

# The Relationship Among Organizational Communication, Job Satisfaction, Individual Performance And Organizational Commitment In Different Cultures<sup>1</sup>

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## Abstract

The concept of culture is an important variable affecting both the internal and external factors of organizations by creating the differences on the behaviours of individual and society. In this study, effects of organizational culture on job satisfaction, organizational communication, organizational commitment and individual performance were investigated and the relationships among them are tested. The concepts used in this study have been widely examined in social science literature and deeply tested in terms of the mutual effects and the impacts of each other. However, it is determined that all of these concepts have not been examined in an integrated manner. In addition, the cultural effect on the relationship among all these factors has also not been tested in the field of social science. This research aims to fill this gap by comparing Turkish and Russian samples with the obtained results. In this direction, 699 data were collected from well-known businessmen associations in textile field and analysed by using statistical methods. It was found that the culture concept directly affecting all of other concepts and also affecting the relationship among them.

**Keywords:** organizational culture, job satisfaction, organizational communication, organizational commitment, individual performance

## Kültürel Farklılıkların Örgütsel İletişim, İş Tatmini, Bireysel Performans Ve Örgütsel Bağlılık Üzerine Etkisi

## Özet

Kültür kavramı, bireylerin ve toplumun davranışları üzerindeki farklılıkları yaratarak kurumların iç / dış faktörlerini etkileyen önemli bir değişkendir. Bu çalışmada örgüt kültürünün iş tatmini, örgütsel iletişim, örgütsel bağlılık ve bireysel performans kavramları üzerindeki etkileri araştırılmış ve aralarındaki ilişki test edilmiştir. Bu çalışmada kullanılan kavramlar, sosyal bilimler literatüründe defalarca araştırılmış ve birbirlerinin karşılıklı etkileri açısından derinlemesine test edilmiştir. Ancak, tüm bu kavramların entegre bir şekilde bir arada incelenmediği tespit edilmiştir. Ayrıca, tüm bu faktörler arasındaki ilişki üzerindeki kültürel etki de sosyal bilimler alanında şimdiye dek test edilmemiştir. Bu araştırma yolu ile ve elde edilen sonuçlarla Türkiye ve Rusya örneklerini karşılaştırarak bu boşluğu doldurmayı amaçlamaktadır. Bu doğrultuda Türkiye ve Rusya'da faaliyet gösteren tekstil alanında tanınmış işadamları derneklerinden 699 veri toplanmış ve istatistiksel yöntemler kullanılarak analiz gerçekleştirilmiştir. Araştırma sonucunda kültür kavramının iş tatmini, örgütsel bağlılık, örgütsel iletişim ve bireysel performans kavramlarını doğrudan etkilediği ve aralarındaki ilişkiyi etkilediği bulunmuştur.

**Anahtar kelimeler:** örgüt kültürü, iş tatmini, örgütsel iletişim, örgütsel bağlılık, bireysel performans

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## **Introduction**

There have been myriad researches on the concept of organizational culture and its effects on the other organizational concepts (Goldhaber, 1990; Hofstede, 1984; Hoppock, 1935; Palmer, 1993; Mattila, 2006; Barker and Emery, 2007). In the social science literature, many organizational concepts were tested, examined and deeply investigated for exploring the affects of human behaviour in the organizations. Especially in academic, business and organizational management fields, researches are focused on these concepts having great importance for the development and growth of organizations. After reviewing the social science literature, it was observed that the cultural factors are affecting many organizational concepts such as job satisfaction, individual performance, organizational commitment and organizational communication (Gurdal, 1997; Reilly and DiAngelo, 1990; Akıncı, 2002; Stolp, 1996; Eroğlu and Özkan, 2009; Kılıç, 2006; Croucher et. al, 2009; Peters and Waterman (1987). In this research, with the parallel approach to the literature, the organizational culture concept considered as an affecting element of other organizational factors.

Even though many researches have been carried out in this field, there is no study that combining all of these organizational functions with one accord. The individual reactions to the different managerial situations may be understood clearer and more descriptive when the relationship among these concepts is used in an integrated manner. With this perspective, the organizational culture concept that one of the most effective and overarching concept in terms of management field, its direct impacts on the other concepts were deeply researched in this study.

Concepts, which are used in this research, were deeply reviewed from the literature, then the methodological structure described and finally results and suggestions were discussed. In the literature review part of this study, basic information was submitted with the concepts. And the methodological practises were shown with the tables and figures. Results and discussion section is composed of interpretations of the results that achieved through data obtaining.

