



The Effects of Organizational Hierarchy, Culture and Organizational Climate on Organizational Commitment in Banking Sector of Azerbaijan

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Abstract

Organizational commitment enables employees to form an identity unity with the organization, establish long-term relationships, adopt the goals of the organization and work with enthusiasm, and encourage employees to exhibit the desired behaviors towards the goals of the organization. The high level of organizational commitment of the employees leads to many positive results such as the decrease in the rate of turnover in the organization, the increase in the performance of the employees, and the greater participation of the employees in the beneficial activities within the organization. Considering direct contributions of banking sector to the country's economy, the efficiency, productivity and profitability of the banking sector and employees in the banking sector is a very important issue for Azerbaijan, and in this context, it is thought that it is very important to examine the Azerbaijani banking sector in terms of organizational culture, climate, and commitment in the research.

The subject of the thesis is determined as the impact of organizational hierarchy culture and organizational climate on organizational commitment in employees. Based on various studies on organizational commitment, within the scope of this study, the concept of organizational commitment was discussed in three sub-dimensions as an emotional, continuance, and normative commitment within the framework of Meyer and Allen's (1997) approach. The hypotheses developed later in the research were examined by simple linear regression analysis. Within the framework of the hypotheses, first of all, the effects of organizational culture and then organizational climate on organizational commitment and its sub-dimensions are discussed. As a data collection tool, survey application was carried out between 01/03/2022 – 20/04/2022. The survey application was filled in digitally distributing the questionnaire to the individuals employed in the Banking Sector in Azerbaijan.

6 hypotheses out 7 were justified as a result of bivariate regression analysis, and it was concluded that organizational culture perceptions of the employees are "strong", organizational climate perceptions are "positive" and organizational commitment levels are "high". The type of commitment that employees have the most is continuance commitment.

Keywords: organizational commitment, organizational culture, hierarchy culture, organizational climate, banking sector

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1. Introduction

1.1 Research Subject

With the existence of human beings, they come together with other people and establish organizations to realize a certain purpose, to feel safe, to meet the need for social life, and thus to continue their life. Today, where there are countless organizations in different sectors, rapid changes are experienced in almost every field, including technological, economic, social, cultural, and structural, and the organizations that people come together for economic or social reasons are also affected by these changes. In today's world, where change is seen at a dizzying speed, the importance of human resources has gradually increased in order for organizations to continue their existence, to be successful, and to gain a competitive advantage. Therefore, organizations today attach great importance to protecting their existing human resources and increasing their commitment to the organization they work for (Obeng & Ugboro, 2003)

Organizational commitment is defined as the belief of the employees in an organization about realizing the vision of the organization, adopting the values of the organization, and the need to be a part of that organization (Herscovitch & Meyer , 2002). Organizational commitment enables employees to form an identity unity with the organization, establish long-term relationships, adopt the goals of the organization and work with enthusiasm, and encourage employees to exhibit the desired behaviors towards the goals of the organization (Nguyen, 2020). The high level of organizational commitment of the employees leads to many positive results such as the decrease in the rate of turnover in the organization, the increase in the performance of the employees, and the greater participation of the employees in the beneficial activities within the organization (Herrera & Heras-Rosas, 2021).

Another factor associated with organizational commitment is organizational climate. Organizational climate is defined as a structure consisting of dimensions that include the social structure of an organization, including beliefs, values, and norms of employees in the organization (Owens, 2002). Organizational climate is a psychological concept that employees feel, has a continuous, stable, and unchanging quality, affects employee behaviors, and is affected by employees, which cannot be seen concretely but is perceived by employees (Bitsani, 2013). Depending on the fact that the organizational climate differs according to the individual who understands it, the organizational climate can differ as much as the number of employees.

In the light of the mentioned points, the subject of this study has been determined as the impact of hierarchy culture and organizational climate on organizational commitment in the employees of the banking sector of Azerbaijan. The concept of organizational commitment was discussed in three sub-dimensions as an emotional, continuance, and normative commitment within the framework of Allan and Meyer's (1997) approach based on various studies on organizational commitment.

In the first part of the study, organizational culture, in the second part, organizational climate, and in the third part, a literature review on organizational commitment is included. In the fourth chapter, the method of the research is included. In the chapter, after the research model and hypotheses are stated, the research design and sample data are specified, the measurement tools used in data collection, and the issues regarding the data collection and analysis are explained. In the "Results" section, the findings related to the questions for which answers were sought in line with the aim of the research were revealed. In the last chapter, the findings will be evaluated in the light of the literature, the results will be presented, and suggestions made.

1.2 The Purpose of the Thesis

The main purpose of this research is to examine the effect of hierarchy culture in organizations and organizational climate on organizational commitment in the employees of banking sector of Azerbaijan. For this purpose, it is attempted to find answers for the following research questions:

1. What are the organizational culture (hierarchy culture) perceptions of the employees towards their institutions in the banking sector of Azerbaijan?
2. What are the organizational climate perceptions of the employees towards their institutions in the banking sector of Azerbaijan?
3. What is the organizational commitment of the employees towards their institutions in the banking sector of Azerbaijan?
4. Is there a statistically significant relationship between hierarchy culture and organizational climate perceptions of the employees of the banking sector of Azerbaijan and organizational commitment?

5. To what extent do organizational culture perceptions affect employees' organizational commitment in the banking sector of Azerbaijan?

6. To what extent do organizational climate perceptions affect employees' organizational commitment in the banking sector of Azerbaijan?

1.3 Banking Sector of Azerbaijan

Countries have their own structures in banking and financial fields. With the growing economy in Azerbaijan and the developments in the field of banking, it makes arrangements to strengthen its own financial structure and increase its international competitiveness. All transactions and services offered in the banking sector in the world's countries are also offered in Azerbaijani banks in an effective and advanced manner.

There are 26 banks operating according to the current data provided by the Central Bank of Azerbaijan (Central Bank of Azerbaijan, 2021). According to the data published on 30.01.2021, two of the banks operating in Azerbaijan in this period had a public ownership structure and twenty-four had a private ownership structure. Twelve of these banks have foreign capital in their capital. Seven of these banks are composed of foreign resources between 50% and all of their registered capital. Two of these seven banks are branches of foreign banks in Azerbaijan. Less than 50% of the registered capital of the five banks consists of foreign resources. Banks with branches of foreign banks in Azerbaijan are excluded from this study. Therefore, the target population of the study consisted of 20,000 individuals employed 24 banks.

With the practices that have continued since the 1980s, the open development model has been adopted in the real part of the economy, and financial liberalization has been applied in the financial part. In parallel with the development of technology, the widespread use of automation systems has diversified and increased the service and quality in banks. With these developments, the competitive environment in the banking sector has strengthened and the need for employees who contribute to the organization has increased even more. Issues such as determining the motivation, performance, and organizational commitment, ensuring interpersonal relations and communication, establishing the management organization, creating an effective organizational culture, developing the concept of "we", and realizing the restructuring have become an important factor for banks to compete and increase efficiency.

Considering their direct contributions to the country's economy, the efficiency, productivity and profitability of the banking sector and employees in the banking sector is a very important issue for Azerbaijan, and in this context, it is thought that it is very important to examine the Azerbaijani banking sector in terms of hierarchy culture, organizational climate, and organizational commitment in the research.

2. Understanding of Organizational Culture

Organizational culture, which has been widely used in management science since the 1980s, is a concept that has been discussed by various researchers under different titles after the 1930s. The concept of organizational culture first introduced in the literature through the articles "Common Culture" by Silwerzweig and Allen (1976) and "Research on organizational cultures" by Pettigrew (1979). In the early 1980s, with the works such as Deal and Kennedy's "Common Cultures", Ouchi's "Z theory" and Peters and Waterman's "Search for the Perfect", this concept started to come to the fore as one of the important topics of management and organizational behavior.

Thomas and Tung (2003) defined organizational culture as a logical process that provides a conceptual roadmap for shared values, beliefs, attitudes and the thoughts, interactions, perceptions, attitudes and behaviors of individuals in an organization. Organizational culture was defined by Hofstede (1980) as a whole logic programming that distinguishes the members of an organization from other organizational members (Abu-Jarad and Nikbin, 2010).

According to another definition, organizational culture is expressed as the set of assumptions that the organization has created or discovered in order to solve the problems that it may encounter during the process of external adaptation and internal integration (Schein, 1984).

Organizational culture contains the beliefs and values that determine the attitudes and behaviors of the employees, their efforts and initiatives at the workplace, and therefore the elements that significantly affect the performance of a business (Acaray & Kaleb, 2016). It is not possible to think of organizational culture independently of national culture. Because organizational culture creates a subsystem of national culture. In this context, Nelson (2000) expressed the concept of organizational culture as a phenomenon that emerges with the interaction of external and

organizational factors within the national cultural texture, is unique to that organization and has complex relations with each other.

2.1 Importance of Organizational Culture

Organizational culture is an important concept in shaping, developing, and protecting the attitudes and behaviors of employees in businesses and institutions. Organizational culture, which has an important role in determining the goals and strategies of the business, contributes to the increase of business success by facilitating the managers to follow the determined strategy (Aboramadan, Albashiti, & Alharazin, 2020).

The various benefits of the organizational culture that has developed over time in businesses can be listed as follows:

- Organizational culture has an important role in solving the problems faced by the employees or in seeing and accepting these problems as a part of the organization
- Organizational culture provides the promotion and continuity of the enterprise
- Organizational culture is of great importance in the training of managers
- Organizational culture has a great impact on the relations between employees in the enterprise. It is seen that the sense of "us" develops in businesses with a strong organizational culture
- Organizational culture also has an important effect on the resolution of conflicts within the enterprise. Problems can be solved more easily through the procedures and standards brought by the organizational culture.

2.2 Formation of Organizational Culture

In organizations, formation of organizational culture begins with the determination of values such as strategy, philosophy, or vision put forward by a leader or founder (Daft, 2015). The basic element of organizational culture is tradition and ideology. The vision, lifestyle, competitive spirit, and working style of the founding members and the functions of the organization have a cardinal role in the formation of the organizational culture (Joseph & Kibera, 2019). The values of the founding members or leaders appear as the practices of the employees.

One of the important factors in the formation of organizational culture is the environmental factor.

The effects of the external and internal environment of an organization are given below:

- The company's production or field of activity and its goals and objectives
- Beliefs and values of founding members
- Management approach of the business
- The structure of the enterprise and the level of formality
- The organization's perspective on subcultures
- The level of support, assistance, and communication that managers provide to employees
- Individual autonomy; level of responsibility and independence of the working personnel
- Risk tolerance; the level of encouragement of employees to take risks
- Expectation; the level of expectations for the success and performance of the employees
- Integration; encouraging all members of the organization to work in coordination with each other Control; employee monitoring system
- Identity and self; level of integrating themselves with the organization
- Prize; rewarding employees
- conflict tolerance; level of developing a critical perspective
- Communication; formal and informal level of communication
- It can be defined as the level of knowledge and technology.

The effects of the external environment are:

- Consumer groups
- State and laws
- Rivals and competition
- Structure of the sector in which the business operates
- It can be expressed as the cultural characteristics and structure of the society.

Internal and external environmental factors have a significant impact on formation and subsequent change of organizational culture. In addition, time management, crisis management, promotion processes, role modeling, physical environment (decor, clothing), job rotation, socialization process, in-house training, personnel recruitment process, human relations, information system are also important factors in the formation of culture (Manzara, 2016).

2.4 Items of Organizational Culture

The elements that make up the organizational culture have been interpreted in different ways by the researchers. The most common organizational culture elements in the literature are values, beliefs, norms, symbols, and technology. Values is the set of norms that shape the behaviors and

attitudes of individuals (Albano, Masino, & Maggi, 2005). Values are often not written but it directs all employees in the organization towards a common goal and is a guide in shaping their attitudes and behaviors.

Hofstede (1980) defines the values, which he considers as the basic building blocks of organizational culture, as the preference of one situation over another in view of the importance one attaches. Beliefs are formed from the thoughts of individuals against any event or thoughts about another individual's attitudes and behaviors. As the cultural values spread in the society and the proportion of those who adopt the value constitutes the majority, it becomes the belief of the society (Grief, 1994).

Norms is a set of rules that all individuals in the organization have to comply with and that ensure unity, solidarity, and solidarity in the organization. While norms are a reflection of values, they need to be supported by sanctions (Russel & Russel, 1992). Norms, which are a reflection of the attitudes and behaviors adopted by the employees to the rules and criteria, are the elements that affect the behaviors and attitudes within the framework of the organizational culture and ensure the institutionalization and strengthening of the system.

