The Relationship between Organizational Culture and Job Performance: A Research in the Furniture Sector

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Abstract:
In the study, the relationship between organizational culture and job performance is analyzed quantitatively in the furniture sector. The objective of the research is to identify the main patterns and mechanisms that affect the relationship between organizational culture and company effectiveness. The following goals have been determined in this direction. The theoretical and methodological basis of the study is systemic and sociocultural approaches combined with the elements of institutional network and structural and functional analysis. The study has been structured by taking into account theoretical and practical developments in sociology, management, social psychology, the interaction of the organization and the external environment, and various aspects of internal development. The starting point of the research is the statement about the interdependence and interaction of the socio-cultural environment in which a business organization operates and its organizational culture.

Keywords: Organizational culture, job performance, furniture industry

1. Introduction
Today, developed companies are characterized by a high-level culture that is the result of conscious efforts to improve the spirit of the organization. In our country, the level of relevance of the socio-psychological studies on organizational culture is determined with important changes in political and socio-economical areas that affect the nature of the relationships between an organization and an individual.

Today, it is possible to reach the conclusion that organizational culture makes the team harmonious and productive by combining all kinds of activities and relationships in the company. It gives the organization an image and determines the nature of relationships with customers and partners. Culture helps to concentrate efforts on the main strategic directions determined according to the company’s mission, which is its main purpose. Only a strong culture can create a ‘socio-economic space’ that ensures the highest productivity, company success, and employee loyalty, so having a strong organizational culture becomes a tradition.

The methodological basis of the study is systematic and sociocultural approaches combined with corporate network and structural and functional analysis elements. The study has been structured by considering the theoretical and practical developments in the fields of sociology, management, social psychology and the interaction between the organization and the external environment and various aspects of internal development of organizations. The starting point of the study is the interdependence and interaction of the socio-cultural environment and culture in which a business organization operates.

2. Literature Review
2.1. The Concept, Definition, and Importance of Organizational Culture
An organization functions and evolves as a complex system. A modern organization that is constantly affected by the external environment and adapts to changes has the potential to create and accumulate. This not only provides a timely and adequate response to the effects of the external environment, but it also makes it possible to actively change the surrounding reality and to effectively manage the functioning and development of many people. This ‘life’ potential of the organization’s activity is provided by organizational culture. How the relationships between the members of the organization are established, what working principles and methods are used in the activities of the organization; all of these are provided by organizational culture. This situation not only determines the differences between organizations, but also determines the success of their operations and survival in competition. In any organization, there is a relationship...
between the bearers of the organizational culture on the one hand and the culture that influences human behavior on the other.

The concept of organizational culture has been defined differently by various researchers. These definitions are stated as follows:

The concept of organizational culture consists of values that are shared by the employees and managers of the organization and that put forward solution techniques in a collective way (Güney, 2015:184). Organizational culture is a dynamic process that consists of elements such as values, beliefs, thoughts, and goals revealed of the employees in the organization (Kalveci, 2015:16).

Organizational culture is invented by a particular group that has learned to deal with external adaptation and internal integration problems, and to perceive, think about, and expect these problems, and organizational culture should be taught to the new members by successful employees (Schein, 1990:111).

Organizational culture is the collective values, beliefs, and assumptions that are shared by the members, that exist at multiple level and affect the attitudes and behaviors of the employees (Cameron & Quinn, 2011:1).

Organizational culture is the unique configuration of norms, values, behaviors, and habits that characterizes the way groups and individuals come together to get things done (Eldridge and Crombie, 1974:12).

Organizational culture is the shared perceptions of organizational work practices in the organizational units that may be different from those in other organizations (VandenBerg & Wilderom, 2004:571).

Organizational culture is defined as a construct of the traditional ways of thinking, feeling, and reacting that is identified with the organization. In this case, organizational culture is a social glue that keeps members together (Hasanoglu 2004:47).

