EFFECT OF EMPLOYEE SATISFACTION LEVEL ON ORGANIZATIONAL COMMITMENT

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ABSTRACT
The main purpose of this research is to examine the effect of employee satisfaction levels on organizational commitment. The study aimed to analyze the relationships between employee satisfaction levels and organizational commitment. In this direction, quantitative research method was used and relational screening model, which allows examining the relationships between variables, was adopted as the research model. In the data collection process, personal information form was used from the participants, Minnesota Job Satisfaction Scale was used to measure employee satisfaction and Organizational Commitment Scale was used to determine organizational commitment levels. While Minnesota Job Satisfaction Scale measures employee satisfaction levels in two dimensions as intrinsic and extrinsic satisfaction; Organizational Commitment Scale evaluates commitment levels in three dimensions as affective commitment, continuance commitment and normative commitment. The obtained data were analyzed using SPSS 26.0 program for statistical analysis.
The results of this study show that employee satisfaction has a significant and strong effect on organizational commitment. As the levels of intrinsic satisfaction, extrinsic satisfaction and general satisfaction increase, the organizational commitment of employees also increases. In particular, general satisfaction stands out as the most effective factor on organizational commitment, and it has been determined that intrinsic satisfaction has a positive effect on commitment. The study examined organizational commitment within the framework of emotional commitment, continuance commitment and normative commitment dimensions. Emotional commitment reflects the voluntary and affection-based commitment of employees to the organization; continuance commitment reflects the commitment arising from economic and social obligations; and normative commitment reflects the sense of moral responsibility. However, it has been determined that general commitment levels are low-medium. In the correlation analysis, strong and positive relationships were found between employee satisfaction and organizational commitment. According to the regression analysis, general satisfaction stood out as the variable with the strongest effect on organizational commitment.
Keywords: Employee Satisfaction, Organizational Commitment, Intrinsic Satisfaction, Extrinsic Satisfaction.

1. INTRODUCTION
1.1. Problem Statement
In today's competitive business world, organizations can achieve sustainable success not only through financial results or technological investments, but also by increasing the satisfaction and commitment levels of their employees. Employee satisfaction **is** a concept that reflects the extent to which individuals' experiences at work match their expectations; and reflects employees' perceptions, attitudes, and emotional reactions to their jobs (Şahin, 2015). Employee satisfaction is a fundamental element that contributes to the success of organizations by affecting many individual and organizational factors such as job satisfaction, motivation, performance, and organizational commitment. Employees who have a positive experience at work and whose expectations are met will be more committed to their jobs, exhibit higher performance, and tend to contribute voluntarily in the work environment (Uğurluoğlu et al., 2019).
The effects of employee satisfaction in the workplace are not limited to individual results. Studies show that employees with high levels of satisfaction are also positively reflected in customer satisfaction and the overall performance of the organization (Jeon and Choi, 2012). In organizations where satisfaction is high, it is seen that absenteeism rates decrease, employees are more open to innovations and teamwork is strengthened. Determining the factors that affect employee satisfaction levels allows organizations to reorganize their human resources management policies and develop an employee-focused management approach (Bauman and Skitka, 2012).
Research shows that employee satisfaction has a significant impact on organizational commitment. Employees with high levels of satisfaction are more committed to their organizations, their intention to leave decreases, and

contributes to the success of the organization in the long term (Korkmaz & Erdoğan, 2014). While the increase in satisfaction that employees feel at work strengthens their emotional commitment to the organization, low satisfaction levels increase the intention to leave the job and negatively affect the level of organizational commitment (Tanrıverdi et al., 2019).

When organizations develop policies that increase employee satisfaction, it not only supports individual well-being, but also contributes to the long-term competitiveness of businesses by increasing organizational commitment and efficiency. For example, fair wage policies, the provision of career development opportunities, effective leadership and positive relationships in the work environment are among the basic factors that increase both satisfaction and commitment levels (Çetin and Basım, 2011).

