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EVALUATION OF JOB SATISFACTION AND ORGANISATIONAL COMMITMENT SHIPYARD AND HORTICULTURAL BUSINESSES WORKERS: A STUDY IN YALOVA[1]

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Abstract: The aim of this study was to assess the job satisfaction and organisational commitment levels of blue-collar workers in shipyard and horticultural businesses, and to determine the relationships between job satisfaction and organisational commitment. To this end, data was collected from shipyard and horticultural businesses in Yalova using the survey method. Study data were analysed with the descriptive statistics, exploratory factor analysis, confirmatory factor analysis, reliability analysis, correlation analysis and multi-linear regression analysis methods by using the SPSS 21 and AMOS 22 package programs. The study was performed with the participation of 202 blue-collar shipyard workers and 200 blue-collar horticultural workers, and a positive and significant relationship was identified between the job satisfaction dimension and organisational commitment dimension. In addition, it was also determined that salary satisfaction - one of the dimensions of job satisfaction - affects both normative and continuous commitment, and that the managerial practices do not have an explanatory effect on any of the organisational commitment dimensions. On the other hand, it was observed that the job satisfaction dimensions had the greatest effect on affective commitment by a ratio of 25.1%. Based on these results, it is possible to state that the best way to ensure workers who are commitment to their organisation - an important asset for enterprises - is to raise their job satisfaction levels.

Key Words: Job Satisfaction, Organisational Commitment, Shipyard Workers, Horticultural Workers

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1. INTRODUCTION

One of the main methods for maximising operational efficiency is to have workers with high levels of job satisfaction and organisational commitment. This is because businesses can only reach their stated goals with satisfied workers who are commitment to their organisation. For this reason, ensuring that workers are satisfied with their job and committed to their organisations is as important for businesses as the products and services they produce. Moreover, in our day of intensive competition, it possible to see that succesful business pay particular attention to job satisfaction and organisational commitment. In this context, the aim of the present study was to assess to the job satisfaction and organisational commitment levels of blue-collar workers in shipyard and horticultural businesses, and to determine the relationships between job satisfaction and organisational commitment.

Shipyards are places where ship construction, maintenance and repair activities are conducted, thus building new ships and maintaining/repairing existing ones for ship owners and maritime transportation companies. Among the 106 shipyards found in Turkey, 20 of them are active in the Yalova Altınova Shipyard Zone (Yorulmaz, Pekşen, & Büyük, 2015:342-348). With regards to the horticultural sector in Turkey, the Yalova province also has a share of 30.32% in outdoor ornamental plants production, and 9.62% in indoor ornamental plant production. And in the area of cut flowers, Yalova has a share of 5.59%. In kine with the purpose of the study, data were collected using the survey method from 202 blue-collar workers in shipyards and 200 blue-workers in horticultural businesses who lived and worked within Yalova, and who were willing to take part in the study. The obtained data were evaluated using the SPSS and AMOS package software.

Studies investigating the relationship between job satisfaction and organisational commitment are generally empirical studies focusing on the service sector. For this reason, the present study is important in that it was performed on shipyards and horticultural businesses. Although there are numerous studies investigating the relationship between job satisfaction and organisational commitment, we encountered no studies in the literature that focused on shipyard and horticultural workers. For this reason, the present study was original with respect to its sample group. On the other hand, this study conducted on the shipyard and horticultural sectors - which contribute significantly to the Turkish economy - is also important from a business management standpoint, and is expected to contribute to the shipyard and agricultural management.

In the present study, we first provide an explanation of the concepts of job satisfaction and organisational commitment based on a review of the literature, summarising the findings of previous studies on the subject, and formulating our own study hypotheses. We then describe the

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methods used for collecting data from workers in shipyard businesses in the Yalova Altınova Shipyard Zone and the horticultural / ornamental plant businesses within the Yalova province. Finally, we provide a comprehensive evaluation and interpretation of the study results

2. LITERATURE REVIEW

2.1. Job Satisfaction

In a general sense, satisfaction refers to the individual's feeling of happiness. It is described as the individual's contentment with his/her life, work, relationships and environment. Job satisfaction, on the other hand, is the emotional response the individual has developed towards his/her role at work (Vroom, 1967). It is an emotional response that results from the value individuals harbor towards their work and what they gains from it (Oshagbemı, 2000). It is formally a representation of the degree of positive and negative emotions individuals have towards their work (Osborn, 1991). Job satisfaction - which is the reaction of workers to their working environment - also reflects the difference between the workers' expectations from work and what they actually gain from it, and can vary considerably from one worker to another. In this context, job satisfaction ensues when workers feels that what they gain from work matches their expectations; otherwise, the incompatibility between these two factors will lead to job dissatisfaction. Therefore, job satisfaction occurs when the features of a work or job matches the worker's expectations. It also illustrates whether the worker is content with his/her manager, colleagues, salary and the characteristics of his/her work. According to Theodossiou and Vasileiouc (2007), job satisfaction has a signficant relationship with numerous factors such as socio-economic status, age, gender, education level, salary, working hours, and union membership. For this reason, determining how and to what extent different factors affect job satisfaction has been a subject of considerable interest. According to Lopopolo (2002: 984), factors that affect job satisfaction include managerial practices, the characteristics of the work, the physical conditions of the workplace, colleagues, salary, promotion, and individual differences. Job satisfaction is fairly important from an organisational management standpoint, since job dissatisfaction may result in increased worker turnover, absenteeism, low commitment, alienation to work, stress, conflict and disputes, strikes, workplace theft, harmful actions toward the organisation, and mental and physical health problems (Şimşek, Akgemci, and Çelik, 2007: 203). Aside from these, job satisfaction affects the quality of life of individuals, which in turn has an important effect on the well-being of the family and society. For these reasons, it is both necessary and for important organisational managers to determine the factors which result in job satisfaction or dissatisfaction.