- Organizational culture is to carry out a psychological process that strengthens the relationships between employees within the organization in the direction of certain rules (İsk, 2010: 12).
- Organizational culture is an informal system of rules that explains how people should behave most of the time (Deal and Kennedy, 1982:156).
- Organizational culture is the unique configuration of norms, values, behaviors, and habits that characterizes the way groups and individuals come together to get things done (Eldridge and Crombie, 1974:12).
- Organizational culture is a system of norms, behaviors, values, beliefs, and habits that direct the behavior of people in an organization (Diğer 1992:271).
- Culture is the common beliefs, attitudes, and values that exist in an organization (Furnham and Gunter, 1993:250).
- Organizational culture is the hallmark of the organization that differentiates it from other organizations and creates a source of pride for its employees, especially if its values focus on innovation, excellence, leadership, and outrunning competitors.
- Organizational culture refers to a historical perspective that covers the accumulations of the organization from the past to the present.
- Organizational culture is the common beliefs, attitudes, and values that exist in an organization (Furnham and Gunter, 1993:250).
- Organizational culture creates the necessary conditions for effective functioning, development, and competitiveness of a company in order to increase the degree of controllability, innovation, and stability of a modern economic entity. Employees working under these conditions are efficient: efficient employees, therefore, ensure that organizations are productive. In short, organizational culture is very important for both employees, managers, and businesses.

2.2. Features and Functions of Organizational Culture

Social scientists examining organizational culture identified the characteristics and functions of organizational culture based on their research data. The characteristics and functions of organizational culture are given below (Güney, 2017: 188-192, Williams and Francescutti, 2007: 151, Yılmaz, Flouris, 2017:67):

Features of organizational culture

- Organizational culture has a holistic structure.
- Organizational culture is the hallmark of the organization that differentiates it from other organizations and creates a source of pride for its employees, especially if its values focus on innovation, excellence, leadership, and outrunning competitors.
- Organizational culture refers to a historical perspective that covers the accumulations of the organization from the past to the present.
- Organizational culture is one of the inherent and powerful tools for managers to achieve the goals of the organization.
- Organizational culture can be explained with anthropological concepts rather than concepts expressing the structural features of institutions or organizations.
Performance evaluation is defined as the identification, measurement, and management of human performance in terms of an employee. Some definitions of the concept of performance evaluation are given below:

Performance evaluation is the process of obtaining, analyzing, and recording information about the relative worth stated in the job description and what they actually do (Özkasap 2013:32).

Performance is the relationship between what the employee should do as stated in the job description and what they actually do (Özkasap 2013:32).

Performance is seen as the measure of productivity in the most general sense in various generally accepted resources. The concept of performance, which is the qualitative or quantitative expression of the degree to which predetermined goals are achieved, can be defined as the ability to reach the goals and objectives. It is about comparing and measuring the work carried out by employees. Performance is the relationship between what the employee should do as stated in the job description and what they actually do (Özkasap 2013:32).

Performance evaluation is the process of obtaining, analyzing, and recording information about the relative worth of an employee. Some definitions of the concept of performance evaluation are given below:

Performance evaluation is defined as the identification, measurement, and management of human performance in organizations and provides useful feedback to individuals and directs them to higher performance levels (Gomez-Mejia, 2007:48).

Performance evaluations can serve several functions/purposes in organizational life, such as solving performance problems, setting goals, managing rewards and discipline, and dismissal (Dickinson and Ilgen, 1993:143).

Performance evaluation system is a useful tool to increase the quality and quantity of employee performance (Dickinson and Ilgen, 1993:143).

Performance evaluation is the regular measurement of the success, development, and progress of employees (Güney, 2019:183).

It can be stated that the focus of these definitions (on performance evaluation) is to measure and improve the actual performance and future potential of employees. Performance evaluation is a systematic way of evaluating an employee's performance standard (Grote, 2002:77).
Some studies define job performance as the effort employees make to earn their wages. Borman and Motowidlo define job performance as the activities of employees towards a better job performance (Akkoç et al., 2012:108). Sonnentag and Frese describe employee performance as the measurable behavior of employees towards organizational goals (Türkmеn 2009:33). Performance is not only related to the result of the activity, but also to the activity itself. Campbell gave a comprehensive definition of the concept. According to him, the amount of goods and services produced in a certain period of time expresses the organizational aspect of the concept of performance, and the level of success and efficiency of the employee expresses the individual aspect of the concept (Özkаsаp 2013:35). When we examine the concept of performance in this way, it can be stated that individual performance is even more important. Because organizations can only be as good as the performance of their employees (Şеkеr 2011:28). In addition, ensuring that the goals of the employees and the goals of the organization align with each other will lead to a high level of individual performance. Therefore, the goals of the employees should be able to support the organizational goals.