This study examines the impact of employee satisfaction levels on organizational commitment. By examining the relationships between internal and external factors of employee satisfaction and the three basic dimensions of organizational commitment, namely emotional commitment, continuance commitment and normative commitment, it is aimed to shed light on strategies that can increase the commitment levels of organizations. In this context, the interaction between employee satisfaction and organizational commitment will be evaluated at individual and organizational levels and the dynamic relationship between these two concepts will be revealed.

1.2 Purpose of the Research
The purpose of this research is to examine the effect of employee satisfaction levels on organizational commitment. The relationship between employee satisfaction and factors such as job satisfaction, working conditions, management style, wages and career opportunities will be addressed, and the effect of this satisfaction level on the dimensions of affective commitment, continuance commitment and normative commitment of organizational commitment will be analyzed. The research aims to determine which elements should be addressed as a priority to increase the level of organizational commitment in employee satisfaction and to guide organizations towards strategies that can strengthen employee commitment.

1.3 Importance of Research
Employee satisfaction and organizational commitment are critical to the success and sustainability of organizations. While the satisfaction levels of employees at work directly affect their performance, length of stay and motivation in the organization, the level of organizational commitment is also an important factor that contributes to the organization's achievement of its goals. This research contributes to the literature on understanding the relationship between employee satisfaction and organizational commitment and aims to provide practical information for managers who want to plan their human resources policies more effectively. In addition, the study is important in terms of developing suggestions on how employee satisfaction can be optimized to increase organizational commitment.

1.4 Limitations
This research has some limitations:
1. The research is limited to individuals working in the private and public sectors in TRNC.
2. Data were collected using a survey method and are limited to the scales used in the study.
3. In the study, employee satisfaction and organizational commitment variables were examined. Other external factors that may affect the relationship between these two variables (e.g., cultural factors, economic conditions) were excluded from the evaluation.

1.5 Definitions
Employee Satisfaction: It is the totality of employees' perceptions and feelings about work life, expressing the extent to which their experiences at work match their expectations. It is affected by factors such as the nature of the job, working conditions, wages, management style and relationships with co-workers (Judge et al., 2017).

Organizational Commitment: It is the level of commitment of employees to organizational goals and values, which expresses their emotional, continuity and normative commitment to their organizations (Meyer and Allen, 1991).

2. CONCEPTUAL FRAMEWORK
2.1 Employee Satisfaction
Employee satisfaction is defined as a positive emotional state that occurs depending on the extent to which individuals' expectations in their work life are met (Judge et al., 2017). Employee satisfaction is directly affected by factors such as the individual's working conditions, the nature of the job, wages, career development opportunities, management approach and relationships with coworkers (Çelik and Şimşek, 2013; Özdevecioğlu, 2013). If these factors meet the individual's expectations, employee satisfaction increases, and if they do not, the satisfaction level decreases.

Employee satisfaction is closely related to the satisfaction individuals feel from their jobs, as well as the extent to which they feel valued and motivated in the work environment (Boz et al., 2021). Maslow's hierarchy of needs theory and Herzberg's dual factor theory are important theoretical frameworks that form the basis of employee satisfaction. According to Herzberg's dual factor theory, the factors that increase employee satisfaction are divided into two as "intrinsic motivation factors" (success, recognition, responsibility) and "extrinsic hygiene factors" (wage, working conditions, job security) (Herzberg, 1966). Providing these factors in a balanced manner in the workplace increases the satisfaction level of employees and reflects positively on their performance.

Research reveals the critical role of employee satisfaction on organizational performance. High employee satisfaction increases employee motivation and performance, while contributing to the reduction of negative situations such as intention to leave and absenteeism (Yetmen and Kişi, 2011; Tanrıverdi et al., 2019). For example, in one study, it was observed that employees with high levels of satisfaction were more committed to their jobs and exhibited organizational citizenship behaviors (Polat and Celep, 2008). It was also stated that employees with high satisfaction were more willing to adapt to the goals and values of the organization and tended to work longer within the organization (Güney, 2000).