### **1. Literature Review**

#### ***1.1 Organizational Culture***

Pettigrew (1979) identified the organizational culture as a sense of system, which is shared collectively by a group. Hellriegel and Slocum (1992) defined the organizational culture as the basic personality of the organization that shared by majority of the employees and a phenomenon, which can be learned, shared and transferred by the members who intent to progress and work in the organization. Deshpande et. al (2004) described this concept as the elements helping to the individuals for understanding all functions with the organization and shared values, beliefs and the norms. Wilkins (1983) defines the organizational culture as accepted and shared assumptions, habitual behaviours of people, and a way of seeing the world. Hofstede (1984), one of the experts on the measuring organizational culture, summarizes the concept as collective mental programming system that

separates a member of organization from the other members of other organizations. According to Schein (1997) the organizational culture is the conceptual pattern emerged in the harmony process of external environment and internal integration of organization, invented, discovered or developed by the group for overcoming the organizational problems, considered true by all group members because of the fact that the concept has widely accepted as sufficient. It is also taught to the new group members as the most accurate detection and feeling forms.

Organizational culture is the experience, strength, weakness, training and discipline that are gained throughout the life of the organization (Çimen, 2009). Management practises will include some differences in the societies if their cultural characteristics are also different. Each organization is a small community; hence, this community should have “set of shared values” or its own “culture”. So, these concepts that defining as organizational culture or set of values may not be the same in different organizations (Koçel, 2007). From this perspective, organizational culture can be seen as a sub-system that affecting social culture and can be considered as a factor, which influences its formation.

In light of these definitions, this concept that encompasses all organizational functions may affect other organizational concepts which related with the organization or affecting organizational structure. In this respect, the following hypotheses have been projected:

### ***1.2 Organizational Communication***

Communication is a making sense and interpreting the external world through narrative. It is expression of thoughts and heartfelt feelings of people (Kılıç, 2002). There is no social formation or organization that no need to have communication systems. It is almost impossible that no any organization can carry on its life in a sound manner if they do not configure the communication systems properly. Because all of the organizations that situated in business field should receive input from external environment and they should give output to the outer world (Gökçe, 2001). Therefore, companies having strong organizational communication structure have the ability to communicate with the outside world at a higher level.

Oral communication is the most common form of communication in the organizations.. Such communication types are faster and give chance for different feedback opportunities immediately (Geylan, 1994). Another communication type is non-verbal communication in the organizations. There are many different forms of non-verbal communication. Among these methods, the most widely known and used one is body language. Body movements due to attaching sense to the individual transmit the message to the recipient (Luthans, 1973).

Organizational communication can be easily established if the organizational structure is extroverted, participatory, professionally designed and in case of organizational culture supports this structure. In contrast, organizational communication is generated with many difficulties in the organization that is managed with the central system and if its organizational culture based with the

authoritarian structure and traditional rules (Gurdal, 1997). Organizational culture and organizational communication are affecting each other in bidirectional way. On-going communication methods within the organization become the front foot to the development of culture and its settlement (Reilly and DiAngelo, 1990).

### ***1.3 Job Satisfaction***

Job satisfaction is a combination of individual's positive emotions against his/her work (Erdoğan, 1996). Job satisfaction has attracted the attention of researchers and executives because of the influence on an individual's behaviour in the organizations (Knoop, 1995; Sanghi, 2004). Job satisfaction is one of the most widely researched concepts in the field of industrial/organizational psychology, social psychology and organizational behaviour literature (Robbins et al, 2004; Vroom, 1964). This concept is necessary on behalf of business achieve for providing sustainability in organizational development and staff productivity for organizations (Siegel and Lane, 1974; Mullins, 1996). Due to this aspect, the concept of job satisfaction is one of the important issues for researchers and organization executives.

It can be mentioned that the organization, which has strong cultural background may increase the job satisfaction degree of its employees (Akıncı, 2002). According to Lund (2003) employees may have poor job satisfaction in the organizations that having poor culture. Stolp (1996) explains in his research that the culture which perceiving deeply and including strong tradition, ceremonies, rituals and symbols may positively affecting the success, motivation, productivity and job satisfaction of managers. Robbins (1996) indicates that when individual knows the expectations and obey the rules and criteria of organization then his/her job satisfaction degree increases.

### ***1.4 Individual Performance***

Individual performance is one of the important organizational subjects that academics and managers have been working on deeply. The degree of individual performance is the factor that reduces or increases the efficiency of the organizations (Aşkun, 1978). Performance is referred to fulfilling the task within the conditions of predetermined criteria and the degree of achievement of goals (Halis and Tekinkuş, 2008). Performance is the level of success achieved by employees in the results of the efforts that have been spent to fulfil the tasks given to them. Also achieving the purpose of the individual works or effectiveness (Morillo, 1990). When considering in terms of management and business, individual performance is the degree of fulfilment the expectations of the organization. Individual performance is fulfilling the task within the framework of organizational expectations. In this respect it can be said that individual performance arises as a result of evaluation of the organization.

Researches that have been focused on social sciences prove that the organization, which has strong culture, shows higher performance than others (Eroğlu and Özkan, 2009). When it is thought

that the cultural differences are affecting internal dynamics of organizational culture and occur some differences on individual's behaviour. In this point of view it can be said that the individual performance is affected by organizational culture. According to Hofstede (1984), the cultural system focusing success, performance and the individual values which can be measured and evaluated is more common in the organizations which is managed with the men characteristics systems. According to Kılıç (2006), organizational culture concept is affective on the individual performance.

