

## THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE JOB SATISFACTION IN 5-STAR HOTELS IN CAPPADOCIA

Hatice Uçak, page 129-147

### ABSTRACT

Tourism businesses are one of the sectors where employee satisfaction and motivation play a critical role with their service-oriented structure. Job satisfaction of employees in these hotel businesses directly affects service quality and customer satisfaction. In this context, hotels in the tourism sector have to create change and motivate the manpower to create change in order to achieve competitive advantage and survive in the long term. Organizational culture in businesses; the attitudes, behaviors, production style and social relations developed by managers within the organization stand out as a determining factor on employees' job satisfaction. The aim of this research is to reveal the effect of organizational culture on job satisfaction in 5-star hotel enterprises operating in Nevşehir province and its districts. According to the results of the research, it was determined that participation, consistency and harmony dimensions of organizational culture have a positive and significant effect on job satisfaction, while the vision dimension of organizational culture does not have a significant effect on job satisfaction.

**Keywords:** Organizational Culture, Job Satisfaction, Cappadocia 5 Star Hotel Enterprises

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## **Introduction**

Tourism businesses are one of the sectors where employee satisfaction and motivation play a critical role with their service-oriented structure. Job satisfaction of employees in these hotel businesses directly affects service quality and customer satisfaction. In this context, hotels in the tourism sector have to create change and motivate the manpower to create change in order to achieve competitive advantage and survive in the long term. Organizational culture in businesses; the attitudes, behaviors, production style and social relations developed by managers within the organization stand out as a determining factor on employees' job satisfaction.

Everything that people produce in society (such as values, beliefs, works of art, behaviors) constitutes culture. Organizational culture has been the most remarkable field of organizational behavior since the early 1980s. Organizational culture, which is defined in different ways, is defined as "the way of doing and conducting business" according to Deal and Kennedy (1982) (as cited in Özkalp, Kirel: 2016). Increasing employees' job satisfaction levels can lead to many positive outcomes at both individual and organizational levels. However, although there are different antecedents affecting the job satisfaction level of employees, this research is limited to organizational culture among these antecedents

This study aims to examine the relationship between job satisfaction and organizational culture of individuals working in five-star hotels in and around Nevşehir. Since the Cappadocia region is an important destination in terms of tourism, employee satisfaction in hotel businesses is considered to be a critical factor for the continuity and competitiveness of the sector.

Located in the Cappadocia region of Turkey, Nevşehir is a fairytale city offering a unique combination of history and nature. It welcomes local and foreign visitors every year in terms of tourism with its unique geographical shapes, naturally formed fairy chimneys, underground cities, churches and balloon tours. It is known that a significant number of non-Muslim subjects lived in Nevşehir, formerly known as Müşküre, which became one of the most important settlements in the region during the Ottoman period, especially after Damat İbrahim Pasha became a vizier

(1718-1730), and in today's Nevşehir and its surrounding settlements (Hild and Restle, 198, 1, 46, 55, 125 cited in Pekak, 2009:).

Visual selections of Nevşehir, Uçhisar, Derinkuyu, Avanos, and Göremeden, where the Kızılırmak River passes through, are presented. These are the most popular tourist destinations offering luxury accommodation services with the historical texture and mystical atmosphere of Cappadocia.

The aim of the research is to analyze the effect of organizational culture on employee job satisfaction in 5-star hotels in Nevşehir and its districts. In the literature, it is possible to find studies examining communication openness, management style, and nominal wage system in the internal factors that are thought to affect job satisfaction. However, a limited number of studies (Rızaoğlu & Ayyıldız, 2008; Özkan & Gümüş, 2013; Ersoy, 2016) examining the effect of organizational culture on job satisfaction in hotel businesses were found in the domestic literature. However, increasing productivity and ensuring customer satisfaction in the tourism sector, which is one of the important financial resources of Turkey, depends on the job satisfaction of the manpower working in that sector. The effects of the concept of organizational culture on job satisfaction will be discussed and the reflections of these factors on hotel employees will be revealed. The findings obtained in the research will be able to guide businesses operating in the tourism sector in developing human resources policies and increasing employee satisfaction.

