



Investigation of Factors Affecting Organizational Commitment and Work Performance in Educational Institutions

Abdulahap Sever, Abdullah Güngör, Ali Çirakli, Gülay Çirakli, Münire Güngör, Abdulkadir Sever

Turkish Republic Ministry of Education

Introduction

With the renewal and development of the age, the concept of "human" has been reshaped. Nowadays, with the humanism movement, the existence of people is more important and the equality between people has been adopted to a great extent. This increases the motivation of groups that are seen as lower level in standard societies. Since these groups are usually labourers in business life, if a state aims to develop as a treasury, it should give importance to its workers. We can reduce our meaning of state and say the same example for employers. If an employer wants to increase its financial power, it should pay attention to its workers and try to get more efficiency from them. In service and industrial enterprises, studies have shown that work motivation has an effect on productivity (Örücü & Kanbur, 2008). Especially today's enterprises, which have high employee turnover rates, try to find methods to keep their employees at work and to ensure that they work more efficiently (Kaya, 2007).

Organisational commitment is the degree to which an employee feels loyalty to a particular organisation (Currivan, 1999). Therefore, organisational commitment serves as a psychological connection with an organisation that influences individuals to act in a manner consistent with the interests of the organisation (Yang & Chang, 2008). Concentrating on hierarchical responsibility as a mental expression reflecting the connection between an individual and the association, Meyer and Allen argued that it is decisive in the relationships between the expert and the association and that the former makes the choice to stay within it (Allen & Meyer, 1990).

Employees are a vital resource for all organisations, especially as they represent a significant investment in terms of placement, recruitment and training, let alone salaries, health plans, bonuses, etc. Numerous association administrations build their preparation programmes, benefit packages, execution review and working framework depend on their organisation approach. Normally these strategies have gone to create committed representatives, as this increasingly requires a broader residence. The longer an agent works for an organisation, the more profitable it is on its way to becoming.

The aim of this study is to determine the relationship between organisational commitment and the concepts of job performance and job satisfaction and to reveal how sectors are affected by these concepts.

1. Literature Review

1.1. Organisational Commitment

Every organisation must make a full commitment to its employees to achieve excellent results over time (Mowday et al., 1982). Employees working in a team are currently acting as entrepreneurs and each team member strives to be the best among others (Mowday et al., 1982). Increasing employee engagement within an organisation will ultimately increase the productivity of your employees. In the past, organisations have provided security to their employees to increase their commitment to the organisation and increase their productivity (Abelson, 1976). Higher employee commitment to individual projects or work within an organisation is seen as the main reason for increasing employee productivity leading to organisational success. Employee productivity can also be increased when employees are more satisfied with their jobs and responsibilities. Their satisfaction may depend on the pay system, organisational culture and knowledge of employee turnover (Mowday et al., 1982). For four decades, ongoing employee engagement surveys and their impact on employee performance and productivity have been ongoing (Becker, 1960). In Pakistan, the desire for continuous organisation is traditional because many people choose to work as a lifelong occupation rather than as a vocation. Meyer and Allen (1991) categorise employee obligations into three groups: a) emotional commitment; (b) enduring commitments; and (c) an obligation to organise. Employees with a strong emotional commitment continue to work with the organisation as they wish. Employees with a lasting commitment stay with the organisation because they have to do so. Employees with a high regulatory responsibility stay with the organisation because they feel they should stay with the organisation. Many studies have shown that affective commitment is positively related to employee responsibility (Whitener and Walz, 1993; Jaros, 1997). A high level of employee engagement is associated with low turnover and that employee will work better with fewer job placements (Price and Mueller, 1981). There are certain things that really affect employee engagement such as workload, less recognition and less reward. Dorgan (1994) defines performance and performance

characteristics, including quality, as guiding principles. Epitropaki and Martin (2005) showed that there is a positive relationship between job status and emotional commitment. Addae and Wang (2006) find that there is a negative relationship between employee engagement and stress. Irving and Coleman (2003) showed that there is a positive relationship between stress and commitment to continue. Somers (2009) showed that there is a small link between job stress and working time. Witting-Berman and Lang (1990) show that there is a negative relationship between physical stress and commitment.

