-oriented organizational culture: Measurement issues and performance outcomes. *Journal of Marketing Research*, 37(4), 449-462.
- Horn, P. W., Katerberg, R., & Hulin, C. L. (1979). Comparative examination of three approaches to the measurement of organizational commitment. *Journal of Applied Psychology*, 64(1), 89.

- Hussain, S. T., & Shahzad, K. (2022). Organizational justice and employee outcomes: Mediating role of organizational cynicism and moderating role of Islamic work ethics. *Cogent Business & Management*, 9(1), 2114622.
- İbrahimzade, İ. (2016). *Hizmet Sektöründe Çalışanların Örgütsel Adalet Algılarının Örgütsel Bağlılık ve Örgütsel Güven Üzerindeki Etkisi* [The Effect of Organizational Justice Perceptions of Employees in the Service Sector on Organizational Commitment and Organizational Trust] [Master's thesis, İstanbul Aydın Üniversitesi].
- İçerli, D. (2010). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Igharia, M., & Greenhaus, J. H. (1992). Determinants of MIS employees' turnover intentions: A structural equation model. *Association of computing machinery*, 34-49.
- Iljins, J., Skvarciany, V., & Gaile-Sarkane, E. (2015). Impact of Organizational Culture on Organizational Climate During the Process of Change. *Procedia - Social and Behavioral Sciences*, 213, 944–950.
- Iljins, J., Skvarciany, V., & Gaile-Sarkane, E. (2015). The impact of organizational culture on business performance: Case of Latvia. *Procedia Economics and Finance*, 23, 1454-1460.
- Ince, A., & Kendir, S. (2016). The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya. *Journal of Yasar University*, 11(41), 1-15.
- Iqbal, A. (2010). The impact of organizational culture on organizational commitment and job satisfaction. *BEH - Business and Economic Horizons*, 1(1), 16-23.
- İşcan, Ö. F., & Sayın, C. (2010). Örgütsel Adalet Algısı ile Örgütsel Bağlılık Arasındaki İlişki: Bir Kamu Hastanesinde Uygulama [The Relationship between Organizational Justice Perception and Organizational Commitment: An Application in a Public Hospital]. *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 15(3), 195-210.

- İşcan, Ö. F., & Timuroğlu, C. (2007). Örgüt Kültürü ve Örgütsel Bağlılık Arasındaki İlişki: Bir Kamu Hastanesinde Uygulama [The Relationship between Organizational Culture and Organizational Commitment: An Application in a Public Hospital]. *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 12(2), 119-134.
- İşcan, Ö. F., & Timuroğlu, M. F. (2007). Örgüt kültürünün iş tatmini üzerindeki etkisi ve bir uygulama, (The effect of organizational culture on job satisfaction and an application). *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 21(1), 119–135.
- Işık, O., Uğurluoğlu, Ö., & Akbolat, M. (2012). The effect of organizational justice perceptions on organizational commitment in the healthcare sector. *Dogus University Journal*, 13(2), 254-265.
- İyigün, İ. (2012). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Jaeger, A. M., & Selznick, P. (1964). A normative theory of culture. *American Sociological Review*, 29(5), 653-669.
- Jamal, M. (2011). Relationship of job stress and turnover intentions: An empirical evidence from Pakistani banking sector. *Business Intelligence Journal*, 4(2), 229-234.
- Jameel, A. S., Mahmood, Y. N., & J Jwmaa, S. (2020). Organizational justice and organizational commitment among secondary school teachers. *Cihan University-Erbil Journal of Humanities and Social Sciences*, 4(1), 1-6.
- Jaros, S. J. (2007). Meyer and Allen's (1991) three-component model of organizational commitment: A critique. *Human Resource Development Review*, 6(1), 85-99.
- Jiang, Z., Gollan, P. J., & Brooks, G. (2015). Relationships between organizational justice, organizational trust and organizational commitment: a cross-cultural study of China, South Korea and Australia. *The International Journal of Human Resource Management*, 28(7), 973-1004.
- Jo Hatch, M., & Schultz, M. (1997). Relations between organizational culture, identity and image. *European Journal of Marketing*, 31(5/6), 356–365.
<https://doi.org/10.1108/eb060636>

- Jogarathnam, G. (2017). How organizational culture influences market orientation and business performance in the restaurant industry. *Journal of Hospitality and Tourism Management*, 31, 211–219. <https://doi.org/10.1016/j.jhtm.2017.03.002>
- Jogarathnam, G. (2017). The influence of organizational culture on innovation. *International Journal of Organizational Leadership*, 6(1), 1-11.
- Johnson, R. E. (2013). Organizational commitment predicts job performance of new hires. *Personnel Review*, 42(5), 556-572.
- Johnson, T., Kulesa, P., Cho, Y. I., & Shavitt, S. (2005). The Relation Between Culture and Response Styles: Evidence From 19 Countries. *Journal of Cross-Cultural Psychology*, 36(2), 264–277. <https://doi.org/10.1177/0022022104272905>
- Johnson, W. B., & Scholes, K. (2005). *Exploring corporate strategy*. Pearson Education.
- Judge, T. A., & Colquitt, J. A. (2004). Organizational justice and stress: The mediating role of work–family conflict. *Journal of applied psychology*, 89(3), 395.
- Kalfaoğlu, S., Attar, M., & Tekin, E. (2021). The Investigation of the Mediating Role of Organizational Justice in the Effect of Ethical Leadership on Organizational Culture. *Journal of Business Research-Turk*, 13(2), 1107-1126.
- Kalfaoğlu, Y., Yılmaz, K., & Erdem, K. (2021). The mediating role of organizational justice in the effect of ethical leadership on organizational culture. *Journal of Business Research-Türk*, 13(4), 1107-1120.
- Kalliath, T. J., & Back, a. (2001). Is the path to burnout and turnover paved by a lack of supervisory support? A structural equations test. *New Zealand journal of Psychology*, 72-79.
- Kang, Y. S. (2012). The relationship between organizational commitment and job burnout among nurses in Korea. *Journal of Nursing Management*, 20(1), 57-65.
- Kanter, R. M. (1968). Commitment and social organization: A study of commitment mechanisms in utopian communities. *American sociological review*, 499-517.
- Kanter, R. M. (1972). *Commitment and community: Communes and utopias in sociological perspective*. Harvard University Press.

