RESEARCH ARTICLE / ARAŞTIRMA YAZISI

The Effect of Organizational Culture in Hotel Management on Job Satisfaction

Otel İşletmelerinde Örgüt Kültürünün İş Tatmini Üzerindeki Etkisi

Ali Güder Kırmızı[1], Ayşem Çelebi[2]

Abstract:

This study, which examines the effect of organizational culture on job satisfaction in the hotel industry, was conducted using the relational survey model, a quantitative research method. The study population consisted of employees working in hotels in the Turkish Republic of Northern Cyprus, and the sample comprised 365 participants. Personal information form, organizational culture scale, and job satisfaction scale were used in this study. The scale developed by Robbins (2003) and later used by Rima Handayani (2011) was utilized to measure organizational culture. The job satisfaction was calculated using the Minnesota Satisfaction Survey, as applied in Rezky Yunianto's (2012) research. Data analysis was performed using IBM SPSS Statistics 26 software. The results revealed a positive and moderately significant relationship between the innovation and risk-taking dimension and intrinsic satisfaction. A low-level but significant positive relationship was found between the extrinsic satisfaction dimension and job satisfaction. This indicates that employees who are satisfied with external factors (e.g., salary, promotion opportunities) tend to report higher overall job satisfaction. A low-level, positive, significant relationship was also identified between the human orientation dimension and intrinsic satisfaction. Conversely, organizational culture dimensions such as people orientation, stability, attention to detail, and aggressiveness were found to have a negative impact on intrinsic satisfaction. In other words, an organizational culture that focuses on these dimensions tends to reduce employees' intrinsic satisfaction. On the other hand, innovation and risk-taking, result orientation, and team orientation dimensions of organizational culture were found to have a positive effect on intrinsic satisfaction. An organizational culture that focuses on these dimensions enhances employees' intrinsic satisfaction. When all variables were evaluated together, it was observed that organizational culture dimensions explained 94% of the variance in intrinsic satisfaction. This finding demonstrates that organizational culture has a significant impact on intrinsic satisfaction.

Keywords: Hotel management, Organizational culture, Job satisfaction.

[1]PhD. Candidate, Cyprus Health and Social Sciences University, Department of Business Administration, Faculty of Social and Human Sciences, Morphou, TRN Cyprus, E-mail: alykirmizi@gmail.com, Orcid Id: 0009-0008-8618-3448

[2]Asst. Prof. Dr., Cyprus Health and Social Sciences University, Department of Business Administration, Faculty of Social and Human Sciences, Morphou, TRN Cyprus, E-mail: aysem.celebi@kstu.edu.tr, ORCID: 0000-0003-1053-4949

Address of Correspondence/Yazışma Adresi: Ali Güder Kırmızı, Cyprus Health and Social Sciences University, Osmanpaşa Caddesi, Mirata Apt, D:1/4 Nicosia, TRNC, E-mail: alykirmizi@gmail.com

Öz:

Bu çalışma, otel işletmelerinde örgüt kültürünün iş tatmini üzerindeki etkisini incelemektedir ve nicel araştırma yöntemlerinden biri olan ilişkisel tarama modeli ile gerçekleştirilmiştir. Araştırmanın evrenini KKTC'deki otel işletmelerinde çalışanlar oluşturmakta olup, örneklemde 365 katılımcı yer almıştır. Çalışmada kişisel bilgi formu, örgüt kültürü ölçeği ve iş tatmini ölçeği kullanılmıştır. Örgüt kültürünü ölçmek için Robbins (2003) tarafından geliştirilen ve daha sonra Rima Handayani (2011) tarafından kullanılan bir ölçek kullanılmıştır. İş tatmini ölçeği ise Rezky Yunianto'nun 2012 yılındaki araştırmasında Minnesota Tatmin Anketi kullanılarak uygulanmıştır. Veri analizi için IBM SPSS Statistics 26 yazılımı kullanılmıştır. Araştırma sonucunda, yenilikçilik ve risk alma boyutu ile içsel tatmin arasında pozitif ve orta düzeyde anlamlı bir ilişki olduğu bulunmuştur. Dışsal tatmin boyutu ile iş tatmini arasında ise düşük düzeyde pozitif anlamlı bir ilişki bulunmaktadır. Yani, dış faktörlerden (örneğin maaş, terfi) memnun olan çalışanlar genel olarak işlerinden daha fazla tatmin olmaktadır. İnsan odaklılık boyutu ile içsel tatmin arasında da düşük düzeyde pozitif anlamlı bir ilişki tespit edilmiştir. Çalışmanın sonunda, insan odaklılık, istikrar, detaylara dikkat etme ve agresiflik gibi örgüt kültürü boyutlarının içsel tatmini olumsuz etkilediği bulunmuştur. Başka bir deyişle, bu boyutlara odaklanan bir örgüt kültürü, çalışanların içsel tatmin düzeyini azaltmaktadır. Öte yandan, yenilikçilik ve risk alma, sonuç odaklılık ve takım odaklılık gibi örgüt kültürü boyutları içsel tatmini olumlu yönde etkilemektedir. Bu boyutlara odaklanan bir örgüt kültürü, çalışanların içsel tatmin düzeyini artırmaktadır. Tüm değişkenler birlikte değerlendirildiğinde, değişkenlerin içsel tatminin %94'ünü açıkladığı görülmektedir. Bu, örgüt kültürünün içsel tatmin üzerinde önemli bir etkiye sahip olduğunu göstermektedir.

Anahtar Kelimeler: Otel işletmeciliği, Örgüt kültürü, İş tatmini.

Introduction

Hotel management refers to commercial institutions that provide accommodation and guest experience services. These facilities offer travelers lodging, comfortable rooms, food and beverage services, meeting and event spaces, reception services, and other guest amenities (Pelit & Türkmen, 2008). Operating within the tourism sector, hotel businesses cater to the accommodation needs of tourists, business travelers, vacationers, and other guests. These businesses implement various strategies to enhance guest satisfaction, improve customer experience, and achieve profitability. Hotel management has a complex structure that integrates multiple disciplines, including management, marketing, finance, operations, and guest relations. Effective hotel management requires strong leadership, effective personnel management, sound revenue management, strategic marketing, and the ability to deliver high-quality service (Pelit & Öztürk, 2010).

Organizational culture in hotel management is a structure that encompasses a set of shared factors, including institutional behaviors, values, norms, and beliefs. These factors guide employees toward a common direction in achieving their goals and the management's targets (Özkan & Gümüş, 2013). The organizational culture of hotel businesses provides a foundation for employee motivation, customer satisfaction, and the achievement of management's strategic objectives. Business owners and senior managers play a key role in shaping and directing this culture. This includes establishing organizational values, promoting a strong work culture, and encouraging employees to adopt these values (Gürdoğan & Yavuz, 2013). In hotel management, organizational culture typically encompasses key elements such as customer focus, quality management, teamwork, innovation, continuous learning, and employee participation (Sünnetçioğlu et al., 2014; Bilgin, 2018).

While examining innovative culture within the framework of organizational culture, studies have also been conducted in different sectors.

In 2021, Alaca conducted research on management and service approaches in public libraries in Türkiye, focusing on their relationship with innovative culture. In this doctoral thesis, it was argued that achieving sustainability, efficiency, and productivity would be challenging under traditional management and service models and that an innovative approach to management and service models should be adopted. Using questionnaires and semi-structured interviews, a total of 189 data points were collected. The findings revealed that libraries generally operated under a traditional management model and service approach. It was also found that a hierarchical organizational culture dominated, and the strategic factors necessary for fostering innovation in the organization were either absent or insufficient. The thesis emphasized that, as humans undergo social change and continuously seek innovation, public libraries should adopt an action plan to cultivate an innovative organizational culture that addresses these evolving needs.

Rodriguez et al. (2019) investigated the implementation of institutional social responsibility in hotels, along with its relationship to institutional culture, corporate reputation, and performance. The study empirically examined how institutional social responsibility (ISR) practices can be integrated into an organization's operations. This research proposed an integrated model that highlights the mutual relationships between corporate reputation, organizational culture, and ISR practices to improve performance in the hotel industry. The suggested model was developed using the shareholder theory and the perceptions of general managers. The results showed that organizational culture influences different dimensions of ISR. Hotels that implemented ISR practices, focused on personnel and customers, were found to have strengthened their reputations. Through enhanced reputation, ISR practices were shown to affect business performance positively. Additionally, hotel managers perceived that ISR practices related to the local community and environment did not significantly impact a hotel's reputation.