2.2. Organisational Commitment

Organisational commitment refers to the psychological attachment workers feel towards their

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organisation. This commitment stems from their interest to their job, their loyalty, and their strong beliefs towards the organisation's culture and values (O'reilly, 1995). According to Özdevecioğlu (2003), organisational commitment reflects the acceptance of the organisation's objectives and values by the worker; the extent to which the worker sees the organisation as a family, and him/herself as a member of this family; and the worker's willingness to continue working in the organisation. Organisational commitment is an indication that the workers identify themselves with the organisation; accept the organisation's values; spend efforts to ensure the success of the organisation; and wish to remain within the organisation (Çöl, 2004). Organisational commitment is based on the workers' inclination to associate themselves with the organisation and its objectives, and to dedicate themselves to the accomplishment of these objectives (Bağcı, 2013). A stronger organisational commitment among workers will result in greater organisational performance (Demir & Umut, 2011). This is because workers with a strong sense of organisational commitment will see themselves as being of greater use for their organisation, thus exhibiting less absenteeism, resignation and workplace stress. According to Meyer and Allen (1996), organisational commitment is a psychological bond between the worker and the organisation, that this bond can prevent them from considering any thoughts of departing from the organisation. Organisational commitment is described as being composed of three dimensions, which are affective commitment, continuous commitment and normative commitment (obligation) (Meyer and Allen, 1991: 65-68). These organisational commitment dimensions proposed by Meyer and Allen (1991) are widely accepted within literature.

Affective commitment: It is the most important dimension of organisational commitment. Affective commitment is an indication that individuals embrace the objectives of the organisation as their own, fully associating and attaching themselves to these objectives. This leads to respect towards to goals, managers and rules of the organisation, and to the adoption of the organisational vision and mission by workers (Çarkçı & Çelikkol, 2009). One of the main reasons why organisational commitment is considered important is because it enables the worker to see him/herself as an integral part of the organisation and to associate him/herself with it.

Continuous commitment: It refers to the workers' knowledge of the costs and challenges they would face should they leave their work, and the resulting willingness to remain in the organisation (Bal, 2014). It is the decision to continue working within an organisation based on their rational needs, and a careful assessment of benefits associated with remaining in the organisation.

Normative commitment: It refers to the moral obligation workers feel about continuing to work at an organisation (Meyer & Allen, 1991). Normative commitment is important for organisational,

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and reflects the workers' willingness to remain in an organisation based on their own moral values. It is the sense of indebtedness and moral obligation the workers feels towards the organisation, owing to the trainings they obtained with the organisation's resources, and the benefits and connections they acquired through the organisation.

In summary; according to the dimensions of organisational commitment defined by Meyer and Allen (1991), individuals with strong affective commitment towards their organisation tend to stay and continue working because they choose to do so, while individuals with strong normative commitment tend to stay and continue working because they believe they feel morally and ethically obliged to do. Individuals with strong continuous commitment, on the other hand, choose to remain and continue working out of need (Seymen, 2008).

Job satisfaction is a passive and attitudinal characteristic that includes the level of satisfaction felt towards many different factors, including the nature of work being performed, career opportunities, working environment, colleagues, and managerial practices at the workplace. Organisational commitment, on the other hand, is a more active and behavioral characteristic. Job satisfaction is associated with the attitude the worker develops towards his/her job, while organisational commitment is a form of behavior he/she develops towards an organisation. In other words, saying "I like my job" reflects job satisfaction, while saying "I like my workplace" reflects organisational commitment. These two concepts of organisational behavior are expected to be highly correlated (Kuşluvan, 2009). Studies focusing on organisational commitment have generally identified as linear and proportional relationship between job satisfaction and organisational commitment (Tekingündüz & Tengilimoğlu, 2013: 80).

2.3. Job Satisfaction and Organisational Commitment

There are numerous studies investigating the relationship between job satisfaction and organisational commitment. Some of these studies are summarised below.

In their study on managers working in tourism enterprises, Makwel and Steele (2003) determined that managers with high salary satisfaction had higher organisational commitment than managers with low salary satisfaction.

In the study of Navasivayam and Zhao (2007), a positive and significant relationship was identified between job satisfaction and the affective commitment dimension of organisational commitment, while no significant relationships were identified between job satisfaction and the continuous and normative dimensions of organisational commitment. In addition, it was reported that, through its effect on job satisfaction, affective commitment also reduced work-family and family-life conflicts; in other words, affective commitment had a moderating effect on the relationship of job satisfaction with work-family and family-life conflicts.

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Izgar (2008) investigated the relationship between job satisfaction levels and organisational commitments among school administrators, and determined that, within the study group consisting of 214 administrators, job satisfaction had a positive and significant relationship with organisational commitment, and that job satisfaction statistically explained nearly 17% of the variance in the organisational commitment variable. Izgar (2008) also reported that while job satisfaction among the administrators varied significantly with respect to gender and work experience, these two factors did not have a significant effect of organisational commitment levels.

Aktay (2010) investigated the relationship between job satisfaction level and organisational commitment among physicians working in military hospital in Turkey. Based on the data obtained from the 100 physicians participating to this study, a positive and significant relationship was identified between job satisfaction and organisation, and it was determined that higher levels of job satisfaction among physicians led to higher levels of organisational commitment. Aside from these findings, it was also determined that the physicians' job satisfaction level and organisational commitment varied according to their years in tenure.

In his study on 148 shipyard workers investigating the effect of occupational burn-out on job satisfaction, Cöbek (2010) determined that age, income level, and having children led to significant differences in job satisfaction levels. On the other hand, he also reported that education level and the occupational status of the spouse did not lead to significant differences in job satisfaction levels.

In their study on 122 textile workers; Yumuşak, Özafşarlıoğlu and Yıldız (2013) determined that job satisfaction has the effect of increasing organisational commitment. In the said study, a high level of correlation was observed between organisational commitment and the "characteristics of the work" dimension of job satisfaction, while a medium level of correlation was observed between organisational commitment and the other dimensions of job satisfaction. With regards to demographic variables, no significant relationship was observed with any dimensions of job satisfaction, while significant relationships were found between organisational commitment and the worker's gender, education level, and duration of time spent at the workplace.

In their study on 1785 health workers, Akyurt, Alpaslan and Oktar (2015) investigated the effect of leadership styles on job satisfaction and organisational commitment. Based on the results of the study, they determined that leadership styles can have a noticeable effect on organisational commitment, and that job satisfaction strongly and positively affects organisational commitment. In addition, they determined that job satisfaction statistically explained 25% of affective commitment, 15% of continuous commitment, and 8% of normative commitment.