Symbols give positive messages about the values, beliefs, and assumptions adopted by the members of the organization. Symbols are pictures, objects, activities, and events that are meaningful for the members of the organization. Symbols are very important in terms of both forming the visible part of the existence of the organization and creating the external reflection of the corporate culture (Wijk & Jinchilescu, 2008). In addition, symbols enable individuals in the organization to meet at a common point while making them feel like a part of the organization outside the organization. Therefore, it also has an important effect on the strengthening of relations.

Technology is the material dimension of culture. Technology creates a physical, psychological and social space for individuals, so it affects the movements and relationships of individuals within the organization (Erdurmazlı, 2020).

2.5 Theories of Organizational Culture

When the literature is analyzed, it is observed that Hofstede Model, Cameron and Quinn Model, Denison Model, Deal and Kennedy Model, Handy and Harrison Model, Ouchi Model, and Peters

and Waterman Model are prominent among the models related to organizational culture. In this context, in this part of the study, these models are discussed in turn.

2.5.1 Hofstede Model of Culture

Social scientist Hofstede (1980), one of the well-known scientists of the Netherlands, conducted various studies on organizational culture in 40 countries and stated that organizational culture has five different variables. These variables are power conflict, individualism - collectivism, uncertainty avoidance, time orientation and masculinity - femininity.

- Power Conflict (Power Distance): Hofstede (1984) expressed power distance as acceptance level of the unequal distribution of power in the society as normal. Hofstede, in his work, included the view that "Power and inequality are the basic facts of a society and the whole society is not equal" (Hofstede, 2011).
- Individualism – Collectivism: In cultures where individualism is high, human relations are weak. In societies where individualism is dominant, people make an effort for themselves and their close relatives. In aggregates that have adopted pluralism, individuals attach importance to group membership. Individuals are expected to shape their behavior according to the interests of the group. In addition, the rights of individuals are protected by the group
- Avoiding Uncertainty: It is related to the extent to which uncertainty is avoided within the society or organization. This feeling has led individuals to stable institutions and certain beliefs. In societies where uncertainty avoidance is at a high level, strict rules and beliefs are strictly protected, and ideas and people that are not seen as normal are not tolerated (Erkmen, 2010).
- Time Orientation: It is about the short or long-term orientations of societies. In societies with a long-term orientation, individuals are patient and have long-term investments. In this sense, individuals are dynamic in their thoughts. Human relations are mostly determined by status. In societies with a short-term orientation, individuals assume the existence of an absolute truth and expect immediate results (Hofstede, 2011).
- Masculinity – Femininity: It is the association of roles with genders in terms of social behavior. In societies where masculinity is dominant, assertive facts such as money, ambition and success come to the fore. Individuals in this culture are thought to be more

self-confident, powerful and ambitious (Hofstede, 1997). In societies where femininity is dominant, more regularity, modesty, flexibility, interdependence of individuals, tolerance for weakness, benevolence, giving importance to quality of life, emotionality and equality come to the fore regardless of gender (Zemestani, 2014).

2.5.2 Cameroon and Quinn Model of Culture

In this model developed by Cameron and Quinn and based on this study, organizational culture was evaluated as a whole. In the model, the strategic management, dominant characters, leadership style and the values that hold the employees together within the organization were examined. In this organizational culture model, also known as the competitive values model, there are four types of culture such as Adhocracy, Clan, Hierarchy, and Market culture.

Hierarchy Culture: Organizations with a Hierarchy Culture are very structured. No matter what kind of change happens inside or outside the organization, policies and rules do not change easily in the culture of hierarchy. In organizations that have adopted the hierarchy culture, it is predetermined from whom the individuals will take orders, to whom they will be responsible and how they will do it (Erdem et al., 2010).

2.5.3 Denison Model of Culture

Emphasizing that there should be a harmony between culture, environment and strategy, Denison, taking environmental competition and strategic focus as criteria, examined organizational culture in four parts as harmony, duty, balance, and participation (Denison et al., 2006).

- **Adaptation Culture:** Adapting to environmental changes by developing new rules in line with the external environment and customer requirements is one of the basic norms of adaptation culture
- **Duty Culture:** It is thought that sharing the aims and strategies of the institution with the employees in the duty culture will contribute significantly to directing the employees to the determined target. This culture not only gives the employees a sense of meaning and purpose other than financial reasons, but also provides a clear roadmap for the organization and employees
- **Balance Culture:** Balance culture aims to create a stable and balanced environment in the organization. It is expected that efficiency will increase as a result of good supervision and

coordination. However, it is thought that an organizational environment that cannot be evaluated well will become dysfunctional

- Culture of Participation: In the culture of participation, the idea that organizational commitment will increase by ensuring that employees participate in decisions is dominant. Employees in organizations with this culture are expected to be more adaptable because of their ownership of the organization and external auditing is expected to decrease (Denison et al., 2006).

2.5.4 Deal and Kennedy Model of Culture

In the studies of Deal and Kennedy, it is emphasized that the environmental factor is very important in the success of businesses (Maximini, 2015). This organizational culture model has been examined in four different dimensions as Tough Man - Macho Culture, Process Culture, Bet on the Company Culture, and Work Hard - Play Hard Culture.

- Tough Guy - Macho Culture: It is the culture where decisions are made quickly and aggressively, feedback is fast; however, the risk is high. This culture, which is mostly encountered in areas such as the marketing sector and advertising unit, is a culture that focuses on rewarding success, although it has the view that success will be achieved through individual efforts (Erkmen, 2010)
- Process Culture: It is a type of culture where employees receive almost no feedback about the work they do, focus more on how the work is done, and the full and proper work of the employees is important rather than the work they do (Maximini, 2015)
- Work Hard - Play Hard Culture: Risk is low and feedback is fast (Schlezai, 2013). Competition is very high as it is low risk work. It is very important for this culture to have young talents in the system and to keep the feeling of excitement and competition alive. Retail companies, marketing, and fashion industry can be given as examples for this type of culture
- Bet On the Company Culture: Encountered in the aerospace industry, the oil industry, and the chemical and pharmaceutical industries, the environmental risk rate is high, but the feedback rate is low. In this type of culture, high-risk, and long-term investments are made (Kalter et al., 2013).

2.5.5 Handy and Harrison Model of Culture

Handy considers organizational culture as the norms that shape the thoughts, values and behaviors of employees. In Handy and Harrison's model of organizational culture: There are 4 types of culture: role culture (Apollo), power culture (Zeus), duty culture (Athena) and individual culture (Dionisus).

- **Power Culture:** It is the type of culture in which power is at the center and status, obedience and control come to the fore (Barbato, 2010)
- **Role Culture:** It is the type of culture in which authority and hierarchy are at the forefront. In role culture, roles come before people. In this culture, roles, rules, things to be done and job descriptions are predetermined. This type of culture is mostly encountered in the armed forces, family companies and micro enterprises (Kalter et al., 2013)
- **Task Culture:** It is the type of culture in which talent, work and project centeredness are prominent. Creativity, speed, and competition are important in this result-oriented culture type (Schlezai, 2013)
- **Individual Culture:** It is the type of culture in which the individual is at the center of the organization. In this type of culture, individuals do not work for the institution, but institutions work for the individual. Law firms, consultancy firms and architectural offices, where individuals get results with their skills. Knowledge and experience can be given as examples of this type of culture (Kalter et al., 2013).

2.5.6 Ouchi Model of Culture

McGregor developed the X and Y theories in the 1960s. According to this, in theory X, employees are lazy and do not care about the work and needs of the organization, while employees in theory Y are willing to work, motivated and focused on the success of the organization. Ouchi, on the other hand, put forward the Z theory after the X and Y theories. While more employees are evaluated in X and Y theories, the subject is approached sociologically in Z theory (Barney, 2004). The Z theory is derived from the principle of providing long-term employment and establishing a commitment between the organization and the employees. Professional development spans the long term. There is a strong collaborative culture in the organization instead of the formal hierarchy.

2.5.7 Peters and Waterman Model of Culture

In the book "In Search of Excellence" by Peters and Waterman (1982), eight outstanding features that distinguish these companies from others are mentioned, as a result of the research conducted on how companies that stand out, create value and are successful in international competition in the USA. These features are mentioned below (Morhead and Griffin, 1998):

- **Adherence to Action:** Adherence to action is the situation in which managers are quick to make decisions and take their decisions into action as soon as possible. Successful companies consistently make action-oriented decisions
- **Close Relationship with Customers:** Close relationship with customers means that companies are in close relationship with customers and listen to customers regularly and consciously. Customers are a source of information for companies about their current products, future releases, and more. Companies that are aware of this are superior in catching success
- **Supporting Entrepreneurship and Autonomy:** It is the situation where companies support creativity and innovation and reduce bureaucracy. Entrepreneurial activities and free thinking are encouraged in these companies, and individuals are encouraged to take risks and it is considered normal for them to make mistakes
- **Increasing Productivity with the Human Factor:** Increasing productivity with the human factor is the situation of increasing productivity by giving importance to the employees in the companies. The core value in these companies is the idea that 'seeing people with dignity and respect is not only necessary for success, but also essential'
- **Organization Managers Pay Close Attention to Their Jobs and Units:** It is the case that managers of successful companies take ownership of the job and follow the job closely
- **Organization's Commitment to What It Does Best:** It is the situation where organizations increase their success by focusing on what they do best
- **A Lean Style and Few Staff:** Organizations prefer fewer and better-quality managers instead of a large number of managers
- **A Tight and Loose Organizational Structure:** Employees work by believing in the values of the organization without being overwhelmed by the rules.

3. The concept of Climate Dimension

Organizational climate is a concept that emerged with the thought that the emotional aspects of individuals should also be taken into account in organizations and has started to attract attention by researchers since the 1950s (Can, 2016). The concept of organizational climate, which is frequently used in the organizational behavior literature, has gained a place in the field of interest of many disciplines because it is related to both the individual and the organization (Ural, 2014: 145). In this respect, it is seen that organizational climate is defined in different ways.

Organizational climate is the whole of the perception and perspective of the elements that make up the organization the institution's unique character, the development of behavior by individuals based on the effect of the environment on them and its reflection on the environment (Halis and Ulak, 2008) is defined as.

Organizational climate is expressed as “the situation where the internal environment of the organization is approved by the members, affected by the member behaviors, and the characteristic features can be defined by the members”. When the organizational climate is mentioned, the rules covering the individuals forming an organization, the behavior patterns and perceptions of these individuals are expressed (Giacomo, 2011).

The organizational climate creates the perceptions of the organization’s members about the organization in which they are involved, while the feelings, thoughts and behaviors of the individuals affect the organizational climate (Owens, 1987). Katz and Kahn (1978) stated in their study that organizations develop their own climate and that some rules, ethical principles, traditions and stereotyped behaviors are influential in this development process and pointed out that organizations transfer their value judgments and behavior patterns to the next, just like societies, thanks to their unique cultures. (Hernandez et al., 2010).

3.1 The Importance of Organizational Climate

Examining the concept of organizational climate in the fields of industry, management science, organizational behavior and organizational psychology is vital in means of influencing the attitudes, attitudes and feelings of employees towards work, as well as determining the prevailing atmosphere in an organization and defining the work environment (Siu, 2002; Sellegren, 2007). The concept of organizational climate is shaped by individual perceptions. While positive

perceptions and thoughts of the employees in the organization affect their behavior positively, negative perceptions and thoughts affect them negatively. Therefore, how employees perceive their work environment becomes important at this point (Doghan et al., 2009).

Another issue that makes the organizational climate important is that the studies to determine the organizational climate in institutions provide the management level of the organization with the opportunity to identify the problems of the employees and to learn their thoughts about the structure, functioning and practices of the organization. After determining the organizational climate, organizational managers communicate with their employees, they can be more interested in understanding and solving the problems within the organization. For this reason, climate research conducted within the organization maintains its importance for organizations.

Organizational climate has a functional quality for organizations. This functional feature provides organizations with the opportunity to determine an organizational climate suitable for their goals. In this sense, the notion of organizational climate is a functionality related to the values, attitudes, and behaviors of employees. Just as a barometer measures atmospheric pressure, the measurement in the organization will reflect the actual climate. In order for these measurements to reflect the reality, it is important to use a multi-organizational approach. This approach will enable the determination of the issues affecting the behavior of individuals in the organization (Bucak, 2002).

In addition, it is stated that an organizational climate where employees can freely express their thoughts, realize themselves, determine their own methods in reaching their goals, and find their work important and meaningful in an intensely competitive environment can positively trigger the creativity of employees in the organization (Lee, 2005).