Organisational commitment gains a lot of importance in today's intellectual capital. Considering the employment and unemployment rates, an employer is always looking for permanent workers. That is to say, the more permanent and survivable workers an employer has in his workplace, the more successful that workplace can be. We say this in the imperfect tense because organisational commitment is not the only way to success. Organisational loyalty does not make a worker productive, it only increases his/her productivity. This increased productivity, in turn, puts a workplace ahead of the competition and enables it to overtake other enterprises. This should be the only goal of an enterprise. In today's changing and developing capitals, an employer basically aims to stand out in the competition.

Today, increasing competition and economic conditions force the workers to be loyal to their organisations. If a worker cannot be loyal to his/her organisation, he/she understands that he/she cannot stay in that organisation. This forces him/her to be loyal to his/her organisation. The organisation also knows that its workers are loyal to it due to the economic conditions that are regressing today and does not want to increase wages. The employer who thinks that there is no need for an increase in wages may also be mistaken with workers who suddenly break away from the organisation. The basic concept here is work motivation. As we said when describing the concept of organisational commitment, the higher the job motivation of a worker, the more committed that worker may be to his/her organisation.

Meyer and Allen (1991) examined organisational commitment as a structure with three sub-components: Affective commitment, continuance commitment and normative commitment. Affective commitment is evaluated within the scope of the employee's doing his/her job as a result of an intrinsic motivation and internalising the goals and importance of the organisation. Normative commitment is based on obligation, virtuousness and moral feelings and the employee sees staying in the organisation as a duty and obligation (İnce & Gül, 2005). Continuance commitment is based on the cost of leaving the organisation. Employees maintain their organisational commitment because they need it. In continuance commitment, employees continue to stay in the organisation because of positive advantages such as seniority, salary, retirement and other gains. Otherwise, they would have given these up (Weng et al., 2010).

1.2. Factors Affecting Organisational Commitment

Organisational commitment is among the factors that determine whether individuals' emotions will develop positively or negatively. Problems between managers and teachers or employees and workers in organisational commitment will lead to a decrease in the level of happiness as well as a decrease in work performance. Especially the characteristics of the teachers working in private schools, the characteristics of the managers, the cooperation between the manager and the teacher and many other factors determine the level of happiness. Thus, work engagement also increases.

Job commitment is a concept that explains individuals' commitment to their job and how much they are interested in their job. People who love their jobs are happy as they start to enjoy their work life. Thus, the efforts made to be successful become easier (Kaçamak, 2019).

In order to increase the commitment of teachers working in special education institutions, administrators should show the necessary importance to teachers. Co-operation with administrators and the fact that administrators value teachers increase teachers' commitment to work. As the commitment to work increases, a more efficient education process is realised.

In order for teachers to feel happy and peaceful at work, it is important that administrators take the necessary measures, do not discriminate and provide economic conditions. In addition to this, teachers' fulfilling their duties by cooperating with the administrators increases both the success of the educational institution and the commitment of teachers to work happily.

Organisational commitment is defined as employees having a strong belief in accepting the aims and values of the organisation, making efforts for the organisation, and being willing to continue their membership in the organisation. In other words, organisational commitment is the power of commitment that employees feel within the organisation. As the commitment increases, the performance increases (Uyaroğlu, 2019).

The fact that teachers working in special education institutions do not feel alienated in the educational institution and increasing the level of success by cooperating with the administrators are among the factors that increase the happiness of teachers. Teachers who are committed to their jobs and exhibit the necessary work have a very low rate of leaving special education institutions. In addition, teachers' adopting the purpose and characteristics of the organisation and thus contributing to the organisation increases the commitment to the job and increases the prestige.

Individuals with organisational commitment will have a sense of responsibility and will help to increase success. Organisational commitment also increases productivity and quality in educational institutions. Thus, teachers with organisational commitment become role models in educational institutions (Aliustaoğlu, 2019).