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In their study, Hoş & Oksay (2015) determined the job satisfaction and organisational commitment levels of nurses, and evaluated the relationship between these two attitudes. The results of this study performed on 250 nurses working at the Ankara Training and Research Hospital revealed a positive and significant relationship between job satisfaction - which includes both intrinsic and extrinsic satisfaction - ad organisational commitment.

In their study on 111 bank employees; İzci, Örücü and Süren (2015) examined the relationship between job satisfaction and organisational commitment, and whether their job satisfaction and organisational commitment differed depending on their status at work. The study reported a moderate level, positive and significant relationship between job satisfaction and organisational commitment, and noted that the job satisfaction and organisational commitment of bank employees also varied according to their status.

In their study on 311 workers (including 198 blue-collar and 113 white-collar workers) in shipbuilding industry businesses at the Yalova Altınova Shipyard Zone; Yorulmaz, Pekşen, & Büyük (2015) examined the relationships between job satisfaction and work performance. The study reported that job satisfaction levels were generally high among blue-collar and white-collar workers in the shipbuilding industry, and that blue-collar workers had higher job satisfaction levels than white-collar workers.

Işık et al. (2016) previously conducted an empirical study attempting to determine the relationship between the job satisfaction levels, motivations and organisational commitments of public sector healthcare professionals working in Turkey, and the effect of job satisfaction levels and motivation on organisational commitment. In this study conducted with 4396 healthcare professional across Turkey, a positive relationship was identified between motivation, job satisfaction and organisational commitment, while motivation was found to have a higher effect on job satisfaction than organisational commitment.

A general review of the studies in the literature indicates an emphasis on assessing job satisfaction and organisational commitment levels in order to investigate the relationship between these two factors. These studies reveal a positive and significant relationship between job satisfaction and organisational commitment, and show that satisfied workers tend to have higher organisational commitment levels, while dissatisfied workers tend to have lower organisational commitment levels. In other words, an increase in the job satisfaction levels of workers leads to an increase in organisational commitment, while a decrease in job satisfaction levels leads to a decrease in organisational commitment.

Based on the studies discussed above and the information we obtained to determine the objective and establish the conceptual framework of this study, we assumed that the job satisfaction levels of workers at shipyard and horticultural businesses might be related to their organisa-

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tional commitment. In this context, we formulated the 15 study hypotheses described below.

H1a: The salary satisfaction of the workers positively affects their normative commitment.

H1b: The satisfaction of the workers with the nature of their work positively affects their normative commitment.

H1c: The satisfaction of the workers with managerial practices positively affects their normative commitment.

H1d: The satisfaction of the workers with their colleagues positively affects their normative commitment.

H1e: The satisfaction of the workers with the physical conditions of the workplace positively affects their normative commitment.

H2a: The salary satisfaction of the workers positively affects their continuous commitment.

H2b: The satisfaction of the workers with the nature of their work positively affects their continuous commitment.

H2c: The satisfaction of workers with managerial practices positively affects their continuous commitment.

H2d: The satisfaction of workers with their colleagues positively affects their continuous commitment.

H2e: The satisfaction of the workers with the physical conditions of the workplace positively affects their continuous commitment.

H3a: The salary satisfaction of the workers positively affects their affective commitment.

H3b: The satisfaction of the workers with the nature of their work positively affects their affective commitment.

H3c: The satisfaction of the workers with managerial practices positively affects their affective commitment.

H3d: The satisfaction of the workers with their colleagues positively affects their affective commitment.

H3e: The satisfaction of the workers with the physical conditions of the workplace positively affects their affective commitment.

3. RESEARCH METHODOLOGY

3.1. Data Collection Tools

The questionnaire form used in this study consisted of three sections with a total of 36 questions that recorded the workers' demographic characteristics and assessed their job satisfaction and organisation commitment. For the job satisfaction scale of the questionnaire, we used 23 items based on the Minnesota Satisfaction Scale, which was adapted to Turkish by Baycan (1985), who also performed the reliability and validity study for the adaptation. The items were also based on the study Taşlıyan and Hırlak (2014), which utilised the Minnesota Satisfaction Scale. The job satisfaction scale further consisted on the salary, nature of the work, managerial practices,

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colleagues and the physical conditions of the workplace dimensions. Organisational commitment scale of our questionnaire consisted of 13 items based on the scale developed by Meyer and Allen (1991), and adapted to Turkish by Wasti (2000). Organisational commitment further consisted on the normative, continuous and affective commitment dimensions. In both scales of the questionnaire, items were scored from 1 to 5 based on a 5-point Likert-type scale design (1: completely disagree; 5: completely agree).

3.2. Sample

The study population consisted on blue-collar workers in shipyard and horticultural businesses operating in Yalova province. In this context, to ensure that the study sample would be representative of the study population, data was collected using the survey method from a total of 402 workers, which included 202 blue-collar workers employed in 5 different shipyard businesses, and 200 blue-collar workers employed in 32 different horticultural / ornamental plant businesses. Before administering the questionnaire forms, the human resources managers or deputy managers of the relevant businesses were informed about the study and its procedures, and face-to-face interviews were held during break hours with permanent staff workers who worked in production-related units.

It was observed that 310 (77.11%) of the study participants were male, while 92 (22.89%) were female; in addition, 164 (40.8%) of the workers were between 18 and 30 years of age, while 152 (37.8%) were between 31 and 40, 55 (13.7%) were between 41 and 50, and 31 (7.7%) were 50 and above. It was determined that 78 (19.4%) of the workers were elementary school graduates, while 198 (49.3%) were graduates from high schools or equivalent institutions, and 126 (31.3%) were university graduates. With respect to work experience; 122 (30.3%) had 2 to 3 years of experience, while 185 (46%) had 4 to 7 years of experience, 76 (18.9%) had 8 to 11 years of experience, 12 (3.0%) had 12 to 15 years of experience, and 7 (1.7%) had 16 or more years of experience. In addition, 252 (62.7%) of the workers were married, and 150 (37.3%) were single. Based on this data, it was determined that the majority of the workers were young, married, graduates from high schools or the equivalent, and with 4 to 7 years of experience in their work.