Sarhan, Harb, Shrafat, and Albushan (2020) examined the relationship between organizational culture and employee loyalty. The study was conducted among employees in the hotel sector in Jordan, utilizing a questionnaire technique, and the findings revealed a significant relationship between organizational culture and organizational loyalty. While bureaucratic and supportive cultures were identified as predictable dimensions of loyalty, innovative culture was found to be an unpredictable dimension.

The effect of organizational culture on job satisfaction in hotel management includes employees' emotional satisfaction with their jobs and their overall satisfaction in the workplace. These effects can also influence employees' loyalty, motivation, and performance. Studies in the academic literature indicate that a strong organizational culture in hotel management can increase job satisfaction (Rizaoğlu & Ayyildiz, 2008). In light of this information, the research question was defined as: *What is the effect of organizational culture on job satisfaction?*

This research aims to analyze the effects of organizational culture on job satisfaction in hotel management. Within this scope, the study sought to answer the following questions:

Is there a significant relationship between organizational culture and job satisfaction?

Does it affect organizational culture and job satisfaction?

Analyzing the effect of organizational culture on job satisfaction in hotel management helps management understand how to increase employee satisfaction and strengthen business performance. The findings of this research may help business owners and managers make informed strategic decisions and recognize the importance of organizational culture and its impact. At the same time, it is expected to contribute to the development of effective policies and practices aimed at increasing job satisfaction by fostering a culture that prioritizes employee needs and promotes the adoption of organizational values. Additionally, the study aims to contribute to the existing body of knowledge.

Methods

Research Model
This study employed the relational survey model, a quantitative research method. This model generally employs statistical methods or machine learning algorithms to determine relationships between variables relevant to a specific research question. The content of the research question is compared with the collected data, and the most relevant relationships are identified using similarity measurements. Relational survey models are commonly applied in various fields such as information retrieval, search engines, and natural language processing. These models enable researchers to access specific information more effectively and to identify related documents with greater accuracy (Karadağ, 2010).

Scope and Sample
The scope of this research consists of employees in hotel businesses in the Turkish Republic of Northern Cyprus (TRNC). Among 145 tourist establishments in the TRNC, there are a total of 84 hotels, including 15 five-star hotels, 6 four-star hotels, 3 boutique hotels, and 1 hotel with a special certificate. In addition, there are 33 tourist bungalows, which are quite common. The research sample was selected using the purposive quota sampling method. This method is employed to ensure that the sample represents specific characteristics (quotas) in a research or survey study. In quota sampling, different groups or categories within the population are identified, and their proportions are reflected in the sample. This approach increases the representativeness of the population based on demographic or other essential characteristics. As a result, it allows the sample to reflect the diversity of the population better and provides more accurate and reliable statistical results (Büyüköztürk et al., 2012). Within this framework, 450 questionnaires were distributed for the study. After incomplete questionnaires were excluded, 365 participants were included in the final analysis.

Data Collection Tools
In this study, a personal information form, an organizational culture scale, and a job satisfaction scale were used.

Personal Information Form
The personal information form, prepared by the researcher, included questions regarding gender, age, marital status, and professional experience.

Organizational Culture Scale
In this research, the Organizational Culture Scale, initially developed by Robbins (2003) and later used by Rima Handayani (2011), was employed. The scale consists of 29 items and covers seven dimensions, including innovativeness, risk-taking, attention to detail, result orientation, human orientation, team orientation, aggressiveness, and stability. The overall reliability coefficient of the scale was calculated as 0.921 (Cronbach's Alpha). Each item on this Likert-type scale was rated on a five-point scale by participants: (5) Completely Agree, (4) Agree, (3) Neutral, (2) Disagree, (1) Completely Disagree.