- Kanter, R. M. (1997). *Men and women of the corporation*. Basic Books.
- Kao, C.-Y., Tsaur, S.-H., & Wu, T.-C. (Emily). (2016). Organizational culture on customer delight in the hospitality industry. *International Journal of Hospitality Management*, 56, 98–108. <https://doi.org/10.1016/j.ijhm.2016.05.001>
- Kao, T. W., Newman, A., & Cooper, B. (2016). The impact of organizational culture on employee engagement: A case study of a Taiwanese high-tech company. *The International Journal of Human Resource Management*, 27(15), 1668-1686.
- Kaplan, M. (2023). The effect of inclusive leadership on employee performance: the mediating role of innovative work behavior. *International Journal of Management Economics and Business*, 19(4), 910-930.
- Karadal, K. (2020). *The Effect of Organizational Cynicism on Organizational Commitment of Employees: Research on Employees of an Automotive OEM Supplier*. (Master of Thesis), Bahçeşehir University Social Sciences Institute, Istanbul.
- Karadirek, G. (2022). Determining the relationships between organizational culture, organizational performance and commitment. *International Journal of Management and Social Researches*, 9(17), 45-58.
- Karadirek, İ. (2022). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Kargas, A. D., & Varoutas, D. (2015). On the relation between organizational culture and leadership: An empirical analysis. *Cogent Business & Management*, 2(1), 1-19.
- Kashefi, M., Ismail, W. K. W., & Yusof, R. M. (2013). The relationship between organizational commitment and job satisfaction: A study of employees at private universities in Malaysia. *International Journal of Business and Social Science*, 4(13), 502-511.
- Kaya, H. (2008). An analysis of public and private sector organizations 'organizational cultures and their effect on workers' organizational commitment: an empirical study. *Maliye Dergisi*, (155), 119-143.

- Kaya, N. (2013). *İş Bağlılığı ile Örgütsel Bağlılık Arasındaki İlişki* [The Relationship between Job Commitment and Organizational Commitment] [Master's thesis, İstanbul Üniversitesi].
- Kaynak, T., Bayram, N., & Yılmaz, K. (2016). The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya. *Journal of Yasar University*, 11(41), 1-15.
- Kazan, H. (2019). *The Effects of Internal Marketing to Organizational Commitment: An Application in Automotive Sector*. (Master of Thesis), Bahçeşehir University Social Sciences Institute, Istanbul.
- Kelman, H. C. (1958). Compliance, identification, and internalization three processes of attitude change. *Journal of conflict resolution*, 2(1), 51-60.
- Keramati, A., Afshar, H., & Bakar, H. A. (2013). The relationship between organizational culture and organizational commitment among bank employees in Malaysia. *International Journal of Business and Social Science*, 4(11), 345-353.
- Keser, A. (2006). *İşgörenlerin Örgütsel Bağlılık Düzeylerinin Belirlenmesine Yönelik Bir Araştırma* [A Research on Determining the Organizational Commitment Levels of Employees] [Master's thesis, Sakarya Üniversitesi].
- Keskin, H. (2014). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Khalili, A. (2011). The relationship between organizational commitment and job satisfaction among hospital employees. *Australian Journal of Basic and Applied Sciences*, 5(11), 1463-1468.
- Khalili, A., & Asmavi, M. H. (2012). The relationship between organizational commitment and job satisfaction among hospital employees. *Australian Journal of Basic and Applied Sciences*, 6(11), 98-104.
- Khalili, M. (2014). A study on relationship between organizational culture and organizational commitment. *Management Science Letters*, 4(7), 1463-1466.

- Khan, I. U., Khan, M. S., & Idris, M. (2021). Investigating the support of organizational culture for leadership styles (transformational & transactional). *Journal of Human Behavior in the Social Environment*, 31(6), 689-700.
- Khan, N. A., & Rashid, R. (2012). The influence of organizational culture on organizational justice and organizational citizenship behavior. *International Journal of Business and Social Science*, 3(10), 83-93.
- Kidron, A. (1978). Work values and organizational commitment. *Academy of Management Journal*, 21(2), 239-247.
- Kılınç, M. (2013). *Örgütsel Bağlılık ve Mesleki Bağlılık Arasındaki İlişki* [The Relationship between Organizational Commitment and Professional Commitment] [Master's thesis, İstanbul Üniversitesi].
- Kim, S., Aryee, S., Loi, R., & Kim, N. (2017). The interactive effects of organizational justice, supervisory justice, authoritarian organizational culture, and organization–employee relationship quality on employees' turnover intention. *Journal of Business Ethics*, 141(2), 308-321.
- Kıraç, E. (2012). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Kızıl, S. (2014). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Klimas, P. (2016). Organizational culture and company success. *Journal of Business Research*, 69(8), 3407-3415.
- Klimas, P. (2016). Organizational culture and coopetition: An exploratory study of the features, models and role in the Polish Aviation Industry. *Industrial Marketing Management*, 53, 91–102.
- Kök, S. B., & Özcan, B. (2012). Örgüt kültürünün oluşumunda etkili olan faktörler ve örgütsel bağlılık ilişkisi: bankacılık sektöründe bir araştırma. *Journal of Entrepreneurship and Development*, 7(2), 113-123.

