The Effect of Organisational Culture on Employees' Life and Job Satisfaction

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ARTICLE INFO	ABSTRACT
Keywords: Organisational culture Life satisfaction Job satisfaction Hotel businesses Received 5 October 2020 Revised 10 December 2020 Accepted 15 December 2020 **Article Classification:** Research Article	**Purpose** – The aim of this study is to determine the effect of organisational culture dominating an organisation on employees' life and job satisfaction which have many effects on their work and non-work lives. Hotels are labor intensive businesses in the service sector. Employees' success can play an important role in product quality, customer satisfaction and organisational success. For this reason, it is important for hotels to examine the factors and the relationships between these factors affecting employees' success. **Design/methodology/approach** – The research was designed in a descriptive manner. The data of the research were collected from 435 hotel employees using a questionnaire method. In the research model, the effects of the independent variables such as the organisational culture types of achievement, power, support and hierarchy on the dependent variables such as life and job satisfaction were examined. The effect of the independent variables of the study on the dependent variables was examined through the revealed hypotheses and the structural equation model was used to confirm theoretical model. **Findings** – As a result of the analysis, while the support culture (4,05) is perceived most, it is followed by the achievement (3,86) and hierarchy culture (3,42). The type of culture perceived at the lowest level was the power culture (3,12). Means were found to be 3,28 for life satisfaction and 3,64 for job satisfaction statements. As a result of the analysis conducted within the scope of the study, it was seen that the support culture perceived by the employees in their hotels positively affect their life (0,30) and job satisfaction (0,25). In addition, according to the results of the research, it was determined that the achievement culture negatively affects the employees' life satisfaction (-, 0,30). **Discussion** – According to the results of the research, it can be said that employees' life and job satisfaction levels increase in the organisations where the support culture is dominant, while their life satisfaction level decreases in the organisations with the power culture. According to these results, it is recommended that businesses should examine the culture levels perceived in their hotels in more detail and develop policies and strategies to increase the supportive organisational culture and reduce the power culture.

1. INTRODUCTION

In recent years, tourism has become an industry where businesses have difficulty in being successful due to reasons such as high investment costs, globalization, rapid change in tourist priorities and intense competitive conditions (Özhasar, 2019: 46). It is important for organisations to manage their human resources effectively and efficiently in order to be successful in changing environmental conditions, to gain competitive advantage and to achieve their goals. For this reason, many hotel businesses try to use human resources more effectively in order to gain competitive advantage and increase their income. In these challenging conditions of competition in the sector, for hotel businesses, ensuring customer loyalty depends on the service quality and the service quality also depends on the staff performance and efficiency (Kouthouris & Alexandris, 2005: 101). Therefore, in order to increase the service quality and organisational success in accommodation enterprises, it is important to determine the internal and external factors and the relationships between these factors affecting the employees' performance and productivity.

Life is the sum of an individual's work and non-work time. In the organisational life, it is seen that life and job satisfaction concepts come first among the factors affecting the organisational performance of employees. While life satisfaction is related to the pleasure and satisfaction an individual receives from life at the relevant time, job satisfaction is related to the pleasure and satisfaction the employee receives from his/her job. A person

spends a significant part of his/her life at work and carries the traces of the good and bad moments s/he encountered here to his/her life, family and friends. Similarly, s/he carries the traces of the pleasant and unpleasant moments s/he experienced with his/her family or friends to his/her work. In this respect, it is possible to say that work and life intertwine like a puzzle game, form a whole and make sense of each other (Dikmen, 1995). When these two concepts are considered, it is seen that it is related to the employee's positive affect towards both his/her job and life. While these two concepts cause an increase in many positive behaviors and attitudes which are desired to be seen in the organisation, they also cause a decrease in many undesirable organisational behaviors and attitudes.