Labor productivity is one of the most important indicators of the effectiveness of social production. Using this indicator makes it possible to evaluate the efficiency of the labor of both an individual employee and a team. Productivity, in general, is defined as a person's mental disposition to constantly seek opportunities to improve the status quo. It is based on the belief that a person can work better today than yesterday, and even better tomorrow. It requires continuous improvement of economic activity. In examining the question of the economic content of labor productivity, it should be taken into account that the labor used in producing goods consists of live labor used at a particular moment in the production process and past labor concretized in goods produced in the past.

- Performance management should raise the productivity level of the organization by raising the performance level of its employees in order to increase productivity. The goals of performance management are as follows (Teshory, 2006, 41):
  - Developing an information system about the performance and changes of human resources.
  - Providing the opportunity to exchange information, opinions, and experience between this material and the leadership.
  - Facilitating the work of management in guiding and directing human resources.
  - Continuous evaluation of performance before it becomes a permanent part of the behavior of human resources.
  - Avoiding focusing on performance improvement only through reward and punishment, which eliminates the concept of performance evaluation.
  - Providing the right environment for negotiations on the subject.
  - Facilitating the process of selecting leaders and assigning assistants.

Evaluation of the effectiveness is an important element in the development of design and planning solutions, it enables identifying the level of progress of the existing structure, projects under development or planned activities and is carried out to select the most rational version of the structure. The effectiveness of the organizational structure should be evaluated at the designing stage when analyzing the management structures of existing organizations in order to plan and implement measures to improve management.

Performance evaluations give managers and employees the opportunity to discuss the progress of employees and to see what improvements can be made or what assistance can be provided to improve their strengths and enable them to perform more effectively (Grote, 2002:79). For this reason, performance evaluation is a very important subject for employees, managers, and organizations. If the performance of the employees is evaluated objectively and the results are communicated to the employees as soon as possible, the morale and motivation of the employees will increase. Employees with increased morale and motivation will follow the instructions of the managers. At the same time, they will do their job willingly. This will allow them to be efficient, thus making organizations more efficient.

3. Research

3.1. Objective and Importance of the Study

In today's business world, due to increasing globalization and competition, businesses make great efforts to maintain their existence for a long time. The first of these efforts is to increase job performance. For this reason, today businesses have begun to search for ways and methods to increase their performance. In this direction, they either conduct research themselves or support research conducted by researchers. Based on the results obtained, they try to maintain their existence for a long time by making the necessary changes in their organizations.

In short, the relationship between organizational culture and job performance has become a very important subject for organizations. Therefore, research on this subject is of vital importance for organizations.

The objective of this study is to identify the relationship between organizational culture and job performance. For this purpose, the relationship between organizational culture and work performance in the Embawood furniture company operating in Baku, Azerbaijan, has been examined through survey method.

The research is important in terms of statistically analyzing and interpreting the obtained data, based on the necessity of a meaningful relationship between organizational culture and job performance in the furniture industry.

3.2. The Population and Sample of the Research

In order to examine the relationship between organizational culture and job performance, we have conducted a survey study in a furniture company (Embawood) in Baku, Azerbaijan. A total of 210 people work in the furniture company. We distributed questionnaires to 210 people and received feedback from 201 people. Of those who filled out the questionnaire and sent it to us, 125 are women and 76 are men. No response was received from 9 people.
3.3. Data Collection Method and Tool

Questionnaire methods has been used as a method of data collection. The first section of the questionnaire, which consists of four sections, includes questions about demographic information of the participants.

Before the demographic information section, there is a text stating who the researcher is and for what purpose the research is being conducted, and that all the obtained information will be confidential.

In the demographic information section of the questionnaire, there are questions about age, gender, education level, and length of service in the furniture sector. Organizational Culture Scale and Job Performance Scale have been used in the survey.

3.4. Hypotheses

The hypotheses of the research are given below.

- **H1**: There is a statistically significant relationship between the organizational culture perception and job performance of the employees in the furniture sector.
- **H2**: There is no statistically significant relationship between the organizational culture perception and job performance of the employees in the furniture sector.
- **H3**: In the study, the following hypotheses regarding this problem statement have also been investigated:
  - There is a statistically significant difference between company stores in terms of organizational culture perceptions of employees.
  - There is a statistically significant difference between company stores in terms of job performance perceptions of employees.
  - Organizational culture perceptions of employees differ by gender.
  - Organizational culture perceptions of employees differ by age.
  - Organizational culture perceptions of employees differ by education level.
  - Organizational culture perceptions of employees differ by the department they work in.
  - Job performance perceptions of employees differ by gender.
  - Job performance perceptions of employees differ by age.
  - Job performance perceptions of employees differ by education level.
  - Job performance perceptions of employees differ by the department they work in.