3.3. Analysis Method

Data analysis was performed using the SPSS 21.0 program. Frequency and percentage distributions were used, while Explanatory Factor Analysis was used to test structural validity. Cronbach's Alpha Coefficient was used for determining the reliability of the conceptual variables identified with factor analysis; Correlation Analysis was used to determine the relationships between the variables; and Multi-Linear Regression Analysis was used to determine the effect of job satisfaction dimensions of organisational commitment dimensions. The structural validity of the structure obtained

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through factor analysis was evaluated by using the Confirmatory Factor Analysis Method with the AMOS 22 package software.

3.4. Limitations

The study was conducted between January and March 2016, and was limited to workers in the Yalova Altınova Shipyard Zone and the workers of horticultural businesses. The study was also limited to a sample consisting of 402 blue-collar workers. The study results regarding the job satisfaction and organisational commitment levels of the workers are limited to the measuring power of the study scales and questionnaire items. Furthermore, we assumed that the responses of the study participants were sincere.

3.5 Validity And Reliability

Explanatory Factor Analysis (EFA) followed by Confirmatory Factor Analysis were performed to test the structural validity of the job satisfaction and organisational commitment scales that were used in this study as assessment tools. Whether the data were suitable for EFA was evaluated using the Kaiser-Meyer-Olkin (KMO) and Barlet Spherty tests. After it was determined that the data were suitable for EFA (KMO: 0.700; x^2: 2188; df: 120; p:000< 0.01), the Principal Components Analysis was used along with the Varimax Axis Rotation method, the latter being employed to form factors from the correlated variables. Factors were eigenvalues above 1 were taken into consideration. During factor analysis, a total of 7 items in the job satisfaction scale and 2 variables in the organisational commitment scales that were found to be either unloaded or loaded onto two different factors were excluded from analysis. Job satisfaction was thus composed of 5 factors, as shown in Table 1, while organisational commitment was composed of 3 factors, as shown in Table 2.

These factors explain 67.031% of the total variation. Since the first factor was associated with salary satisfaction, it was named "Salary Satisfaction." This was factor was found to explain 15.130% of total variation. The sector factor explained 13.937% of the total variation. Since this factor was included variables and expressions relating to satisfaction with the nature of the work, it was named "Satisfaction with the Nature of the Work." The third factor explained 13.006% of the total variation; since it was associated with expressions and variables that reflected the workers satisfaction with managerial practices, it was named "Satisfaction with Managerial Practices." The fourth factor explained 12.770% of the total variation. Since the fourth factor consisted of variables which assessed the level of satisfaction with colleagues, it was named "Satisfaction with Colleagues." Finally, the fifth factor explained 12.188% of the total variation. Since this factor included variables and expressions which assessed the satisfaction of the employees with physical condition of their workplace, it was named "Satisfaction with the Physical Conditions of the Workplace."

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Table 1. Job Satisfaction Factor Analysis

Factors	Items	Factor Loads				
Salary Satisfaction	My salary matches the work I do.	.801				
	The higher the salary, the more I will enjoy the work I do.	.792				
	I am satisfied with the premium/overtime payments I receive.	.738				
	All workers benefit equally from the resources of the company.	.563				
Satisfaction with the nature of the work	My work contributes to my personal development		.835			
	I can use my creativity in my work		.803			
	My work satisfies my expectations		.757			
Satisfaction with Managerial Practices	I am satisfied with the management at the work place.			.848		
	The problems of the workers are rapidly resolved by the management.			.835		
	The company pays attention to the work-related recommendations of the workers.			.636		
Satisfaction with Colleagues	I am on good terms with my colleagues.				.880	
	My colleagues are knowledgeable in their own areas.				.821	
	I feel like a team member among my colleagues.				.668	
Satisfaction with the Physical Conditions of the Workplace	I have the necessary materials and equipment to properly perform my work.					.854
	Problems arising from the lack of necessary materials and equipment will decrease how much I enjoy my work.					.741
	An excessive physical factors, such as excessive light or noise, decreases how much I enjoy doing my work.					.699
Explained Variation		15.130	13.937	13.006	12.770	12.188
Total Explained Variation		15.130	29.067	42.073	54.842	67.031
Number of Expressions		4	3	3	3	3

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Total Explained Variation: 67.031; Deductive Method: Principal Component Analysis; Rotation Method: Varimax Rotation.

Based on the results of the EFA performed for the organisational commitment variable (which was the dependent variable of this study), the first factor that was identified was named "Normative Commitment," which reflects the workers' moral and ethical sense of obligation towards their organisation. This factor explained 26.349% of the total variance. Based on the expressions they contained, the second factor was named "Continuous Commitment," while the third factor was named "Emotional Commitment." These two factor explained 20.191% and 19.463% of the total variation, respectively.

As the structure of factors obtained through the EFA was compatible with the structures described in the literature, and since these factor explained more than 60% of the total variation, (Büyüköztürk, 2006) the scales used in this study were considered valid.

Table 2. Organisational Commitment Factor Analysis

Factors	Items	Factor Loads		
Normative Commitment	I do not plan to leave my organisation at the moment, even though doing so might prove advantageous for me.	.879		
	The organisation I work in is worthy of loyalty.	.798		
	I would feel guilty if I left the organisation I now work at.	.793		
	I have given so much of myself to the organisation I work in that I do not think about leaving it.	.677		
Continuous Commitment	If I left the organisation I currently work at, I would have limited opportunities to find a different job.		.844	
	I life would turn upside down if I were to leave the organisation I currently work.		.786	
	I do not feel obliged to keep working at this organisation.		.702	
	I do not plan to leave this organisation, since I do not have many alternatives.		.560	
Affective Commitment	I feel that the problems of the organisation I work at are also my own.			.847
	I would be happy to spend the rest of my professional life in the organisation I am currently working at.			.835
	In the organisation I work at, I feel as though I am a member of the family.			.807
Explained Variation		26.349	20.191	19.463
Total Explained Variation		26.349	46.540	66.003
Number of Expressions		4	4	3

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Total Explained Variation: 66.003; Deductive Method: Principal Component Analysis; Rotation Method: Varimax Rotation.