Employees' life and job satisfaction can be counted both as a cause and a result because it affects and is affected by many factors. Therefore, it is very important for employees. Because of this importance, organisations caring about their employees' benefits and satisfaction from their work and non-work life can retain more staff. In this context, businesses should also care about social and family life outside of working time in order to keep employees who are devoted to their jobs and businesses (Gül, 2017: 263). Because the employee, who is cared about in the company s/he works in and whose physiological and psychological needs are met, reaches job satisfaction and this situation generally reflects positively on his/her life satisfaction (Keser, 2003: 185). At the same time, employees who are happy and satisfied with their lives can reflect this to their workplace and work, and this affects their work performance positively. Because of this situation, both internal and external sociological factors affecting job and life satisfaction are very important. Organisations have a structure called "organisational culture" which regulates and affects human behavior and enables them to turn towards a common goal (Taşçıoğlu, 2010). The organisational culture, which is generally described as an invisible entity within the organisation, is often emphasized as unwritten rules, common standards, behavioral patterns regarding how to establish relationships with subordinate-superior and customers, customs and rules which determine what is important and not for employees in the organisation (Schwartz & Davis, 1981) . Organizsational culture can also be regarded as an important factor in understanding the goals of the organisation in terms of employees and acting in this direction (Boylu & Sökmen, 2011).

Organisational culture can also be regarded as an important factor in employees' understanding the goals of their organisation and acting in this direction (Boylu & Sökmen, 2011). Since organisational culture is the guide of employees' behavior, it may have a very significant effect on many variables such as "managerial efficiency" (Şahin, 2010), "performance, product and service quality" (Simpson & Cacioppe, 2001; Choi, Seo, Scott & Martin, 2010), "organisational trust", "self-control" (Üstün & Kılıç, 2016) and "organisational commitment" (Polat & Meyda, 2011). In this sense, organisational culture can affect employees' life and job satisfaction as well as it affects many other organisational variables.

Within the scope of this study, the concepts of life and job satisfaction which are accepted to have many positive effects on employees and the concept of organisational culture were studied. In addition, in this study, it is aimed to examine the effect of organisational culture, particularly in hotel businesses, perceived by employees on their life and job satisfaction.

2. CONCEPTUAL FRAMEWORK

2.1. Organisational Culture

Organisational culture has been studied by many researchers and tried to be explained with different models (Harrison, 1972; Hofstede, 1980; Deal & Kennedy, 1982; Handy, 1985; Trompenaars, 1994; Denison & Mishra, 1995). In this study, organisational culture was defined through Harrison (1972) and Handy's (1985) model consisting of four sub-dimensions: "achievement, support, hierarchy and power". The *Achievement Culture* (AC) is a type of culture emphasizing the importance of work experience, team communication and mutual respect. In the achievement culture, the organisation focuses on the success of business results. People take care of the work itself and show an individual effort and interest in getting the job done (Taşçıoğlu, 2010). In the *Power culture* (PC), on the other hand, an autocratic management is implemented and there is centralization. In these organisations, decisions are taken by a person or a group at the top. Moreover, this culture points to the absence of rules and bureaucracy which regulate the operation. In the *Support Culture* (SC), the happiness of the people working in the organisation is centered. The support culture is based on human and trust relationships. In this culture, the aim is to serve and help people. Finally, in the *Hierarchy Culture* (HC), the definitions of work, authority and rules within the organisation are clearly defined (Koşar &

Çalık, 2011). According to the hierarchy culture, managers know the best way to achieve organisational goals. There is a strong emphasis on following standards and rules (Terzi, 2005). When many theoretical and empirical studies on organisational culture are examined (Harrison, 1972; Hofstede, 1980; Deal & Kennedy, 1982; Handy, 1993; Trompenaars, 1994; Denison & Mishra, 1995; Erkmen & Ordun, 2001; Mamatoğlu, 2004; Terzi, 2005; Tepeci, 2005; Rızaoğlu & Ayyıldız, 2008; Taşçıoğlu, 2010; Koşar & Çalık, 2011; Boylu & Sökmen, 2011; Gürdoğan & Yavuz, 2013; Üstün & Kılıç, 2016), it is seen that organisations can have different types of culture and they can be perceived by employees at different levels.