Employee satisfaction is also directly related to concepts such as organizational commitment and job satisfaction. Employees with high levels of satisfaction are emotionally attached to their organizations and their job satisfaction levels increase (Sezgin, 2010). This situation allows for the improvement of factors such as productivity, employee commitment and customer satisfaction in organizations. employee satisfaction is of critical importance for organizations in terms of sustainable success and performance. Meeting the expectations of employees in business life is a fundamental factor that directly affects individual and organizational success. Therefore, organizations should develop effective human resources practices to ensure employee satisfaction and support the happiness and motivation of employees by considering their needs.

2.2 Job Satisfaction

Job satisfaction is a concept that reflects employees' perceptions, attitudes, and emotional evaluations of their jobs. Job satisfaction varies depending on the extent to which the individual's expectations from their job are met (Raziq and Maulabakhsh, 2015). Job satisfaction is addressed in two basic dimensions: intrinsic satisfaction and extrinsic satisfaction. While intrinsic satisfaction includes elements such as the success, responsibility, and advancement that the individual achieves due to the nature of the job, extrinsic satisfaction includes elements such as wages, working conditions, relationships with managers, and job security (Schleicher et al., 2018).

High job satisfaction increases employees' motivation, productivity, and job performance, while also having a positive effect on organizational commitment (Wegge, Schmidt, Parkes & Van Dick, 2017). In contrast, low job satisfaction increases employees' intention to leave the job and leads to negative outcomes such as burnout syndrome. Therefore, it is important for organizations to develop strategies that will increase employees' job satisfaction to create a sustainable work environment in the long term (Poon, 2017). Employees with high job satisfaction tend to contribute more to the organization's goals, while employees with low job satisfaction tend to leave the job (Judge & Klinger, 2008). The factors affecting job satisfaction can be listed as follows (Kuzulugil, 2012):

1. **Personality and Demographic Factors:** An individual's personality traits, age, gender, education level, and work experience can affect the level of job satisfaction. For example, it has been stated that job satisfaction increases with age, and that with experience, an individual's expectations become more realistic.
2. **Leadership Style:** Manager support and leadership style play an important role in employee job satisfaction. Supportive leadership increases employee confidence and makes them more satisfied with their jobs.
3. **Perception of Justice:** Organizational justice is related to employees' perception of being treated fairly in terms of wages, promotions, and distribution of tasks. Employees in a fair work environment show higher job satisfaction.
4. **Working Conditions:** Factors such as physical working environment, job security, ergonomic conditions and workload directly affect the job satisfaction of employees.

2.3 Organizational Commitment

Organizational commitment refers to employees' commitment to the goals and values of an organization, their desire to be a part of the organization, and their desire to remain in the organization (Meyer et al., 2019). The concepts of affective commitment, continuance commitment, and normative commitment form the three-dimensional model put forward by Meyer and Allen (1991) to explain the multidimensional structure of organizational commitment. This model explains employees' commitment to the organization based on different motivational foundations and has been widely accepted in the literature. Each type of commitment is detailed below and supported by current sources:

Affective commitment refers to employees' desire to voluntarily commit to the organization and the feeling of being a part of the organization (Meyer & Allen, 1991). Employees with high affective commitment adopt the goals and values of the organization and feel an intrinsic motivation to contribute to the success of the organization (Meyer, et al., 2019). This type of commitment is affected by employees' job satisfaction, leader support, perception of justice, and positive relationships with co-workers (Rhoades et al., 2001).

Affective commitment has a strong impact on organizational performance, retention, and motivation. For example, Allen and Shanock (2013) found that when employees have high levels of emotional commitment, their job performance increases significantly. In addition, perceived organizational support and strong employee-employee relationships are among the factors that increase emotional commitment (Eisenberger et al., 2010).