### ***2.1 Organizational Commitment***

According to O'Reilly (1989), organizational commitment is considered as individual's psychological commitment to the organization that shows his/her belief and loyalty to the organization. Steers (1977) defined the organizational commitment as the relative strength of the case that individual participating organization and identify himself/herself as part of the organization. Researches show that individuals with high organizational commitment are more steadfast for fulfilling the duties given by the organization. Sheldon (1971) explains the concept as individual's adoption with the general principles of organization and his/her attitudes and adaptation to the organization.

Organizational commitment is the attitude that regarding loyalty of the employees to the organization (Luthans, 1973), and it is the employees' desire to maintain their membership in the organization (Robbins, 1996), the unity and harmony of the goals of the employee and the organization (Mowday et al, 1982). The sum of internalized normative pressure to behave in accordance organizational goals and interests (Wiener, 1982), and identify himself/herself with the organization's goals and values while desiring to remain in the organization without monetary concerns (Griswold, 1983). From this perspective, organizations can reach their goals and be successful if they have the employees that have high organizational commitment degree. These employees are the dynamos of the organizations (Al-Qarioti and Al-Enezi, 2004). It is seen that the employees working with the high level of organizational commitment may need less control and work more efficiently. Their performance is relatively higher than others and organizational goals are more important than personal interests while they work in different positions. They are more reliable, friendly and sincere in the organization (Arnold and Feldman, 1986). Employees that have high level of organizational commitment desire to maintain in the organization and work sincerely for reaching organizational goals (Georgy and Margaret, 1990).

## **3. Methodology**

### ***3.1 Research goal and Hypotheses***

The aim of this study is to identify the effects among the organizational culture, job satisfaction, organizational commitment, organizational communication and individual performance.

Hypotheses prepared based on the above description are stated below. All concepts and the relationship among them were taken into account and tested with the sub-dimensions.

To achieve success by improving individual performance can be seen as an inevitable factor for organizations (Martin, 1994). There are factors that connected or not connected to the employees which affecting their individual performance. Performance is the consequence of the integration of these factors (Özdemir, 2007). Employees become more successful if their personality and the purpose of the organization are similar. The opposite is the case that their efficiency will decrease and they will be stressful while working in the organization (Mohammed, 2010). Performance is the individual's highest level efforts that helping organization for achieving its goals and fulfilling the expectations from the employees. However all these endeavours and the outputs should be compatible with the organizational values and goals. When the expectations of employees and the organization are met optimally and the individual feels himself/herself as satisfied, then it is possible to mention on high level of individual performance. From these definitions, it can be mentioned that job satisfaction increases individual performance.

H1: The job satisfaction dimensions affect individual performance.

Locke (1976) and Oshagbemi (1999) defining job satisfaction as positive feelings and emotional attitudes against work and Vroom (1964) added to this definition that the working harmony provided from the job itself. Individual's positive attitude to the job proves that he/she has job satisfaction and vice versa shows that low degree job satisfaction or no satisfaction. According to Robbins et al. (2004), job satisfaction is individual's positive feelings about his/her job and its characteristic structure. In this sense, all components of the job are effective against the formation of job satisfaction. Knoop (1995) describes job satisfaction as general attitude towards the job and its sub-dimensions. Individuals will opt to continue at the same organization when they are satisfied and they will be loyal towards the organization, also they will feel normative commitment to the organization.

H2: The job satisfaction dimensions affect organizational commitment.

Organizational communication is the lifeblood and the heart of the organization. Communication channels are indispensable for the organization in terms of ensuring and processing of overall functioning of the organization with the certain harmony (Ker, 1998). According to Adalı (1997), communication is vital for organizations. An effective organizational communication system

should be built in order to maintain all necessary works of organization in a healthy way. If communication and human relations are not improved in the organization, the organization cannot achieve to the productivity and quality. So that it is quite important to ensure efficient exchange of information within the organization (Acet, 2006). Individuals who have knowledge on a number of different subjects which related with him/her, have healthy relations with the managers and also have been informed about details of the future perspective of the organization might brings high level of satisfaction.

H3: The organizational communication dimensions affect job satisfaction.

Individuals who has detected and absorbed the future projections of the organization and its goals, also having similar plans and ideals within his/her private life, matching his truths with the organizational policies will have more commitment towards the organization (Wiener, 1982). Having information on organizational issues reduces individual's risk expectations for the future (Knoop, 1995). This case will bring both side to share same targets and same view. When the individual has opportunity to express his/her ideas, has been informed on the organizational goals, has good relationship with his/her co-workers and managers, and receives feedback on his operational performance then it might be possible to mention about the individual commitment and a sense of belonging to the organization (Reilly and DiAngelo, 1990).

H4: The organizational communication dimensions affect organizational commitment.