Situations such as satisfaction or dissatisfaction that employees feel in their jobs are defined as job satisfaction. Since each employee has different characteristics, their attitudes towards their jobs also vary. The events experienced at work shape the emotions of employees. Job satisfaction is generally defined as the positive mood of employees after their work experience (Kolbaşı, 2019).

Every person's job satisfaction varies according to personal characteristics. In addition, job satisfaction is important in terms of increasing work efficiency. There are four possibilities regarding job satisfaction:

1. Satisfied individuals are more productive,
2. People who achieve success in productivity are more satisfied,
3. Lack of a relationship between the concepts of satisfaction and productivity,
4. There is a zero relationship between satisfaction and productivity.

Based on the possibilities given above, it is concluded that satisfied employees will be more successful and productive in their lives (Özdayı, 1990).

The fact that people's personal characteristics are different in terms of job satisfaction also affects satisfaction. Therefore, we can say that there is a connection between the performance of people in working life and the level of satisfaction received from work. Negativities experienced in the workplace will reduce the employees' desire for work as well as their level of satisfaction and cause the working life to be inefficient. For this reason, in order to correct the problems in the workplace, it should be ensured that the cooperation between the manager and the employee is ensured, and the success performance of the employees should be increased by showing the necessary care to the employees.

Gender

Gender discrimination has always existed throughout human life. When we look at the past years, the gender discrimination between men and women has led to women not being able to participate in working life. However, the developments until today have changed people's ideas about gender discrimination. Especially with the increase in the level of education, there have been significant changes in the perspective of women.

With the industrialisation, education policies have been revised and everyone has started to receive education equally without discrimination between men and women. In addition, women were given a place in business life and given the opportunity to work. Today, everyone continues their lives by participating in working life without gender discrimination.

The effect of gender factor is important in working life. According to the researches, the increase in women's interest in family and home within the scope of organisational commitment causes a decrease in women's commitment to the organisation compared to men. Therefore, it is stated that men are more dependent on organisational commitment than women. In addition, women's obligations at home also decrease organisational commitment. According to a different view, women's commitment to the organisation is higher because they do not have to worry about looking for a second job. (Demircan 2019).

Gender factor, which is among the factors affecting organisational commitment, also affects commitment. Especially women's workloads in family and home life reduce organisational commitment. As organisational commitment decreases in women due to reasons such as home, spouse and children, women are in search of a new job. Therefore, the fact that men do not have a workload in their family life compared to women increases the organisational commitment of men.

Gender, which affects organisational commitment, affects women the most. Women do not break their commitment to the organisation despite their excessive workload in order not to worry about looking for a new job. This situation has caused women's workload to increase in working life as well as home life. For this reason, we can say that women are more affected by all kinds of situations. After the events, we state that women have problems at the point of life satisfaction and many women have to quit their jobs because they cannot reach job satisfaction and heavy workloads.

Life satisfaction is related to the concept of happiness. Satisfaction means fulfilment of expectations and wishes. Life satisfaction refers to the satisfaction received as a result of all experiences, not just work life or home life. Therefore, the concept of satisfaction does not cover a specific area. It includes various factors such as work, health and family (Terzi, 2017).

Job satisfaction, which is related to organisational happiness, contributes to individuals becoming more social and a good citizen. Thus, the happiness that emerges after job satisfaction also affects the environment. In addition, the pleasure received from the social structure in the context of organisational happiness also increases happiness. Thus, variables that distinguish happy people from other people such as high self-esteem, optimism, and extraversion emerge (Moçoşoğlu & Kaya, 2018).

Age

In order to be happy in working life, some conditions must be fulfilled. Because human life is spent working, failure to fulfil the necessary conditions leads to burnout. Those who face the feeling of burnout will not be happy in their working life and will not be able to achieve the happiness they want in their daily lives. Among the necessary conditions for working life is the age requirement.

The age required to participate in working life is an effective concept in the emergence of burnout or happiness. Because people who start working life at a younger age may become tired of their jobs after a while, as they will start working at a strenuous pace. This situation brings along problems such as not reaching job satisfaction, leaving the job and looking for a new job. Especially in the private sector, starting to work from a young age causes burnout to increase.