Continuance commitment **is** the situation where employees continue their decision to stay in the organization due to high economic and social costs (Meyer & Allen, 1991). The employee tends to continue his/her current job due to reasons such as difficulty in finding a new job, career loss or financial security concerns if he/she leaves the organization (Joo et al., 2010). This type of commitment is directly related to the individual's perception of the costs of leaving the job (Taşkın & Dilek, 2010).

Continuity commitment is a more compelling form of commitment than other types of commitment because employees stay because they feel obliged to leave the job even if they do not want to (Panaccio & Vandenberghe, 2014). This situation can negatively affect job performance and productivity. However, the social rights offered by the organization, job security and increased career opportunities are among the elements that strengthen continuance commitment (Chang et al., 2010).

Normative commitment occurs when employees see staying in the organization as a moral responsibility or obligation (Meyer & Parfyonova, 2010). This type of commitment is shaped by the individual's desire to remain loyal to the organization in return for the support, training, and social contributions they receive from the organization. The employee does not find it ethically right to leave the organization and feels an obligation to the organization (Wasti, 2003).

Normative commitment has a strong relationship with organizational culture and individual values. The opportunities, trainings and supportive leadership provided by the organization to employees are effective in developing this type of commitment (Bentein et al., 2005). To increase normative commitment, it is important for organizations to provide a fair and ethical work environment (Meyer and Herscovitch, 2001).

Meyer and Allen's three-dimensional organizational commitment model offers a multidimensional perspective rather than basing employee commitment on a single factor. Affective commitment represents the individual's voluntary commitment and intrinsic motivation, while continuance commitment arises due to economic and social costs. Normative commitment is based on moral responsibility and an ethical obligation felt towards the organization. Each type of commitment has different effects on organizational performance and employee satisfaction.

Organizational commitment has a direct impact on employee performance, motivation, and job satisfaction (Yousef, 2017). Employees with high organizational commitment contribute more to the organization's goals, while their intention to leave is low (Kaur et al., 2020). Elements such as employee satisfaction and job satisfaction are important determinants of organizational commitment. Strengthening organizational commitment is a critical element for increasing the performance and sustainability of organizations (Bayram, 2005).

3. METHOD
3.1 Research Model
quantitative research method was used to examine the relationships between employee satisfaction levels and organizational commitment. The relational screening model, which allows the analysis of relationships between variables, was adopted as the research model (Büyüköztürk et al., 2012). This model aims to determine the direction and strength of the relationships between the dependent variable organizational commitment and the independent variables intrinsic satisfaction, extrinsic satisfaction, and general satisfaction (Karasar, 2015). The effects between the variables were examined in detail with correlation and regression analyses.

3.2 Universe and Sample
The universe of the study consists of individuals working in the Turkish Republic of Northern Cyprus (TRNC) without distinction between private and public sectors. The sample consists of 194 individuals who were selected from this universe according to certain criteria, volunteered to participate in the study, and filled out the data collection form completely. Convenience sampling method was used in sample selection. This method allowed the researcher to collect data from accessible participants in a fast and cost-effective way (Büyüköztürk et al., 2012). The individuals participating in the study show demographic differences, and employees from different sectors (private and public) represent diversity in terms of various variables such as gender, age, education status, and working hours. Data were collected from the participants using a 5-point Likert scale using a survey method and provided appropriate conditions for analysis. The sample size of 194 individuals is sufficient in terms of reliability of the analyses and validity of the research results.

3.3 Data Collection Tools

Data in the study were collected through personal information form, it was collected with the Minnesota Job Satisfaction Scale and the Organizational Commitment Scale.