The organizational communication can be formed easier when the organizational structure is extroverted, participatory and professionally structured and if organizational culture has been designed as supporting this base (Gurdal, 1997). Organizational culture is the reality resulting from the symbols, values and a meaning rather than individual cases. Organizational culture is the guidance which helping to the traditions to be continued with the harmony and also helping to the leadership for the transformation of organization. This guidance starts as a phenomenon and process with the organizational communication (Reilly and DiAngelo, 1990). Organizational culture provides a communication between the members. All informal messages, stories told among the employees, gossips, formal messages, slogans, organizational documents and public meetings could make sense with the operation of the communication process (Alamur, 2005). Organizational culture, as a result of the contribution to the basic principles of the organization might be considered that deeply affecting the structure of the organizational communication.

H5: The organizational culture dimensions affect organizational communication.

Organizational culture as a result of structural changes on the organization has an impact on individual job satisfaction. Individual expectations may differ in different organizations that have different cultural values. According to Stolp (1996), managers' belief to the organization, their job satisfaction degree, business forecasting and personal motivation might be positively affected when there is strong organizational culture background. Culture becomes one of the determinants of individual job satisfaction with the affect on the organizational characteristic structures. In the research, which has focused and tested the relationship between the organizational culture and the job satisfaction, it has proved that individuals that have weak satisfaction degree generally work in the organizations that have weak culture as well (Odom et al, 1990).

H6: The organizational culture dimensions affect job satisfaction.

More digital systematic backgrounds, which can be measured and evaluated such as performance and success, are applied to the organizations that are culturally qualified and outweigh men background (Hofstede, 1984). When it is considered that cultural differences might affect the dynamics of the organization and occurring some differences on the individuals' behaviours, it can also be thought that the individual performance might be affected by the organizational culture (Vroom, 1964). Researchers approaching to the culture with the pragmatic way tackling the culture as the basic key of the organizational integration, performance, productivity and efficiency and putting forward that culture can be changed and managed (Sisman, 2002). Different individual performance levels in the organizations of different countries might be considered as the affect of organizational culture on the individual performance.

H7: The organizational culture dimensions affect individual performance.

Organizations having strong cultural structure are the organizations that the relationship between individual and organization are more rigorous and more effective. The organizational commitment degree might be increased and the individuals may identify themselves as a part of the organization when they are internalizing the language, stories, ceremonies and some of the special factors of the organizations (Croucher et al, 2009). Individuals working in the organizations that have



strong cultural structure might have more commitment to the organizations as a result of absorbing the cultural values of the organization. According to Peters and Waterman (1987) the commitment can only be occurred with the organizational conditions which naturally motivating individuals. To ensure this condition, individuals must consider their work and the organization as valuable. This case might be achieved with a strong organizational culture.

H8: The organizational culture dimensions affect organizational commitment.

In the later part of the study, the above hypotheses were subjected to regression tests. The relationships among the all sub-dimensions were reciprocally tested in the research.

### *3.2 Item selection, Data Collection and Sample Characteristics*

The scales used in this study were repeatedly tested and analysed in terms of validity and reliability, and also used in various social science researches for measuring the organizational culture, organizational communication, organizational commitment and individual performance. A new scale developed by taking into accounts the cultural impacts for job satisfaction concept. Details on the scales used in this study, also dimensions, basic statistical figures and number of items are presented in Table-1.

Table-1 Detailed information about the questionnaires used

Scale Name	Cronbach's Alpha	Number of Items	Source	Dimensions
Organizational Culture	0.979	26	Hofstede (1984)	Individualism-Collectivism (6) Long-term orientation (6) Power distance (5) Uncertainty avoidance (5) Masculinity-Femininity (4)
Organizational Communication	0.980	24	Miles et. al. (1996)	Informing (6) Goal-setting (5) Critical communication (5) Primary relationships (4) Feedback (4)
Organizational Commitment	0.933	18	Meyer and Allen (1991)	Emotional commitment (6) Normative commitment (6) Continuance commitment (6)
Individual Performance	0.885	9	Schepers (2005)	Individual performance (9)
Job Satisfaction	0.989	30	Ozpehlivan and Acar (2015)	Job and working conditions (5) Management skills (5) Co-workers (5) External environment (5)

				Promotion (5)
				Pay (5)

The research scale consisting of a total of 106 questionnaires is applied to the companies which operating in the zipper industry in Turkey and Russia. Data that obtained from 699 employees of zipper field of textile industry from both countries is tested using validity and reliability methods via using confirmatory factor analysis procedures. In this context, 377 responses from Turkish companies and 322 responses from Russian companies were obtained. Filling by hand and using online system have been used for distributing and answering method of research survey. Measuring the organizational culture concept, Hofstede's (1984) cultural dimensions focusing to the effect of cultural differences on the individual's behaviours in different countries has used. Organization communication concept has been measured by using the scale that was developed by Miles et al (1996) and individual performance was measured by using Schepers' (2005) scale. Organizational commitment concept was measured with Meyer et al (1996)'s scale that was translated to Turkish and checked validity and reliability tests by Wasti (2000).