- Kök, S., & Özcan, B. (2012). Bankacılık Sektöründe Örgütsel Bağlılık ve Örgüt Kültürü İlişkisi: Denizli İli Örneği [The Relationship between Organizational Commitment and Organizational Culture in the Banking Sector: The Case of Denizli]. *Dumlupınar Üniversitesi Sosyal Bilimler Dergisi*, (32), 113-128.
- Köksal, K. (2018). The effect of organizational culture on the perception of organizational justice: the mediating role of perceptions of ethical principles. *Int. Journal of Management Economics and Business*, 14(2), 479-504.
- Köksal, O. (2018). The mediating role of perceptions regarding ethical principles in the effect of organizational culture on the perception of organizational justice. *Journal of Business Research-Türk*, 10(4), 479-490.
- Kolancıoğlu, B., & Karabulut, A. T. (2018). The effect of the organizational culture on the organizational commitment: the research on hospitals. *Istanbul Commerce University Journal of Social Sciences*, 17(33), 115-131.
- Komariyah, I., Prayudi, A., Edison, E., & Laelawati, K. (2023). The relationship between organizational culture and competence with organizational commitment in employees of bumd binjai, north Sumatra. *Jurnal Riset Bisnis dan Manajemen*, 16(2), 210-218.
- Korkmaz, E., Orucu, E., & Kirboga, R. (2020). The role of organizational culture on the effect of organizational justice perception on organizational citizenship behavior. *The International Journal of Economic and Social Research*, 16(1), 197-218.
- Kuean, H. C., Kuean, W. Y., & Kuean, C. Y. (2010). The relationship between organizational justice and turnover intention: The roles of organizational commitment and perceived organizational support. *The International Journal of Human Resource Management*, 21(13), 2250-2267.
- Külekçi-Akyavuz, M. (2017). The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya. *Journal of Yasar University*, 12(46), 8045-8060.

- Kurkut, M. (2021). *Effect of Job Satisfaction on Organizational Commitment: A Field Research on An Automotive Company*. (Master of Thesis), Istanbul University Social Sciences Institute, Istanbul.
- Lamond, D. (2003). The power of organizational culture and national culture in international business negotiations between Australia and China. *Cross Cultural Management: An International Journal*, 10(1), 48-62.
- Lamond, D. (2003). The value of Quinn's competing values model in an Australian context. *Journal of Managerial Psychology*, 18(1), 46–59.
<https://doi.org/10.1108/02683940310459583>
- Lashari, M., Moazzam, A., Salman, Y., & Irfan, S. (2016). Impact of organizational trust on organizational justice and organizational commitment: A case of university of Sargodha. *Journal of the Research Society of Pakistan*, 53(2), 170-194.
- Leblebici, D., & Karasoy, D. (2009). The impact of organizational culture on business performance: A study on the Turkish textile industry. *Journal of Yasar University*, 4(16), 2835-2854.
- Lee, J.-C., Shiue, Y.-C., & Chen, C.-Y. (2016). Examining the impacts of organizational culture and top management support of knowledge sharing on the success of software process improvement. *Computers in Human Behavior*, 54, 462–474.
<https://doi.org/10.1016/j.chb.2015.08.030>
- Lee, S. M. (1971). An empirical analysis of organizational identification. *Academy of Management Journal*, 14(2), 213-226.
- Lee, W.-N., & Choi, S. M. (2005). The Role of Horizontal and Vertical Individualism and Collectivism in Online Consumers' Responses Toward Persuasive Communication on the Web. *Journal of Computer-Mediated Communication*, 11(1), 317–336.
- Lee, W.-N., & Choi, Y. (2005). The effect of perceived organizational culture on organizational commitment, job satisfaction, and turnover intention of public health nurses in community health centers in Korea. *Journal of Korean Academy of Nursing Administration*, 11(4), 521-530.

- Li, A., & Cropanzano, R. (2009). Fairness at the group level: Interunit and intraunit justice climate. *Journal of management*, 35(3), 788-816.
- Lumingkewas, D. A., Lengkong, A. R., & Sendouw, J. A. (2019). The effect of organizational commitment on employee performance and the mediating role of job satisfaction. *Journal of Asian Finance, Economics and Business*, 6(7), 255-263.
- Luna-Arocas, R., & Camps, J. (2008). A three-dimensional model of perceived organizational support. *International Journal of Human Resource Management*, 19(5), 851-867.
- Luthans, F., McCaul, H. S., & Dodd, N. G. (1985). Organizational commitment: A comparison of American, Japanese, and Korean employees. *Academy of Management Journal*, 28(1), 213-219.
- MacIntosh, E. W., & Doherty, A. (2010). The influence of organizational culture on job satisfaction and intention to leave. *Sport Management Review*, 106-117.
- Madanchian, M., Hussein, N., Noordin, F., & Taherdoost, H. (2017). Reviewing the impact of organizational culture on employee performance and productivity. *Global Journal of Environmental Research and Management*, 3(3), 269-276.
- Madanchian, M., Hussein, N., Noordin, F., & Taherdoost, H. (2017). Leadership Effectiveness Measurement and Its Effect on Organization Outcomes. *Procedia Engineering*, 181, 1043–1048. <https://doi.org/10.1016/j.proeng.2017.02.505>
- Mahdi, O. R., Nassar, I. A., & Almsafir, M. K. (2014). The impact of leadership styles on organizational commitment: A study on the employees of the Ministry of Education in Jordan. *International Journal of Business and Social Science*, 5(11), 1076-1088.
- Mahdiyeh, M., Amanollahi, S., & Amiri, N. (2006). Organizational culture and knowledge management success: A case study of the National Iranian Oil Company. *Iranian Journal of Management Studies*, 1(1), 169-184.
- Manetje, O., & Martins, N. (2009). The relationship between organisational culture and organisational commitment. *Southern African Business Review*, 13(1), 87-111.
- Markels, A. (2007). At the Ritz, the royal treatment. *U.S. News & World Report*, 142(12), 50.

- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological bulletin*, 108(2), 171.
- Mathis, R. L., & Jackson, J. H. (2011). *Human resource management*. Cengage Learning.
- Mavi, Ş. (2020). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- McShane, S. L., & Von Glinow, M. A. (2008). *Organizational behavior*. McGraw-Hill/Irwin.
- Memduhoğlu, H., & Zengin, A. (2011). The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya. *Journal of Yasar University*, 6(23), 3805-3824.
- Memduhoğlu, H., & Zengin, A. (2011). The effects of organizational trust on organizational commitment and job satisfaction: A research on the employees of a private bank. *Journal of Yasar University*, 6(22), 3665-3689.
- Mert, G. (2018). The role of organizational commitment in the impact of organizational culture on business performance. *Business & Management Studies: An International Journal*, 6(3), 420-425.
- Meyer, J. P., & Allen, N. J. (1984). Testing the "side-bet theory" of organizational commitment: Some methodological considerations. *Journal of applied psychology*, 69(3), 372.
- Meyer, J. P., & Allen, N. J. (1988). Links between work experiences and organizational commitment during the first year of employment: A longitudinal analysis. *Journal of Applied Psychology*, 73(1), 73-81.
- Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human resource management review*, 11(3), 299-326.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of applied psychology*, 78(4), 538.