To evaluate employee satisfaction, the "Minnesota Job Satisfaction Scale" consisting of 20 questions was used. The scales used in the research were prepared in a 5-point Likert format. The KMO value of the Job Satisfaction Scale was determined as .91 and the Bartlett sphericity test results were found to be significant. These findings show that the measurement tool is suitable for factor analysis. In addition, because of the analyses, it was determined that the scale had two components with an eigenvalue greater than 1. The first component explained 44.18% of the total variance, while the second component explained 7.95%. In statistical analyses, the minimum value represents the lowest score among the measurement results; the maximum value represents the highest score among the measurement results. Regarding job satisfaction, it was determined that the intrinsic satisfaction dimension (3.68±0.74) and the extrinsic satisfaction dimension (3.66±0.73) were at a moderate level. These evaluations are based on the study conducted by Kocakaya (2023).

The Organizational Commitment Scale developed by Allen and Meyer (1990) was used in the study. This scale is a comprehensive tool that measures employees' commitment to an organization in three dimensions. These dimensions are emotional commitment, continuance commitment and normative commitment. Affective commitment refers to the emotional bond that individuals feel towards the organization and the state of seeing themselves as a part of the organization. Continuance commitment is the economic and social costs that leaving the organization will create, which is the basis for employees' preference to remain in the organization. Normative commitment defines the state of commitment that individuals feel towards the organization due to their responsibility and moral obligation. This scale, consisting of 24 statements in total, has eight statements for each dimension and is organized in a 5-point Likert format. Participants indicate the extent to which they agree with the statements by scoring from 1 to 5 (1: Strongly Disagree, 5: Strongly Agree). The scale provides separate scores for each of the organizational commitment dimensions, providing a comprehensive assessment in understanding the types and levels of employees' commitment to the organization. This multidimensional structure provides a strong foundation for analyzing the complex dynamics of organizational commitment.

Table 1. Reliability Analysis

	Cronbach's Alpha	Article
Job satisfaction	0.951	20
Organizational Commitment	0.960	24

Cronbach's Alpha value of 0.70 and above indicates that the scale is reliable. The values obtained in this study show that both scales have a high level of reliability. This supports that the measurement tools used provide consistent and reliable results within the scope of the research.

3.4 Analysis of Data

The data in the study were analyzed with SPSS 26.00 program. In the study, descriptive analyzes were performed to understand the general characteristics and distributions of the data. In these analyzes, the central tendency measures (mean, median) and distribution measures (standard deviation, variance) of the variables were examined, and the conformity of the data to normal distribution was evaluated using skewness and kurtosis values. In addition, correlation analysis was applied to determine the direction and strength of the relationships between the variables. In this analysis, linear relationships between the variables were measured with Pearson Correlation Coefficient and the positive or negative direction of the relationship was evaluated. In addition, regression analysis was performed to examine the causal effects between the variables in the study. Regression analysis was used to understand the effects of independent variables on the dependent variable and the strength of this effect. The findings obtained provided important data in understanding the relationships between basic variables such as job satisfaction, organizational citizenship and workaholism and the effects of these variables. The use of these methods together increased the reliability of the results of the study and enabled a more in-depth analysis of the relationships between the variables.

4. FINDINGS

Table 2. Demographic Information

		n	%
Gender	Male	109	56.2
	Woman	85	43.8
Age	20-25 years old	15	7.7
	26-30 years old	12	6.2
	31-35 years old	30	15.5
	36-40 Years Old	51	26.3
	41-45 Years Old	52	26.8
	46-50 Years Old	13	6.7
	Age 51 and above	21	10.8
Education Status	Primary/Secondary Education	28	14.4
	High school	86	44.3
	Licence	53	27.3
	Master's Thesis/PhD	27	13.9
Professional Seniority	1-5 years	58	29.9
	6-10 years	36	18.6
	11-15 years	44	22.7
	16-20 years	34	17.5
	21-25 years	14	7.2
	26 years and above	8	4.1
	Total	194	100.0