3.4.1. Data Analysis

3.4.1.1. Reliability Analysis Results of Organizational Culture Scale

Reliability Analysis Results of Organizational Culture Scale are given in Table 1.1.

| Organizational Culture Scale | Cronbach’s Alpha | Number of Questions |
|------------------------------|------------------|---------------------|
| Innovative                  | 0.762            | 4                   |
| Competitive                 | 0.700            | 4                   |
| Bureaucratic                | 0.688            | 4                   |
| Socialist                   | 0.701            | 3                   |
| Total                       | 0.816            | 15                  |

*Table 1: Reliability Analysis Results of Organizational Culture Scale*

The Cronbach’s Alpha coefficients for the four sub-dimensions of the organizational culture scale of the data obtained from 201 participants were found to be 0.762 for innovative, 0.700 for competitor, 0.688 for bureaucratic, 0.701 for socialist organizational culture, and 0.816 in total, which shows that the scale has sufficient reliability.

3.4.1.2. Reliability Analysis Results of the Job Performance Scale are given in Table 2.1.

| Job Performance Scale | Cronbach’s Alpha | Number of Questions |
|-----------------------|------------------|---------------------|
| Total                 | 0.720            | 4                   |

*Table 2: Reliability Analysis Results of the Job Performance Scale*

The Cronbach’s Alpha coefficient of the job performance scale from the data obtained from 201 participants was found to be 0.720, which shows that the scale has sufficient reliability.
3.4.2. Analysis of Participants' Demographic Information

3.4.2.1. The Data on Gender Variable Are Given in Table 3.1.

| Variable  | N   | %   |
|-----------|-----|-----|
| Gender    |     |     |
| Male      | 76  | 37.8|
| Female    | 125 | 62.2|
| Total     | 201 | 100 |

Table 3: Data on Gender Variable

As can be seen on Table 3, 76 (37.8%) of the participants are male and 125 (62.2%) are female.

3.4.2.2. The Data on Marital Status Are Given in Table 3.2.

| Variable    | N   | %   |
|-------------|-----|-----|
| Marital Status |   |     |
| Married     | 60  | 29.9|
| Single      | 141 | 70.1|
| Total       | 201 | 100 |

Table 4: Data on Marital Status Variable

As can be seen on Table 4, 60 (29.9%) of the participants are married and 141 (70.1%) are single.

3.4.2.3. The Data on Age Variable Are Given in Table 3.3

| Variable | N   | %   |
|----------|-----|-----|
| Age      |     |     |
| 25 and under | 110 | 54.7|
| 26-35    | 53  | 26.4|
| 36-45    | 22  | 10.9|
| 46-55    | 10  | 5.0 |
| 56 and above | 6  | 3.0 |
| Total    | 201 | 100 |

Table 5: Data on Age Variable

As can be seen on Table 5, 110 (54.7%) of the participants are 25 years old or under, 53 (26.4%) are 26-35 years old, 22 (10.9%) are 36-45 years old, 10 (5.0%) are 46-55 years old, and 6 (3.0%) are 56 years old or above.

3.4.2.4. The Data on Education Level Is Given in Table 6.

| Variable         | N   | %   |
|------------------|-----|-----|
| Education Level  |     |     |
| Primary School   | 1   | 0.5 |
| High School      | 11  | 5.5 |
| Associate Degree | 21  | 10.4|
| Undergraduate Degree | 107 | 53.2|
| Graduate Degree  | 61  | 30.3|
| Total            | 201 | 100 |

Table 6: Data on Education Level Variable

As can be seen on Table 6, 1 (0.5%) of the participants have a primary school degree, 11 (5.5%) have a high school degree, 21 (10.4%) have an associate degree, 107 (53.2%) have an undergraduate degree, and 61 (30.3%) have a graduate degree.
3.4.2.5 The Data on Length of Service Variable Are Given in Table 7.

| Variable               | N  | %   |
|------------------------|----|-----|
| Length of Service      |    |     |
| Less than 1 year       | 77 | 38.3|
| 1-3 years              | 53 | 26.4|
| 4-6 years              | 32 | 15.9|
| 7-9 years              | 18 | 9.0 |
| 10 years and above     | 21 | 10.4|
| Total                  | 201| 100 |

*Table 7: Data on Length of Service Variable*

As can be seen on Table 7, 77 (38.3%) of the participants have been working at this company for less than 1 year, 53 (26.4%) for 1-3 years, 32 (15.9%) for 4-6 years, 18 (9.0%) for 7-9 years, and 21 (10.4%) for 10 years or more.