Instead of using stereotyped Job satisfaction scales that have been using by only translating from Anglo-Saxon cultures, it is thought that forming a new scale considering cultural differences as well might bring more rational and reasonable results to the research. In this context the researched has started with the pre-testing process. Then a new scale including 30 items has been prepared and applied to the 94 members of LASIAD (Laleli Industrialists and Businessmen Association). The dimensionalities of the 30 items were analysed using varimax factor analysis and at the end of varimax rotation, six factors had eigen-values greater than one. In the data reduction procedure those variables having a factor load of 0.500 and above were taken into account. At the principle factor analyses, the factor loadings of all items were significant and their scores were between 0.557 and 0.859. Upon examination of the errors variance, out of 30 variables, no variance was seen to have high scores. All 30 items separated to their estimated factorial components without any cross-loading that shows us that the measurement instrument has unidimensionality. Therefore no item was removed from the scale and we continued to the second order CFA. First order of PCA results in the research were CFI=0.796, NFI=0.689, TLI=0.778, IFI=0.799. It was seen that all figures are closer to the 1 (>0.50), and may be considered as reasonable level. However it was just pre-testing period and performing more pieces of sample would bring the numbers to the fitter degree.

In the next process, just as the other dimensions and concepts, job satisfaction and its sub-dimensions have tested by using 699 data. At this stage of the research, factor loadings of all items were significant and the scores were between 0.635 – 0.860. These numbers are sufficient in statistical science. To mention about the convergence validity, despite the views that these numbers should be greater than 0.700, it is not fully accepted by researchers. After investigation the error variance, no

existing variables with a high error variance were observed. 30 variables and 6 components properly seated to the job satisfaction structural factor. Factor loadings are close to each other (0.635 to 0.860) and values are obtained pretty high. The findings were statistically significant ( $p < 0.001$ ). As for the model fitness values, the obtained results were GFI=0.839, NFI=0.860, IFI=0.885, TLI=0.875, CFI=0.885, RMSEA=0.074.

At the scale analysing process of the research for the organizational communication scale, it is seen that *goal-setting*, *critical communication* and *feedback* components are failed to obtain adequate values. According to the results, *informing* component is divided as *informing on individual issues* and *informing on organizational issues*. Finally the organizational scale has consisted three dimensions: *primary relationships* (4 items), *individual informing* (3 items) and *organizational informing* (6 items). The factor loadings were among 0.758 – 0.950 and the model fitness values were GFI=0.918, NFI=0.905, IFI=0.919, TLI=0.897, CFI=0.918, RMSEA=0.090.

As for the organizational culture concept, all 26 items were taken into the account on the factor analysing process and it has been seen that all 26 variables and 5 components properly seated to the organizational culture structural factor. The factor loadings were among 0.563 – 0.808 and the model fitness results were GFI=0,838, NFI=0,791, IFI=0,820, TLI=0,800, CFI=0,819 and RMSEA=0,083. In the light of these results, it has been accepted the validity of the organizational culture scale.

All 9 items of individual performance concept have been tested with the factor analysing methods and the obtained results showed that there are two dimensions that belong to the concept. One has been named as *basic performance* which individual considers himself as the employee that fulfils his duty within the framework of organizational expectations. The other is *success performance* that individual regards himself as the successful on his/her works. These two dimensions with the 9 items have been tested. The factor loadings were among 0.804 – 0.905 and the fitness values were GFI=0,934, NFI=0,885, IFI=0,897, TLI=0,857, CFI=0,896 and RMSEA=0,103 ( $p=0,000$ ). According to these values the validity of the individual performance scale has been confirmed.

Organizational commitment concept that has 18 items and 3 dimensions has tested for the validity of scale. Because of the low values and distributing to the different dimensions, 7 items have been removed from the scale. The rest 11 items have tested and the factor loading results were among 0.528 – 0.942. Also model fitness values were GFI=0,927, NFI=0,879, IFI=0,894, TLI=0,857, CFI=0,894 and RMSEA=0,094 ( $p=0,000$ ). According to these results the validity of the organizational commitment scale has been accepted and confirmed.

### ***3.3 Analyses Among the Dimensions***

In this section of the research, relationships among the dimensions that incorporated in this study are tested with the regression analyses. The results obtained are given below. At first, the relationship among job satisfaction and individual performance were tested.

Table-2 The effect of Job Satisfaction on the Individual Performance

The Independent Variables	Basic Performance			Success Performance		
	Standard Beta	t	p	Standard Beta	t	p
Job and working conditions	.273***	5.260	.000	.259***	5.052	.000
Management skills	-.058	-1.157	.248	-.038	-.757	.450
Co-workers	.062	1.329	.184	.158***	3.444	.001
External environment	.091*	2.027	.043	.070	1.582	.114
Promotion	1.28**	2.751	.006	.091*	1.992	.047
Pay	.014	.301	.764	.008	.171	.864

(\*p<0.05; \*\*p<0.01; \*\*\*p<0.001)

According to the results, it has been found out that the satisfaction on the job and working conditions, external environment and promotion dimensions effects individual's basic performance. Also job and working conditions, co-workers and promotion satisfaction effecting individual's success performance. In the light of these values hypotheses results are presented below.