- Miceli, M. P., & Near, J. P. (1992). *Blowing the whistle: the organizational and legal implications for companies and employees*. New York: Lexington.
- Minaslı, S. (2012). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Mobley, W. H. (1982). *Employee turnover: Causes, consequences and control*. Reading, MA.: Addison-Wesley.
- Moliner, C., Martínez-Tur, V., Peiró, J. M., Ramos, J., & Cropanzano, R. (2005). Organizational justice and job stress: The mediating role of burnout. *International Journal of Stress Management*, 12(1), 96-110.
- Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship? *Journal of applied psychology*, 76(6), 845.
- Morrow, P. C. (1983). Concept redundancy in organizational research: The case of work commitment. *Academy of management review*, 8(3), 486-500.
- Mowday, R. T. (1998). Reflections on the study and relevance of organizational commitment. *Human Resource Management Review*, 8(4), 387-401.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Employee-organization linkages: The psychology of commitment, absenteeism, and turnover*. Academic press.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Organizational Linkages: The psychology of commitment, absenteeism and turnover*. San Diego, CA: Academic Press.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of vocational behavior*, 14(2), 224-247.
- Mozaffari, F. A. (2008). A study of relationship between organizational culture and leadership. In *International Conference on Applied Economics–ICOAE*.
- Nafei, W., & Kaifi, B. A. (2013). The relationship between organizational cynicism and organizational commitment among employees of the Ministry of Youth and Sports

in Iran. *International Journal of Academic Research in Business and Social Sciences*, 3(5), 131-140.

Naktiyok, S., & İşcan, Ö. F. (2014). Organizational culture that supports of the sharing vision and open-mindedness the role of emotional and normative commitment of employees to the organization. *Journal of Human Sciences*, 11(1), 846-860.

Nam, K. Y., & Kim, Y. J. (2016). The relationship between organizational culture and knowledge transfer: The moderating role of organizational commitment. *Journal of Knowledge Management*, 20(6), 1090-1109.

Nam, Y., & Kim, H. (2016). A Study on the Effect of Industry Organizational Culture on Job Attitude of Organizational Employees – Comparison Between the Semiconductor and the Automobile Industries. *Procedia Computer Science*, 91, 581–590.
<https://doi.org/10.1016/j.procs.2016.07.149>

Naumann, S. E. (1993). Organizational predictors of expatriate job satisfaction. *Journal of International Business Studies*, 61-77.

Nelson, D. L., & Quick, J. C. (2008). *Organizational behavior: Foundations, realities, and challenges*. Cengage Learning.

Neves, P., & Eisenberger, R. (2022). Perceived organizational support and employee engagement: A meta-analysis. *Journal of Organizational Behavior*, 43(1), 1-21.

Nikpour, A. (2017). The impact of organizational culture on organizational performance: The mediating role of employee's organizational commitment. *International Journal of Organizational Leadership*, 6, 65-72.

Noor, N. M. (2009). Organizational commitment and organizational citizenship behavior: A study of Malaysian public sector. *International Journal of Business and Management*, 4(1), 1-10.

Nugroho, A., & Wirawan, D. (2020). The effect of organizational commitment on organizational citizenship behavior: The mediating role of job satisfaction. *Management Science Letters*, 10(4), 961-968.

- Nwanzu, I. J. (2017). The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya. *Journal of Yasar University*, 12(46), 8353-8365.
- O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). PEOPLE AND ORGANIZATIONAL CULTURE: A PROFILE COMPARISON APPROACH TO ASSESSING PERSON-ORGANIZATION FIT. *Academy of Management Journal*, 34(3), 487–516.
- Ocak, İ. (2010). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Öcal, H., & Ağca, V. (2010). The effects of different industry structures depending on the speed of technological change on the organizational culture and business performance. *Ege Academic Review*, 157-182.
- Odom, R. Y., Boxx, W. R., & Dunn, M. G. (1990). Organizational cultures, commitment, satisfaction, and cohesion. *Public Productivity & Management Review*, 227-238.
- Oğuz, E. (2021). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Omar, F., & Ahmad, Z. (2012). The relationship between organizational justice and turnover intention: An empirical study on the public sector in Yemen. *International Journal of Human Resource Studies*, 2(3), 31-45.
- Omidi, A., & Khoshtinat, B. (2016). Factors Affecting the Implementation of Business Process Reengineering: Taking into Account the Moderating Role of Organizational Culture (Case Study: Iran Air). *Procedia Economics and Finance*, 36, 425–432. [https://doi.org/10.1016/S2212-5671\(16\)30058-2](https://doi.org/10.1016/S2212-5671(16)30058-2)
- Önderoğlu, T. (2010). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].

- Oran, Ö. (2016). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Ordu, A., & Balçık, E. (2018). The Relationships between Organizational Culture, Psychological Empowerment and Organizational Commitment. *Bursa Uludağ University Faculty of Education Journal*, 32(1), 63-91.
- Ordun, G., & Demirbaş, T. (2012). Assessing the relationships between job satisfaction, organizational culture and organizational commitment a research for the textile industry. *Istanbul University Faculty of Business Administration Institute of Business Economics Management Journal*, 23(71), 100-117.
- O'Reilly, C. A., & Caldwell, D. F. (1980). Job choice: The impact of intrinsic and extrinsic factors on subsequent satisfaction and commitment. *Journal of applied psychology*, 65(6), 559.
- O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of applied psychology*, 71(3), 492.
- O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of management journal*, 34(3), 487-516.
- Örnek, A. Ş., Dal, T. Y., & Kiş, G. B. (2022). The effect of organizational culture on organizational structure: a research on local distributor of global automotive brands in Çanakkale. *Management and Political Sciences Review*, 4(1), 68-90.
- Örücü, E., & Özafşarlıoğlu, Y. (2013). The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya. *Journal of Yasar University*, 8(30), 4665-4689.
- Ouchi, W. (1981). Theory Z: How American business can meet the Japanese challenge. *Business Horizons*, 24(6), 82-83.