2.2. Life Satisfaction

Life is the sum of an individual's work and non-work time. Life satisfaction, on the other hand, is the individual's emotional reaction or attitude to his/her life both within and outside of work (Dikmen, 1995). What is meant by life satisfaction is not the satisfaction felt towards a certain situation, but it refers to an individual's satisfaction in his/her life as a whole (Özer & Karabulut, 2003). Lyubomirsky and Lepper (1999), Clark and Oswald (2002) and Hills and Argyle (2002) use the concept of life satisfaction synonymously with the terms of "happiness" and "subjective well-being". In this context, life satisfaction can also be defined as well-being in different aspects such as "happiness" and "morale" (Vara, 1999). On the other hand, Dette (2005) emphasized that life satisfaction represents a cognitive evaluation process of one's own quality of life and therefore it should be kept separate from emotional measures (joy, positive emotion or mirth, positive mood, good mood). Life satisfaction is a cognitive / judgmental process and can be defined as a general assessment of the quality of life of the individual according to the criteria chosen by him/her (Diener & Suh, 1997). For this reason, life satisfaction is a construct which measures general well-being, which generally results from the evaluation of life (Graves, Ohlott & Ruderman, 2007). In addition, it can be said that life satisfaction is achieved to the extent that one's expectations from life are met (Christopher, 1999: 143).

In the literature, there are different studies examining the relationships between intra-organisational and non-organisational variables and life satisfaction. In studies, job satisfaction, loneliness, professional burnout, self-efficacy, irrational beliefs, identity functions, emotional intelligence, parent attitudes, sense of individual integrity, sense of family integrity and self-esteem, psychological help, subjective well-being, absenteeism, desire for early retirement, employee turnover, organisational citizenship and life satisfaction were found to be related (Lambert, Hogan, Paoline, & Baker, 2005; Annak, 2005; Keser, 2005; Serin & Özbulak, 2006; Murphy, Duxbury & Higgins, 2006; Çeçen , 2008; Çivitçi, 2009; Yılmaz & Altınok, 2009; Gürsoy, 2009; Von Bonsdorff, Huuhtanen, Tuomi & Seitsamo, 2010, Lambert, 2010; Ay & Avşaroğlu, 2010; Demir, 2011; Dilek, 2010; Telef, 2011; Doğan & Eryılmaz, 2012; Doğan, Deniz, Odabaş, Özyeşil & Özgirgin, 2012).

2.3. Job Satisfaction

Job satisfaction is an emotion felt by the employee when the values s/he obtains from his/her organisation and the values /she needs are compatible with each other (Başaran, 1992: 179). Job satisfaction can be defined as "the positive mood which emerges as a result of an individual's experiences related to his/her job" (Erdoğan, 1996: 231). This mood can be considered as the part of the pleasure gained from the work the individual is doing, reflecting on the behavior and thought as well as the total effect of the work on the individual. Job satisfaction can be an internal satisfaction arising from situations such as the job itself, personal development, job performance, responsibility taken, as well as an external satisfaction arising from situations such as wages, company policies, senior management support and/or promotion opportunities. High level of job satisfaction is desired by businesses, because it is generally accepted as a kind of indication that the organisation is well managed. Job satisfaction can also be seen as a measure of creating a sound organisational environment in an organisation (Davis & Nestrom, 1977: 95). Job satisfaction is "an internal state which expresses the emotional and/or cognitive evaluation of an experienced job as a degree of satisfaction or dissatisfaction" (Brief, 1998: 86). Locke (1969) defined job satisfaction as "a function of the perceived relationship between what an individual expects from his/her job and what s/he thinks the job offers him/her." In this context; job dissatisfaction occurs when an employee perceives that his/her job and work environment expectations are not met sufficiently. Job dissatisfaction causes a negative effect on the employee's workforce productivity, a decrease in work engagement and an increase in labor turnover (Demir, Usta & Okan, 2008: 154) and negatively affects the success of the business.