Confirmatory Factor Analysis was performed in order to test the fit of the date with the factor structure determined through Explanatory Factor Analysis. Analysis revealed that the factor loads of the job satisfaction scale items varied between 0.47 and 0.81, and that the fit indices for the first level multi-factor structure were (x^2/df= 1.902; RMSEA= .066; GFI= .907; CFI= .908; IFI= .909). The factor loads of the organisational commitment scale items varied between 0.50 and 0.88, and the fit indices for the first level multi-factor structure were (x^2/df= 2.058; RMSEA= .073; GFI= .932; CFI= .953; IFI= .954). Based on these results, it was determined that the fit indices of the scales' factor structures were within acceptable values (Byrne, 2001). While both scales had first and second level multi-factor models whose fit index values were very close, the first level multi-factor models were preferred within the frame of this study and its objective. These findings indicate that the models have a good fit with the data structure, and that the scale items place the correct loads on the factors. It was therefore determine that the scales were structurally valid. The factor structure revealed by the validity test for both scales was found to be compatible with the literature. The factor structures of the study scales are shown in Figure 1.

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Figure 1. Factor Structure of the Scales

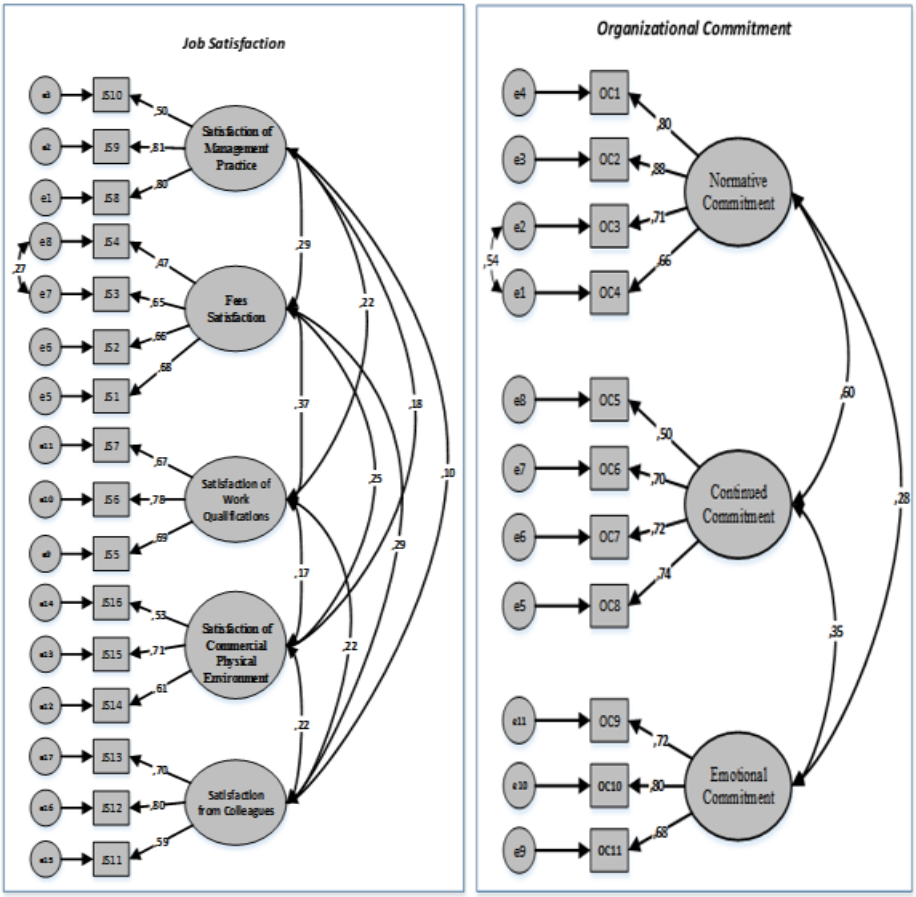

Table 3. The Cronbach's Alpha Coefficients of the Conceptual Variables

Variables	Cronbach's Alpha	Item Number
Salary Satisfaction	.754	4
Satisfaction with the nature of the work	.764	3
Satisfaction with Managerial Practices	.738	3
Satisfaction with Colleagues	.752	3
Satisfaction with the Physical Conditions of the Workplace	.722	3
Normative Commitment	.817	4
Continuous Commitment	.761	4
Affective Commitment	.785	3

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We utilised the Cronbach's Alpha Coefficient, which is the most commonly used method for testing the reliability (internal consistency) of scales (Giacobbi, 2002: 60). The Cronbach's Alpha Coefficient ranges between 0 and 1, with values of 0.70 and above indicating high internal consistency for the scale (Özdemir, 2008: 291). As shown in Table 3, the Cronbach's Alpha values of the scales varied between 0.70 and 0.85, which indicated that the scales were reliable.

4. ANALYSIS FINDINGS

Before performing a correlation analysis, dispersion graphs were first evaluated in order to identify linear relationships between the variables that constitutes one of the assumptions of this analysis Dispersion graphs were drawn, and a linear relationship was observed between the variables. As described in Table 4, a positive and significant relationship was identified between all dimensions of job satisfaction and all dimensions of organisational commitment. In Table 4, the highest relationship between conceptual variables was between continuous commitment and satisfaction with the nature of the work ($r= .313$; $p < .01$), while the lowest relationship was between continuous commitment and satisfaction with colleagues ($r= .103$; $p < .05$).

Table 4. Correlation Coefficients of the Conceptual Variables

Variables	Mean	SD	1	2	3	4	5	6	7	8
1. Salary Satisfaction	4.065	.817	1							
2. Satis. with Nature of Work	4.092	.855	.213**	1						
3. Satis. with Man. Prac.	3.965	.854	.277**	.250**	1					
4. Satis. with Coll.	4.058	.855	.298**	.220**	.254**	1				
5. Satis. with Workp. Envir.	4.094	.840	.293**	.210**	.264**	.214**	1			
6. Normative Com.	4.092	.866	.248**	.209**	.220**	.294**	.203**	1		
7. Continuous Com.	4.052	.868	.242**	.313**	.130*	.103*	.209**	.376**	1	
8. Affective Com.	4.202	.794	.215**	.249**	.287**	.298**	.258**	.151*	.211**	1

* $p< .05$; ** $p < .01$

To be able to perform Regression Analysis, which is a parametric test, data must first show a normal

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distribution (Özdamar, 2004: 289). To determine prior to regression analysis whether the data showed normal distribution, we first looked at their coefficient of skewness and kurtosis. As the coefficients of skewness and kurtosis had values ranging between -1 and +1 (Çokluk, Şekercioğlu, and Büyüköztürk, 2014: 16), and since the interval scale of the data were summed and the number of samples was greater than 200 (Hair et al., 2006), the data were considered as showing normal distribution.