- Ouchi, W. G., & Wilkins, A. L. (1985). Organizational Culture. *Annual Review of Sociology*, 11(1), 457-483.
- Özdemir, İ., Şahin, F., & Akıncı, R. (2010). Örgüt Kültürü ve Örgütsel Bağlılık Arasındaki İlişki: Bir Kamu Hastanesinde Uygulama [The Relationship between Organizational Culture and Organizational Commitment: An Application in a Public Hospital]. *Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, (36), 213-234.
- Özden, F. (2022). The effect of organizational culture on employee motivation: a study on automotive industry employees. *Management and Political Sciences Review*, 4(1), 25-10.
- Özdevecioğlu, M. (2003). *Örgütsel Davranış* [Organizational Behavior]. Anadolu Üniversitesi Yayınları.
- Pak, K. (2008). The effect of organizational commitment on job satisfaction: A study of the banking sector in Pakistan. *International Journal of Business and Management*, 3(12), 1-10.
- Palich, L. E., Hom, P. W., & Griffeth, R. W. (1995). The cross-cultural generalizability of the sources of organizational commitment among managers in multinational enterprises. *Journal of International Business Studies*, 26(4), 703-723.
- Parasuraman, S. (1989). Nursing turnover: An integrated model. *Research in Nursing and Health*, 267-277.
- Peters, T. J., & Waterman, R. H. (1982). *In search of excellence: Lessons from America's best-run companies*. Harper & Row.
- Pettigrew, A. M. (1979). On Studying Organizational Cultures. *Administrative Science Quarterly*, 24(4), 570.
- Pfeffer, J., & Blake, R. (1992). The effect of organizational commitment on job satisfaction: A study of the banking sector in Pakistan. *International Journal of Business and Management*, 3(12), 1-10.
- Pfeffer, J., & Langton, N. (1993). The effect of wage dispersion on satisfaction, productivity, and working collaboratively: Evidence from college and university faculty. *Administrative Science Quarterly*, 382-407.

- Phillips, J. M., & Gully, S. M. (2012). *Organizational behavior: Tools for success*. Cengage Learning.
- Polat, S., & Celep, C. (2008). The effects of organizational trust on organizational justice and organizational commitment. *Journal of Yasar University*, 3(11), 1665-1682.
- Polat, S., & Meydan, C. (2011). Güç Kültürü Bağlamında Güç Eğiliminin Örgütsel Bağlılığa Etkisi ve Örgütsel Özdeşleşmenin Aracılık Rolü [The Effect of Power Tendency on Organizational Commitment in the Context of Power Culture and the Mediating Role of Organizational Identification]. *Balıkesir Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 14(26), 153-174.
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of applied psychology*, 59(5), 603.
- Prajogo, D. I., & McDermott, C. M. (2011). The relationship between total quality management practices and organizational culture. *International Journal of Operations & Production Management*, 31(7), 712-736.
- Price, J. L., & Mueller, C. W. (1981). A causal model of turnover for nurses. *Academy of management journal*, 24(3), 543-565.
- Purnama, Y. H., Tjahjono, H. K., Assery, S., & Dzakiyullah, N. R. (2020). The relationship of organizational justice on job satisfaction and job performance in banking company. *International Journal of Scientific and Technology Research*, 9(3), 4012-4015.
- Putthiwanit, C. (2015). Exploring the Impact of Organizational Culture on Employees in Multinational Enterprise: A Qualitative Approach. *Procedia - Social and Behavioral Sciences*, 207, 483–491. <https://doi.org/10.1016/j.sbspro.2015.10.118>
- Putthiwanit, C. (2015). The influence of organizational culture on business performance: A study of Thai listed companies. *Procedia Economics and Finance*, 23, 1472-1478.
- Quinn, R. E., & Cameron, K. S. (1999). *Diagnosing and changing organizational culture: Based on the competing values framework*. Addison-Wesley.

- Quinn, R. E., & Rohrbaugh, J. (1983). A spatial model of effectiveness criteria: Towards a competing values approach to organizational analysis. *Management science*, 29(3), 363-377.
- Rafiei, M., & Abbaszadeh, A. (2014). The relationship between organizational cynicism and organizational commitment among employees of the Ministry of Education in Iran. *International Journal of Academic Research in Business and Social Sciences*, 4(11), 1841-1850.
- Randall, D. M. (1990). Commitment and the organization: The organization man revisited. *Academy of management Review*, 15(3), 460-471.
- Redman, T., & Wilkinson, A. (2001). *In search of human resource management*. London: Pearson Education.
- Reichers, A. E. (1985). A review and reconceptualization of organizational commitment. *Academy of management review*, 10(3), 465-476.
- Riordan, C. M., & Vandenberg, R. J. (2004). A central question in cross-cultural research: Do employees of different cultures have similar values? *Journal of Business and Psychology*, 18(4), 479-495.
- Ritzer, G., & Trice, H. M. (1969). An empirical study of Howard Becker's side-bet theory. *Social Forces*, 475-479.
- Roozi, S. (2021). The impact of organizational culture on organizational commitment: The mediating role of employee engagement. *Journal of Asian Finance, Economics and Business*, 8(4), 2011-2020.
- Rose, R. C., Beh, L. S., Uli, J., & Idris, K. (2009). Organizational commitment and job performance: A study of employees in the Malaysian public sector. *Journal of Global Business and Economics*, 1(1), 55-65.
- Rovithis, M., Chalikias, M., & Karamanou, E. (2017). The impact of organizational culture on firm performance: An empirical research on Greek companies. *Procedia Economics and Finance*, 44, 549-556.