Table-3 The effect of job satisfaction on the individual performance and the hypotheses results

The Independent Variables	Basic Performance		Success Performance	
	Hypothesis	Results	Hypothesis	Results
Job and working conditions	H1a	✓	H1g	✓
Management skills	H1b	X	H1h	X
Co-workers	H1c	X	H1i	✓
External environment	H1d	✓	H1j	X
Promotion	H1e	✓	H1k	✓
Pay	H1f	X	H1l	X

(\*p<0.05; \*\*p<0.01; \*\*\*p<0.001)

In the next process of the research, the effect of job satisfaction on the organizational commitment has been tested.

Table-4 The effect of Job satisfaction on the Organizational Commitment

The Independent Variables	Continuance Commitment			Normative Commitment			Emotional Commitment		
	Standard Beta	T	p	Standard Beta	t	p	Standard Beta	t	p
Job and working conditions	.130**	2.617	.009	-.017	-.319	.750	-.087	-1.546	.123
Management skills	.073	1.525	.128	-.032	-.602	.548	-.104	-1.914	.056

Co-workers	.079	1.775	.076	.087	1.808	.071	.047	.940	.347
External environment	-.062	-1.462	.144	.062	1.331	.184	.195***	4.044	.000
Promotion	.134**	3.022	.003	.067	1.377	.169	.129**	2.567	.010
Pay	.258***	5.909	.000	.248***	5.217	.000	-.004	-.090	.929
(*p<0.05; **p<0.01; ***p<0.001)									

As it is seen on the Table-4, job and working conditions, promotion and pay dimensions of job satisfaction are effecting the continuance commitment. Normative commitment is effected by pay dimension and emotional commitment is effected by the satisfaction of external environment and promotion. According to the research, hypothesis results are listed below.

Table-5 The effect of job satisfaction on the organizational commitment and the hypotheses results

The Independent Variables	Continuance Commitment		Normative Commitment		Emotional Commitment	
	H2	Results	H2	Results	H2	Results
Job and working conditions	H2a	✓	H2g	X	H2m	X
Management skills	H2b	X	H2h	X	H2n	X
Co-workers	H2c	X	H2i	X	H2o	X
External environment	H2d	X	H2j	X	H2p	✓
Promotion	H2e	✓	H2k	X	H2r	✓
Pay	H2f	✓	H2l	✓	H2s	X

In this part of study, the effect of organizational communication on the job satisfaction has researched. The results are presented in Table-6.

The Independent Variables	Job and working conditions		Management skills		Co-workers		External environment		Promotion		Pay	
	Results	Results	Results	Results	Results	Results	Results	Results	Results	Results	Results	
Informing on individual issues	H3a	✓	H3d	✓	H3g	✓	H3j	✓	H3m	✓	H3p	X
Primary relationships	H3b	✓	H3e	✓	H3h	✓	H3k	X	H3n	✓	H3r	✓

Informing on organization al issues	H3c	✓	H3f	✓	H3i	✓	H3l	X	H3o	✓	H3s	✓
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Table-6 The effect of organizational communication on the job satisfaction

According to the research results, all organizational communication dimensions affect job and working conditions, management skills, co-workers and promotion dimensions. Informing on individual issues effects satisfaction on the external environment. Pay satisfaction is effected by primary relationships and informing on organizational issues. Referring to above information, the hypothesis results are presented in Table-7.

Table-7 The effect of organizational communication on the job satisfaction and the hypotheses results

The Independent Variables	Job and working conditions		Management skills		Co-workers		External environment		Promotion		Pay	
	$\beta$	p	$\beta$	p	$\beta$	p	$\beta$	p	$\beta$	p	$\beta$	p
Informing on individual issues	.267***	.000	.197***	.000	.152***	.000	.247***	.000	.151***	.000	.012	.766
Primary relationships	.185***	.000	.210***	.000	.245***	.000	.082	.079	.275***	.000	.212***	.000
Informing on organizational issues	.144***	.002	.310***	.000	.122*	.012	.038	.456	.231***	.000	.379***	.000

(\*p<0.05; \*\*p<0.01; \*\*\*p<0.001)

The effects of organizational communication on organizational commitment are presented in Table-8.

Table-8 The effect of organizational communication on the organizational commitment

The Independent Variables	Continuance Commitment			Normative Commitment			Emotional Commitment		
	Standard Beta	t	p	Standard Beta	t	p	Standard Beta	t	p
Informing on individual issues	.062	-1.494	.136	.006	.131	.896	.000	-.020	.984
Primary relationships	.011	.250	.803	.153***	3.298	.001	-.055	1.127	.260
Informing on organization al issues	.458***	9.847	.000	.214***	4.199	.000	-.056	-1.037	.300

(\*p<0.05; \*\*p<0.01; \*\*\*p<0.001)

The results show that informing on the organizational issues affecting continuance commitment and normative commitment. Normative commitment is also affected by primary relationships dimension. There is no relationship found among the other dimensions. Following these results, the hypothesis results can be seen in Table-9.