Multi-Linear Regression Analysis was then performed to determine whether the job satisfaction dimensions had any effects on the normative commitments of the workers. One of the assumptions and requirements of Multi-Linear Regression Analysis is the presence of a linear relation between variables. For this reason, the dispersion diagram was examined to confirm whether a linear relationship existed between the variables. The other assumption of this type of analysis is the lack of a multicollinearity problem between the independent variables. To confirm this, the correlation coefficients between the independent variables were checked, along with the Variance Inflation Factor (VIF) values obtained at the end of the multi-linear regression analysis. In Table 4, the correlation coefficients between the independent variables are below 0.80, which indicates that these variables did not have a multicollinearity problem. In addition, the VIF values for all dimensions of job satisfaction were less than 10, which also shows the absence of any no multicollinearity problem (Çokluk, Şekercioğlu and Büyüköztürk, 2014: 28; Durmuş, Yurtkoru and Çinko, 2013: 171).

Table 5. The Effect of the Job Satisfaction Dimension on Normative Commitment

Independent Variables	Std. Beta	t-value	p-value	VIF
Salary Satisfaction	.205	3.809	.000	1.118
Satisfaction with the nature of the work	.059	1.154	.249	1.255
Satisfaction with Managerial Practices	-.066	-1.294	.196	1.136
Satisfaction with Colleagues	.128	2.511	.012*	1.119
Satisfaction with the Physical Conditions of the Workplace	.039	.750	.453	1.143
	R^2 = .086 F= 7.477 p = .000* *			

Dependent variable = Normative Commitment; * p< .05 ; ** p < .01

The regression analysis results in Table 5 indicate that the regression model as a whole was sig-

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nificant [(F= 7.477, p(0.00) < α 0.01)], and that it explained 8.6% of the variation in normative commitment. When these findings were evaluated with respect to the independent variables, it was determined that salary satisfaction positively affected the normative commitment variable [(β=.205, α(0.01) > p(0.00)], while the satisfaction with colleagues positively affected the normative commitment variable to a lesser extent [(β=0.128, α(0.05)> p(0.012)]. Furthermore, it was determined that the normative commitment variable was not affected by satisfaction with the nature of the work [(β=0.059, α(0.05) <p(0.249)], satisfaction with managerial practices [(β=-0.066, α(0.05) <p(0.196)], and satisfaction with the physical conditions of the workplace [(β=0.039, α(0.05) <p(0.453). In other words, while the salary and colleague satisfaction of the workers affected their normative commitment, their satisfaction with managerial practices, the nature of their work and the physical conditions of the workplace did not have such an effect of normative commitment. *These findings supported hypotheses H1a and H1d, while disproving hypotheses H1b, H1c, H1e.*

Table 6. The Effect of the Job Satisfaction Dimension on Continuous Commitment

Independent Variables	Std. Beta	t-value	p-value	VIF
Salary Satisfaction	.187	3.599	.000	1.255
Satisfaction with the nature of the work	.270	5.508	.000	1.118
Satisfaction with Managerial Practices	-.052	-1.051	.294	1.136
Satisfaction with Colleagues	-.079	-1.605	.109	1.119
Satisfaction with the Physical Conditions of the Workplace	.121	2.450	.015*	1.143
	R^2 = .149 F= 13.813 p = .000* *			

Dependent Variable = Continuous Commitment;
* p< .05 ; ** p < .01

The regression analysis results in Table 6 indicate that the regression model as a whole was significant [(F= 13.813, p(0.00) < α 0.01)], and that it explained 14.9% of the variation in continuous commitment. When these findings were evaluated with respect to the independent variables, it was determined that salary satisfaction positively affected the continuous commitment variable [(β=.187, α(0.01) > p(0.00)]. While the satisfaction with the nature of the work posi-

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tively affected the continuous commitment variable to a greater extent [(β=0.270, α(0.01)> p(0.00)], and the satisfaction with the physical conditions of the workplace positively affected the continuous commitment variable to a lesser extent [(β=0.121, α(0.05)> p(0.015)]. Furthermore, it was determined that the continuous commitment variable was not affected by satisfaction with managerial practices [(β=-0.052, α(0.05) <p(0.94)], and satisfaction with colleagues [(β=-0.079, α(0.05) <p(0.109)]. In other words, while the workers' satisfaction with salary, nature of work and physical conditions of the workplace affected their continuous commitment, their satisfaction with managerial practices and colleagues did not have a similar effect of continuous commitment. *These findings supported hypotheses H2a, H2b and H2e, while disproving hypotheses H2c and H2d.*

The regression analysis results in Table 7 indicate that the regression model as a whole was significant [(F= 26.512, p (0.00) < α 0.01)], and that it explained 25.1% of the variation in affective commitment. When these findings were evaluated with respect to the independent variables, it was determined that only the satisfaction with colleagues positively affected the affective commitment variable [(β=.505, α(0.01) > p(0.00)]. On the other hand, it was determined that the affective commitment variable was not affected by salary [(β=-0.044, α(0.05) < p(0.365)], satisfaction with the nature of the work [(β=0.059, α(0.05) <p(0.197)], satisfaction with managerial practices [(β=0.035, α(0.05) <p(0.445)]. And satisfaction with the physical conditions of the workplace [(β=-0.038, α(0.05) <p(0.406)]. In other words, while the workers' satisfaction with colleagues affected their affective commitment, their satisfaction with salary, the nature of their work, managerial practices and the physical conditions of the workplace did not have a similar effect of affective commitment. *These findings supported hypotheses H3d, while disproving hypotheses H3a, H3b, H3c and H3e.*

Table 7. The Effect of the Job Satisfaction Dimensions on Affective Commitment

Independent Variables	Std. Beta	t-value	p-value	VIF
Salary Satisfaction	-.044	-.908	.365	1.255
Satisfaction with the nature of the work	.059	1.293	.197	1.118
Satisfaction with Managerial Practices	.035	.765	.445	1.136
Satisfaction with Colleagues	.505	10.987	.000**	1.119
Satisfaction with the Physical Conditions of the Workplace	-.038	-.815	.416	1.149
	R^2 = .251 F= 26.512 p = .000* *			

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Dependent Variable = Affective Commitment;
** $p < .01$

5. CONCLUSION

The aim of this study was to assess the job satisfaction and organisational commitment levels of blue-collar workers in shipyard and horticultural businesses, and to determine the relationships between job satisfaction and organisational commitment.