3. THE RESEARCH METHOD

The aim of the study is to examine the relationships between organisational culture and life and job satisfaction and to reveal the effect of organisational culture perceived by hotel employees in their businesses on their life and job satisfaction. Within the scope of the study, three variables which are accepted as important for success and happiness in intra-organisational and non-organisational life are examined together and it is aimed to reveal the possible relationships between these variables.

Although there are studies in the literature which reveal the relationship between organisational culture and job satisfaction, there are scarcely any studies examining its relationship with life satisfaction. Similarly, there is almost no study dealing with the relationship of organisational culture with life and job satisfaction together. The research is important for hotel businesses to gain information about their organisational culture and the life and job satisfaction of their employees. In this sense, it is thought that the study will contribute to the relevant literature and will raise awareness of the sectorial practitioners about the importance of these concepts and the relationships between them.

Organisational culture, which is an important factor for organisational life, can be effective on employees' life and job satisfaction as well as on many organisational variables. In the relevant literature, there are studies revealing that the organisational culture is effective on the life (Kwon et al., 2011) and job satisfaction (Odom, 1990; Nystrom, 1993; Lund, 2003; Mckinnon et al., 2003; Navaie-Waliser et al., 2004; Duygulu & Eroğluer, 2006; Chang & Lee, 2007; İşcan & Timuroğlu, 2007; Rızaoğlu & Ayyıldız, 2008; Mansoor & Tayib, 2010; Shurbagi & Zahari, 2012; Akkoç, Çalışkan & Turunç, 2012; Kurtbaş, 2014; Eryılmaz, 2019) of the employees. Within the scope of this study, it was also predicted that the organisational culture may have an effect on the life and job satisfaction of the employees. The following hypotheses were produced to test the effect of organisational culture and its sub-dimensions (achievement, power, support and hierarchy culture) on the life and job satisfaction of employees:

H_1: "The Organizational Culture affects the employees' life satisfaction"

H_{1a}: "The *Achievement Culture* affects the employees' life satisfaction."

H_{1b}: "The *Power Culture* affects the employees' life satisfaction."

H_{1c}: "The *Support Culture* affects the employees' life satisfaction."

H_{1d}: "The *Hierarchy Culture* affects the employees' life satisfaction."

H_2: "The Organizational Culture affects the employees' job satisfaction"

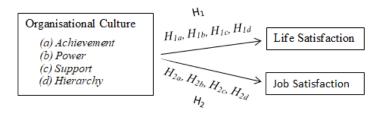H_{2a}: "The *Achievement Culture* affects the employees' job satisfaction."

H_{2b}: "The *Power Culture* affects the employees' job satisfaction."

H_{2c}: "The *Support Culture* affects the employees' job satisfaction."

H_{2d}: "The *Hierarchy Culture* affects the employees' job satisfaction."

In line with these hypotheses, the symbolic model of the study is as in Figure 1., and within the scope of the model, while organisational culture is independent variable, life and job satisfactions are dependent variables.

Figure 1. The Research Model

The research was designed in a descriptive manner and the data were collected with a questionnaire. The questionnaire consists of 4 parts. In the first part; The *"Organisational Culture Type Scale (OCTS)"* created by Mamatoğlu (2004) was used. This scale is modeled on Harrison (Harrison, 1972; Harrison & Stokes, 1992) and