Job Satisfaction Scale
This scale was adapted from Rezky Yunianto's (2012) research, which utilized the Minnesota Satisfaction Questionnaire. The reliability coefficient for intrinsic satisfaction was 0.684, whereas the reliability coefficient for extrinsic satisfaction was 0.703. The questionnaire consists of 20 items: 13 measuring intrinsic job satisfaction and 7 measuring extrinsic job satisfaction. The scale is based on a five-point Likert format with the following response options: (5) Very Satisfied, (4) Satisfied, (3) Neutral, (2) Dissatisfied, (1) Very Dissatisfied. The Cronbach's Alpha coefficient for the organizational culture scale used in this study was 0.583. In contrast, the Cronbach's Alpha value for the job satisfaction scale was found to be 0.650, indicating acceptable reliability.

Data Analysis
In this research, IBM SPSS Statistics 26 software was used for data analysis. Descriptive statistics were applied to summarize the characteristics of the sample group. Correlational analysis was conducted to evaluate the relationships between variables. To examine causal relationships among related variables, regression analysis was applied. Independent samples t-tests and one-way analysis of variance (ANOVA) were used to determine the differences between groups. Post Hoc tests were conducted to identify the sources of the significant differences. The reliability level of the data was defined as 95% (p=0.05).

Findings and Interpretations

Demographic Information

Table 1 shows the demographic information of the participants:

Table 1. *Demographic Information*

		N	%
Gender	Male	186	51.0
	Female	179	49.0
Age	20-30	175	47.9
	31-42	190	52.1
Marital Status	Single	120	32.9
	Married	245	67.1
Professional Experience	1-5	120	32.9
	11-15	83	22.7
	6-10	162	44.4
	Total	365	100.0

Table 2 shows that 51% of the participants are male and 49% are female. In terms of age distribution, 52,1% are between the ages of 31 and 42, while 47,9% are between the ages of 20 and 30. Regarding marital status, 67,1% of the participants are married and 32,9% are single., In terms of professional experience, 44.4% of the participants have 6-10 years of experience, 22.7% have 11-15 years, and 32.9% have 1-5 years of professional experience.

The Effect of Organizational Culture on Job Satisfaction

Table 2 presents the analysis results addressing the research question: "Is there a significant relationship between organizational culture and job satisfaction?".

Table 2. *The Correlational Analysis for the Effect of Organizational Culture on Job Satisfaction*

		Intrinsic Satisfaction	Extrinsic Satisfaction	Job Satisfaction
Innovation and Risk-Taking	r	.498**	-0.028	-.494**
	p	0.000	0.595	0.000
Result Orientation	r	.620**	.151**	-.267**
	p	0.000	0.004	0.000
Human Orientation	r	.233**	.990**	.168**
	p	0.000	0.000	0.001
Stability	r	.389**	-.400**	-.789**
	p	0.000	0.000	0.000
Attention to Details	r	.178**	.771**	.379**
	p	0.001	0.000	0.000
Team Orientation	r		.477**	-.173**
	p		0	0.001
Aggressiveness	r	.148**	-.534**	-.429**
	p	0.005	0.000	0.000
Organizational Culture	r			-.528**
	p			0.000

**. Correlation is significant at the 0.01 level.
*. Correlation is significant at the 0.05 level.

According to the results of the correlation analysis conducted to examine the effect of organizational culture on job satisfaction, a statistically significant, positive, and moderate relationship was found between the innovation and risk-taking dimension and the intrinsic satisfaction dimension (r = .498; p < 0.001). A statistically significant, negative, moderate relationship was observed between the innovation and risk-taking and the overall job satisfaction scale (r =-494; p < 0.001). In addition, a statistically significant, positive, strong relationship was identified between the result orientation dimension and intrinsic satisfaction (r = .620; p < 0.001), as well as a statistically significant, positive, weak relationship with extrinsic satisfaction (r = .151; p < 0.001), A statistically significant, negative, moderate relationship was also found with the overall job satisfaction scale (r = -.267; p < 0.001).

Furthermore, a statistically significant, positive, weak relationship was observed between the intrinsic satisfaction dimension and the human orientation dimension (r = .233; p < 0.001). A statistically significant, positive, very strong relationship was found between human orientation and extrinsic satisfaction (r = .990; p < 0.001). Finally, a statistically significant, negative, weak relationship was found with the overall job satisfaction scale (r = -.168; p <= 0.001).