One of the first findings of this study was that the normative, continuous and affective commitments of the workers were affected by their levels of satisfaction with their salary, the nature of their work, the managerial practices, their colleagues, and the physical conditions of their workplace. This finding indicates a cause-and-effect relationship between the dimensions of job satisfaction and the dimensions of organisational commitment, as well as a linear relationship between the two.

Six of the 15 hypotheses developed based on the literature were supported by the study results, while the 9 other were not. As such, one of the findings of this study was that the normative commitment of workers was affected by their level of satisfaction with salary and colleagues, while their satisfaction with the nature of the work, managerial practices, and the physical conditions of the workplace did not have an effect on normative commitment. In other words, normative commitment - which describes the moral and ethical obligations the workers feel towards their organisation - was not shaped by the nature of their work, the practices of the management, or the physical conditions of the workplace. In addition, all of the job satisfaction dimensions caused an 8.6% variation in normative commitment. In addition, it was also found that the workers' level of satisfaction with their salary, the nature of their work and the physical conditions of the workplace affected their continuous commitment, while their level of satisfaction with their colleagues and managerial practices did not affect their continuous commitment. In addition, all of job satisfaction dimensions explained 14.9% of the variation in normative commitment. In addition to these, only the workers' level of satisfaction with their colleagues was found to have an effect on their affective commitment, while the other dimensions of job satisfaction had no effect on the worker's affective commitment. In other words, affective commitment - which reflects the workers' emotional and voluntary commitment to their organisation, as well as their tendency to associate themselves with the organisation - was not affected by the workers' satisfaction with their salary, the nature of their work, managerial practices, or the physical conditions of their workplace. On the other hand, the dimensions of job satisfaction explained 25.1% of the variation in affective commitment, indicating that affective commitment was the dimension of organisational commitment that was the most affected by job satisfaction. Thus,

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job satisfaction dimensions had the most effect on the affective commitment dimension of organisation commitment; taken together with the fact that affective commitment was the most important of the organisational commitment dimensions, this showed the importance of job satisfaction for organisational commitment. Other important findings of the study were that salary satisfaction - one of the dimensions of job satisfaction - affected both normative and continuous commitment, and that the managerial practices did not have an effect on any of the organisational commitment dimensions. This finding suggests that the salary satisfaction of the workers is sufficient for generating normative and continuous commitment, and that the practices and policies of managers at shipyard and horticultural businesses are not generating organisational commitment among workers.

Job satisfaction and organisational commitment are important for all sectors, including the shipbuilding and horticultural sectors. Job satisfaction and organisational commitment are particularly important for shipyard businesses that supply ships to the maritime sector, since production processes in this heavy industry sector involve various risks and hazards for workers, and require an experienced and cautious workforce. The horticultural sector, on the other hand, requires sensitive and diligent work, as well as continuous monitoring, to cultivate and preserve commercially valuable plants, which makes job satisfaction and organisational commitment equally important for businesses in this sector. It is therefore essential that the managers of these businesses pay close attention to job satisfaction and organisational commitment of their workers, and realise that raising job satisfaction level will also raise organisational commitment. To this end, it is highly important for these managers to implement policies and managerial practices that promote job satisfaction and, by extension, organisational commitment.

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TERSANE VE SÜS BİTKİLERİ İŞLETMELERİ ÇALIŞANLARININ İŞ TATMİNİ VE ÖRGÜTSEL BAĞLILIKLARININ İNCELENMESİ: YALOVA'DA BİR UYGULAMA

Öz: İşletme verimliliğini en üst seviyeye çıkarabilmenin öncelikli yollarından biri, iş tatmini ve örgütsel bağlılık düzeyi yüksek çalışanlara sahip olabilmektir. Çünkü işletmeler, belirledikleri amaçlarına ancak tatmin olmuş ve kurumlarına bağlı çalışanları ile ulaşabilirler. Bu nedenle de işletmeler için çalışanlarının yaptıkları işten tatmin ve kurumlarına bağlı olmaları, işletmelerin ürettikleri ürün veya hizmetler kadar önemli olmaktadır. Ayrıca rekabetin yoğun yaşandığı günümüzde, başarılı olan işletmelerin, iş tatmini ve örgütsel bağlılık kavramlarına dikkat ettikleri gözlemlenmektedir. Bu noktadan hareketle Yalova'da faaliyette bulunan tersane ve süs bitkileri işletmelerindeki mavi yakalı çalışanların, iş tatmin düzeylerinin ve örgütsel bağlılıklarının ölçülmesi, iş tatmini ile örgütsel bağlılıkları arasındaki ilişkilerin belirlenmesi bu çalışmanın amacını oluşturmaktadır. İş tatmini ve örgütsel bağlılık arasındaki ilişkilerin incelendiği çalışmalarda daha çok hizmet işletmeleri üzerinde görgül araştırmalar yapıldığı görülmektedir. Dolayısıyla tersane ve süs bitkileri işletmelerindeki çalışanlar üzerinde yapılan bu çalışma önemlidir. Örgüt çalışanlarının iş tatmini ve örgütsel bağlılıkları arasındaki ilişkileri inceleyen çok sayıda çalışma olmasına rağmen, özellikle tersane ve süs bitkileri çalışanları üzerinde yapılmış bir çalışmaya rastlanılmamış olması nedeniyle, bu çalışmanın örneklem grubu açısından özgün bir çalışma olduğu söylenebilir. Gemi inşası, bakımı ve onarımı faaliyetlerinin yürütüldüğü tersanelerde, gemi sahiplerinin veya deniz ulaştırma işletmelerinin ihtiyaçları olan yeni gemiler inşa edildiği gibi mevcut gemilerin bakım-onarım işlemleri de yapılmaktadır. Türkiye'de faal olan 106 tersanenin 20 adedi Yalova Altınova Tersaneler Bölgesinde aktif olarak faaliyetini sürdürmektedir. Ülkemizde süs bitkileri sektörü içinde üretim miktarı bakımından Yalova ili, dış mekan süs bitkileri içinde %30,32, iç mekan süs bitkileri üretim miktarı içinde ise %9,62'lik bir paya sahiptir. Kesme çiçek üretim alanları yönünden değerlendirildiğinde ise Yalova'nın payının % 5,59 olduğu görülmektedir. Araştırmanın amacı doğrultusunda, Yalova'da faaliyette bulunan ve araştırmaya katılmak isteyen tersane işletmelerinin 202 mavi yakalı çalışanından ve süs bitkileri işletmelerinin 200 mavi yakalı çalışanından anket yöntemi ile veriler toplanmıştır. Elde edilen veriler SPSS 21 ve AMOS 22 paket programları kullanılarak analiz edilmiştir. Bulgulara göre, iş tatminin boyutları ile örgütsel bağlılık boyutları arasında pozitif yönlü anlamlı ilişkiler olduğu ortaya çıkmış-