3.2 Organizational Climate Dimensions

3.2.1 Litvin and Stringer's Organizational Climate Dimensions

Litvin and Stringer (1968) described organizational climate as the perceptions of individuals in their studies and evaluated the organizational climate in six dimensions within the framework of this approach. Responsibility, structure, reward and punishment, sincerity, risk taking, support, conflict, standards and organizational identity are explained below:

- **Responsibility:** It is defined as individuals' adoption and ownership of the work they do, being aware of the entire work process of the organization except their own work, and taking initiative in their work.
- **Structure:** An organization formed by individuals' perceptions of the rules and norms existing in the organization is defined as the climate dimension. The procedure, formal rules and regulations in the enterprise refer to the organizational structure
- **Reward and Punishment:** It is about how a reward and punishment system is established for the employees in the organization, the scope of the system and how it works
- **Sincerity:** The positive and sincere bilateral relations between the members of the organization and the relations between the units constitute the sincerity dimension of the organizational climate. Facts such as friendship, close relations, being loved and belonging constitute the sincerity dimension of the organizational climate
- **Risk Taking:** It refers to the limitations determined by the organization regarding the extent to which employees can take risks in their jobs
- **Support:** Perceptions of employees in the organization that they are supported cause them to feel more comfortable and safe, and therefore to exhibit positive attitudes towards the organization
- **Conflict:** this dimension is considered as the main construct of conflicts within the organization. When conflicts in the organization are managed in a controlled way, it leads employees to success, while uncontrolled conflicts cause failure
- **Standards:** refers to employees' perceptions of work-related performance standards. The high standards created by the organization create a source of motivation for the employees. Therefore, high standards positively affect the organizational climate
- **Organizational Identity:** It is about employees' commitment and their dedication to the organization.

3.2.2 Schneider's Organizational Climate Dimensions

In an article written by Schneider et al. (1996) on the launch of a new car in order to prevent the decline in the automobile market share of General Motors, the organization divided the climate dimensions into four groups and explained it by asking questions (Schneider et al., 1996: 9):

- The Nature of Interpersonal Relations: Is there mutual sharing and trust within the organization? Or is it work and insecurity? Is there competition between units in the organization or is it a sense of working together? Are newcomers blocked or supported?
- Nature of Hierarchy: Are decisions made by top management or by those affected by the decision? Is the competition personal or business related? Do managers have privileges separate from employees, such as a private dining facility or a private parking lot?
- Nature of the Job: Is the job boring or difficult? Are jobs rigidly defined or can they be adapted by those doing the job? Does the organization provide resources to employees to have the job completed?
- Focus of Support and Rewards: Are the purpose of the job and work-related standards sufficiently understood and shared among individuals? Are customer relations well supported? Are the quantity and quality of the work rewarded when done correctly? How does the recruitment process work and what are the criteria? How are employee rewards evaluated? How is the education process going?

3.2.3 Organizational Climate Dimensions of Zammuto and Krakower

Zammuto and Krakower (1991) examined the dimensions of organizational climate under six groups: trust, conflict, morale, reward, resistance to change, leader's reliability and being a scapegoat (Burton and Obel, 2004):

- Trust: Organizations where employees are sharing, open to communication and honest are organizations with high trust
- Conflict: In organizations where there is a conflict of belief, power and purpose among the members of the organization, there are conflicts and disagreements. This situation causes a high level of conflict within the organization
- Morale: The morale level is high in organizations where the employees' trust in the organization is high, and they are enthusiastic about the work they do
- Reward: It is the situation in which awards are distributed impartially and fairly to the members of the organization within the organization
- Resistance to Change: It is the situation where the employees do not want and accept the change in the organization. If the employees accept the change in the organization as

normal and get excited that "tomorrow will be different from today", the resistance of the members of the organization to change decreases

- **Leader's Reliability:** To the extent that employees trust the leader of the organization, they respect his decisions and actions
- **Being a Scapegoat:** If the employees believe that the responsibility can be transferred to someone else, it can be said that organization possesses with the high level of scapegoating. This situation can extend from management to employees and even outside the organization.

3.2.4 Organizational Climate of Jones and James

Jones and James (1979) discussed organizational climate in six dimensions in their study. These are the leader's facilitation and support, friendliness and warmth, the cooperation of the work group, conflict and uncertainty, the difficulty, importance and attractiveness of the work, professional and organizational spirit, and mutual trust (Jones and James, 1979):

- **Leader's Facilitation and Support:** These are leadership behaviors that facilitate the achievement of goals and support employees in all matters, thanks to a good plan and programming made by the leader
- **Collaboration, Sincerity and Warmth of the Working Group:** The relations between the members of the organization and the pride shared by the members constitute a dimension of the organizational climate
- **Conflict and Uncertainty:** Uncertainty in the division of labor, weak cooperation, poor communication and planning in management, ignorance about eliminating the problems of the employees and meeting their needs, inefficiency in the work plan, unfair rewarding, etc., constitute the conflict and uncertainty dimension of the organizational climate
- **Difficulty, Importance and Attractiveness of the Job:** The diversity of the task, the expected performance standards and high quality, the feedback of the job, the autonomy of the job constitute this dimension of the organizational climate
- **Professional and Organizational Spirit:** The externally perceived image of the organization and its growth potential constitute this dimension of the organizational climate
- **Mutual Trust:** Mutual trust occurs when managers and employees believe in each other.

3.3 Types of Organizational Climate

3.3.1 Halpin and Croft's Types of Organizational Climate

Halpin and Croft, conducted studies in many schools to determine the organizational climate in schools, and defined six different climate types related to organizational climate in their study. The different climate types in question adopted and used by many researchers. It is classified as open climate, independent climate, controlled climate, friendly climate, and is briefly explained below (John and Taylor, 1999):

- **Open climate:** Halpin and Croft defined this type of climate as a lively and energetic organization that meets the social needs of individuals and progresses in line with their goals. The harmony of managers and employees comes to the fore in this type of climate. Conflict is at its lowest. Employees have high job satisfaction. Managers and employees are proud to work together and take part in this organization
- **Independent Climate:** In this type of climate, there is a distance between the employees and manager. The level of control of the manager over the employees is low. Social needs and social satisfaction of employees are important
- **Controlled Climate:** Halpin and Croft described this type of climate as highly task-oriented and impersonal. There are no friendly relations between individuals as both manager and employees are focused on work. Despite this, there is motivation at the point of completing the tasks and fulfilling the responsibilities. Solidarity is very low. The manager is commanding and highly effective. The social needs of the employees are in the background (Akhun, 2000)
- **Friendly Climate:** relations between manager and employees are friendly. Social needs are given great importance. The manager acts with the approach of being a happy family (Danielson, 1998). There is no emphasis on efficiency in this type of climate. As a result, individuals do not need to work at full capacity.

3.3.2 Litvin and Stringer's Types of Organizational Climate

The most cardinal element in the formation of organizational climate types is leadership behavior. It is important in Litwin and Stringer's (1968) studies to clearly demonstrate that different leadership behaviors create different organizational climate types. Litwin and Stringer (1968) discussed the types of organizational climate that differ depending on the leadership characteristics

applied in an organization as autocratic, democratic and success-oriented climate. The said organizational climate types are explained below:

- **Autocratic Climate:** It is the type of climate where duties are defined precisely, and authority is exercised without compromise. All individuals have to perform in accordance with these definitions. Communication is vertical, in other words, individuals cannot communicate with superiors other than their own. Those who do not obey the rules of the organization are punished. In this organizational climate type, individuals react to this structure in the organization. Therefore, individuals' job satisfaction and productivity are low.
- **Climate Based on Democratic and Friendly Relations:** It is a type of climate based on mutual solidarity, group commitment and collaboration. In this type of climate, managers value employees and participate in decisions regardless of their level. The harmony between individuals in the organization is more important than the job. Various activities and meetings are held to strengthen the communication between individuals. Job satisfaction is high in this climate type, but productivity is moderate
- **Success Oriented Climate:** It is the type of climate in which working together and solidarity are dominant. High efficiency is at the forefront. Employees are encouraged to take responsibility and set personal goals. Innovative and creative works are supported. The personal achievements of the employees are rewarded with methods such as overpayment and promotion. As a result of this, it is thought that the performance of the enterprise and the commitment of the employees will be at a high level.

3.3.3 Wallach's Types of Organizational Climate

Wallach (1983) classified organizational climate types into three categories in his studies. These climate types determined by Wallach: bureaucratic climate, supportive climate, and innovative climate (Shadur et al., 1999):

- **Bureaucratic Climate:** In this type of climate, responsibility and authority are clearly defined. There are strict rules in the chain of command. It is based on power and there is effective job control (Ural, 2014). Bureaucracy also has some disadvantages. It can suppress the creativity and initiative of the employees. Individuals' thinking that practices

are useless and unreasonable can affect them negatively. In order to achieve success in today's organizations, supportive attitudes and behaviors are needed (Brooks, 2006)

- Supportive Climate: Wallach (1983) defined this type of climate as the continuation of values such as cooperation, socialization, trust, personal freedom, friendship and encouragement in harmony in the organization (Shadur, 1999). Employees' performance is a product of their abilities. It is important that they are supported and motivated to demonstrate their performance and talents. Supportive organizational climate includes all the support provided from managers, other units and other employees (Luthans et al., 2008)
- Innovative Climate: Wallach (1983) defined this type of climate as an organization type that is diligent, result-oriented, risk-taking, dominant, effective and entrepreneurial (Shadur et al., 1999). In organizations with an innovative organizational climate, new ideas are supported, and efforts are made to put ideas into practice. In order for this climate to occur, employees must feel in a free environment and have a strong commitment to the institution.

3.4 Organizational Climate Results

The organizational climate seems to be a concept related to important results within the scope of organizational behavior. In many studies carried out to date, it is stated that organizational climate has important consequences for organizations.

It is claimed that the organizational climate perceived by the employees causes various behaviors in the employees such job satisfaction, organizational commitment, motivation, quitting, and productivity (Berberoglu, 2018). In the study of Rozman and Strukelj (2019), it was determined that supportive organizational climate is determinant in employees' job commitment, job satisfaction, and intention to leave and that there is a decrease in turnover intention in a positively perceived organizational climate. In another study conducted by Zacher and Yang (2016) with the participation of chemical industry employees, it was determined that organizational climate dimensions were positively related to employee empowerment perceptions.

In a comprehensive study conducted by Kuenzi and Schminke (Maribeth & Marshall , 2009) regarding the organizational climate literature, it was determined that organizational climate results in individual, group, and organizational levels in organizations. Accordingly, organizational climate is individual-level job satisfaction, absenteeism, intention to leave, job

performance, and organizational commitment. It has been reported that it is related to results such as group performance, creativity, and support in the group at the group level, and sales performance, organizational productivity, and innovation process at the organizational level.

The positive perceptions of individuals will reflect positively on the organizational climate. A positive organizational climate perception brings high organizational climate efficiency in terms of businesses. In terms of employees, it improves their job satisfaction and motivation and increases their commitment to the organization (Permarupan, 2013).

4. Organizational Commitment

Today, one of the essential problems encountered by organizations is that the employees of an organization are not satisfied with their jobs and work environments. Ensuring that employees are satisfied with their jobs has now become one of the main purposes for organizations such as the production of goods/services. At the point of realizing this aim, the concept of organizational commitment, which means that employees adopt the goals of the organization and want to continue their existence in the organization, comes to the fore.

The notion of organizational commitment is a concept that attracts the attention of different fields such as social psychology, organizational psychology, and organizational behavior, similar to organizational climate. There exist multiple definitions of organizational commitment in the literature. According to Miller and Lee (2001) organizational commitment, individuals adopt the objectives and goals of an organization and make a high level of effort for the institution and do all these willingly. According to Allen and Meyer (1997), organizational commitment is the bond established between the organization and the organization that minimizes the possibility of employees leaving the job voluntarily, and their obligation to stay in the institution. In another study, Becker et al. (1995) defined the concept of organizational commitment under three headings. Accordingly, organizational commitment:

- willingness to stay at the institution in the future
- it is the willingness to make superior effort on behalf of the institution
- adopting as well as believing in the goals, objectives, and values of the institution.

On the other hand, Buchanan (2000) defines organizational commitment as "employees' identification with corporate values and goals and feeling of responsibility without expecting any reward from the organization to realize these goals". Organizational commitment determines the

psychological commitment of the employee, which includes elements such as belief in organizational values, loyalty, and participation in the organization, and causes the person to devote himself to the organization and to give himself completely to the work. This situation provides the development of behaviors such as the superior effort of the employees, self-development effort, loyalty to the organization, cooperation with other employees, openness to change, pride in their abilities, attention to detail, and trust.

The common feelings, thoughts, and beliefs in the organization are also adopted by the new members of the organization (Mullins, 2007). In other words, it is within the scope of organizational climate that employees accept the value judgments of the organization and adopt its goals. Organizational climate, which is also expressed as the personality of a business, is a psychological concept that distinguishes the business from other businesses and has a great impact on employees.