When the demographic information of the 194 participants who participated in this study was examined, the number of male participants in terms of gender distribution was 109 people, which constituted 56.2% of the total, while female participants constituted 85 people, which constituted 43.8% of the total. When the age groups of the participants were examined, the largest group was determined as 51 people (26.3%) between the ages of 36-40. This was followed by 52 people (26.8%) in the 41-45 age group. There were 30 people (15.5%) in the 31-35 age group, 12 people (6.2%) in the 26-30 age group, 13 people (6.7%) in the 46-50 age group, and 21 people (10.8%) in the 51 and over age group. The smallest group was 15 people (7.7%) in the 20-25 age group. When the educational backgrounds of the participants are examined, high school graduates constitute the largest group with a total of 86 people (44.3%), followed by bachelor's degree graduates with 53 people (27.3%) and primary/secondary school graduates with 28 people (14.4%). Master's thesis/doctoral graduates are represented at the lowest rate with 27 people (13.9%). When the professional seniority status of the participants is evaluated, it is seen that the largest group is 58 people with 1-5 years of seniority (29.9%). This is followed by 36 people with 6-10 years of seniority (18.6%) and 44 people with 11-15 years of seniority (22.7%). They are listed in smaller groups with 34 people (17.5%) having 16-20 years of seniority, 14 people (7.2%) having 21-25 years of seniority, and 8 people (4.1%) having 26 years of seniority and above.

Table 3. Participants' Satisfaction Levels

	Min.	Max.	Avg.	P.S.
Inner satisfaction	1.00	3.22	1.9433	0.70972
External satisfaction	1.00	3.27	2,0469	0.74841
Overall Satisfaction	1.00	3.25	1,9951	0.72451

In this study, the satisfaction levels of the participants were examined under three different categories as internal satisfaction, external satisfaction and general satisfaction . On the scale, 1.00 represents the lowest satisfaction level and 5.00 represents the highest satisfaction level.

- Intrinsic Satisfaction: The minimum value is 1.00, the maximum value is 3.22, and the average (Avg) is calculated as 1.9433. The standard deviation (SD) value is 0.70972. This value shows that the intrinsic satisfaction levels of the participants are low.
- External Satisfaction: Minimum value is 1.00, maximum value is 3.27, and the average is determined as 2.0469. Standard deviation is 0.74841. This result indicates that the level of external satisfaction is slightly higher than internal satisfaction.
- General Satisfaction: The minimum value is 1.00, the maximum value is 3.25, and the average is calculated as 1.9951. The standard deviation value is 0.72451. It is seen that general satisfaction is also at a low level.

These results show that both internal and external satisfaction levels of the participants are at low levels and their general satisfaction also shows a similar trend. The standard deviation values show some difference in the participants' responses.

Table 4. Organizational Commitment Levels of Participants

	Min.	Max.	Avg.	P.S.
Emotional Attachment	1.00	3.75	2,1823	0.83053
Continuity Commitment	1.00	3.38	1,9439	0.72998
Normative Commitment	1.00	3.25	1.9233	0.67585
Organizational Commitment	1.00	3.38	2,0165	0.73269

In this study, the organizational commitment levels of the participants It was examined in four different dimensions: emotional commitment, continuance commitment, normative commitment, and general organizational commitment. 1.00 on the scale represents the lowest and 5.00 represents the highest level of commitment.

- Emotional Commitment: Minimum value was calculated as 1.00, maximum value as 3.75, mean (Average) as 2.1823, standard deviation (SD) as 0.83053. This result shows that the emotional commitment levels of the participants are at a low-medium level.
- Continuity Commitment: The minimum value was 1.00, the maximum value was 3.38, the average was 1.9439 and the standard deviation was 0.72998. The continuity commitment level of the participants also remains at a low level.
- Normative Commitment: The minimum value was calculated as 1.00, the maximum value as 3.25, the average as 1.9233 and the standard deviation as 0.67585. These values show that the level of normative commitment is also low.
- Organizational Commitment (General): The minimum value was 1.00, the maximum value was 3.38, the average was 2.0165 and the standard deviation was 0.73269. The general organizational commitment level is also at low levels.