## **A. Theoretical Framework**

### **1. Organizational Culture**

An organization is a systematic set of meanings and characteristics shared by its members that distinguish it from other organizations. The shared meanings and characteristics mentioned in this definition are the organization's core values. These values determine the desired and undesired behaviors of the employees within the organization and are acquired and learned through communication between the employees (Özkal & Kirel, 2016, p. 160).

According to Hofstede, culture is the collective mental programming that distinguishes members of a group or category of people from others. In

this context, organizational culture can be defined as the collective mental programming that distinguishes the members of a company from others. However, a business's culture does not only exist in the minds of its employees; it also affects all the people associated with the company, such as customers, suppliers, employee organizations, government authorities, and the press (cited in Müller, 2009).

Organizational culture is the identity of an organization as perceived by its environment. There are many factors that affect the organization. These are the products the organization produces, customers, size, location, organizational structure, finance, human resources, management information systems, decision-making and communication styles and moral factors. Organizational culture has effects and functions on the behaviors of employees. These are (Bedük, 2012: 184):

- A distinguishing feature that sets the organization apart from others,
- Creating an identity for the employees of the organization,
- Creating commitment in employees,
- Increasing solidarity among employees,
- It functions as a control mechanism for employees.

Mats Alvesson, a Swedish sociologist who has studied organizational culture from a 20-year perspective, lists eight metaphors used by different authors in Table 1. He lists the positive and negative aspects of these metaphors as follows:

**Table:1 Positive and negative metaphors of organizational culture**

<b>Positive Metaphors</b>	<b>Negative Metaphors</b>
Social glue	Promotes identification with the organization.
Control mechanism	Enforces an informal agreement.
Sacred belief (taboo)	It becomes an element that people adhere to without question.
Compass	Sets the direction of priorities.
Emotion producer	It shapes the formation and expression of emotions.

Conflict Suitcase	It contains contradictions, disagreements and disconnections.
Blindly believed ideas	It traps individuals in narrow perspectives.
Closed systems of ideas and meaning	It prevents people from critically evaluating new opportunities.

As Table 1 shows, organizational culture can influence the organization not only through its actions, practices, and daily routines but also through implicit orientation patterns (Müller, 2009).

The concept of organizational culture describes deep-rooted values and assumptions that organizational members are often unaware of. An organization can be seen as a "mini-society" that has developed its own language, where certain rituals and ceremonies emerge, is characterized by its own symbols, and has its own history (Nerdinger, Blickle, Schaper, and Nerdinger, 2014).

Schein (2003) listed the observable elements of organizational culture, which he based on three foundations, as follows (as cited in Müller, 2009):

### **Schein's Levels of Culture Model**

#### **1. Observable Elements**

- o Architecture, dress codes, office layout, documents
- o Jargon,
- o Rituals, ceremonies
- o Stories, legends, anecdotes, myths

**Schein states that the factors in the first step are observable but often difficult to interpret.**

#### **2. Values**

- o Transferred values Corporate principles
- o Internalized values: Employee performance

**In the values category, interpersonal observation can be evaluated at a medium level.**

**3. Key Assumptions**

- o Relations with the environment
- o Understanding of reality, time and space
- o Human nature
- o The nature of human activity
- o The nature of social relations

At the third level are the unconscious elements within the organization that are taken for granted, that appear to be normal, and that are in fact invisible when observed from the outside. This model describes the three basic levels of understanding the culture of an organization

If this desired behavior developed by the employee is positive, it can be stated that the employees are satisfied. According to the modern management approach, one of the reasons for the existence of managers is to increase productivity by ensuring internal customer satisfaction and, as a result, to ensure that business objectives are achieved.