For the stability dimension and intrinsic satisfaction dimension, a statistically significant, positive, weak relationship was found (r = .389; p < 0.001). In contrast, a statistically significant, negative, moderate relationship was observed with the extrinsic satisfaction dimension (r = -0.400; p < 0.001), and a statistically significant, negative, strong relationship was observed with the overall job satisfaction scale (r = -0.789; p < 0.001).

Regarding the attention to detail dimension and intrinsic satisfaction, a statistically significant, positive, weak relationship was found (r = .178; p < 0.001). A statistically significant, positive, strong relationship was observed with extrinsic satisfaction (r = .771; p < 0.001), and a statistically significant, negative, moderate relationship was found with overall job satisfaction (r = -.379; p < 0.001).

For the team orientation dimension and extrinsic dimension, a statistically significant, positive, moderate relationship was found (r = .477; p < 0.001). However, a statistically significant, weak negative relationship was observed with overall job satisfaction (r = .-173; p < 0.001).

Regarding the aggressiveness dimension and intrinsic satisfaction, a statistically significant, positive, and weak relationship was found (r = 0.148; p < 0.001). A statistically significant, moderate, negative relationship was identified with extrinsic satisfaction (r = -.534; p < 0.001), and a statistically significant, moderate, negative relationship with overall job satisfaction (r = .-429; p < 0.001).

Finally, in terms of overall organizational culture perception and job satisfaction, a statistically significant, moderate, negative relationship was found (r = .-528; p < 0.001).

Organizational Culture and Job Satisfaction Effect
Following the correlation analysis, regression analysis was conducted to measure the effect of organizational culture on job satisfaction.

Table 3. *The Effect of Organizational Culture Dimensions on Intrinsic Satisfaction*

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	p
Stable	45.718	4.037		11.324	**0.000**
Innovation and Risk-Taking	1.067	0.059	0.853	18.103	**0.000**
Result Orientation	1.891	0.163	0.684	11.631	**0.000**
Human Orientation	-2.82	0.081	-1.927	-34.957	**0.000**
Stability	-6.704	0.227	-2.733	-29.555	**0.000**
Attention to Detail	-2.353	0.198	-0.662	-11.863	**0.000**
Team Orientation	6.965	0.257	1.854	27.103	**0.000**
Aggressiveness	-0.165	0.056	-0.078	-2958	**0.003**

R= .942
F=402.544

Table 3 presents the regression analysis results, illustrating the effect of organizational culture on intrinsic satisfaction. According to the findings, the dimensions of organizational culture, such as human orientation (β = -1.927), stability (β = -2.733), attention to detail (β = -0.662), and aggressiveness (β = -0.078), had negative effects on intrinsic satisfaction. In contrast, innovation and risk-taking (r = 0.853), result orientation (r = 0.684), and team orientation (rβ = 1.854) were found to have positive effects on intrinsic satisfaction. Collectively, these variables explained 945 of the variances in intrinsic satisfaction.

Table 4. *The Effect of Organizational Culture Dimensions on Extrinsic Satisfaction*

	Unstandardized Coefficients		Standardized Coefficients		
	B	**Std. Error**	**Beta**	**t**	**p**
Stable	-14.226	0.101		-140.215	0.000
Innovation and Risk-Taking	-0.152	0.001	-0.125	-102.293	0.000
Result Orientation	0.134	0.004	0.05	32.729	0.000
Human Orientation	1.353	0.002	0.954	667.628	0.000
Stability	0.532	0.006	0.224	93.315	0.000
Attention to Detail	0.695	0.005	0.202	139.412	0.000
Team Orientation	-0.053	0.006	-0.015	-8.277	0.000
Aggressiveness	0.056	0.001	0.027	39.739	0.000

R= .999, F=6745.93

Table 4 presents the regression analysis results, illustrating the effect of organizational culture on extrinsic satisfaction. The findings indicate that Innovation and risk-taking (β = -0.125) and team orientation (β = -0.015) had negative effects on extrinsic satisfaction. In contrast, result orientation (r = 0.050), human orientation (r = 0.954), stability (r = 0.224), attention to detail (r = 0.202), and aggressiveness (rβ = 0.027) had positive effects on extrinsic satisfaction. Collectively, these variables explained 995 of the variances in extrinsic satisfaction.