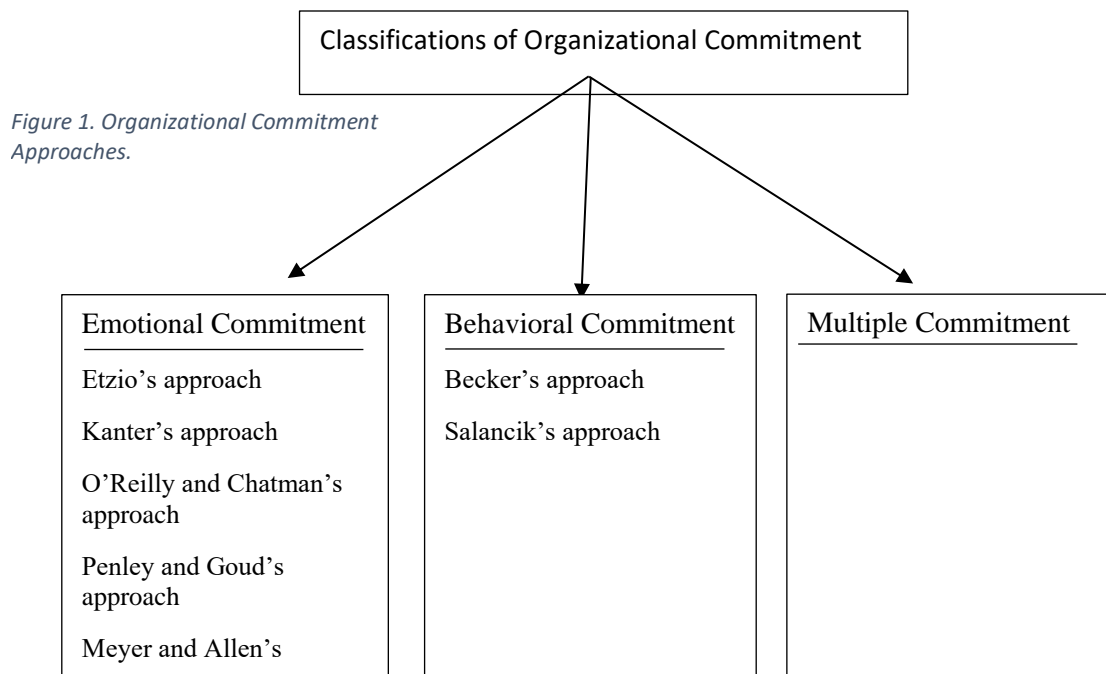
4.1 Importance of Organizational Commitment

Organizations need to be stronger than its rivals to be able to gain a competitive advantage and be successful in an environment where competition is increasing. In a study conducted by Mercurio (2015), it is stated that organizations can be different and stronger than other organizations by using human resources effectively. Organizations' understanding of the significance of the employee factor in order for the organization to be successful has led to the human-oriented work of the organizations. Employees will develop their sense of responsibility and increase their productivity thanks to their commitment to the organization. As a result, employees who possess strong organizational commitment may contribute to their organizations positively.

Organizations aim to amplify employees' commitment to the organization in order to reduce the costs caused by the high turnover rate of the employee and to ensure that the business relationship with the employees is stable (Allen and Meyer, 2004). Employees who experience strong commitment to the organization are far from negative behaviors such as absenteeism and quitting. These employees try to act with the organization on good and bad days of the organization, spend most of their time in the workplace, share the values and goals of the organization, and work with a sense of duty. Employees who act with this awareness provide great benefits to the organization in every sense.

4.2 Organizational Commitment Approaches

There exist multiple classifications of organizational commitment approaches in the literature. This diversity stems from the different interpretations of organizational commitment by social psychologists and behavioral scientists. While social psychologists examine organizational commitment in terms of behavioral commitment, it is seen that organizational behaviorists focus on attitudinal commitment. Organizational commitment is generally categorized into three basic approaches in the literature: attitudinal, behavioral and multiple commitment. Organizational commitment approaches put forward by various researchers are classified under these three basic categories as presented in Figure 1.



4.2.1 Organizational Commitment Approach

Attitudinal commitment, which is defined as the identification of employees with an organization and their relative power of participation, is characterized by the following three aspects (Mathieu & Zajac, 1990):

- A strong belief in the organization's values and goals
- Desire to put more effort into the goals and values of the organization
- A strong wish to continue being a member of the organization.

4.2.2 Behavioral Commitment Approach

The attitudinal commitment approach is mostly focused on by studies in the organizational behavior field, while the behavioral commitment approach is generally focused on by social psychologists. Behavioral commitment approach is handled as the expression of commitment or behaviors beyond normative expectations. Behavioral commitment approaches have been developed based on attitudinal approaches. Behavioral commitment is developed based on the behavior of the individual rather than the organization. E.g. After the employee develops a behavior in the organization, he continues his behavior under the influence of some factors, and after a while, he is connected to this behavior. Over time, he develops attitudes and behaviors that are suitable for his behavior and justify it. This situation causes the behavior to be repeated (Meyer and Allen, 1991).

4.2.3 Multiple Loyalty Approach

Attitudinal and behavioral commitment approaches are handled as commitment to the whole organization, and multi-dependency approach is handled as a different level of commitment to different elements (Balay, 2000). In the multiple commitment approach, it is stated that employees will show different levels of commitment to internal and external factors such as their work, the organization, customers, colleagues and managers (Becker et al., 1995). The multiple commitment approach is derived from the principle that organizational commitment emerges as the whole of the multiple commitments of internal-external factors that make up the organization.

The multiple commitment approach argues that one person's commitment to the organization may differ from another person's commitment to the organization. While the reason for one's commitment to the organization is his close interest in the employees of the organization, it may be that he is marketing quality products at affordable prices for another (Reichers, 1985). Reichers emphasizes that individuals in the organization can feel commitment for different reasons. The external and internal environment of the organization creates different effects on the employees. While coworkers have a place in the commitment of the employees to the organization, managers have a role in another employee's commitment. Employees are connected to the organization in different ways.

4.2.4 Allen and Mayer's Three-dimensional Organizational Commitment Approach

Although there are many approaches related to organizational commitment in the literature, it is seen that Allen and Mayer's "Three-Dimensional Organizational Commitment Approach" is the most accepted approach. In their study, Allen and Mayer (1984) revealed two types of commitment: "emotional commitment", which occurs when the individual feels himself belonging to the organization and identifies with the organization, and "continuance commitment", which occurs with the thought that the individual will experience difficulties if he leaves the organization. In a new study they conducted in 1990, they added the "normative commitment" created by the perception of the individual to stay in the organization to these two types of commitment, and they revealed the three-dimensional commitment approach.

- **Emotional Commitment:** In this type of commitment, individuals identify themselves with the organization, participate willingly in the activities of the organization and establish an emotional bond with the organization (Bergman, 2006). For the formation of emotional commitment, it is important to have an environment in the organization where goals and roles are clear, relations between individuals are sincere, information flow and feedback are continuous, new ideas can be discussed, empowerment and participation in decisions are ensured. Affective commitment means much more than the passive obedience of employees in an organization. Employees who exhibit emotional commitment sincerely consent to make some self-sacrifice for the organization to be better (Cengiz, 2002). In addition, it is stated that the motivational source of emotional commitment is intrinsic motivation. Employees in this kind of commitment are anticipated to conduct business more efficiently as a result of loving the organization they are a member of (Allen & Meyer, 1997).
- **Continuance Commitment:** Allen and Meyer (1997) define it as the desire of individuals to stay in the organization as a necessity, considering the costs and negativities that will be brought to the business in the occasion of leaving the organization. Workers are committed to the organization due to the limited opportunities of the alternative job, as well as the fear of losing the benefits they have gained during their time in the organization, such as the ability, seniority, status and retirement right, friendship relations and the environment they have gained when they leave the organization. The main reason why employees want to continue to be in the organization is not the loyalty they feel towards the organization, but

the fact that they cannot afford the material and moral difficulties they will encounter when they leave (Allen and Meyer, 1991).

- Normative Commitment: It is the desire of individuals to continue their existence in the organization due to the moral obligation they feel with loyalty and duty consciousness (Makeieva, 2014). It can be described as the feeling of indebtedness of the workers towards the organization as a result of the training, personal development and motivations that the organization provides for the employees and the effort spent. In normative commitment, individuals continue to stay in the organization as an obligation because they believe that this is the morally right thing for their own interests.

4.5 Factors Affecting Organizational Commitment

In an organization, it is very important for the manager to be aware of the factors that increase or decrease the employees' organizational commitment. In the relevant literature, it can be observed that there are many factors that affect the employees' organizational commitment. Within the scope of this thesis, organizational commitment factors are handled in two separate groups as personal and organizational factors.

4.5.1 Demographic Factors

Personal factors are one of the essential elements in the formation of commitment to the organization. Since organizational commitment is primarily related to the employee himself, naturally, personal factors come first among the factors affecting the level of organizational commitment.

One of the personal characteristics affecting the organizational commitment of employees is gender. In some studies, it has been reported that depending on the traditional mother and spouse roles, women's organizational commitment, especially the emotional commitment dimension, will be less than men's (Dratov, 2011). Similarly, Kassie (2012) argues that organizational commitment of female employees is lower than male's due to the fact that they attach more importance to family life and their expectations of roles, duties and careers in their organizations are relatively lower. On the other hand, Tayfun et al. (2008: 6) on the other hand, thinks that women who face more discrimination in business life may have more organizational commitment to hold on to their jobs.

Another personal factor associated with organizational commitment is the age of employees. Some researchers have stated that people will exhibit normative commitment due to the fact that there are fewer job alternatives with advancing age and the cost of leaving the organization is high. Allen and Meyer (1991) commented that as the duration of the employee in the organization increases, the probability of obtaining a better job position will increase, and therefore the organizational commitment of the employees will be higher. Similarly, it is thought that due to the high job satisfaction of an older employee based on his position in the organization, their commitment may be higher than younger employees (Onay et al., 2006).

It is thought that the marital status of the employees is one of the personal factors affecting organizational commitment. In various studies in the literature, it has been determined that married employees exhibit more organizational commitment than singles (Lovelley, 2006). The underlying reason for this is that married employees are more sensitive than single employees in terms of continuing to work with the idea of economic responsibility.

Another personal factor associated with commitment to the organization is the psychological contract between the employee and the organization, which is not written but includes the rules they have to abide by. The psychological contract is explained as the expectations of the individual and the organization from each other. These expectations are not just about the amount of work and pay, but also all the rights, privileges and obligations between them. With the psychological contract, the productivity and job satisfaction of the employee increases. This situation causes high organizational commitment on the employee. The working time of the employees in the organization is also related to organizational commitment. In many studies, it has been stated that as the working time in the organization increases, the commitment of the employees to the organization will be higher (Lovelley, 2006).

4.5.2 Organizational Factors

When the literature is analyzed, it can be observed that various factors related to the organization are also effective on the commitment of employees to the organization. The prominent ones among these factors are briefly explained below:

- **Management Style:** It is an important factor affecting organizational commitment. Issues related to the management style such as the respect of the employees by the company, their

participation in decisions, their appreciation, their trust in the management, and a flexible, participatory and understanding management underpin the employees' organizational commitment (Davran, 2014).

- Nature and Importance of Job: factors related to job quality that affect organizational commitment and elements such as the job's motivation to the employee, the degree of difficulty of the job, the level of responsibility and authority, and the feedback of the job can be listed. Giving the employee the authority and responsibility to plan, supervise and organize about his job increases employees' organizational commitment.
- Salary Level: It is an important factor affecting organizational commitment. The level of pay increases the attractiveness of the job. Pay is an essential element in ensuring the commitment of senior personnel to the organization (Balay, 2000).
- Form of Supervision: Employees' commitment to the organization is weak in oppressive organizations where employees do not participate in decisions, individuals are not given responsibility, and there is strict control. To be able to increase the employees' organizational commitment, the managers should support the employees, not oversee every job they do, trust them and control them only when necessary, and ensure that the employees take the initiative (Gundogan, 2009).
- Organizational Justice: The idea that employees take part in a fair and just organization increases their commitment to the organization (Toremeh, 2001).
- Organizational Awards: Since the awards mean the employee's performance is appreciated, knowing that the effort made for the employees is noticed by the management is an element that increases their commitment to the organization (Barutrugil, 2004).
- Teamwork: Relationships between individuals in a team affect organizational commitment (Leiter and Maslach, 1988).
- Role Ambiguity and Conflict: Employees' lack of full knowledge of job descriptions and role uncertainties in the organization negatively affect employees' commitment to the organization.