The organizational culture scale developed by Denison was adapted to Turkish and as a result of this study, the dimensions of organizational culture were determined as participation, consistency, harmony and vision. The basic and sub-concept dimensions of the Denison Culture scale are shown in Table 2 (Yahyagil, 2004).

**Table 2: Dimensions of Organizational Culture**

<b>Key conceptual dimensions</b>	<b>Sub-Conceptual dimensions</b>
Participation	Empowerment- Teamwork- skill development
Consistency	Core values, Consensus and Coordination
Compliance/Adaptation	Change - Customer orientation - Organizational Learning
Vision	Strategic management - Organizational objectives - Mission

## **2. Job Satisfaction**

In general, job satisfaction is an employee's feelings about his or her job. Davies et al. (2006), in a review of research, found that job satisfaction is a multidimensional phenomenon that is influenced by many internal and external factors such as an individual's values, principles, personality and expectations, the nature of the job, and the opportunities provided (Cited in Belias and Koustelios, 2014).

Job satisfaction is the feeling that an employee experiences as a result of realizing that his/her work and what he/she obtains overlap with his/her needs and personal value judgments (Bedük, 2012:108). If this feeling is positive, job satisfaction occurs, and if it is negative, job dissatisfaction occurs.

In different studies, the dimensions of job satisfaction have been put forward as job quality, salary, promotion opportunities, working conditions and human relations (İşcan & Timuroğlu, 2007:125). In this study, the short version of the Minnesota Job Satisfaction Scale, which consists of a single dimension, was used.

## **3. Studies Examining the Effect of Organizational Culture on Job Satisfaction**

Belias and Koustelios (2014), when they reviewed the researches in the literature examining the effect of organizational culture on job satisfaction, they revealed that organizational culture has a positive effect on job satisfaction. In addition, they state that in businesses where organizational culture is innovative, dynamic and entrepreneurial, employees experience a greater sense of job satisfaction in their roles.

Rızaoğlu and Ayyıldız (2008), in their research conducted in the sample of accommodation establishments in Didim, examined organizational culture in the form of change management, cultural power, service quality and customer value, authority, goals and team spirit and job satisfaction in a single dimension. According to the results of the research, there is a positive and significant relationship between the cultural power dimension of organizational culture and job satisfaction, on the other hand, there is a negative and significant relationship between the service quality and customer value dimension of organizational culture and job satisfaction

According to the results of the research conducted by Özkan and Gümüş (2013) on the effects of organizational culture on the transformation of business values in 4-5 star hotel enterprises in the Aegean Region, it was seen that organizational culture has an effect on the transformation of business values.

Ersoy (2016) Organizational Culture Analysis: According to the results of a research on a five-star accommodation business, based on the perceptions of the participants, it was determined that the positive characteristics of the corporate environment were emphasized when the corporate metaphors were taken into consideration. It was reported that there is a climate that motivates employees in achieving the goals of the organization and progressing successfully.

Lund (2003) examined the effects of organizational culture types; clan, adhocracy, hierarchy and market cultures on job satisfaction through a survey of marketing professionals working in various firms in the USA and found that job satisfaction levels vary according to different organizational culture types.

Pawirosumarto, Sarjana, and Gunawan, (2017) conducted a study on 642 employees of Parador Hotels and Resorts in Indonesia and found that work environment, leadership style and organizational culture have a positive and significant effect on job satisfaction, but only leadership style has a positive and significant effect on employee performance. They determined that job satisfaction does not have a significant and positive effect on employee performance and does not function as a mediating variable.

Dağ, Şeker and Yalçınsoy (2016), in their study conducted on public employees in Diyarbakır, found that organizational culture a positive and significant effect on job satisfaction.