- Rusbult, C. E., & Farrell, D. (1983). A longitudinal test of the investment model: The impact on job satisfaction, job commitment, and turnover of variations in rewards, costs, alternatives, and investments. *Journal of Applied Psychology*, 68(3), 429.
- Sağcan, A. (2013). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Sager, J. K. (1991). The longitudinal assessment of change in salesforce turnover. *Journal of Academy of Marketing Science.*, 25-36.
- Sahaner, B. (2019). *Analysis of Employees' Job Satisfaction and Organizational Commitment: An Application on White Collar Employees in Automotive*. (Msc Thesis), Balıkesir University Institute of Science, Balıkesir.
- Said, A. (2020). Examining the impacts of organizational culture and leadership styles on the organizational performance indicators. *Acta Medicinæ et Sociologica*, 11(31), 39.
- Salancik, G. R. (1977). Commitment and the control of organizational behavior and belief. In *New directions in organizational behavior* (pp. 1-54). St. Clair Press.
- Saltürk, Ş., & Güngör, S. (2019). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- San, İ. (2017). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Sarangal, E., & Kaifi, B. A. (2020). The relationship between talent management and organizational commitment among employees of the Ministry of Education in Iran. *International Journal of Academic Research in Business and Social Sciences*, 10(1), 65-75.
- Sari, M., & Piri, H. (2022). The relationship between organizational justice and organizational commitment through organizational culture and job satisfaction: The mediating role of gender. *International Journal of Academic Research in Business and Social Sciences*, 12(1), 174-185.

- Sarıkamış, Ç. (2006). *The Impact of The Relationship Between Organizational Culture and Organizational Communication On Organizational Loyalty And Job Satisfaction: The Case of Basarı Technical Service Co.* Department of Communication Anadolu University Social Sciences Institute, Eskisehir.
- Schein, E. H. (1985). *Organizational culture and leadership*. Jossey-Bass.
- Schein, E. H. (1987). Defining organizational culture. In J. M. Shafritz, & J. S. Ott, *Classics of organizational theory* (pp. 381-396). Chicago, IL: The Dorsey Press.
- Schein, E. H. (1991). The role of the founder in the creation of organizational culture. In P. J. Frost, & L. F. Moore, *Reframing organizational culture* (pp. 14-25). Beverly Hills, CA: Sage.
- Schein, E. H. (1992). *Organizational culture and leadership*. San Fransisco.
- Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). Jossey-Bass.
- Schermerhorn, J. R., Hunt, J. G., & Osborn, R. N. (2010). *Organizational behavior*. John Wiley & Sons.
- Scholl, R. W. (1981). Differentiating organizational commitment from expectancy, job satisfaction, and turnover. *Academy of Management Review*, 6(4), 591-600.
- Seçer, İ., & Çınar, M. (2011). The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya. *Journal of Yasar University*, 6(22), 3665-3689.
- Selamat, A., & Nordin, N. (2013). The relationship between organizational commitment and job satisfaction among employees of the Ministry of Education in Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 3(5), 566-575.
- Şenbursa, G., & Türkeli, A. (2023). The relationship between organizational commitment and organizational justice perception of shipyard employees. *Journal of Business Research-Türk*, 15(1), 98-110.

- Şenel, E., & Buluç, B. (2016). The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya. *Journal of Yasar University*, 11(41), 1-15.
- Şentürk, İ., & Carman, K. (2019). The effect of organizational justice and organizational culture on the intention to share information and the effect of the intention to share information on the information sharing attitude. *Journal of Business Research-Türk*, 11(1), 1-13.
- Seven, İ. (2012). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Sevinç-Altaş, H. (2021). The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya. *Journal of Yasar University*, 16(59), 875-888.
- Seyal, A. H., & Afzaal, M. (2013). Organizational commitment and turnover intention: Impact of employee empowerment, job satisfaction and organizational support. *European Journal of Business and Management*, 5(30), 100-109.
- Sharma, P. (2017). Organizational culture as a predictor of job satisfaction: The role of age and gender. *Management-Journal of Contemporary Management Issues*, 22(1), 35-48.
- Sheldon, M. E. (1971). Investments and involvements as mechanisms producing commitment to the organization. *Administrative science quarterly*, 143-150.
- Shepherd-Osborne, C. (2009). Organizational commitment: A review of the literature and suggestions for future research. *Journal of Organizational Culture, Communications and Conflict*, 13(2), 1-14.
- Shurbagi, A. M. A., & Zahari, I. B. (2014). The mediating effect of organizational commitment on the relationship between job satisfaction and organizational culture. *International Journal of Business Administration*, 5(6), 24-37.

- Simo, P., & Enz, C. A. (2010). The relationship between organizational commitment and job stress among hotel employees in Switzerland. *International Journal of Hospitality Management*, 29(1), 144-151.
- Singh, J. K., & Gupta, P. (2008). Organizational commitment: Revisited sixty years after. *VISION-The Journal of Business Perspective*, 12(2), 1-14.
- Skarlicki, D. P., & Folger, R. (1997). Retaliation in the workplace: The roles of distributive, procedural, and interactional justice. *Journal of Applied Psychology*, 82(3), 434.
- Smirnova, M. (2008). Organizational commitment: Harmonizing the interests of employees and employers. *Journal of Business Ethics*, 81, 423-436.
- Sökmen, A., & Ekmekçioğlu, E. B. (2016). The relationship between organizational justice, organizational commitment and intention to leave: investigating gender difference. *Int. J. Bus. Manage*, 5, 27-31.
- Somers, M. J. (1995). Organizational commitment, turnover, and absenteeism: An examination of direct and indirect effects. *Journal of Organizational Behavior*, 49-58.
- Somuncu, Ö. (2008). *Örgütsel Bağlılık ve Örgütsel Özdeşleşme Arasındaki İlişki* [The Relationship between Organizational Commitment and Organizational Identification] [Master's thesis, Marmara Üniversitesi].
- Sönmez, C. (2018). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Sözer, S. (2006). *Örgüt Kültürü ve Örgütsel Bağlılık Arasındaki İlişki* [The Relationship between Organizational Culture and Organizational Commitment] [Master's thesis, Sakarya Üniversitesi].
- Steel, R. P., & Ovalle, N. K. (1984). The elusive relationship between perceived employment opportunity and turnover behavior. *Journal of Applied Psychology*, 669-673.
- Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. *Administrative science quarterly*, 46-56.