Discussion

Research on the effect of organizational culture on job satisfaction in hotel businesses has revealed similar results across different countries and sectors. Studies show that specific dimensions of organizational culture have significant relationships with employees' job satisfaction. For example, Lund (2003) reported that organizational culture is a significant factor directly affecting employees' job satisfaction, with innovative and results-oriented cultures particularly enhancing job satisfaction. Similarly, Kemp and Dwyer (2001), in their research at the Regent Hotel in Sydney, emphasized that employees' adaptation to organizational culture is a determining factor in job satisfaction. A study conducted by Rızaoğlu and Ayyıldız

(2008) in four- and five-star hotels in Didim found that six dimensions of organizational culture affected job satisfaction. In this study, cultural strength, service quality, and customer value were identified as the most influential factors. Similarly, a study conducted by Ertaş (2018) in Antalya examined the impact of cultural values (power distance, collectivism, masculinity, uncertainty avoidance, and long-term orientation) on the job satisfaction of hotel employees. In parallel with the study's findings, research conducted by Bavik (2016) revealed a positive relationship between organizational culture and employee satisfaction in the hospitality sector, highlighting that human-oriented and innovative cultures significantly enhance job satisfaction. In addition, Gheorghe and Muntean (2024) examined the impact of organizational culture on employee motivation and job satisfaction in Four Seasons hotels, reporting that employees achieved higher levels of satisfaction in hotels with a strong corporate culture. However, some studies reveal that the effect of organizational culture on job satisfaction may vary. For example, Papaioannou, Marinakos, Vamvoukaki, and Dimaki (2021) found that the impact of organizational culture in hotel businesses may differ depending on employees' individual values and expectations. In particular, the effect of organizational culture on job

satisfaction was shown to diminish among employees with cultural traits such as uncertainty avoidance and long-term orientation. This finding aligns with the low level of effect observed for the human-orientation dimension on job satisfaction in the study. Overall, the impact of organizational culture on job satisfaction has been widely discussed in the literature, and it is generally concluded that a positive relationship exists. The finding that dimensions such as innovation, risk-taking, and result orientation increase job satisfaction, also identified in this study, is supported by other research (Lund, 2003; Bavik, 2016; Gheorghe & Muntean, 2024). However, it is worth noting that individual differences and cultural context influence the impact of organizational culture on job satisfaction (Papaioannou et al., 2021). For this reason, hotel businesses must establish an organizational culture that addresses employees' individual expectations, thereby enhancing both job satisfaction and overall performance.

The strong, negative, statistically significant relationship between the stability dimension and job satisfaction can be compared with similar findings in the literature. For example, İşcan and Timuroğlu (2007) found that hierarchical culture has an inverse relationship with job satisfaction. This suggests that organizational structures emphasizing stability can have a negative impact on employees' job satisfaction. Similarly, Eryılmaz (2019) also reported a negative relationship between hierarchical culture and job satisfaction, indicating that cultures overly focused on stability and rules may reduce employees' intrinsic satisfaction. Although the statistically significant, moderate, positive relationship between the attention to detail dimension and job satisfaction has not been directly addressed in the literature, it is broadly consistent with findings showing that organizational culture positively affects job satisfaction. However, it is also argued that excessive attention to detail, particularly in workplaces dominated by strict rules and procedures, may reduce intrinsic satisfaction. The statistically significant, moderate, negative relationship between the team orientation dimension and job satisfaction can be compared with different findings in the literature. İşcan and Timuroğlu (2007), for example, reported that clan culture (culture that emphasizes team orientation and cooperation) has a positive relationship with job satisfaction. This discrepancy highlights that the impact of team orientation on job satisfaction may vary depending on the specific organizational dynamics and employees' individual preferences. While some employees value a collaborative culture, others may prefer to work independently, which can shape the impact of team orientation on job satisfaction. The weak, positive relationship between the aggressiveness dimension and job satisfaction has received limited attention in the literature. However, a study based on the competitive values framework found that market culture (a culture that emphasizes competition and aggressiveness) has an inverse relationship with job satisfaction. This suggests that the impact of aggressiveness and competition on job satisfaction may vary depending on the organizational context and employees' individual characteristics. It should be recognized that competitive environments can serve as a motivating factor for some employees while acting as a stress-increasing factor for others.