İşçan and Timuroğlu (2007) conducted a study in the office computer machinery, equipment and parts sector and found that there is a positive and significant relationship between clan and adocracy culture and job satisfaction, whereas there is a negative relationship between hierarchy and market culture and job satisfaction

Akkoç, Çalışkan and Turunç (2012) conducted a study on the employees of a software company operating in Ankara and found that there is a



positive and significant relationship between development culture and job satisfaction.

## **B. Methodology of the Research**

In the context of research methodology, questionnaire form, sampling, scales, research model, hypotheses and data analysis methods are discussed.

### **1. Scales**

Questionnaire technique was used as a data collection tool in the study. The questionnaire consists of three parts. The first part includes the scale developed by Yahyagil (2004) to measure organizational culture. The organizational culture scale consists of four dimensions: participation (9 statements), consistency (9 statements), adaptability (9 statements) and vision (9 statements) and a total of 36 statements. A 5-point Likert-type scale was used (1=Strongly Disagree, 2=Disagree, 3= Neither Agree nor Disagree, 4= Agree, 5= Strongly Agree).

Table 3: Cronbach's Alpha

Organizational Culture: 0.929
Participation: 0,837
Harmony: 0.778
Consistency: 0.673
Vision: 0.730

In the second part, a short version of the Minnesota Job Satisfaction scale, a one-dimensional scale of 20 statements, was used to measure job satisfaction. A 5-point Likert-type scale was used (1=Strongly Disagree, 2=Disagree, 3= Neither Agree nor Disagree, 4= Agree, 5= Strongly Agree).

### **Cronbach's Alpha coefficients are as follows:**

satisfaction:0,966

The third section includes questions about the demographic characteristics of the participants.

## **2. Research Hypothesis and Model**

In the studies analyzing the effect of organizational culture on job satisfaction in the national and international literature review, it has been determined that organizational culture has a positive effect on job satisfaction. Although there are separate studies on organizational culture and job satisfaction in domestic and foreign studies, there is no study in which the two concepts are discussed together. The following hypotheses were established based on the results of the original studies conducted by the researchers (Rızaoğlu & Ayyıldız, 2008; Özkan & Gümüş, 2013; Ersoy, 2016; Lund, 2003; Dağ, Şeker, & Yalçınsoy, 2016; Pawirosumarto, Sarjana, & Gunawan, 2017; İşçan & Timuroğlu, 2007; Akkoç, Çalıřkan, & Turunç, 2012; Müller, 2009).

Based on the above research results, the following hypotheses are as follows:

**H1:** The participation dimension of organizational culture positively affects job satisfaction.

**H2:** The consistency dimension of organizational culture positively affects job satisfaction.

**H3:** The adaptation dimension of organizational culture positively affects job satisfaction.

**H4:** The vision dimension of organizational culture has a positive effect on job satisfaction

## **3. Sample**

The population of the study consists of employees working in 5-star hotel establishments in Nevşehir province and its districts. According to the data of the Provincial Directorate of Culture and Tourism (<http://www.nevsehirkulturizm.gov.tr>), it was determined that 5 5-star hotels were operating in Nevşehir during the period of the research.

However, two hotel managers did not allow the survey application. As a result of the interviews with the senior managers of the other three hotels, it was determined that the number of personnel working in these hotels was approximately 148. In this framework, 148 questionnaires were distributed and the number of returned questionnaires included in the analysis was 107.

### C. Research Findings

The data of the study were obtained from hotel employees working in 5-star hotel establishments located in the districts of Nevşehir province. The data were analyzed using the SPSS statistical program. The validity and reliability of the scales were tested. In order to investigate the relationship between the demographic characteristics of the participants and the variables, correlation analysis was performed, and hypotheses were tested using regulatory multiple regression analysis.

#### 1. Findings Related to Demographic Characteristics of Participants

The demographic characteristics of the hotel employees participating in the study, such as gender, age, educational level, work experience, department and division they work in, and occupation are given in Table 4.