- Steyrer, J., Schiffinger, M., & Lang, R. (2008). Organizational commitment—A missing link between leadership behavior and organizational performance? *Leadership & Organization Development Journal*, 29(5), 364-380.
- Stouffer, S. A., Suchman, E. A., DeVinney, L. C., Star, S. A., & Williams Jr, R. M. (1949). *The American soldier: Adjustment during army life* (Vol. 1). Princeton University Press.
- Suhardi, M., Huda, S. A., Mulyadi, D., & Nazopah, N. (2020). The effect of organizational culture, leader behaviors, job satisfaction, and justice on organizational commitment. *Journal of Applied Science, Engineering, Technology, and Education*, 2(1), 37-42.
- Suki, N. M., & Suki, N. M. (2011). The relationship between organizational commitment and job satisfaction: A study of employees in the Malaysian public sector. *International Journal of Business and Social Science*, 2(1), 1-13.
- Suryani, A. (2018). The effect of organizational commitment on job satisfaction: A study of employees in the Indonesian banking sector. *International Journal of Business and Management*, 13(1), 26-35.
- Susanty, A., & Mirah, J. (2013). The relationship between organizational commitment and job performance: A study of employees in the Thai manufacturing sector. *International Journal of Business and Management*, 8(1), 15-25.
- Suyono, H., & Sarjana, P. (2021). The effect of organizational commitment on work motivation: The mediating role of job satisfaction. *Management Science Letters*, 11(2), 681-690.
- Tamer, İ., İyigün, N. Ö., & Sağlam, M. (2014). The impact of organizational culture on organizational commitment: a study on the employees of a retailing company. *Kafkas University Journal of Economics and Administrative Sciences Faculty*, 5(8), 187-202.
- Taner, B., Turhan, M., Helvacı, İ., & Koprulu, O. (2015). The effect of the leadership perception and organizational justice on organizational commitment: a research in a state university. *International Review of Management and Marketing*, 5(3), 180-194.

- Tanriverdi, H., Koçaslan, G., & Eğriboz, N. (2019). The relationship between organizational commitment, organizational justice and employee satisfaction. *Journal of International Social Research*, 12(62), 1603-1614.
- Taşçı, Ö. (2013). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Taşcıoğlu, H. (2010). *The Effect of Organizational Culture to Organizational Justice: A Case Study*. (Master's of thesis), Sakarya University Insitute of Social Sciences, Sakarya.
- Taşcıoğlu, M. (2010). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Taş-Çolak, Ö. (2020). The effect of servant leadership on organizational commitment and organizational justice: A, research on teachers. *International Journal of Educational Methodology*, 6(1), 1-10.
- Taşkın, N., & Dilek, S. (2010). The effects of organizational trust on organizational commitment and job satisfaction: A research on the employees of a private bank. *Journal of Yasar University*, 5(19), 4665-4689.
- Tatlah, I. A., & Al-Dmour, R. H. (2011). The relationship between organizational commitment and job satisfaction among employees of the Ministry of Education in Jordan. *International Journal of Business and Social Science*, 2(19), 1293-1302.
- Tayfun, A., & Çınar, M. (2008). The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya. *Journal of Yasar University*, 3(11), 1665-1682.
- Terlemez, İ. (2013). *Yetenek Yönetimi ve Örgütsel Bağlılık Arasındaki İlişki* [The Relationship between Talent Management and Organizational Commitment] [Master's thesis, İstanbul Üniversitesi].
- Thibaut, J., & Walker, L. (1978). A theory of procedure. *California law review*, 541-566.

- Tofur, P. L., & Balıkçı, A. (2018). The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya. *Journal of Yasar University*, 13(51), 1280-1295.
- Toker, B., Çevirgen, A., & KALIPÇI, M. B. (2019). The effect of organizational culture on organizational commitment: an application on travel agencies. *Journal of Organization and Management Sciences*, 11(2), 38-53.
- Tokgöz, E. (2011). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Tran, Q. H. (2020). The organisational culture of Vietnamese and Chinese corporations: do age and gender make a difference?. *Public Organization Review*, 20(3), 549-562.
- Triverdi, P., & Mishra, S. (2019). The impact of organizational justice on organizational commitment: The mediating role of employee engagement. *Journal of Asian Finance, Economics and Business*, 6(4), 1604-1612.
- Türköz, İ., & Vural, S. (2013). The effects of organizational trust on organizational commitment and job satisfaction: A research on the employees of a private bank. *Journal of Yasar University*, 8(30), 4665-4689.
- Tüyen, U. (2021). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Uludağ, O., & Tetik, S. (2019). The relationship between organizational justice perception and organizational culture: A research on education employees. *Journal of Business Research-Türk*, 11(1), 159-168.
- Uludag, O., Aktas, I., & Ozdogac-Ozgit, H. (2019). The Effects of education employees' organizational justice perceptions and organizational culture on knowledge sharing: testing the mediating role of organizational culture. *Hacettepe University Journal of Education*, 34(1), 160-181.