4.6 Summary of Organizational Commitment

When the literature is analyzed, organizational commitment has positive and negative consequences depending on various factors. The lack of organizational commitment can lead to

the development of behaviors such as low performance, absenteeism, being late for work, organizational failure and leaving the job. In their study, Kim and Chang (2014) found that there is a negative correlation between commitment to the organization and their intention to leave. Thanacoody and Barley (2014) concluded that there is a negative correlation between employees' turnover intention and emotional commitment.

Studies exhibited negative correlation between commitment to the organization and employee absenteeism. Meyer et al. (2003) and Punnett et al. (2008) concluded in their studies that absenteeism is higher in employees with low organizational commitment.

In the weakness of the bond between the organization and the employees, behaviors such as not making an effort in compliance with the organization's goals and objectives may occur. It is known that individuals working in this way in the organization are referred to as "emotionless employees". In organizations where employees have high commitment, the performance levels of employees are high. Fu and Deshpande (2014) determined in their study that organizational commitment has a positive relationship with high performance in employees. Parallel to this result, Khan et al. (2010) in their studies, it was stated that employees who have strong organizational commitment show more effort and show higher performance.

5. Methodology

This research, which examines the relationship between hierarchy culture, organizational climate and organizational commitment, is quantitative research. In the research, the effects of hierarchy culture and organizational climate, which were included to the study as independent variables, on organizational commitment, which are considered as dependent variables, as a whole and on the sub-dimensions of organizational commitment will be examined separately.

The following hypotheses have been developed in line with the research model:

H1: Organizational culture (Hierarchy culture) has a statistically significant and positive effect on employees' organizational commitment.

H1a: Organizational culture (Hierarchy culture) has a statistically significant and positive effect on the continuance commitment of employees.

H1b: Organizational culture (Hierarchy culture) has a statistically significant and positive effect on the emotional commitment of employees.

H1c: Organizational culture (Hierarchy culture) has a statistically significant and positive effect on the normative commitment of employees.

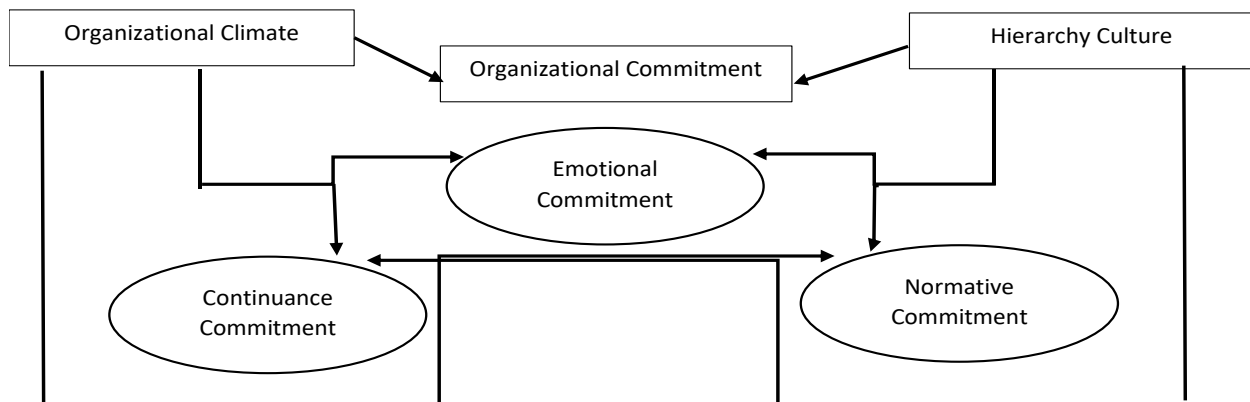
H2: Organizational climate has a statistically significant and positive effect on the organizational commitment of employees.

H2a: Organizational climate has a statistically significant and positive effect on employees' continuance commitment.

H2b: Organizational climate has a statistically significant and positive effect on the emotional commitment of employees.

H2c: Organizational climate has a statistically significant and positive effect on the normative commitment of employees.

Figure 2. Conceptual Model.



5.1 Data Collection

Survey application within the scope of the research was carried out between 01/03/2022 – 20/04/2022. The survey application was filled in digitally distributing the questionnaire to the individuals employed in the Banking Sector (individual LinkedIn profiles were analyzed to verify the employment sector of the respondent). Before the application, all participants were informed about the purpose of the research, how to fill in the forms and how the research data will be kept confidential. All the respondents were urged to read the informative heading of the questionnaire

before starting to fill the survey. The confidentiality issues were addressed in the information heading of the survey, claiming that the personal data of the respondents and the answer choices will be handled with strict confidentiality. Besides that, it is impossible to detect the source of the response and/or recognize the respondent by the given answers. In addition, the average time of filling the questionnaire was shared in the beginning so as to let the potential respondents know how much of their time it will take, and whether informed beforehand they are willing to take part or not. Moreover, some of the personal questions such as gender included an option “prefer not to reveal”. All the ethical considerations were addressed within the scope of the survey processing.

This study used a cross-sectional method which allowed the researchers to integrate the leadership research literature, pilot study, and the actual survey as a main procedure to collect data. The use of such methods may gather accurate, less bias, and high-quality data (Cresswell, 1998; Sekaran, 2000). The information gathered from the interviews was used to develop the content of questionnaires for a pilot study. Subsequently, the pilot study was done by discussing pilot questionnaires with the participants. Back translation technique was used to translate the content of questionnaires in English in order to increase the validity and reliability of the instrument (Hulland, 1999; Wright, 1996). Participants were selected by non-probability method due to limited opportunities and the sample was determined according to the following formula with confidence level 99%, 2.576 for confidence interval, probability $p = 0.01$ and acceptable sampling error 1%. Formula is adapted from Ott and Longnecker (2008), *An Introduction to Statistical Methods and Data Analysis*:

$$\text{Necessary Sample Size} = \frac{N' \text{ (N of workers in banking sector of Azerbaijan)}}{1 + [z^2 \times \hat{p} (1 - \hat{p})] / [\epsilon^2 \times N]}$$

, where $z = Z\text{-score}$

$\epsilon = \text{margin of error}$

$N' = \text{sample size (number of workers in banking sector of Azerbaijan)}$

$\hat{p} = \text{population proportion}$

$N = \text{population size.}$

$$\text{Necessary Sample Size} = \frac{20,000 \text{ (European Banking Federation, 2020)}}{1 + [2.576^2 \times 0.02 (1 - 0.02)] / [0.01^2 \times N]} = \underline{132.}$$

As a result of effective distribution of the questionnaire both in English and Azerbaijani languages, a total of 132 responses were collected. After the threshold was reached, the receipt of answers was ceased and two groups of data obtained from Google Forms were merged into one.

5.2 Demographic Statistics

The sample of the research consists of banking sector employees working in Baku, Azerbaijan. The research sample is consisted of 132 employees determined by convenience sampling. The demographic characteristics of the individuals participating in the study are given in Table 1.

Table 1. Demographic Statistics of Respondents.

| <i>Variable / Category</i> | <i>n</i> | <i>%</i> |
|---|----------|----------|
| <i>Gender</i> | | |
| <i>Female</i> | 71 | 46.21 |
| <i>Male</i> | 61 | 53.79 |
| <i>Marital Status</i> | | |
| <i>Married</i> | 50 | 37.88 |
| <i>Not married</i> | 82 | 62.12 |
| <i>Age (years)</i> | | |
| <i>Between 18-29</i> | 94 | 71.21 |
| <i>Between 30-39</i> | 31 | 23.48 |
| <i>40 and more</i> | 7 | 5.30 |
| <i>Educational Status</i> | | |
| <i>High school or some college</i> | 1 | 0.76 |
| <i>Bachelor's degree</i> | 63 | 47.73 |
| <i>Master's degree</i> | 64 | 48.48 |
| <i>Doctoral degree</i> | 4 | 3.03 |
| <i>Number of years spent in current organization</i> | | |
| <i>Less than 1 year</i> | 37 | 28.03 |

| | | |
|---------------------------|----|-------|
| <i>Between 1-3 years</i> | 51 | 38.64 |
| <i>Between 3-5 years</i> | 26 | 19.70 |
| <i>Between 5-10 years</i> | 16 | 12.12 |
| <i>10 years and more</i> | 2 | 1.52 |

Source: own calculations, own construction.

As seen in Table 1., 53.79% (n=71) of the employees participating in the research are male employees. When their distribution by age is examined, 71.21% (n=94) is in the 18-29 age group, and in terms of marital status, singles are in the majority with 62.1% (n=82). 48.48% (n=64) of the participants' highest educational attainment is master's degree, and 38.64% (n=51) have been working in their institutions for 1-3 years.

5.3 Data Collection Tools

In this thesis, a questionnaire is utilized as a data collection tool. The Personal Information Form includes 3 measurement tools: Hierarchy Culture Scale, Organizational Climate Scale, and Organizational Commitment Scale.

5.3.1 Organizational Hierarchy Culture Scale

Within the scope of this thesis, the scale developed by Deshpande et al. (1993) within the framework of Quinn and Cameron's organizational culture approach was used to evaluate organizational culture. With the scale, a total of 5 statements were directed to the participants within the scope of organizational culture (hierarchy culture) regarding dominant characteristics, leadership, the element that holds the company together, organizational climate, success criteria and management style. The scale is graded in a 5-point Likert type and scoring is made between "1: I strongly disagree" and "5: I strongly agree". There are no adversely scored statements in the scale because they contain negative judgments. The total scale score is used in the evaluation of the scale score. An increase in the score indicates that the perception of hierarchy culture is strong. In this study, the issues related to the validity and reliability of the scale are included in the findings section.

5.3.2 Organizational Climate Scale

In the study, the "Organizational Climate Scale", developed by Stringer (2002) which is widely used in the literature, and used in various studies on banking sector organizational climate (Yoon,

2010;Hoorn, 2017), was used to determine the organizational climate perception of the participants. The scale in question includes a total of 26 statements in 6 dimensions. The scale is graded in a 5-point Likert type and scoring is made between “1: I strongly disagree” and “5: I strongly agree”. Items 1, 4, 6, 8, 10, 15, and 16 in the scale were included in the analysis by reverse coding because they included negative judgments. The total scale score is used in the evaluation of scale scores. High scores indicate that the organizational climate perception of the participants is positive.

5.3.3 Organizational Commitment Scale

In the study, the commitment of the participants was discussed within the framework of Allen and Meyer’s organizational commitment approach. The said scale has been used in many studies in the banking sector (Wallace, 2011; Gandhi & Hyde, 2016; Kabir, 2018). The scale includes a total of 16 items in three dimensions called continuance commitment, affective commitment, and normative commitment. Items 3, 5, 11 and 13 in the scale are reverse scored. Total score and subscale scores can be used in the evaluation of scale scores. The increase in the score obtained from the scale indicates that the level of organizational commitment of individuals in general and related dimensions increases. Regarding the internal consistency of the scale data, the Cronbach's Alpha coefficients for scale-wide and continuance, affective and normative commitment dimensions were utilized.

5.4 Data Analysis

The data obtained in the research were analyzed through the STATA statistical software program. Statistical tests and analyzes applied in the research are given below:

- i. Descriptive Statistics including frequency and percentage calculations regarding the demographic characteristics of the participants are presented.
- ii. Whether the data obtained through the "Organizational Culture Scale", the "Organizational Climate Scale" and the "Organizational Commitment Scale" had sufficient internal consistency was examined by Reliability Analysis.
- iii. After the reliability analysis, Exploratory Factor Analysis was applied to examine the structural validity of the "Organizational Culture Scale", "Organizational Climate Scale" and "Organizational Commitment Scale".

- iv. Descriptive Statistics (minimum/maximum value, mean, skewness, standard deviation, and kurtosis) for research variables are presented.
- v. The relationship between organizational culture, organizational climate and organizational commitment scale scores was examined by Correlation Analysis.
- vi. Simple Linear Regression Analyzes and Multiple Linear Regression Analyzes were applied to test the research hypotheses.

6. Results

In this part of the study, first of all, the factor structures of the research scales were examined by exploratory factor analysis. Then, the scales were tested by reliability analysis as well as the internal consistency of the data was checked. Finally, the research hypotheses were analyzed by simple and multiple linear regression analysis.

6.1 Factor and Reliability Analysis Results

The factor structures of the research scales were examined by exploratory factor analysis. Factor analysis is a technique used to obtain independent, significant and a smaller number of factors from a large number of variables (Kleinbaum et al., 1998). In the examinations made before the analyzes, it was determined that the data provided the assumption of normality, the "Principal Components Analysis" method was used in the analyzes, and the "Varimax" rotation technique was preferred. Whether the data set is suitable for factor analysis, KMO value, and whether there is a sufficient level of correlation between scale expressions in order to apply factor analysis was checked using the Baletti test. Within the scope of factor analysis, the common variances of the expressions on the scale were examined, and it was examined whether there were expressions with a low factor load (less than 0.30) and the case of overlapping expressions (expressions loaded on more than one factor, with values less than 0.100 among them). In determining the number of factors, the criteria for total variance explained, eigenvalues higher than 1, and 3 or more expressions in each factor were taken into account.