Private sectors include private schools and teachers working in these schools. Burnout in teachers is a syndrome that occurs as a result of long-term stress and being under pressure. Behavioural fatigue occurs after the stress experienced. Due to the fatigue experienced by teachers, their commitment to their jobs decreases. Especially in the case of intensive work, the teacher starts to do his/her job reluctantly and has a negative attitude towards his/her students and has the feeling of giving up his/her job (Oruç, 2007).

When we look at the age factor among employees, we can say that older people are more satisfied with their working life than younger employees and therefore differences are experienced throughout age. According to the researches conducted accordingly, the difference in age is related to many factors. These factors include factors such as gender, education, income status (Derman, 2019).

According to research on the relationship between happiness and age, the concepts of happiness and age are fixed together. It has been argued that there is an increase only in a certain age range. The progression of age determines the level of happiness. It was concluded that there is a linear relationship between age and happiness, especially when expectations begin to decrease and the difference between initial goals and subsequent goals decreases (Yinanç, 2020).

Education Level

Education is a concept that is among the basic needs of human beings. Therefore, every person must receive education. Because the education factor enables the emergence of many factors. We can say that people who have received a good education will be respected in their working lives and can reach what they want in terms of job satisfaction. This applies to all work areas.

When we look at education in the private sector, we can say that people with high education level have better working lives than people with low education level. In other words, education is a factor that determines in which position a person will work. People who work in a good place in their working life will also have a higher level of happiness. The education level of teachers working in private schools also affects the working factor.

Teachers expect respectability considering their educational status. Therefore, the respect and value shown to teachers working in private schools increase their motivation to work. As a result, the teacher who achieves what he/she wants over time starts to be satisfied with his/her working life. As this situation will also have an effect in daily life, a better quality of life will be achieved.

Education, which is one of the personal factors affecting organisational commitment, is very important for issues such as commitment to the organisation and turnover. According to the researches, organisational commitment and education level have a negative relationship. In addition, it has also been argued that the relationship between organisational commitment and education level is not strong (Uyaroğlu, 2019).

According to the research on education and job satisfaction, people with high education level have higher job satisfaction than other people. In addition, education has a positive relationship with wages. However, since wages are fixed, the positive effect has turned directly into a negative effect. The increase in wages indicates that job satisfaction will also increase (Özdayı, 1990).

According to the researches on education and happiness, it has been found that education helps to gain happiness and the quality of thought of the individual is high. In addition to this, due to the educational status, a good level in the working environment and an increase in income are also reflected positively on people. In addition, a high level of education provides self-confidence to individuals. Thus, people with self-confidence will have high levels of happiness (Demircan, 2019).

Marital Status

The marital status of people is among the factors affecting working life. Since the person is married and the events experienced at home will be reflected in working life, working life can be productive or inefficient. In particular, since a restlessness in the home environment will also affect the working life and people will think about the family situation during work, the efficiency of the work begins to decrease. Depending on this, situations such as unhappiness and burnout begin to emerge by breaking away from the organisation.

People who are not happy at home want to return to their childhood by longing for the past. Thus, happiness is tried to be created again by revealing shared happy events. According to the researches, it has been revealed that individuals who have good social relations within the organisation and those who state that they are happy in the organisation are married (Bulut, 2015).

Since marital status is one of the factors affecting organisational commitment, whether employees are married or single determines whether the work will be productive or not. In particular, people who do not know what to do in terms of social relations will begin to reduce their commitment to work as they will reflect every situation to the working environment. As the commitment to work decreases, organisational dependency decreases and the concept of happiness loses its effect.

The individual who is left alone in the organisation starts to struggle to remain silent. Thus, the effectiveness of the individual in the organisation decreases. As a result, unhappiness and stress arise and cause individuals to move away from the organisation. Since this situation will be reflected in the organisation, communication and interaction are important for happiness (Kotaoğlu, 2019).