3.4.2.6 The Data on the Variable of the Position of the Participants in the Organization Are Given in Table 8.

| Variable               | N  | %   |
|------------------------|----|-----|
| Position in the        |    |     |
| Organization           |    |     |
| Employee               | 123| 61.2|
| Middle Position        | 54 | 26.9|
| Management             | 24 | 11.9|
| Total                  | 201| 100 |

*Table 8: Data on the Variable of Position of the Participants in the Organization*

As can be seen on Table 8, 123 (61.2%) of the participants are employees, 54 (26.9%) have a middle position, and 24 (11.9%) are in management.

3.5 The Normality Test Results by Gender Are Given In Table 9.

| Gender   | Kolmogorov-Smirnov* | Shapiro-Wilk |
|----------|---------------------|--------------|
|          | Statistic | Df   | Sig.  | Statistic | df   | Sig.  |
| Innovation average | Male       | 0.127 | 76   | 0.004 | 0.970 | 76   | 0.065 |
|          | Female     | 0.159 | 125  | 0.000 | 0.933 | 125  | 0.000 |
| Competitive average | Male     | 0.138 | 76   | 0.001 | 0.968 | 76   | 0.050 |
|          | Female     | 0.187 | 125  | 0.000 | 0.899 | 125  | 0.000 |
| Bureaucratic average | Male    | 0.130 | 76   | 0.003 | 0.963 | 76   | 0.027 |
|          | Female     | 0.204 | 125  | 0.000 | 0.910 | 125  | 0.000 |
| Socialist average | Male      | 0.159 | 76   | 0.000 | 0.948 | 76   | 0.004 |
|          | Female     | 0.190 | 125  | 0.000 | 0.910 | 125  | 0.000 |
| Culture average | Male       | 0.094 | 76   | 0.097 | 0.987 | 76   | 0.657 |
|          | Female     | 0.180 | 125  | 0.000 | 0.847 | 125  | 0.000 |
| Performance | Male      | 0.113 | 76   | 0.018 | 0.967 | 76   | 0.042 |
|          | Female     | 0.156 | 125  | 0.000 | 0.929 | 125  | 0.000 |

*This is the lower bound of the true significance.

| Gender   | Kolmogorov-Smirnov* | Shapiro-Wilk |
|----------|---------------------|--------------|
|          | Statistic | Df   | Sig.  | Statistic | df   | Sig.  |
|          | Lilliefors Significance Fix. |

*Table 9: Normality Test by Gender*

When Table 9 is examined, it is seen that organizational culture and job performance scores do not have a normal distribution by gender. (p<.05)
3.5.1. The Comparison of the Organizational Culture and Job Performance Scores of the Participants by Gender Is Given in Table 10

| Sub-dimension | Gender   | Mean | Std. Deviation | Median | Min | Max | Mean Ranks | U   | sig  |
|---------------|----------|------|----------------|--------|-----|-----|------------|-----|------|
| Innovative    | Male     | 3.65 | 0.718          | 3.75   | 2   | 5   | 99.55      | 4639.50 | 0.781 |
|               | Female   | 3.66 | 0.676          | 3.75   | 1   | 5   | 101.88     |       |      |
| Competitive   | Male     | 3.43 | 0.465          | 3.50   | 2.25| 4.5 | 91.97      | 4063.50 | 0.081 |
|               | Female   | 3.51 | 0.553          | 3.50   | 1   | 4.5 | 106.49     |       |      |
| Bureaucratic  | Male     | 3.80 | 0.48           | 3.75   | 2.75| 5   | 94.6       | 4263.50 | 0.218 |
|               | Female   | 3.84 | 0.594          | 4.00   | 1   | 5   | 104.89     |       |      |
| Socialist     | Male     | 3.67 | 0.737          | 3.67   | 2   | 5   | 94.58      | 4262.00 | 0.215 |
|               | Female   | 3.77 | 0.74           | 4.00   | 1   | 5   | 104.9      |       |      |
| Organizational Culture | Male | 3.64 | 0.441          | 3.67   | 2.53| 4.73| 91.77      | 4048.50 | 0.079 |
|               | Female   | 3.69 | 0.507          | 3.87   | 1   | 4.33| 106.61     |       |      |
| Performance   | Male     | 3.97 | 0.553          | 4.00   | 2.75| 5   | 102.82     | 4612.00 | 0.727 |
|               | Female   | 3.93 | 0.607          | 4.00   | 1   | 5   | 99.9       |       |      |

Table 10: Comparison of the Scores by Gender Variable

When Table 10 is examined, it is seen that the organizational culture and job performance scores of the participants do not differ by gender (p>.05). It has been observed that men and women have similar tendencies in terms of organizational culture and job performance.