6.1.1 Factor Analysis of Organizational Culture

In the factor analysis of the Organizational Culture Scale, it was determined that the KMO value was 0.787. A KMO of more than 0.50 indicates that the sample size is appropriate. In addition, a significant result was obtained as a result of the Barlett Test ($X^2=3905.321$; $p<0.05$). This means

that there is a sufficient level of correlation between the statements in the scale. Based on the KMO value and the Barlett test result, it was evaluated that the scale data were suitable for factor analysis. As a result of the analysis, it was determined that there were 5 statements with an eigenvalue greater than 1. The total variance rate explained by these 5 statements is 14.787%. In one-factor analysis, the total variance rate should be higher than 10% (Hair et al., 2014), and it was found that this criterion was also met. The result of the factor analysis of the Hierarchy Dimension of Organizational Culture Scale is given in Table 2.

Table 2. Factor Analysis Results for Hierarchy Dimension of Organizational Culture.

| Source | Factor / Statement | Factor Load | Factor Eigenvalue | Explained Variance (%) |
|---|--|-------------|-------------------|------------------------|
| Hierarchy Culture (Organizational Culture) | | | | |
| <i>Deshpande et al. (1993)</i> | The top manager of the organization I work for is often perceived as a coordinator, organizer, or event-oriented person. | 0.798 | | |
| | It is the procedures, rules and policies that hold my organization together. It is important to keep the business running smoothly. | 0.784 | | |
| | Continuity and stability are given importance in the organization where I work. The expectations set in the procedures are clear and compelling. | 0.760 | 2.945 | 14.787 |
| | The organization I work for defines success based on efficiency. Reliable distribution, smooth scheduling, and low-cost production are important to the enterprise. | 0.715 | | |
| | The management style of the organization I work for is expressed by the safety of employees, behavior in accordance with traditions and rules, predictability, and stability in relations. | 0.699 | | |

Source: Stata output, own construction.

6.1.2 Factor Analysis of Organizational Climate

In the factor analysis of the Organizational Climate Scale, the KMO value was determined to be 0.856. A KMO of more than 0.50 indicates that the sample size is appropriate. In addition, a significant result was obtained as a result of the Barlett Test ($X^2=5311.432$; $p<0.05$). This means that there is a sufficient level of correlation between the statements in the scale. Based on the KMO value and the Barlett test result, it was evaluated that the scale data were suitable for factor analysis. In the factor analysis applied, expressions 2 and 18 were excluded from the analysis because they had low common variance, and expressions 13 and 21 were overlapping items. As a result of the analysis, it was determined that there were 5 factors with an eigenvalue greater than 1. The total variance rate explained by these 5 factors is 66.63%. In factor analysis, the total variance rate should be higher than 60% (Hair et al., 2014), and it was found that this criterion was also met. The result of the factor analysis of the Organizational Climate Scale is given in Table 3.

Table 3. Factor Analysis Results for Organizational Climate.

| Source | Factor / Statement | Factor Load | Factor Eigenvalue | Explained Variance (%) |
|--|---|-------------|-------------------|------------------------|
| 1. Factor (Organizational Structure) | | | | |
| <i>Stringer (2002), Yoon (2010), and Hoorn (2017).</i> | Job descriptions are clearly defined for each department and employee in the institution I work for. | 0.865 | | |
| | The policies and organizational structure of the institution I work for are clearly defined. | 0.839 | | |
| | In my organization, the distance between the manager and the employees is at the minimum level. | 0.827 | 4.056 | 18.624 |
| | At my organization, excessive rules and procedures make it difficult to consider new ideas. | 0.792 | | |
| | The efficiency of the organization I work for decreases due to the inadequacy of planned and programmed work. | 0.776 | | |

| | | | |
|---|-------|-------|--------|
| I can't be sure who is my manager while doing my job in the organization I work for. | 0.751 | | |
| 2. Factor (Individual Responsibility) | | | |
| In my organization, one of the problems is that individuals do not take responsibility. | 0.881 | | |
| In my organization, where employees can solve work-related problems thought dominates. | 0.812 | 3.625 | 16.350 |
| In the organization I work for, the management determines the principles that will guide its employees in their work. | 0.782 | | |
| In my organization, management allows employees to take responsibility for their work. | 0.714 | | |
| 3. Factor (Reward) | | | |
| The organization I work for has a reward system based on promotion of employees. | 0.882 | | |
| Employees in the organization I work for are rewarded according to their work performance. | 0.796 | 2.425 | 11.260 |
| In the organization I work for, people's work is often evaluated. | 0.747 | | |
| In the organization where I work, adequate rewards are given for the good work done. | 0.739 | | |
| In my organization, employees are not punished when they make mistakes. | 0.716 | | |
| 4. Factor (Working Environment) | | | |
| A friendly atmosphere prevails among the employees in the organization where I work. | 0.881 | | |
| There is a peaceful working environment in the organization where I work. | 0.820 | | |

| | | | |
|--|-------|-------|---------------|
| In the organization I work for, the relations between the employees are warm. | 0.785 | 1.956 | 10.523 |
| There is a moderate relationship between the employees and the management in the organization where I work. | 0.736 | | |
| In the organization I work for, the managers act very cautiously in the decision-making process. | 0.704 | | |
| 5. Factor (Support) | | | |
| In the organization I work for, the top management supports the employees in case they make a mistake. | 0.787 | | |
| In my organization, the management is concerned with the career prospects of the employees. | 0.775 | | |
| In the organization where I work, there is a trust-based relationship system between the employees. | 0.763 | 1.622 | 9.879 |
| Management is to give importance to employees and their thoughts. | 0.711 | | |
| We have to take risks in order to maintain our competitive advantage in the sector where I work. | 0.699 | | |
| I believe that I will receive support from my friends and management in a difficult task in the organization I work for. | 0.625 | | |
| Overall | | | 66.636 |

Source: Stata output, own construction.

6.1.3 Factor Analysis for Organizational Commitment

In the factor analysis of the Organizational Commitment Scale, it was determined that the KMO value was 0.895. A KMO of more than 0.50 indicates that the sample size is appropriate. In addition, a significant result was obtained as a result of the Barlett Test ($X^2=3854.112$; $p<0.05$). Accordingly, it is seen that there is sufficient correlation between the statements in the scale. Based on the KMO value and the Barlett test result, it was evaluated that the scale data were suitable for

factor analysis. In the factor analysis applied, the number 6 was excluded from the analysis due to low common variance and the number 10 being a contiguous item. As a result of the analysis, it was determined that there were 3 factors with an eigenvalue greater than 1. The total variance rate explained by these 3 factors is 64.59%. In the factor analysis, it is seen that the total variance rate meets the criterion of being more than 60% (Hair et al., 2014). The result of the factor analysis of the Organizational Commitment Scale is given in Table 4.

Table 4. Factor Analysis Results for Organizational Commitment.

| Source | Factor / Statement | Factor Load | Factor Eigenvalue | Explained Variance (%) |
|---|---|-------------|-------------------|------------------------|
| | 1. Factor (Emotional Commitment) | | | |
| <i>Allen and Meyer (1997), Wallace (2011), Gandhi and Hyde (2016), and Kabir (2018)</i> | I would be very happy to spend the rest of my career in the organization where I am currently working. | 0.811 | | |
| | I really feel like the problems of the organization I work for are my problems. | 0.802 | 5.860 | 32.531 |
| | I do not feel emotionally attached to the organization I work for. | 0.785 | | |
| | I like to talk about the organization I work outside. | 0.764 | | |
| | I think that I can adapt to another organization as easily as I can easily adapt to the institution I work for. | 0.695 | | |
| | 2. Factor (Continuance Commitment) | | | |
| | Deciding to leave my current job affects a lot of things in my life. | 0.881 | | |
| | Even though I want to leave my organization, it is very difficult for me to find a good job in a short time. | 0.812 | | |
| | If I hadn't sacrificed so much for the organization I work for, I might consider working elsewhere. | 0.782 | 3.062 | 17.107 |
| | Leaving my job at my current organization does not create problems in my life in terms of money. | | | |

| | | | |
|---|-------|-------|--------------|
| I feel I have few options to consider leaving my organization. | 0.714 | | |
| 3. Factor (Normative Commitment) | | | |
| I do not feel any moral obligation to stay in the organization I work for. | 0.882 | | |
| Although it is advantageous for me, I feel that it is not right to leave the organization I work for now. | 0.796 | | |
| I would feel guilty if I left the organization now. | | 2.554 | 14.956 |
| I wouldn't leave the organization right now because I feel obligated to the people here. | 0.747 | | |
| I owe a lot to the organization I work for. | 0.739 | | |
| This organization deserves my loyalty. | 0.716 | | |
| Total | | | 64.59 |

Source: Stata output, own construction.

6.2 Results of Reliability Analysis

Whether the data collected within the scope of the research showed sufficient internal consistency was examined by reliability analysis. The Cronbach Alpha internal consistency coefficient is one of the most preferred methods in the reliability measurements of the scales. The results of the applied reliability analysis are presented in Table 5., and all Cronbach Alpha values for the scale/factors are higher than 0.70, which is the acceptable level in the reliability analysis. In this framework, the measurement data were considered to be “reliable”.

Table 5. Reliability Analysis Results.

| <i>Scale / Factor</i> | <i>Number of Items</i> | <i>Cronbach Alpha</i> |
|----------------------------------|------------------------|-----------------------|
| <i>Organizational Culture</i> | 5 | 0.885 |
| <i>Organizational Climate</i> | 26 | 0.902 |
| <i>Organizational Commitment</i> | 16 | 0.875 |
| <i>-Emotional Commitment</i> | 5 | 0.856 |

| | | |
|-------------------------|---|-------|
| -Continuance Commitment | 5 | 0.795 |
| -Normative Commitment | 6 | 0.824 |

Source: Stata output, own construction.

6.3 Descriptive Statistics

Descriptive statistics for organizational culture scale, organizational climate scale, and organizational commitment scale scores are given in Table 6.

Table 6. Descriptive Statistics.

| Variables | Mean | Std. Dev. | Skewness | Kurtosis |
|-----------------------------------|------|-----------|----------|----------|
| Hierarchy Culture (Total) | 3.41 | 0.44 | -0.395 | 0.991 |
| Organizational Climate (Total) | 3.68 | 0.62 | -0.850 | 1.026 |
| Organizational Commitment (Total) | 3.55 | 0.59 | -0.452 | -0.390 |
| -Emotional Commitment | 3.47 | 0.69 | -0.273 | -0.242 |
| -Continuance Commitment | 3.61 | 0.74 | -0.265 | 0.273 |
| -Normative Commitment | 3.58 | 0.85 | -0.386 | -0.202 |

Source: Stata output, own construction.

The organizational culture scale total score average of the employees participating in the research is 3.41, the organizational climate scale total score average is 3.68, the organizational commitment scale total score average is 3.55, the emotional commitment mean score is 3.47, the continuance commitment mean score is 3.61, and the normative commitment mean score is 3.58.

In order to determine the normal distribution of the scale scores, skewness and kurtosis values were examined. In the literature, there are different opinions about the skewness and kurtosis values that should be for the normal distribution. George and Mallery (2014) state that skewness and kurtosis values should be between ± 2 . All of the skewness/kurtosis values in the table are within the mentioned range. Accordingly, it was evaluated that all the variables of the study had normal distribution.

6.4 Correlation Analysis

Pearson Correlation Analysis results for the relationship between organizational culture and organizational climate and organizational commitment and sub-dimension scores are as in Table 7.

Table 7. Correlation Analysis Results.

| Variable | Hierarchy Culture | Organizational Climate | Emotional Commitment | Continuance Commitment | Normative Commitment | Organizational Commitment |
|---------------------------|-------------------|------------------------|----------------------|------------------------|----------------------|---------------------------|
| Hierarchy Culture | 1 | 0.554*** (0.000) | 0.603*** (0.000) | 0.186 (0.135) | 0.495*** (0.000) | 0.554*** (0.000) |
| Organizational Climate | | 1 | 0.413*** (0.000) | 0.358** (0.012) | 0.441*** (0.000) | 0.211*** (0.000) |
| Emotional Commitment | | | 1 | 0.363*** (0.000) | 0.480*** (0.000) | 0.777*** (0.000) |
| Continuance Commitment | | | | 1 | 0.321*** (0.000) | 0.720*** (0.000) |
| Normative Commitment | | | | | 1 | 0.807*** (0.000) |
| Organizational Commitment | | | | | | 1 |

, where “****” = 99% significance level, “***” = 95% significance level.