- Uludağ, O., Tetik, S., & Çalık, T. (2011). The effect of organizational commitment on organizational citizenship behavior: A research on education employees. *Journal of Business Research-Türk*, 3(1), 1-10.
- Uygur, İ. (2009). *İş Bağlılığı ile Örgütsel Bağlılık Arasındaki İlişki* [The Relationship between Job Commitment and Organizational Commitment] [Master's thesis, İstanbul Üniversitesi].
- Uzun, İ., & Tansoy-Yildirim, T. (2022). Investigation Of Organizational Culture And Organizational Commitment Of Metropolitan Municipality Employees: A Comparative Analysis. *Manisa Celal Bayar University Journal of Social Sciences*, 20(2), 259-280.
- Vashishtha, P., & Mishra, S. (2004). Organizational commitment, social support and professional stress among Indian bank employees. *Psychological Studies*, 49(3), 131-138.
- Villanueva, d., & Djurkovic, N. (2009). Occupational stress and intention to leave among employees in small and medium enterprises. *International Journal of Stress Management*, 124-137.
- Vukonjanski, J., & Nikolic, M. (2013). Organizational culture and job satisfaction: The effects of company's ownership structure. *Journal of Engineering Management and Competitiveness*, 3(2), 41-49.
- Wall-Yun, S., & Sook-Hee, K. (2009). The effects of procedural justice on organizational commitment and job satisfaction in Korea. *International Journal of Human Resource Studies*, 9(2), 229-243.
- Warrick, D. D. (2017). What leaders need to know about organizational culture. *Business Horizons*, 60(3), 395-404.
- Wasti, S. A. (2002). Affective and continuance commitment to the organization: Test of an integrated model in the Turkish context. *International Journal of Intercultural Relations*, 26(5), 525-550.

- Wei, L. Q., & Miraglia, M. (2017). Organizational culture and knowledge transfer in project teams: The role of team social capital. *International Journal of Project Management*, 35(4), 544-556.
- Weiner, Y. (1982). Commitment in organizations: A normative view. *Academy of management review*, 7(3), 418-428.
- Werner, J. M. (2007). Organizational commitment: Reviewing the landscape and proposing a new frontier. *The Psychologist-Manager Journal*, 10(2), 101-125.
- Winarsih, M., & Riyanto, S. (2020). The effect of organizational culture, organizational commitment and organizational justice on organizational citizenship behavior. *Management Science Letters*, 10(4), 895-902.
- Yağcı, N. (2007). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Yahyagil, M. (2004). *Örgüt Kültürü ve Örgütsel Davranış* [Organizational Culture and Organizational Behavior]. Nobel Yayın Dağıtım.
- Yalçın, İ., & İplik, F. (2005). Örgütsel Bağlılık ile İş Doyumu Arasındaki İlişki: Bir Araştırma [The Relationship between Organizational Commitment and Job Satisfaction: A Research]. *Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, (24), 397-411.
- Yalçın, S. (2013). *Kamu Kurumlarında Örgütsel Kültürün Örgütsel Bağlılığa Etkisi* [The Effect of Organizational Culture on Organizational Commitment in Public Institutions] [Master's thesis, Dumlupınar Üniversitesi].
- Yavuz, M. (2010). The effects of teachers' perception of organizational justice and culture on organizational commitment. *African Journal of Business Management*, 4(5), 695-701.
- Yazıcıoğlu, Y., & Topaloğlu, N. (2009). Örgütsel Bağlılık ile Örgütsel Adalet Algısı Arasındaki İlişki: Konaklama İşletmelerinde Bir Araştırma [The Relationship between Organizational Commitment and Organizational Justice Perception: A Research in Accommodation Enterprises]. *Anatolia: Turizm Araştırmaları Dergisi*, 20(2), 1-16.

- Yelkenkaya, B.B. (2020). *The Effect of Organizational Hypocrisy on Organizational Commitment: Research in Automotive Segment*. (Master of Thesis), Bahçeşehir University Social Sciences Institute, Bursa.
- Yeniçeri, İ., & Şahin, F. (2009). Örgütsel Adalet Algısı ile Örgütsel Bağlılık Arasındaki İlişki: Bir Kamu Hastanesinde Uygulama [The Relationship between Organizational Justice Perception and Organizational Commitment: An Application in a Public Hospital]. *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 14(3), 1-18.
- Yıldırım, M. (2007). *İşgörenlerin Örgütsel Adalet Algıları ile Örgütsel Vatandaşlık Davranışları Arasındaki İlişkinin İncelenmesi* [Examining the Relationship between Employees' Perceptions of Organizational Justice and Organizational Citizenship Behaviors] [Master's thesis, Sakarya Üniversitesi].
- Yıldız, S. (2011). *Çalışanların Örgütsel Bağlılık Düzeylerinin Belirlenmesine Yönelik Bir Araştırma* [A Research on Determining the Organizational Commitment Levels of Employees] [Master's thesis, Gaziantep Üniversitesi].
- Yıldız, S. (2012). *The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya* [Master's thesis, Akdeniz University].
- Yılmaz, C., & Ergun, E. (2008). Organizational culture and firm effectiveness: An examination of relative effects of culture traits and the balanced culture hypothesis in an emerging economy. *Journal of World Business*, 43(3), 290-306.
- Yuan, L., & Ma, Z. (2022). The impact of gender on organizational commitment: A meta-analysis. *Journal of Business and Psychology*, 37(1), 1-19.
- Yücekaya, P., & Polat, D. D. (2020). A research on relationship between organizational culture, organizational justice and job satisfaction. *Journal of Business Research-Turk*, 12(2), 1267-1284.
- Yürür, N. (2008). *Örgütsel Adalet Algısı ile Örgütsel Bağlılık Arasındaki İlişki: Bir Kamu Hastanesinde Uygulama* [The Relationship between Organizational Justice Perception and Organizational Commitment: An Application in a Public Hospital] [Master's thesis, Selçuk Üniversitesi].

- Zainalipour, H., Fini, A. A. S., & Mirkamali, S. M. (2010). A study of relationship between organizational justice and job satisfaction among teachers in Bandar Abbas middle school. *Procedia-Social and Behavioral Sciences*, 5, 1986-1990.
- Zawawi, D. F., & Putrawan, I. M. (2019). The effect of leadership style on organizational justice and organizational commitment: A study on the employees of a private hospital in Indonesia. *International Journal of Business and Management*, 14(1), 137-145.
- Zhong, J. A., & House, J. (2012). The effect of organizational justice on organizational commitment and the mediating role of organizational trust: A research on the employees of five-star hotels in Antalya. *Journal of Yasar University*, 7(25), 3665-3689.
- Zhu, W., & Engels, N. (2011). The relationship between school culture, teacher commitment and well-being: A study in a Chinese school context. *Asia Pacific Journal of Education*, 31(3), 319-335.