Table 4: Demographic Characteristics

Demographic Characteristics	F	Percentage (%)
<b>Gender</b>		
Male	74	69,2
Woman	33	30,8
<b>Marital Status</b>		
Married	52	48,6
Single	55	51,4
<b>Education Status</b>		
Primary education	20	18,2
High School	45	42,4
Associate Degree	20	18,2
License	23	21,2

<b>Age</b>		
25 years and below	34	31,8
26-35 years old	37	34,6
36 years and older	36	33,6
<b>Work Experience</b>		
Less than 1 year	26	24,0
1-3 years	33	31,0
4-6 years	20	19,0
7-9 years	18	17,0
10 years and above	10	9,0
<b>Department you are working in</b>		
Front Office services	25	23,7
Housekeeping	19	17,5
Food and beverage services	30	27,8
In other areas	33	30,9
<b>Your mission</b>		
Department Manager	5	4,9
Chief	20	18,6
Worker	58	53,9
Other tasks	24	22,5

When the demographic characteristics of the employees participating in the research are analyzed in Table 4, it is seen that 69.2% of the employees male, 42.4% of the employees with high school education level and 30.9% of the employees work in other fields. In 5 star hotel businesses, it is estimated that other areas are meeting and taking passengers from the airport, sightseeing tours and balloon tours in the region offered by 5 star hotels to their guests.

The means, standard deviations and correlation coefficients between organizational culture and its sub-dimensions and job satisfaction are given in Table 5.

**Table 5: Descriptive Statistics and Correlation Values between Variables**

	Arithmetic Mean	Standard Deviation	1	2	3	4	5
<b>1.Organizational Culture</b>	3,36	,659	1				
<b>2. Participation</b>	3,39	,843	,911**	1			
<b>3. Consistency</b>	3,26	,677	,883**	,766**	1		
<b>4. Harmony</b>	3,40	,739	,911**	,769**	,707**	1	
<b>5. Vision</b>	3,37	,683	,887**	,698**	,717**	,796**	1
<b>6. Satisfaction</b>	3,59	1,01	,815**	,746**	,715**	,765**	,702**

\*\* p< 0.01

According to the results of the correlation analysis in Table 5, there is a positive and significant relationship between organizational culture ( $r = ,815$ ;  $p < 0.01$ ) and its sub-dimensions of participation ( $r = ,746$ ;  $p < 0.01$ ), consistency ( $r = ,715$ ;  $p < 0.01$ ), harmony ( $r = ,765$ ;  $p < 0.01$ ) and vision ( $r = ,702$ ;  $p < 0.01$ ) and job satisfaction. This means that as the perceptions of organizational culture increase, the level of job satisfaction will also increase.

Table 6 gives the results of the multiple regression analysis conducted to determine the effect of participation, consistency, cohesion, and vision, which are the sub-dimensions of organizational culture, on job satisfaction.

**Table 6: Multiple Regression Analysis Results Regarding Satisfaction in Terms of Sub-Dimensions of Organizational Culture**

Independent Variables	Unstandardized	Standard Error	$\beta$	t Value	Sig.	Tolerance	VIF
Fixed	-0,572	0,313		-1,828	0,070		
Participation	0,309	0,123	0,257	2,504	0,014	0,309	3,236
Consistency	0,300	0,145	0,201	2,073	0,041	0,346	2,889
Harmony	0,469	0,149	0,340	3,136	0,002	0,276	3,626
Vision	0,160	0,151	0,107	1,062	0,291	0,317	3,150
F					51,660		
Adjusted R2					0,659		

R2				0,672		
Std. Error of the Estimate				0,59435		
Durbin-Watson				1,599		
Significance Level				0,000**		

Dependent Variable: Satisfaction \*\*p<0.01

When Table 6 is examined, it is seen that there is no multicollinearity problem in the regression model related to the dependent variable of job satisfaction. This is because all tolerances are greater than 0.1 (Özgener & İraz, 2006, p. 1362), and variance effect factors (VIF) are less than 10 (Gujarati, 1999). When the results of multiple regression analysis are analyzed, it can be stated that the model as a whole is significant (Adjusted R2 = 0.659; F (4,101) = 51.660; p<0.01).