Table-9 The affect of organizational communication on the organizational commitment and the hypothesis results

The Independent Variables	Continuance Commitment		Normative Commitment		Emotional Commitment	
	H4	Result	H4	Result	H5	Result
Informing on individual issues	H4a	X	H4d	X	H4g	X
Primary relationships	H4b	X	H4e	✓	H4h	X
Informing on organizational issues	H4c	✓	H4f	✓	H4i	X

In this part of the study, the effect of organizational culture on the other concepts and dimensions are tested. The first concept which is considered that been affecting by organizational culture is organizational communication. The results of the inter-dimensional comparisons can be seen in Table-10.

Table-10 The effect of organizational culture on the organizational communication

The Independent Variables	Informing on individual issues			Primary relationships			Informing on organizational issues		
	$\beta$	t	p	$\beta$	t	p	$\beta$	t	p
Individualism collectivism	.012	.288	.773	-.036	-.840	.401	-.026	-.570	.569
Long-term orientation	.312***	7.174	.000	.212***	4.863	.000	.184***	4.019	.000
Power distance	.031	.817	.414	.020	.534	.594	.055	1.383	.167
Uncertainty avoidance	.095*	2.416	.016	.079*	1.995	.046	.145***	3.510	.000
Masculinity femininity	.185***	4.675	.000	.339***	8.531	.000	.188***	4.524	.000

(\*p<0.05; \*\*p<0.01; \*\*\*p<0.001)

According to research results, long-term orientation, uncertainty avoidance and masculinity-femininity dimensions of organizational culture affection all organizational communication dimensions.

There is no affect of individualism-collectivism, power distance dimensions found among the organizational communication dimensions. The hypothesis results can be seen in Table-11.

Table-11 The affect of organizational culture on the organizational communication and the hypothesis results

The Independent Variables	Informing on individual issues		Primary relationships		Informing on organizational issues	
	H5	Results	H5	Results	H5	Results
Individualism collectivism	H5a	X	H5f	X	H5k	X
Long-term orientation	H5b	✓	H5g	✓	H5l	✓
Power distance	H5c	X	H5h	X	H5m	X
Uncertainty avoidance	H5d	✓	H5i	✓	H5n	✓
Masculinity feminity	H5e	✓	H5j	✓	H7o	✓

It is predicted that the organizational culture is affecting the individual's job satisfaction. In this context, the affect of organizational culture dimensions on the job satisfaction dimensions are tested. The results can be seen in Table-12.

Table-12 The effect of organizational culture on the job satisfaction



According to the results, individualism-collectivism dimension affects job-working conditions, management skills, co-workers, external environment and pay dimensions of job satisfaction. Long-term orientation dimension affects all dimensions of job satisfaction concept. Power distance dimension affects co-workers, promotion and pay. Uncertainty avoidance affects job-working conditions, promotion and pay dimensions. Masculinity-femininity dimension affects only management skills and pay dimensions of job satisfaction. In the light of Table-12, the hypothesis results can be presented in Table-13.

The Independent Variables	Job-working conditions		Management skills		Co-workers		External environment		Promotion		Pay	
	$\beta$	p	$\beta$	p	$\beta$	p	$\beta$	p	$\beta$	p	$\beta$	p
Individualism collectivism	.149***	.000	.157***	.001	.168***	.000	.291***	.000	.018	.683	-.119**	.008
Long-term orientation	.279***	.000	.151***	.001	.252***	.000	.343***	.000	.186***	.000	.154***	.001
Power distance	.064	.084	.019	.640	.143***	.000	.072*	.045	.256***	.000	.218***	.000
Uncertainty avoidance	.153***	.000	.080	.055	.040	.331	.056	.126	.103*	.012	.170***	.000
Masculinity femininity	.072	.060	.121**	.004	-.074	.073	-.071	.055	.311	.311	.150***	.000

(\*p<0.05; \*\*p<0.01; \*\*\*p<0.001)

Table-13 The affect of organizational culture on the job satisfaction and the hypothesis results

The Independent Variables	Job-working conditions		Management skills		Co-workers		External environment		Promotion		Pay	
	H6	Reulsts	H6	Reulsts	H6	Reulsts	H6	Reulsts	H6	Reulsts	H6	Reulsts
Individualism collectivism	H6a	✓	H6f	✓	H6k	✓	H6p	✓	H6v	X	H6ac	✓
Long-term orientation	H6b	✓	H6g	✓	H6l	✓	H6r	✓	H6y	✓	H6ad	✓
Power distance	H6c	X	H6h	X	H6m	✓	H6s	✓	H6z	✓	H6ae	✓
Uncertainty avoidance	H6d	✓	H6i	X	H6n	X	H6t	X	H6aa	✓	H6af	✓
Masculinity femininity	H6e	X	H6j	✓	H6o	X	H6u	X	H6ab	X	H6ag	✓

In this part of the research, the effect of organizational culture on the individual performance is tested. The affect of organizational culture on the individual performance can be seen in Table-14.