1.3. Organisational Commitment and Job Performance

Experts make an important contribution to the work of organisations as they work and act towards the organisation's goals. Also, employees who are committed to your organisation are happy to have members, believe in the organisation and feel good about the organisation and its intentions and do

what is beneficial for the organisation (George and Jones, 2015). Therefore, we can say that there is a certain relationship between organisational commitments and activities. However, it is not surprising that previous studies have shown that organisational commitments are not closely related to performance (Mathieu & Zajac, 2012). In addition, Mowday et al. (2011) also concluded that the link between commitment and activity is generally absent. Organisational commitments are related to employees' psychological commitment to their jobs (O'Reilly and Chatman, 2014). Commitment to organisations is positively related to desired outcomes such as job satisfaction, motivation and support. It also has a negative impact on outcomes such as unemployment and labour turnover. In addition, a study has shown that stronger commitment can lead to lower turnover and employee absenteeism, which in turn increases organisational productivity (Schuler & Jackson, 2010). However, the link

2. Method

2.1. Model of the Research

The study is aimed at teachers and explained through the concept of organizational happiness. Quantitative research was used to include what measures should be developed to increase teachers' organizational happiness levels.

2.2. Universe and Sample

In the study, descriptive survey method, which is one of the quantitative research methods, was used. The universe of the research consists of employees working in schools in Sakarya in 2023. The sample consists of 100 teachers determined by quota method.

2.3. Data Collection Tools

While collecting the data of the study, the "School Organizational Happiness Scale" consisting of 38 items prepared by the researchers based on the Introductory Information Form prepared in line with the purpose of the study and the field summer were applied. SPSS program was used in the analysis of the data.

3. Findings

In this part of the research, the findings of the main problem and sub-problems will be discussed under the title of findings. Since the research aims to determine teachers' perceptions of organizational happiness, it is explained that it is developed in 58 items and by using 8 dimensions such as communication with stakeholders, authority, management, professional commitment, working together, harmony, professional development, individual happiness in the workplace. It has been reported that it is subject to AFA on the scale used for the factor. As a result, it has been reduced to scale 38 and 5 dimensions such as substance and management processes, professional attitude, communication with stakeholders, professional commitment, economic conditions. It was explained that the reliability value of the result was .91, that is, high reliability (Bulut, 2015: 92).

Between organisational commitments and activities is weaker (Becker et al., 2016). For example, Mathieu and Zajac (2015) showed that confidence intervals around the average correlation between commitment and organisational effectiveness contain zero. Therefore, they concluded that "in many cases, commitment has a relatively small direct effect on performance". Given that organisational commitment is an important factor in work experience and is essential for understanding and managing organisational behaviour (George and Jones, 2010), I wonder if it is true that they are not so much linked to each other. In addition, experts are interested in other studies. As Benckhoff (2016) says, the main reason why engagement has been one of the most popular topics in industrial psychology and organisational behaviour in the last 30 years is its impact on performance.

Table 1: Normality and Norm Values of All Sub-Dimensions of Organisational Happiness

Management		Professio nal Attitude	Commu nication	Devotion	Economic	Organizational Happiness
N	1344	1344	1344	1344	1344	1344
Arithmetic Mean	3,657	4,009	4,015	3,907	2,736	3,71
Mean Standard Error	0,018	0,017	0,017	0,021	0,016	0,013
Median	3,7059	4	4	4	2,5	3,684
Mod	3,88	4	4	4	2,5	3,53
Standard Deviation	0,643	0,639	0,628	0,769	0,573	0,474
Variance	0,413	0,408	0,394	0,592	0,329	0,225
Skewness	-0,541	-0,935	-0,676	-1,361	0,892	-0,353

Skewness	Standard	0,067	0,067	0,067	0,067	0,067	0,067
Deviation							
Kurtosis		0,993	1,68	1,411	2,663	1,374	0,948
Kurtosis	Standard	0,133	0,133	0,133	0,133	0,133	0,133
Deviation							
Ranj		4	4	4	4	3,75	3,61
25 Percent		3,294	3,667	3,75	3,75	2,5	3,421
50 Percent		3,706	4	4	4	2,53	3,684
75 Percent		4,059	4,444	4,5	4,25	3	4,026
Kolmogorov-Smirnov		0,058	0,09	0,122	0,195	0,169	0,043
Shapiro-Wilk		0,978	0,948	0,945	0,945	0,934	0,988
P		0.00*	0.00*	0.00*	0.00*	0.00*	0.00*

P 0.00* 0.00* 0.00* 0.00* 0.00* 0.00*

Based on the information given in Table 1 above, we can say that tests such as Kolmogorov Smirnov and Shapiro Wilk were used. In addition to this, we can say that the arithmetic mean, mode, median and standard deviation values of the organisational happiness scale are how many (such as standard deviation 0,47, median 3,68).