The statistically significant, moderate, negative relationship between the perception of organizational culture and job satisfaction observed in this study contrasts with much of the literature, which generally reports a positive relationship. For example, Sönmez Polat and Yücekaya (2020) stated that organizational culture has a positive effect on job satisfaction. This discrepancy highlights the importance of employees' perceptions of organizational culture and the specific characteristics of that culture on job satisfaction. When organizational culture is perceived positively, employees are more likely to be satisfied with their jobs; conversely, negative perceptions of organizational culture can lead to reduced job satisfaction. The literature further supports that dimensions such as innovation and risk-taking, result orientation, and team orientation positively affect job satisfaction by increasing intrinsic satisfaction. For instance, Chang and Lee (2007) found that innovative and results-oriented cultures enhance employee job satisfaction. This finding suggests that promoting values such as innovation and result orientation can strengthen employees' intrinsic satisfaction. In particular, literature frequently emphasizes that open, change-oriented, and flexible working environments enhance employee motivation and commitment.

Conclusion

This study investigates the impact of organizational culture on job satisfaction in the hotel industry. Statistically, a significant, positive, moderate relationship was found between innovation and risk-taking dimension and intrinsic satisfaction. This indicates that employees who value innovation and are willing to take risks tend to be more satisfied with their jobs. In addition, a significant, strong, positive relationship was identified between the result orientation dimension and intrinsic satisfaction, suggesting that result-oriented employees experience higher job satisfaction. A weak but significant positive relationship was also observed between extrinsic satisfaction and overall job satisfaction. This implies that employees who are satisfied with external factors (e.g., salary, promotion opportunities) tend to be generally more satisfied with their jobs. Furthermore, a weak but significant positive relationship was found between the human orientation dimension and intrinsic job satisfaction, indicating that employees with a human-oriented approach are more satisfied with their jobs.

However, a strong, statistically significant negative relationship exists between the stability dimension and job satisfaction. This suggests that employees who prioritize stability tend to be less satisfied with their jobs. A positive, moderate, and statistically significant relationship was found between the attention to detail dimension and job satisfaction, suggesting that employees who pay attention to detail are generally more satisfied with their jobs. In contrast, a moderate, negative, and statistically significant relationship was found between the team orientation dimension and job satisfaction, suggesting that team-oriented employees tend to be less satisfied with their jobs. A weak but statistically significant positive relationship was also observed between the aggressiveness dimension and job satisfaction, indicating that employees with higher levels of aggressiveness tend to report greater satisfaction. Finally, a moderate, negative, and statistically significant relationship was found between organizational culture perception and job satisfaction, suggesting that as employees perceive organizational culture more negatively, their job satisfaction decreases.

These findings show that organizational culture has an effect on job satisfaction across different dimensions, and that employees' perceptions of organizational culture play a key role in shaping their job satisfaction levels.

At the end of the study, it was found that organizational culture has a negative impact on the dimensions of human orientation, stability, attention to detail, and aggressiveness. This suggests that an organizational culture emphasizing these dimensions reduces employees' intrinsic satisfaction. Conversely, organizational culture was found to have a positive impact on the dimensions of innovation and risk-taking, result orientation, and team orientation. An organizational culture that prioritizes these dimensions enhances employees' intrinsic satisfaction.

Declarations

Ethics Approval and Consent to Participate
The study obtained permission from the Ethics Committee of Cyprus Health and Social Sciences University, with application number KSTU//2025/027, dated 12 March 2025. The study adhered to ethical guidelines, and informed consent forms were obtained from all participants.

Publication Permission
Not applicable.

Availability of Data and Materials
Not applicable.

Conflict of Interest
The authors declare that they have no conflict of interest.

Financing
Not applicable.

Author Contributions
GM contributed to the conceptualization, writing of the method, data collection, analysis, and interpreted data. ET contributed to the conceptualization of the research, data analysis, translations, editing, and proofreading of the article. Both authors have read and approved the final version of the article.

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