Table-14 The affect of organizational culture on the individual performance

The Independent Variables	Basic performance			Success performance		
	Standard Beta	t	p	Standard Beta	t	p
Individualism collectivism	.193***	4.642	.000	.153***	3.553	.000
Long-term orientation	.209***	4.959	.000	.224***	5.142	.000
Power distance	.225***	6.078	.000	.243***	6.358	.000
Uncertainty avoidance	.168***	4.405	.000	.029	.746	.456
Mascunity feminity	-.097*	-2.527	.012	-.006	-.158	.874

(\*p<0.05; \*\*p<0.01; \*\*\*p<0.001)

According to the results obtained from the research, all dimensions of organizational culture affects individual's basic performance and apart from uncertainty avoidance and mascunity-feminity dimensions all other dimensions of success performance are affected by organizational culture. From this point of view, the hypothesis results can be seen in Table-15.

Table-15 The affect of organizational culture on the individual performance and the hypothesis results

The Independent Variables	Basic performance		Success performance	
	Hypothesis	Result	Hypothesis	Results
Individualism collectivism	H7a	✓	H7f	✓
Long-term orientation	H7b	✓	H7g	✓
Power distance	H7c	✓	H7h	✓
Uncertainty avoidance	H7d	✓	H7i	X
Mascunity feminity	H7e	✓	H7j	X

It is predicted that the organizational culture affects individual's organizational commitment. In this part of the research the affect and the research results can be seen in Table-16.

Table-16 The affect of organizational culture on the organizational commitment

Independent Variables	Continuance Commitment			Normative Commitment			Emotional Commitment		
	β	t	p	β	t	p	β	t	p
Individualism collectivism	.078	1.711	.088	.109**	2.580	.010	.129**	2.836	.005
Long-term orientation	.202***	4.382	.000	.051	1.191	.234	.003	.066	.947
Power distance	.198***	4.903	.000	.338***	9.045	.000	.272***	6.741	.000
Uncertainty avoidance	.045	1.092	.275	-.019	-.482	.630	-.014	-.333	.739
Mascunity	-.004	-.086	.931	.178***	4.574	.000	.099*	2.370	.018

feminity									
(*p<0.05; **p<0.01; ***p<0.001)									

According to results, continuance commitment is affected by long-term orientation and power distance, normative commitment is affected by individualism-collectivism, power distance and masculinity-feminity dimensions and emotional commitment is affected by individualism-collectivism, power distance and masculinity-feminity dimensions. In the light of these information, hypothesis results can be seen in Table-17.

Table-17 The affect of organizational culture on the organizational culture and the hypothesis results

The Independent Variables	Continuance Commitment		Normative Commitment		Emotional Commitment	
	H8	Result	H8	Result	H9	Result
Individualism collectivism	H8a	X	H8f	✓	H8k	✓
Long-term orientation	H8b	✓	H8g	X	H8l	X
Power distance	H8c	✓	H8h	✓	H8m	✓
Uncertainty avoidance	H8d	X	H8i	X	H8n	X
Masculinity feminity	H8e	X	H8j	✓	H8o	✓

#### **4. Results and discussions**

Businesses consist of many different elements because of their natural structure. Due to power of the human impact, the human factor for the companies might be considered to be the most important of all in these situations. Because human itself can change, transform and able to exercise significant influence on the business success or failure. Therefore, when the human and the behavioural characteristics of the individual are analysed, then may be obtained general predictions on the present and future of the businesses. One of the purposes of this research is to explain the human factor and cultural impacts on the organizational concepts. Starting from this perspective, organizational culture, organizational communication, job satisfaction, organizational commitment and individual performance concepts have been included in this study.

Organizational culture in terms of the affect on individual behaviours has been playing an important role in the shaping of the business activities. According to the research, it has been seen that the organizational culture affects all organizational concepts used in this study. In the enterprises with different cultural values, the satisfaction and the performance of individuals also vary. This case might be explained by the effect of having different cultural aspects of individuals. According to the research

results, it has been observed that individuals with high levels of job satisfaction are also presenting higher individual performance and communication level. Individuals with a high level of communication degree in the organizations working with the higher organizational commitment degree and they are more satisfied than others. This case shows that the organizational concepts that affecting the individual and their behaviours are interrelated with each other. Improvements on any of these concepts might bring similar differences on the degree of other concepts. Thus, the relationship among the concepts and the obtained results might be seen important for both the business world and the academic field.

This research has been prepared in the light of data that obtained from the enterprises operating in manufacturing field in Turkey and Russia. For the comparison of results, collecting data from different countries and different sectors may be considered useful also for the future perspectives. In addition, examining the relationships among the different concepts and their dimensions can bring more important and remarkable results. In this respect, it is recommended maintaining and differentiation of the research processes to the researchers that focusing on these subjects.

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