In order to obtain the results related to the sub-problems based on the table, each problem should be analysed separately. When we look at the management process, we see that 25% of the level of influence is 3.29 and 75% is 4.06. Those who score less than 3.29 have a "Very Low" level of influence, while those who score 4.06 and above have a "Very High" level of influence. In the remaining 50 per cent, we say that their level of influence is "High".

When we look at the professional attitude dimension, we see that 25% of the professional attitude level is 3.67 and 75% is 4.44. Those who score less than 3.67 have a "Very Low" level of professional attitude, while those who score 4.44 and above have a "Very High" level of professional attitude. In the remaining 50%, we say that the level of professional attitude is "High".

When we look at the communication dimension, we see that 25% of the communication level is 3.75 and 75% is 4.5. Those who score less than 3.75 have a "Very Low" level of communication, while those who score 4.5 and above have a "Very High" level of influence. In the remaining 50 per cent, we say that their level of communication is "High".

When we look at the dimension of commitment, we see that 25% of the commitment level is 3.75 and 75% of the commitment level is 4.25. Those who score less than 3.75 have a "Very Low" level of commitment, while those who score 4.25 and above have a "Very High" level of commitment. In the remaining 50 per cent, we say that their level of communication is "High".

When we look at the economic conditions dimension, we see that 25% of the economic level is 2.5 and 75% is 3.00. People with a score lower than 2.5 have a "Very Low" economic level, while those with a score of 3.00 and above have a "Very High" economic level. We say that the economic level of the remaining 50% is "High".

When we look at the level of organisational happiness, we see that 25% of the employees scored 3.42 and 75% scored 4.03. We conclude that people with a score lower than 3.43 have a "Very Low" level of perception of organisational happiness, while those with a score of 4.03 and above have a "Very High" level of perception of organisational happiness. In the remaining 50% of the respondents, we say that their communication level is "High".

Table 2: Item Statistics Related to Sub-Dimensions

Materials	N	Mean	Standard Deviation	Comment
Organizational Happiness	1344	3.71	0.47	High
Management Process Sub-Dimension	1344	3.66	.64	Low
Professional Attitude Sub-Dimension	1344	4.00	.64	High
Communication Sub-Dimension	1344	4.01	.63	High
Devotion Sub-Dimension	1344	3.90	.77	Low
Economic Conditions Sub-Dimension	1344	2.74	.57	High

When the table given above is examined, information such as the mean and standard deviation of sub-dimensions such as organisational happiness, management process, professional attitude, communication, dedication, economic conditions can be reached. Accordingly, we can conclude that the highest mean in the context of organisational happiness is the communication dimension with 4.01. The correlations between the dimensions of the scale are given in the table below.

Table 4: T-test Results of Workplace Happiness Averages at the Sub-Dimensions Level According to Gender Variable