Handy's (1985) quadruple organisational culture typing, which consists of "achievement, power, support and hierarchy" sub-dimensions. The scale consists of 16 items and each dimension is measured with 4 items. In the second part of the questionnaire, "*Satisfaction with Life Scale (SWLS)*", which was developed by Diener, Emmons, Larsen and Griffin (1985) and consists of 5 statements and 1 dimension, is included. The third part of the questionnaire includes the *"Satisfaction with Work Scale" (SWWS)"* of Gagne, ,Berube, Donia, Houlfort and Koestner (2007). They adapted Diener, Emmons, Larsen, and Griffin's (1985) SWWS to the work context to obtain a short global work satisfaction measure. This instrument differs from the most popular global job satisfaction scales because it focuses on the cognitive appraisal of a person's work situation, or a person's well-being in the work context. In the last part, there are questions about the demographic characteristics of hotel employees participating in the research. All scales used in the questionnaries are graded in 5-point Likert type and the answer options are scored as (1) Strongly disagree, (2) Disagree, (3) Undecided, (4) Agree, (5) Strongly agree.

The population of the research consists of four and five star hotel employees in Adana Province. At the time of the research, a total of 30 four and five-star hotels, 23 of which are four and 7 of which are five-star, have been operating in Adana (Adana Provincial Directorate of Culture and Tourism, 2017). An application was made to Adana Provincial Directorate of Culture and Tourism to determine the number of full-time employees in the businesses making up the population of the research, but no reliable information could be obtained. Because the size of the population could not be predicted, the sample size was accepted as unlimited and a sample size of at least 384 was considered sufficient. The questionnaries were implemented according to convenience sampling method by using face-to-face and drop-collect techniques to the employees in four and five-star hotel businesses operating in Adana Province between March 2017 and December 2017 and allowing the research to be conducted. The number of questionnaires collected at the end of the implementation period and found proper for analysis was 435. In this sense, the sample number of this study is 435. The data were transferred to the computer environment and within the scope of the study, reliability analyses were used as well as descriptive statistics and structural equation modelling was performed.

5. FINDINGS

The demographic information (gender, age, education level, marital status and working period) and frequency distributions of the 435 hotel employees participating in the questionnaries are shown in Table 1. Considering the remarkable aspects about the demographic characteristics of the participants, it is understood that 60,2% of them are male, 46% are undergraduate, 57,9% are single, 31,5% are in the 25-34 age range and 37,7% have a working period between 1-5 years in the hotels they work.

Table 1. Frequency and Percentages Regarding the Demographic Characteristics of the Participants

Gender	n	%	Working Period	n	%
Male	262	60,2	Less than 1 year	55	12,6
Female	173	39,8	1-5	164	37,7
Education	n	%	6-10	112	25,8
Primary	26	6,0	11-20	73	16,8
High School	115	26,4	20+	31	7,1
Associate	76	17,5	Age	n	%
Undergraduate	200	46,0	18-24	10	2,3
Graduate	18	4,1	25-34	137	31,5
Marital Status	n	%	35-44	135	31,0
Single	252	57,9	45-54	108	24,8
Married	183	42,1	54+	45	10,3

The Chronbach's Alpha Coefficient (α) method (1951), which is a statistical method evaluating the internal consistency of the scale, was preferred to test the reliability of the measurement tool. Within the scope of the research, Chronbach's Alpha Coefficient was calculated as ,839 for the organisational culture scale, ,926 for the life satisfaction scale and ,869 for the job satisfaction scale. This value shows that the scales are highly reliable (İslamoğlu & Alnıaççk, 2006: 191).

Relationships between life satisfaction, job satisfaction, and emotional engagements of employees were examined using structural equation modelling (SEM). With the *Path Analysis*, while the hypotheses of the study were tested, it was also aimed to determine the most appropriate model explaining the aforementioned relationships. Analysis results of the structural equation model established in the research are given in Figure 2.