In this framework, it can be said that the independent variables explain 65.9% of the change in job satisfaction. When participation, consistency, cohesion, and vision, which are the sub-dimensions of organizational culture, were entered as independent variables, it was determined that among these independent variables, the cohesion dimension ( $\beta=0.340$ ;  $p=0.002<0.01$ ) had the highest, positive, and significant effect on the change in job satisfaction. According to this finding, hypothesis 3 was supported. Similarly, it was determined that the dimensions of participation ( $\beta= 0.257$ ;  $p=0.014<0.05$ ) and consistency ( $\beta=0.201$ ;  $p=0.041<0.05$ ) of organizational culture have a positive and significant effect on job satisfaction. Based on these findings, hypothesis 1 and hypotheses 2 and 3 were supported. However, it was determined that the vision dimension of organizational culture ( $p= 0,291>0,05$ ) did not have a statistically significant effect on job satisfaction. In this framework, hypothesis 4 is not supported.

#### **D. Conclusions and Recommendations**

In this study, the effect of organizational culture on job satisfaction in the sample of 5-star hotel enterprises operating in Nevşehir province was analyzed from the data set created with the survey technique.

According to the correlation results, there is a and significant relationship between organizational culture and its dimensions of participation, consistency, cohesion and vision and job satisfaction. According to the regression analysis results, it has been determined that there is a positive and significant relationship between organizational culture and its dimensions of participation, consistency and cohesion and job satisfaction. On the other hand, it was determined that the vision dimension, one of the organizational culture dimensions, did not have a significant relationship with job satisfaction. In this context, the findings are similar to the results of Turunç (2012), Rızaoğlu and Ayyıldız (2008), Özkan and Gümüş (2013), Ersoy (2016), Dağ, Şeker and Yalçınsoy (2016) and İşcan and Timuoğlu (2007).

The reason why the vision dimension does not have a significant effect on job satisfaction can be explained by the thought that the pandemic in recent years and the inadequacy of the economic conditions in the country, the downsizing of hotel businesses, the employment problems experienced by the employees in the tourism sector in recent years and their concerns for the future may have reduced the level of job satisfaction. The hotel establishments to which we presented the research questionnaires stated that due to the unstable agenda of the country, they provide their manpower to work with short-term job demands. Since this will cause low job satisfaction, motivation and sense of belonging in terms of human resources, it is estimated that it will not be possible for both the employee and the business to create strategies and achieve the vision they have determined in the future. In addition, it can be predicted that these conditions will eliminate the efficiency of the business and the possibility of the business to plan, implement or invest in the long term, and entropy will be experienced by downsizing or stopping the business.

Therefore, within the framework of the research results, some solutions can be offered to reduce employees' concerns about the future and to address the employment problem:

- Business employees should be enabled to plan their work follow the developments related to their work without worrying about their future in the business.

- Business should increase the motivation of employees by creating environments that will ensure their personal and professional development (training/traveling, obtaining certificates, etc.).
- Business can set up a savings fund/vault among themselves for the period when they are not employed.
- Business employees can manage this situation differently by creating second career opportunities for themselves
- Finally, business owners can support their employees through the unemployment fund in order to share the financial burden and avoid losing qualified employees, or they can create jobs for their employees by making agreements with hotel businesses that are functional at that time by using environmental opportunities.

As in other studies, this research also has some limitations. The main limitation is that the research is limited to the number of 5-star hotels operating in Nevşehir. Therefore, the results of the research are valid only on the scale of the hotel business in question. The results of this study can guide future scales. In order to make generalizations, it is necessary to conduct research in different sectors related to the research topic. The second limitation is that the respondents in this study could not spare enough time to answer the questionnaire. This study can examine the effects of different organizational cultures on employee job satisfaction.



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