Source: Stata output, own construction.

As a result of correlation analysis:

- There is a “moderate” level and positive direction ($r=0.603$; $p<0.05$) between organizational culture and emotional commitment, a “weak” level and positive direction between normative commitment ($r=0.495$, $p<0.05$), and a “moderate” level between organizational commitment. and positive ($r=0.554$; $p<0.01$) relationship was determined, but there was no significant relationship between organizational culture and continuance commitment
- Between organizational climate and affective commitment, there was a “weak” level and positive direction ($r=0.413$; $p<0.05$), a “weak” level between continuance commitment and a positive ($r=0.358$; $p<0.05$) normative commitment with a “weak” level and a positive ($r=0.441$; $p<0.05$), a “weak” and positive ($r=0.211$; $p<0.05$) relationship was determined between organizational commitment
- A "moderate" and positive ($r=0.554$; $p<0.05$) relationship was found between organizational culture and organizational climate.

6.5 Regression Analysis Results

In this part of the study, the hypotheses developed within the scope of the research were tested by applying simple linear regression analysis. Before the regression analysis, the assumptions of the dependent and independent variables having a normal distribution and a linear relationship between the variables were checked. As stated in the descriptive statistics for research scales, dependent and independent variables have a normal distribution. In addition, as a result of the examinations made on the scatter diagram, it was determined that the relationship between organizational culture and organizational climate, which are dependent variables, and organizational commitment and sub-dimensions, which are independent variables. After the assumptions were met, simple linear regression analysis was applied.

6.5.1 Regression Analysis Testing the Relationship between Organizational Culture and Organizational Commitment

The result of bivariate linear regression analysis on whether organizational culture predicts organizational commitment is presented in Table 8.

Table 8. Regression Analysis Result for Relationship between Hierarchy Culture and Organizational Commitment.

| <i>Dependent Variable: Organizational Commitment</i> | β | t | p |
|--|--------------|-------|--------------|
| <i>Constant</i> | | 3.336 | 0.000 |
| <i>Hierarchy Culture</i> | 0.554 | 3.919 | 0.000 |
| <i>F</i> | 17.781 | | |
| <i>Adjusted R²</i> | 0.289 | | |
| <i>p-value</i> | 0.000 | | |

Source: Stata output, own construction.

Based on the F value in Table 8., the model as a whole is significant (p.=0.000). The adjusted R2 value, which expresses to what extent the dependent variable (organizational commitment) can be explained by the independent variable (organizational culture) in the model, is 0.289. Accordingly, it has been determined that 28.9% of the organizational commitment of the employees can be explained by the organizational culture. Based on the size and sign of the beta coefficient, it has

been determined that organizational culture has a "moderate" and positive effect on organizational commitment. According to this result, the H₁ hypothesis is supported.

6.5.2 Regression Analysis Testing the Relationship between Organizational Culture and Emotional Commitment

The result of the bivariate linear regression analysis regarding whether organizational culture predicts emotional commitment is presented in Table 9.

Table 9. Regression Analysis Result for Relationship between Hierarchy Culture and Emotional Commitment.

| <i>Dependent Variable: Emotional Commitment</i> | β | <i>t</i> | <i>p</i> |
|---|--------------|----------|--------------|
| <i>Constant</i> | | 4.158 | 0.000 |
| <i>Hierarchy Culture</i> | 0.603 | 3.975 | 0.000 |
| <i>F</i> | 22.9278 | | |
| <i>Adjusted R²</i> | 0.347 | | |
| <i>p-value</i> | 0.000 | | |

Source: Stata output, own construction.

Based on the F value in Table 9, the model as a whole is significant (p=0.000). The adjusted R² value, which expresses to what extent the dependent variable (emotional commitment) can be explained by the independent variable (organizational culture) in the model, is 0.347. Accordingly, it has been determined that 34.7% of the emotional commitment of the employees can be explained by the organizational culture. Based on the size and sign of the beta coefficient, it has been determined that organizational culture has a "moderate" and positive effect on organizational commitment. According to this result, the H_{1b} hypothesis was supported.

6.5.3 Regression Analysis Testing the Relationship between Organizational Culture and Continuance Commitment

The result of bivariate linear regression analysis on whether organizational culture predicts continuance commitment is presented in Table 10.

Table 10. Regression Analysis Result for Relationship between Hierarchy Culture and Continuance Commitment.

| <i>Dependent Variable: Continuance Commitment</i> | β | t | p |
|---|--------------|-------|--------------|
| <i>Constant</i> | | 0.968 | 0.085 |
| <i>Hierarchy Culture</i> | 0.186 | 1.805 | 0.073 |
| <i>F</i> | 1.445 | | |
| <i>Adjusted R²</i> | 0.010 | | |
| <i>p-value</i> | 0.135 | | |

Source: Stata output, own construction.

Based on the F value in Table 10, it was determined that the model as a whole was not significant (p-value=0.135), and the dependent variable (continuance commitment) in the model was also not significant (p-value=0.073). Accordingly, organizational culture does not have a significant effect on employees' continuance commitment. According to this result, the H_{1a} hypothesis was rejected.

6.5.4 Regression Analysis Testing the Relationship between Organizational Culture and Normative Commitment

The result of bivariate linear regression analysis on whether organizational culture predicts normative commitment is presented in Table 11.

Table 11. Regression Analysis Results for the Relationship between Hierarchy Culture and Normative Commitment.

| <i>Dependent Variable: Normative Commitment</i> | β | t | p |
|---|--------------|-------|--------------|
| <i>Constant</i> | | 5.365 | 0.001 |
| <i>Hierarchy Culture</i> | 0.495 | 6.125 | 0.000 |
| <i>F</i> | 13.031 | | |
| <i>Adjusted R²</i> | 0.226 | | |
| <i>p-value</i> | 0.000 | | |

Source: Stata output, own construction.

Based on the F value in Table 11., the model as a whole is significant (p-value=0.000). The adjusted R² value, which expresses to what extent the dependent variable (normative commitment)

can be explained by the independent variable (organizational culture) in the model, is 0.226. Accordingly, it has been determined that 22.6% of the normative commitment of the employees can be explained by the organizational culture. Based on the size and sign of the beta coefficient, it has been determined that organizational culture has a "weak" and positive effect on normative commitment. Deriving from the discussion, the hypothesis H_{1c} is supported.

6.5.5 Regression Analysis Testing the Relationship between Organizational Climate and Organizational Commitment

The result of bivariate linear regression analysis on whether organizational climate predicts organizational commitment is presented in Table 12.

Table 12. Regression Analysis Result for Relationship between Organizational Climate and Organizational Commitment.

| <i>Dependent Variable: Organizational Commitment</i> | β | <i>t</i> | <i>p</i> |
|--|--------------|----------|--------------|
| <i>Constant</i> | | 4.187 | 0.000 |
| <i>Organizational Climate</i> | 0.211 | 3.638 | 0.000 |
| <i>F</i> | 13.257 | | |
| <i>Adjusted R²</i> | 0.214 | | |
| <i>p-value</i> | 0.000 | | |

Source: Stata output, own construction.

Based on the F value in Table 12., the model as a whole is significant (p-value=0.000). The adjusted R² value, which expresses to what extent the dependent variable (organizational commitment) can be explained by the independent variable (organizational climate) in the model, is 0.214. Accordingly, it has been determined that 21.4% of the organizational commitment of the employees can be explained by the organizational climate. Based on the size and sign of the beta coefficient, it has been determined that organizational culture has a "weak" and positive effect on organizational commitment. According to this result, the H₂ hypothesis is supported.

6.5.6 Regression Analysis Testing the Relationship between Organizational Climate and Emotional Commitment

The result of the bivariate linear regression analysis regarding whether organizational climate predicts affective commitment is presented in Table 13.

Table 13. Regression Analysis Result for Relationship between Organizational Climate and Emotional Commitment.

| <i>Dependent Variable: Emotional Commitment</i> | β | t | p |
|---|--------------|-------|--------------|
| <i>Constant</i> | | 6.422 | 0.001 |
| <i>Organizational Climate</i> | 0.413 | 5.580 | 0.000 |
| <i>F</i> | 13.112 | | |
| <i>Adjusted R²</i> | 0.177 | | |
| <i>p-value</i> | 0.000 | | |

Source: Stata output, own construction.

Based on the F value in Table 13., the model as a whole is significant (p-value=0.000). The adjusted R² value, which expresses to what extent the dependent variable (emotional commitment) can be explained by the independent variable (organizational climate) in the model, is 0.177. Accordingly, it has been determined that 17.7% of the emotional commitment of the employees can be explained by the organizational climate. Based on the size and sign of the beta coefficient, it has been determined that the organizational climate has a "weak" and positive effect on emotional commitment. Therefore, the H_{2b} hypothesis was supported.

6.5.7 Regression Analysis Testing the Relationship between Organizational Climate and Continuance Commitment

The result of the simple linear regression analysis regarding whether organizational climate predicts continuance commitment is presented in Table 14.

Table 14. Regression Analysis Result for Relationship between Organizational Climate and Continuance Commitment.

| <i>Dependent Variable: Continuance Commitment</i> | β | t | p |
|---|---------|-----|-----|
|---|---------|-----|-----|

| | | | |
|-------------------------------|--------------|-------|--------------|
| <i>Constant</i> | | 2.968 | 0.015 |
| <i>Organizational Climate</i> | 0.358 | 2.205 | 0.035 |
| <i>F</i> | 7.158 | | |
| <i>Adjusted R²</i> | 0.091 | | |
| <i>p-value</i> | 0.010 | | |

Source: Stata output, own construction.

Based on the F value in Table 14, the model as a whole is significant (p-value=0.010). The adjusted R² value, which expresses to what extent the dependent variable (continuance commitment) can be explained by the independent variable (organizational climate) in the model, is 0.091. Accordingly, it was determined that 9.1% of the emotional commitment of the employees could be explained by the organizational climate. Based on the size and sign of the beta coefficient, it has been determined that the organizational climate has a "weak" and positive effect on continuance commitment. Thus, the H_{2a} hypothesis is supported.

6.5.8 Regression Analysis Testing the Relationship between Organizational Climate and Continuance Commitment

The result of bivariate linear regression analysis on whether organizational climate predicts normative commitment is presented in Table 15.

Table 15. Regression Analysis Result for Relationship between Organizational Climate and Normative Commitment.

| <i>Dependent Variable: Normative Commitment</i> | β | <i>t</i> | <i>p</i> |
|---|--------------|----------|--------------|
| <i>Constant</i> | | 4.865 | 0.001 |
| <i>Organizational Climate</i> | 0.41 | 9.868 | 0.000 |
| <i>F</i> | 7.774 | | |
| <i>Adjusted R²</i> | 0.156 | | |
| <i>p-value</i> | 0.000 | | |

Source: Stata output, own construction.

Based on the F value in Table 15, the model as a whole is significant (p.=0.000). The adjusted R² value, which expresses how much of the dependent variable (normative commitment) can be

explained by the independent variable (organizational climate) in the model, is 0.156. Accordingly, it has been determined that 15.6% of the normative commitment of the employees can be explained by the organizational climate. Based on the size and sign of the beta coefficient, it has been determined that the organizational climate has a "weak" and positive effect on normative commitment. Deriving from the analysis, the H_{2c} hypothesis is supported.

6.5.9 Hypotheses Results

Table 16. Hypotheses Decisions

| Hypothesis | Decision |
|--|----------------------|
| <i>H1: Organizational culture (Hierarchy culture) has a statistically significant and positive effect on employees' organizational commitment.</i> | <i>supported</i> |
| <i>H1a: Organizational culture (Hierarchy culture) has a statistically significant and positive effect on the continuance commitment of employees.</i> | <i>not supported</i> |
| <i>H1b: Organizational culture (Hierarchy culture) has a statistically significant and positive effect on the emotional commitment of employees.</i> | <i>supported</i> |
| <i>H1c: Organizational culture (Hierarchy culture) has a statistically significant and positive effect on the normative commitment of employees.</i> | <i>supported</i> |
| <i>H2: Organizational climate has a statistically significant and positive effect on the organizational commitment of employees.</i> | <i>supported</i> |
| <i>H2a: Organizational climate has a statistically significant and positive effect on employees' continuance commitment.</i> | <i>supported</i> |
| <i>H2b: Organizational climate has a statistically significant and positive effect on the emotional commitment of employees.</i> | <i>supported</i> |
| <i>H2c: Organizational climate has a statistically significant and positive effect on the normative commitment of employees.</i> | <i>supported</i> |

Source: own construction.