When the relationships between the structural variables in Figure 2. were examined, a significant negative correlation was found between power culture and life satisfaction (-0,30). In addition, according to the analysis results, it was determined that there are positive and significant correlations between the supportive organisational culture and life satisfaction (0,30) and job satisfaction (0,25).
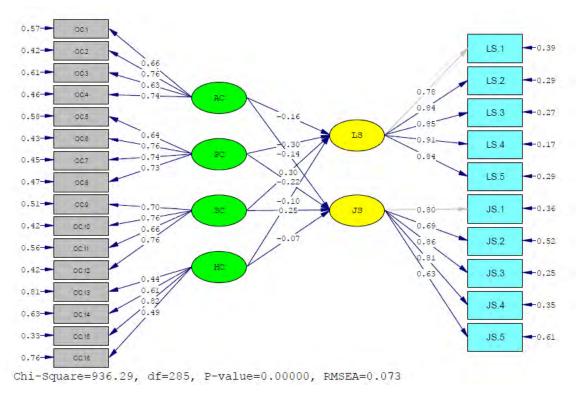

Figure 2. Research Model Path Diagram

Structural reliability of latent factors and explained variance measures are needed to determine whether the variables defined and observed under latent variables explain the structures to which they are related. In the literature, there is a need for estimates regarding the reliability measurement and the explained variance measurement in order to determine the scale reliability. In this sense, it is stated that the estimates for the reliability measurement should be above 0,70 and the estimates for the explained variance measurement should be above 0,50 (Hair et al., 1998). The structure reliability and explained variance values of the created model are given in Table 2., and when these values are examined, it is seen that the structure reliability of all factors and the explained variances are at acceptable levels.

Table 2. Structural Equation Model Results for the Research Model

	Estimates	T Value	R^2	CR	AVE	Mean
Achievement Culture (AC)				0.78	0.50	3,86
OC1	0,66	14,20	0,43			
OC2	0,76	17,28	0,58			
OC3	0,63	13,38	0,39			
OC4	0,64	16,49	0,54			
Power Culture (PC)				0.81	0.52	3,12
OC5	0,64	14,02	0,42			
OC6	0,76	17,31	0,57			
OC7	0,74	16,75	0,55			
OC8	0,73	16,33	0,53			
Support Culture (SC)				0.81	0.52	4,05
OC9	0,70	15,54	0,49			
OC10	0,76	17,28	0,58			
OC11	0,66	14,49	0,44			
OC12	0,76	17,43	0,58			
Hierarchy Culture (HC)				0.69	0.41	3,42
OC13	0,44	8,19	0,39			
OC14	0,61	11,43	0,47			
OC15	0,82	14,77	0,67			
OC16	0,49	9,29	0,24			
Life Satisfaction (LS)				0.93	0.72	3,28
LS1	0,78		0,61			
LS2.	0,84	19,25	0,71			
LS3	0,85	19,62	0,73			
LS4	0,91	21,26	0,83			
LS5	0,84	19,64	0,71			
Job Satisfaction (JS)				0.87	0.63	3,64
JS1	0,80		0,64			
JS2.	0,69	14,90	0,48			
JS3	0,86	19,28	0,75			
JS4	0,81	17,91	0,65			
JS5	0,63	13,28	0,39			

Analysis results regarding the fit of the model are shown in Table 3. The goodness of fit values of the structural equation model was calculated as follows: The Chi-square / df value: 3,28, the RMSEA value: 0,073, the SRMR value: 0,012, the NFI value: 0,91, the CFI value: 0,97 and the IFI value: 0,97. In this sense, it was observed that the values related to the model have good and acceptable goodness of fit levels. In this sense, it is possible to say that the model is acceptable.

Table 3. Good of Fit Values of the Model

Fit Measure	Good Fit	Acceptable Fit	Tested Model	Result
X^2/df	≤2	$2 \leq X^2/df \leq 5$	3,28	Acceptable Fit
RMSEA	$0.00 \leq RMSA \leq .05$	$0.05 \leq RMSA \leq 10$	0.073	Acceptable Fit
SRMR	$.00 \leq SRMR \leq .05$	$.05 \leq SRMR \leq .08$	0.012	Good Fit
NFI	$.95 \leq NFI \leq .100$	$.90 \leq NFI \leq .95$	0.91	Acceptable Fit
IFI	$.95 \leq NFI \leq .100$	$.90 \leq NFI \leq .95$	0,94	Acceptable Fit
CFI	$.95 \leq CFI \leq .100$	$.90 \leq NFI \leq .95$	0.94	Acceptable Fit

Sources: (Marsh, Balla & McDonald 1988; Tabachnick & Fidell, 2007)

Whether the hypotheses tested within the scope of the study are accepted according to the results of the analysis is given in Table 4 collectively. As a result of the SEM analysis, while H₁b, H₁c and H₂c hypotheses were accepted, H₁a, H₁d, H₂a, H₂b and H₂d hypotheses were rejected.