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tır. Araştırmada, literatüre dayanarak oluşturulan 15 hipotezden 6 hipotez desteklenirken 9 hipotez desteklenmemiştir. Bu çerçevede, araştırmanın sonuçlarından biri ücretten ve çalışma arkadaşlarından tatmin düzeyinin, çalışanların normatif bağlılıklarını etkilediği ancak, işin niteliğinden, yönetim uygulamalarından ve işyerinin fiziksel ortamından tatmin düzeylerinin normatif bağlılık üzerinde herhangi bir etkiye sahip olmadığıdır. Diğer bir ifade ile çalışanların, örgütlerine karşı ahlaki yükümlülüklerini ifade eden normatif bağlılığın oluşmasında, çalışanların işin niteliğinden, yönetim uygulamalarından ve işyerinin fiziksel ortamından tatmin düzeyleri yetersiz kalmakta ve tüm iş tatmini boyutları, normatif bağlılık üzerinde % 8,6'lık bir değişime neden olmaktadır. Ayrıca çalışanların, ücretten, işin niteliğinden ve işyerinin fiziksel ortamından tatmin düzeylerinin, çalışanların devam bağlılıklarını etkilediği ancak, yönetim uygulamalarından ve arkadaşlarından tatmin düzeylerinin, devam bağlılıklarını etkilemediği ve iş tatmini boyutlarının, devam bağlılığındaki değişim % 14,9'nu açıklamaktadır. Bunlara ilave olarak sadece çalışma arkadaşlarından tatmin düzeyinin, çalışanların duygusal bağlılıkları üzerinde etkili olduğu, diğer boyutların ise duygusal bağlılık üzerinde herhangi bir etkiye sahip olmadığı ortaya çıkmıştır. Başka bir deyişle, çalışanların kurumlarına karşı gönüllü bağlılıklarını gösteren ve kendilerini örgütüyle özdeşleştiren duygusal bağlılık üzerinde, çalışanların ücretten, işin niteliğinden, yönetim uygulamalarından ve işyerinin fiziksel ortamından tatmin düzeylerinin yetersiz kaldığı anlaşılmaktadır. Diğer taraftan iş tatmini boyutlarının % 25,1'lik oranla en fazla açıklayıcı etkiye sahip olduğu örgütsel bağlılık boyutunun, duygusal bağlılık olduğu ortaya çıkmıştır. Duygusal bağlılığın, örgütsel bağlılık boyutları içerisinde en fazla önem verilen bağlılık boyutu olması, iş tatminin örgütsel bağlılık için önemini göstermektedir. Bunlarla birlikte iş tatmini boyutlarından, ücretten tatmin düzeyinin, normatif ve devam bağlılığı boyutları üzerinde etkili olması ve çalışanların yönetim uygulamalarından tatmin düzeyinin, örgütsel bağlılık boyutları üzerinde bir etkiye sahip olmaması bu araştırmanın önemli bulgularındandır. Bu bulgu, çalışanların ücretten tatmin düzeylerinin, normatif ve devam bağlılığı oluşturmak için yeterli olduğunu gösterirken, tersane ve süs bitkileri işletmelerindeki yöneticilerin gerçekleştirdikleri yönetim uygulamalarının ve yaklaşımlarının çalışanlar üzerinde örgütsel bağlılık yaratacak düzeyde olmadığını göstermektedir. İş tatmini ve örgütsel bağlılık, her sektör için önemli olduğu gibi denizcilik ve süs bitkileri sektörü için de önemlidir. Denizcilik sektöründe, gemi arzı yaratan tersane işletmeleri açısından bakıldığında, ağır sanayi olarak kabul edilen ve üretim sürecinin, çalışan açısından bir takım riskler içermesi nedeniyle, çalışanların iş tatmini ve örgütsel bağlılığının önemi artmaktadır. Süs bitkileri işletmeleri açısından bakıldığında ise çalışanların yaptıkları işlemlerin canlıyı konu alması, çok hassas ve sürekli takip etmeyi gerektiren işler olması nedeniyle, çalışanların iş tatmini ve örgütsel bağlılığının önemi daha da artmaktadır. Dolayısıyla söz konusu işletmelerdeki yöneticiler için çalışanlarının iş

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tatminine ve örgütsel bağlılık konusuna duyarlılık göstermesi, çalışanların iş tatmin düzeylerinin yükseltilmesiyle, örgütsel bağlılıkların yükseleceğini bilmeleri ve bunlara yönelik uygulamalar ve yönetsel faaliyetler içinde bulunmaları son derece önemlidir.

Anahtar Kelimeler: İş Tatmini, Örgütsel Bağlılık, Tersane Çalışanları, Süs Bitkileri Çalışanları