Sub-Dimensions	Gender	N	\bar{X}	Standard Deviation	F	t	P																																																								
Total	Woman	591	3.73	0.48	0.32	1.38	0.57																																																								
	Man	753	3.70	0.47				Management Processes	Woman	591	3.70	0.64	0.02	1.97	0.89	Man	753	3.63	0.64	Professional Attitude	Woman	591	4.00	0.63	0.05	0.01	0.83	Man	753	4.00	0.64	Communication	Woman	591	4.03	0.61	0.21	1.24	0.65	Man	753	4.00	0.64	Devotion	Woman	591	3.90	0.79	0.13	-0.32	0.72	Man	753	3.91	0.75	Economic Conditions	Woman	591	2.74	0.56	0.00	0.46	0.97
Management Processes	Woman	591	3.70	0.64	0.02	1.97	0.89																																																								
	Man	753	3.63	0.64				Professional Attitude	Woman	591	4.00	0.63	0.05	0.01	0.83	Man	753	4.00	0.64	Communication	Woman	591	4.03	0.61	0.21	1.24	0.65	Man	753	4.00	0.64	Devotion	Woman	591	3.90	0.79	0.13	-0.32	0.72	Man	753	3.91	0.75	Economic Conditions	Woman	591	2.74	0.56	0.00	0.46	0.97	Man	753	2.73	0.58								
Professional Attitude	Woman	591	4.00	0.63	0.05	0.01	0.83																																																								
	Man	753	4.00	0.64				Communication	Woman	591	4.03	0.61	0.21	1.24	0.65	Man	753	4.00	0.64	Devotion	Woman	591	3.90	0.79	0.13	-0.32	0.72	Man	753	3.91	0.75	Economic Conditions	Woman	591	2.74	0.56	0.00	0.46	0.97	Man	753	2.73	0.58																				
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As can be understood from the table given above, gender has a relationship with other dimensions. Accordingly, it can be concluded that there is a relationship between gender and dimensions such as professional attitude, communication, dedication, economic conditions and management process.

Table 5: Descriptive Statistics Results of Workplace Happiness Means According to Seniority

Seniority	N	\bar{X}	Standard Deviation
1.One Year	159	3.81	0.50
2.Two-Five Years	227	3.72	0.53
3.Six Year and Above	958	3.70	0.45

According to the table given above, the seniority dimension was taken in the context of teachers' organisational happiness (\bar{X}). According to this, we can conclude that the highest employees are those who joined the working life in the first year.

Conclusion

With the rapid development of information technology and communication, there is a need for all organisations to address the level of employee satisfaction, the level of organisational commitment, organisational commitment and the work itself. The success of organisations and the level of achievement of their goals mainly depends on the level of organisational commitment of the employee and the level of performance controlled by the level of job satisfaction of the employee. Many studies and researches examining the effects of the level of job satisfaction on the level of employee's organisational commitment have shown that the level of employee's organisational commitment is directly affected by the level of job satisfaction.

Research results have shown that inadequate practices are among the main reasons for employees' lack of organisational commitment. Job satisfaction, satisfaction with wages and incentives, satisfaction with opportunities for growth, advancement and career progression, satisfaction with leadership and supervision style, satisfaction with social relations between the work group and employees, satisfaction with working conditions such as safety, health and stability, all these factors have shown a very significant impact on the level of organisational commitment. Therefore, the management of any organisation should consider these factors and pay serious attention to improve their practices due to their positive impact on organisational commitment.

The following recommendations are suggested by the researcher to improve the level of job satisfaction and organisational commitment:

- It is necessary to work to increase the level of satisfaction of employees in non-governmental organisations by increasing the powers given to employees and to improve the implementation of the strategy of distributing the available jobs according to the qualifications of the employees. Also, work for the rights and duties given to each employee and the conditions of each job, which increases employee satisfaction and then increases the level of organisational commitment.

- Working to improve the remuneration system in telecom companies and all non-governmental organisations, which in turn leads to increasing the level of employee satisfaction and subsequently improving the level of organisational commitment.

- Upgrading the current promotion and reward systems applied in most public organisations and providing criteria for promotion and reward based on efficiency, seniority and merit in job performance will positively increase the level of employee satisfaction and subsequently improve the level of organisational commitment.
- Implemented modern management strategies in organisations that will give employees the opportunity to participate in the decision-making process and formulate organisation plans. Successful implementation of these strategies will positively affect the level of job satisfaction and subsequently increase the level of organisational commitment.
- By implementing methods, mechanisms and procedures, they increase their satisfaction and commitment to their organisation by developing a special system for employees' problems and complaints and working towards the solution of these problems.
- Increasing the culture of not leaving the job and commitment to the organisation by paying attention to the development of employees in different ways and modern methods will improve job satisfaction and then organisational commitment, which increases employee satisfaction and motivates them to stay in their jobs, reflecting themselves.

Source

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