Table 4. Acceptance or Rejection of Hypotheses

Hypotheses	Accepted / Rejection	Hypotheses	Accepted / Rejection
H₁a:AC→LS	Rejected	H₂a:AC→JS	Rejected
H₁b: PC→LS	Accepted	H₂b: PC→JS	Rejected
H₁c:SC→LS	Accepted	H₂c:SC→JS	Accepted
H₁d:HC→LS	Rejected	H₂d:HC→JS	Rejected

6. CONCLUSION AND SUGGESTIONS

Hotels are labor-intensive businesses, and they are organisations in which the product quality is highly dependent on employee performance, since the offered products are generally produced and consumed simultaneously both by employees and consumers. Therefore, it is necessary to know and manage the factors which affect and increase the employee performance. Job and life satisfactions are the leading variables which have an effect on the employees' organisational performance. While one of the concepts is about the positive affect towards work, the other is about the positive affect towards life. Many researchers have demonstrated that the individual's life and job satisfaction, happy and good mood will reflect positively on his/her work life and work performance, while his/her unhappy and bad mood will reflect negatively. At this point, giving importance to the concepts of life and job satisfaction and determining the factors affecting them are important for hotel businesses.

Since organisational culture guides the employee about how to think and act within the organisation, it has significant effects on the attitudes and behaviors of the employees. The concept of organisational culture should be studied from different angles due to its multidimensional and complex structure. Considered as one of the earliest studies to understand and explain the concept, Harrison and Handy's model and culture types formed the basis of the research. In this sense, the effects of the organisational culture types such as achievement, power, support and hierarchy cultures on the employees' life and job satisfaction were tried to be explained with a structural model formed within the scope of the hotel employees sample.

As a result of the analysis of the data collected in 435 hotel employees, the arithmetic mean of the scores of the employees'choices in the questionnaries about the dimensions of organisational culture reveal that while the support culture in organisations is the most perceived culture type with an average of 4,05, it is followed by the achievement culture with 3,86 and the hierarchy culture with 3,42. The culture type perceived at the lowest level is power culture with an average of 3,12. Especially in Turkish culture, where the concept of "we" is widely used, in other words where "collectivity" is high, it is an expected result that the support culture is perceived high in the enterprises. The product offered in hotel business is a kind of joint product which means it is provided by the combination of more than one service; therefore, employees from the same and/or different departments must work together. In this sense, the high perception of support culture in which communication, supporting and helping each other stand out can be interpreted as a positive situation for the businesses participating in the research. On the other hand, the low level of perception of the power culture dimension, which contains more pressure and coercion in its structure and which is not widely accepted in terms of modern organisational management and considered negatively, can also be taken into account as a positive situation for hotel businesses participating in the study. It is seen that the arithmetic mean of the statements employees chose for life satisfaction is 3,28 and 3,64 for job satisfaction. According to these findings, it can be said that employees generally have a close attitude towards "I aggree" for the life and job satisfaction, and even their job satisfaction is higher. In this sense, it can be said that hotel employees participating in the research are generally satisfied with their jobs and are happy to work in their hotels. On the other hand, even though it is at the level of "I agree", the employees' life satisfaction level is seen as a good situation for both employees and their organisations.