7. Conclusion and Recommendations

In this study, in which the relationship between organizational culture, organizational climate and organizational commitment was examined, a questionnaire was applied to the participation of 132

individuals working in the banking sector of Azerbaijan, and the evaluations of the findings obtained as a result of the analysis were explained in the following articles.

Within the scope of the research, first of all, the level of job satisfaction, organizational commitment and organizational citizenship behaviors of the employees were examined within the framework of descriptive statistics for the research variables organizational culture, organizational climate and organizational commitment. Within the scope of the organizational culture scale descriptive statistics, the total organizational culture score average of the employees was determined as 3.41. As stated before, high scores in the evaluation of organizational culture scale scores indicate that employees perceive a "strong" organizational culture. In this context, the aforementioned finding shows that the employees participating in the research have a strong perception of culture in the organizations they work. The finding in question means that the majority of the employees accept by sharing the basic values, beliefs and habits of their organizations, that the employees agree on these basic values of the organizations and that there are standards that shape their behavior. This finding can also be evaluated as there is an atmosphere in the organizations where the individuals participating in the research work, enabling employees with different cultural backgrounds to work effectively.

Within the scope of organizational climate scale descriptive statistics, the average total score of organizational climate was determined as 3.68. High scores indicate positive organizational climate perception in the participants. Accordingly, the findings of the study show that the employees participating in the research have a "positive" organizational climate perception. The result shows that the relations within the organization are based on sincerity, trust and respect, the participation and helpfulness in the organization is at a high level, and the job satisfaction and morale levels of the employees are high. In a study conducted by Gocmen (2018) with the employees of independent audit firms, it was reported that the organizational climate perceptions of the employees were positive. In the study conducted by Bitsani and Eugenia (2013) with manufacturing employees, it was reported that employees perceive the organizational climate positively.

According to the descriptive statistics for the organizational commitment scale, employees' emotional commitment average score is 3.47, continuance commitment mean score is 3.61, normative commitment mean score is 3.58, and organizational commitment total score average is

3.55. In the evaluation of scale scores, a high score means that the employee has a high level of commitment. Accordingly, in this study, it can be said that the general organizational commitment and emotional, continuance and normative commitments of the employees are at a "high" level. The results obtained in the study in terms of general organizational commitment indicates that that the employees within the scope of the research accept and adopt the vision and goals of the organization, their desire to stay in their organization is at a high level, they have a psychological commitment to the values of the organization, the employees have a strong desire to serve and make an effort for the organization at the point of reaching the organization's goals. assessable. Considering the results of the study in the context of the sub-dimensions of organizational commitment, it was found that the employees felt they belonged to their organization and saw themselves as a part of it, were happy to be in their organization and did not think of leaving the organization. At the point of continuance commitment, employees have thoughts of staying in the organization due to social, economic and psychological reasons such as not being able to find another job, retirement opportunities, not wanting to move to another place, loss of earnings and family situation; In terms of normative commitment, it has been evaluated that employees feel obliged to stay in their organizations because they have feelings of responsibility towards their organizations. In the study, it is also seen as a remarkable issue that the type of commitment that employees have the most in the context of sub-dimensions is continuance commitment. Because while the most desired and targeted type of commitment for employees in organizations is emotional commitment, the undesired type of commitment is continuance commitment, which means that organizational employees maintain their relations with their organizations because conditions require it (Rozman & Strukelj, 2019). Similar to this study, Kabir and Jahangir (2018) conducted a study with employees of a private hospital, and it was determined that the emotional, continuance and normative commitments of the employees were generally at a high level and the continuance commitment was higher than the other two commitments. In the studies carried out by Bashir and Gani (2020) with the participation of university employees and Ghandi and Hyde (2016) with the participation of banking sector employees, unlike this thesis study, it was concluded that the most common commitment among employees was normative and the lowest level of commitment was continuance commitment. The fact that the continuance commitment of the employees is higher than the other commitments. It is thought that it may be related to the Covid-19 epidemic, which has been affecting since March 2020, and that the concerns of

employees about losing their jobs in this process may cause an increase in their continuance commitment.

The hypotheses developed later in the research were examined by simple linear regression analysis. Within the framework of the hypotheses, first of all, the effects of organizational culture and then organizational climate on organizational commitment and its sub-dimensions are discussed.

As a result of regression analyzes on the relationship between organizational culture and organizational commitment, it has been determined that the general organizational commitment and emotional and normative commitments of the employees can be explained by the organizational culture and the organizational culture (hierarchy culture) has a significant and positive effect on the commitment of the employees, and the organizational hierarchy culture does not affect the continuance commitment of the employees. This result obtained in the study means that creating a strong organizational culture and adopting it to the employees has a positive effect on the development of organizational commitment in employees. In a study conducted by Barbato (2011) with public and private bank employees, it was revealed that the organizational culture levels of the employees have an effect on their organizational commitment. In a study conducted by Gulova and Demirsoy (2012) with the participation of employees of a private company operating in the service sector, it is found that there is a significant relationship between organizational culture and organizational commitment. In another study conducted by Heras-Rosas and Herrera (2021) with healthcare professionals, it was reported that there is a positive relationship between clan and adhocracy culture and emotional and normative continuance commitment, and a negative relationship between hierarchical culture and continuance commitment.

As a result of regression analyzes on the relationship between organizational climate and organizational commitment, it has been determined that the organizational climate has an explanatory effect on the general organizational commitment and emotional, continuance and normative commitment of the employees, and the organizational climate has a significant and positive effect on the commitment of the employees. It is possible to evaluate this result reached in the study as that employees will integrate themselves with the organization at that level and their organizational commitment will increase, as long as they see the climate in an organization close

to their own values and norms. It can be said that these results will make a positive contribution to the organizational commitment of the employees to the positive changes in the organizational climate. There are various studies in the literature that support these results. As a result of the study conducted by Bitsani and Eugenia (2013) with manufacturing employees on the relationship between organizational climate and organizational commitment, it was reported that there is a positive relationship between organizational climate and organizational commitment and its sub-dimensions, and that organizational climate has a positive effect on employee commitment.

The results of this study, which deals with the relationship between organizational culture, organizational climate, and organizational commitment, are given below:

- Employees' hierarchy culture perceptions are "strong", organizational climate perceptions are "positive" and organizational commitment levels are "high" for the employees of the banking sector of Azerbaijan. The type of commitment that banking sector employees have the most is continuance commitment
- Hierarchy culture has a positive significant impact on the organizational commitment and emotional and normative commitment of employees. The organizational culture has no effect on the continuance commitment of the employees
- Organizational climate has a significant positive impact on organizational commitment and emotional, continuance and normative commitment of employees
- H₁, H_{1b}, H_{1c}, H₂, H_{2a}, H_{2b} and H_{2c} hypotheses tested within the scope of the research were accepted, while the H_{1a} hypothesis was not supported.

In line with the results of the research, the following points can be suggested to managers and researchers:

- Today, organizational commitment is one of the important issues for organizations. In this study, although it was determined that the employees had a "high" level of organizational commitment, it was determined that the continuance commitment was at a "higher" level in the context of the sub-dimensions for the employees of the banking sector of Azerbaijan. Considering that employees with high emotional commitment have more positive feelings towards their organizations, are more willing to contribute to the organization compared to employees with high continuance commitment, and this reflects positively on the success

of the organization, it can be recommended to carry out studies to increase the emotional commitment of employees in other sectors in Azerbaijan.

- An organizational climate that is perceived positively by employees directly affects organizational commitment, which employers also place emphasis on and which contributes significantly to organizational performance. Considering that organizational climate has a positive effect on organizational commitment in this study, it can be said that this result can help organizational managers and HRM experts of the banking sector in minimizing turnover, absenteeism, and other negative attitudes towards work.
- According to the results of the research, considering that the organizational culture has an explanatory and positive effect in explaining the organizational commitment of the employees, it can be suggested that the banks operating in Azerbaijan focus on creating a strong organizational culture. At this point, the behavior styles of organizational managers and their approaches towards employees can be considered as a starting point in order to create a strong organizational culture, and practices can be made to improve relations between employees in order to strengthen social capital.
- This research was carried out through a questionnaire, one of the quantitative research methods. In the research planned to be done in the future, observation, interview, etc. By using qualitative methods, the organizational culture and organizational climate perceptions and organizational commitment of the employees can be examined in more detail with the information obtained directly.
- Considering that the study was conducted with banking sector employees in Baku, studies involving different regions can be carried out in order to obtain inclusive results. In future studies, the relationship between organizational culture, organizational climate, organizational commitment, and personal and organizational factors can be examined.

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APPENDIX A: Questionnaire Items

Thesis Survey

Measuring the Impact of Organizational Culture and Organizational climate on Organizational Commitment.

Dear Respondent, your personal data will be handled with strict confidentiality. Neither other respondents nor us will not be able to identify a person by the given responses.

Please indicate your gender. *

- Female
- Male
- Prefer not to reveal

Please indicate your age. *

- between 18-29
- between 30-39
- 40 and more

Please indicate your educational status.*

- high school or some college
- Bachelor's degree
- Master's degree
- Doctoral degree

Please indicate number of years spent in this organization:*

- less than 1 year
- between 1-3 years
- between 3-5 years
- between 5-9 years
- 10 years and more

Please answers the questions below. Completing the survey takes 4-5 minutes on average.

Where 1 = Strongly Disagree, 5= Strongly Agree.

Questions from 1 to 5 are designated to estimate Hierarchy Culture in your organization.

The top manager of the organization I work for is often perceived as a coordinator organizer or event-oriented person *

It is the procedures, rules and policies that hold my organization together. It is important to keep the business running smoothly.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Continuity and stability are given importance in the organization where I work. The expectations set in the procedures are clear and compelling.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

The organization I work for defines success based on efficiency. Reliable distribution, smooth scheduling, and low-cost production are important to the enterprise.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

The management style of the organization I work for is expressed by the safety of employees, behavior in accordance with traditions and rules, predictability and stability in relations.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



The questions from 6 to 31 are designated to measure the Organizational Climate in your organization.

Job descriptions are clearly defined for each department and employee in the institution I work for. *

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

The policies and organizational structure of the institution I work for are clearly defined. *

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

In my organization, the distance between the manager and the employees is at the minimum level. *

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

At my organization, excessive rules and procedures make it difficult to consider new ideas. *

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



The efficiency of the organization I work for decreases due to the inadequacy of planned and programmed work.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

I can't be sure who is my manager while doing my job in the organization I work for.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

In my organization, one of the problems is that individuals do not take responsibility.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

In my organization, where employees can solve work-related problems thought dominates.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



In the organization I work for, the management determines the principles that will guide its employees in their work.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

In my organization, management allows employees to take responsibility for their work.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

The organization I work for has a reward system based on promotion of employees.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Employees in the organization I work for are rewarded according to their work performance.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



In the organization I work for, people's work is often evaluated.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

In the organization where I work, adequate rewards are given for the good work done. *

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

In my organization, employees are not punished when they make mistakes.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

A friendly atmosphere prevails among the employees in the organization where I work. *

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 1 | 2 | 3 | 4 | 5 |

iTh f l ki i ti th i ti h l k

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|



In the organization I work for, the relations between the employees are warm.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

There is a moderate relationship between the employees and the management in the organization where I work.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

In the organization I work for, the managers act very cautiously in the decision-making process.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

In the organization I work for, the top management supports the employees in case they make a mistake.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

In my organization, the management is concerned with the career prospects of the employees.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

In the organization where I work, there is a trust-based relationship system between the employees.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Management is to give importance to employees and their thoughts*.

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

We have to take risks in order to maintain our competitive advantage in the sector where I work.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

I believe that I will receive support from my friends and management in a difficult task in the organization I work for.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

The questions from 32 to 48 are designated to measure Organizational Commitment in your organization.

I would be very happy to spend the rest of my career in the organization where I am currently working.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

I really feel like the problems of the organization I work for are my problems.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

I do not feel emotionally attached to the organization I work for.*

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

I like to talk about the organization I work outside.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

I think that I can adapt to another organization as easily as I can easily adapt to the institution I work for.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Deciding to leave my current job affects a lot of things in my life.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Even though I want to leave my organization, it is very difficult for me to find a good job in a short time.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

If I hadn't sacrificed so much for the organization I work for, I might consider working elsewhere.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Leaving my job at my current organization does not create problems in my life in terms of money.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

I feel I have few options to consider leaving my organization.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

I do not feel any moral obligation to stay in the organization I work for.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Although it is advantageous for me, I feel that it is not right to leave the organization I work for now.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

I would feel guilty if I left the organization now.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

I wouldn't leave the organization right now because I feel obligated to the people here.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

I owe a lot to the organization I work for.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

This organization deserves my loyalty.*

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