As a result, when all dimensions are examined, it is seen that the organizational commitment levels of the participants are at low-medium levels. The standard deviation values show that there is some variation among the participants' answers. This situation reveals that the participants' attitudes are not homogeneous in different dimensions of organizational commitment.

Table 5. Relationship Between Employee Satisfaction and Organizational Commitment

		Inner satisfaction	External satisfaction	Overall Satisfaction	Emotional Attachment	Continuity commitment	Normative commitment	Organizational Commitment
Inner satisfaction	r	1	,975 **	,993 **	,964 **	,979 **	,961 **	,985 **
	p .		0,000	0,000	0,000	0,000	0,000	0,000
External satisfaction	r		1	,994 **	,957 **	,981 **	,948 **	,979 **
	p .			0,000	0,000	0,000	0,000	0,000
Overall Satisfaction	r			1	,967 **	,987 **	,960 **	,988 **
	p .				0,000	0,000	0,000	0,000

Emotional Attachment	r	1	,945 **	,952 **	,984 **
	p	.	0,000	0,000	0,000
Continuity commitment	r		1	,950 **	,981 **
	p		.	0,000	0,000
Normative commitment	r			1	,983 **
	p			.	0,000
Organizational Commitment	r				1
	p				.

In this study, the relationships between the satisfaction levels of the participants and organizational commitment were examined by correlation analysis. According to the findings, it was observed that the variables of intrinsic satisfaction, extrinsic satisfaction and general satisfaction were very strongly and positively related to organizational commitment and its sub-dimensions, namely emotional commitment, continuance commitment and normative commitment. In particular, the correlation coefficient of intrinsic satisfaction with organizational commitment was calculated as 0.985, with extrinsic satisfaction as 0.979 and with general satisfaction as 0.988. These results show that all sub-dimensions of satisfaction have a significant and strong effect on organizational commitment. The relationships between the dimensions of organizational commitment were also examined and strong positive relationships were found between emotional commitment and continuance commitment with values of 0.945, between emotional commitment and normative commitment as 0.952 and between continuance commitment and normative commitment as 0.950. All these findings reveal that the satisfaction levels of the employees are directly and significantly related to organizational commitment. In summary, the increase in both the intrinsic and extrinsic satisfaction levels of the employees significantly increase the level of organizational commitment and the sub-dimensions of commitment.

Table 6. Effect of Employee Satisfaction Level on Organizational Commitment

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	p.
Still	0.022	0.023		0.957	0.340
Inner satisfaction	0.256	0.098	0.248	2,602	0.010
Overall Satisfaction	0.750	0.096	0.742	7,783	0,000

	F	p.	R	R Square
	4096,423	,000 b	,989 a	0.977
a. Dependent Variable: Organizational Commitment				

In this regression analysis, the dependent variable is organizational commitment, and the independent variables are internal satisfaction and general satisfaction. The findings can be summarized as follows:
1. Fixed Value:
   o B = 0.022, Standard Error = 0.023, t = 0.957, p = 0.340 The constant term is not statistically significant (p > 0.05).
2. Inner Satisfaction:
   o B = 0.256, Standard Error = 0.098, Beta = 0.248, t = 2.602, p = 0.010 Intrinsic satisfaction has a positive and significant effect on organizational commitment. Since the beta coefficient is 0.248, its effect is moderate.
3. Overall Satisfaction:

     o   B = 0.750, Standard Error = 0.096, Beta = 0.742, t = 7.783, p = 0.000 The effect of general satisfaction on organizational commitment is positive and significant. It stands out as the variable with the strongest effect with a beta value of 0.742.