In the research model, the effects of the achievement, power, support and hierarchy organisational culture types (independent variables) on the life and job satisfaction (dependent variables) were examined. As a result of the path analysis conducted in the research model created for this purpose, it was determined that the

support culture positively and significantly affects the employees' life (0,30) and job satisfaction (0,25). This result is expected for hotel businesses where interpersonal communication and cooperation is intense. Because, the support culture is human-oriented structures where employee satisfaction is more important than material gains, friendship relations and trust come to the fore, organisational harmony is emphasized, and formalization is low. It is possible that this situation will make employees of Turkish culture, who give particular importance to human relations and prioritize collective behavior, happy and increase their life and job satisfaction. Again, as a result of the path analysis made in the research model, it was determined that the power culture (-0,30) affects life satisfaction negatively and significantly. This result supports Lund's (2003, 222) statement that "in business environments where power culture is excessive, employees experience dissatisfaction problems in the long term".

According to the results of the research, it can be said that the employees' life and job satisfactions increase in organisations where the support culture is dominant, while they decrease in the organisations where the power culture is dominant. The findings revealed within the scope of the study are capable of raising awareness and giving ideas to practitioners. Therefore, managers are recommended to examine the culture levels perceived in their hotels in more detail and to develop policies and strategies for the organisational culture they want to create and to make plans accordingly. This will contribute to the increase in the employees' life and job satisfaction. Therefore, the employees become more willing to stay in the organisation and build their careers. In this way, the organisation can minimize the likelihood of losing talented individuals and create a competitive advantage.

The most important task in the internalisation of the organisational culture and its spread within the organisation falls to the managers who are in leadership positions. Therefore, their behavior and practices should be consistent and standard in parallel with the organisational culture. Another important factor in the internalisation of organisational culture is the presence of organisational communication. Communication channels within and outside the organisation should be kept open, and messages regarding organisational culture should be conveyed in both formal and informal ways. In addition, it is recommended to managers to give importance to the employees' self-improvement and development, friendship and fellowship, helping each other and sharing influence/power/ authority equally by all employees.

Personality structures of employees also play a role in adaptation to organisational culture. In this sense, necessary personality tests should be done in the recruitment process and candidates who can adapt to the organisational culture should be recruited. In addition, in order for the recruited people to adapt to the organisation and learn about the organisational culture, they should be trained and the necessary environment should be prepared for them to communicate and socialize with other employees. Since there is a high relationship between the management style exhibited by hotel managers and the employees' life and job satisfaction levels, programs to improve the managers and supervisors' management skills and leadership styles can be organized. The top managements of the businesses should evaluate the employees not only within the organisation but also with their life outside the organisation as a whole. The strong effect of organisational communication in determining the life satisfaction of individuals indicates that the experiences and satisfaction effects related to organisational life are not limited to the organisation. Work and non-work life can be in a complete relationship with each other by managers' sensitivity to the employees' lives and needs outside the organisation.

The first limitation of the study is related to the size of the sample used in the study. It is possible to obtain different results with the development of the sample. The study was limited to Adana Province. Different results are likely to be achieved by applying the study in a different region. In future studies, it will be useful to compare the studies conducted in different regions and to reveal the differences and similarities. In addition, this study was conducted within the scope of four and five star hotels. The results of this study can be compared with the studies to be conducted in different star categories. This study was mostly conducted within the scope of city hotels. It is thought that revisiting the subject in the sampling of summer hotels can add depth to the relevant literature.

Different models have been developed for the relationship between work life and life satisfaction. One of them is *the spillover / segmentation* (Heller, Judge, & Watson, 2002). According to spillover model, there is a positive relationship between work life and life satisfaction: the employee who is satisfied with his/her job will be

happy and this happiness will be reflected in his/her non-work life, thus, his /her life satisfaction will increase. In paralell to this model, the mediating role of job satisfaction in the relationship between organisational culture and life satisfaction can be examined in future studies. It would not be right to consider organisational cultures separately from country cultures. For this reason, it is also recommended to conduct further studies to examine the relationship between organisational culture and life and job satisfaction with a sample of employees from different country cultures (intercultural) and to check whether the culture of the country has any role in this relationship.

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