4. Model Fit Statistics:
   - o   F Value: 4096.423, p = 0.000 This value shows that the regression model is significant ($p < 0.05$).
   - o   R (Correlation Coefficient): 0.989 It shows that the relationship between the dependent and independent variables is quite strong.
   - o   R Square (Explained Variance Rate): 0.977 This value shows that intrinsic satisfaction and general satisfaction variables explain 97.7% of the variance in organizational commitment.

In this analysis, the general satisfaction variable stood out as the variable with the strongest effect on organizational commitment (Beta = 0.742). Intrinsic satisfaction also has a positive and significant effect on organizational commitment, but its effect is at a lower level (Beta = 0.248). It is seen that the model is generally significant, and the variables have a very large explanatory power in organizational commitment ($R^2 = 0.977$).

5. CONCLUSION AND RECOMMENDATIONS

The results of this study revealed that employee satisfaction has a significant and strong effect on organizational commitment. As the internal satisfaction, external satisfaction and general satisfaction levels of employees increase, their organizational commitment also increases. General satisfaction stands out as the factor with the strongest effect on organizational commitment, while it was determined that internal satisfaction also positively affects the level of commitment.

In the study, the organizational commitment levels of employees were examined within the framework of the dimensions of emotional commitment, continuance commitment and normative commitment. The emotional commitment of the employees shows that they exhibit a voluntary and affection-based commitment to the organization; their continuance commitment shows that they base their stay in the organization on economic and social factors; and their normative commitment shows that they feel a moral responsibility. However, it was determined that the commitment levels were generally low-medium.

The correlation analysis findings showed that satisfaction has a positive and strong relationship with organizational commitment and its sub-dimensions. It was determined that the organizational commitment of employees with high satisfaction levels increased significantly. In the regression analysis, general satisfaction stood out as the most effective variable on organizational commitment, and intrinsic satisfaction was also seen to have a significant contribution to commitment.

Increasing employee satisfaction levels is considered a critical strategy for strengthening organizational commitment. When organizations develop policies that support employee satisfaction, this will increase employee performance and long-term contributions to the organization by increasing commitment levels. In this context, considering factors such as the nature of the job, working conditions, fair compensation, and management support will be effective in increasing employee satisfaction and organizational commitment.

In line with the findings of this research, the following suggestions were developed to increase employee satisfaction and strengthen organizational commitment:

First, it is important to consider internal and external factors together in terms of employee satisfaction. To increase internal satisfaction, employees should be given more responsibility within the scope of their duties, the meaning of the job should be increased, and individual achievements should be appreciated. Education and career planning programs should be organized to support the professional development of employees, and continuity of development opportunities should be ensured. To strengthen external satisfaction, compensation and fringe benefits should be ensured to be fair and in line with market conditions; practices that support working conditions, job security and work-life balance should be implemented.

To ensure sustainability of overall satisfaction, employee satisfaction should be measured regularly, and improvement efforts should be made in line with the feedback obtained. Strengthening internal communication will ensure the creation of a participatory management culture that considers employee opinions and suggestions. Social events and teamwork-based activities can be organized to improve employees' social ties and team spirit.

In terms of organizational commitment, the three basic dimensions of commitment, namely emotional commitment, continuance commitment and normative commitment, should be targeted. To increase emotional commitment, practices that strengthen employees' sense of belonging to the organization should be implemented, and the organization's vision and values should be adopted by all employees. To strengthen continuance commitment, economic and social support mechanisms (e.g., seniority awards, retirement plans) should be offered to encourage employees to stay in the organization. For normative commitment, corporate social responsibility projects and ethical management practices should be developed to ensure that employees feel responsible and ethically committed to their organizations.

From a managerial perspective, the leadership approach needs to be transformed into an employee-focused and supportive structure. Managers should hold regular one-on-one meetings to understand the needs and expectations

of employees and activate feedback mechanisms. In addition, managers should be provided with training programs to develop employee motivation and leadership skills.

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