The normality test results by marital status are given in Table 11.

| Marital Status | Statistic | df | Sig. | Statistic | df | Sig. |
|----------------|-----------|----|------|-----------|----|------|
| innovative average | Married | -.111 | 60 | .063 | .978 | 60 | .345 |
|                 | Single    | .163 | 141 | .000 | .940 | 141 | .000 |
| competitive average | Married | .170 | 60 | .000 | .909 | 60 | .000 |
|                 | Single    | .157 | 141 | .000 | .935 | 141 | .000 |
| bureaucratic average | Married | .154 | 60 | .001 | .949 | 60 | .014 |
|                 | Single    | .166 | 141 | .000 | .934 | 141 | .000 |
| socialist average | Married | .159 | 60 | .001 | .951 | 60 | .017 |
|                 | Single    | .185 | 141 | .000 | .923 | 141 | .000 |
| Cultura average | Married | .141 | 60 | .005 | .956 | 60 | .029 |
|                 | Single    | .158 | 141 | .000 | .891 | 141 | .000 |
| performance     | Married | .142 | 60 | .004 | .951 | 60 | .018 |
|                 | Single    | .174 | 141 | .000 | .927 | 141 | .000 |

* This is the lower bound of the true significance.

When Table 11 is examined, it is seen that organizational culture and job performance scores do not have a normal distribution by marital status (p<.05).
When Table 12 is examined, it is seen that the organizational culture, organizational culture sub-dimensions, and job performance scores of the participants do not have a significant difference by marital status. (p > .05) Organizational culture perceptions and job performance scores of married and single people are similar.

The normality test results by age are given in Table 13.

### Table 12: Comparison of Scores by Marital Status

| Sub-dimension | Marital Status | Mean | Std. Deviation | Median | Min | Max | Mean Ranks | U | Sig. |
|---------------|----------------|------|----------------|--------|-----|-----|------------|----|------|
| Innovative    | Married        | 3.73 | 0.645          | 3.75   | 2.00| 5.00| 103.69     | 4068.50 | 0.666 |
|               | Single         | 3.63 | 0.709          | 3.75   | 1.00| 5.00| 99.85      |      |      |
| Competitive   | Married        | 3.50 | 0.473          | 3.50   | 1.75| 4.25| 102.16     | 4160.5 | 0.852 |
|               | Single         | 3.48 | 0.542          | 3.50   | 1.00| 4.50| 100.51     |      |      |
| Bureaucratic  | Married        | 3.92 | 0.447          | 4.00   | 3.00| 5.00| 109.54     | 3717.5 | 0.169 |
|               | Single         | 3.79 | 0.589          | 4.00   | 1.00| 5.00| 97.37      |      |      |
| Socialist     | Married        | 3.84 | 0.688          | 4.00   | 2.00| 5.00| 107.77     | 3824.00 | 0.275 |
|               | Single         | 3.69 | 0.757          | 4.00   | 1.00| 5.00| 98.12      |      |      |
| Organizational Culture | Married | 3.74 | 0.414          | 3.83   | 2.53| 4.73| 105.93     | 3934.5 | 0.433 |
|               | Single         | 3.64 | 0.507          | 3.73   | 1.00| 4.33| 98.90      |      |      |
| Job Performance | Married      | 4.01 | 0.555          | 4.00   | 3.00| 5.00| 104.68     | 4009.5 | 0.554 |
|               | Single         | 3.91 | 0.599          | 4.00   | 1.00| 5.00| 99.44      |      |      |

### Table 13: Normality Test by Age

| ' | Age             | Kolmogorov-Smirnov<sup>a</sup> | Shapiro-Wilk |
|---|-----------------|---------------------------------|--------------|
|   |                 | Statistic | df | Sig. | Statistic | df | Sig. |
| Innovative | 25 years and below | 0.147 | 110 | 0.000 | 0.952 | 110 | 0.001 |
|   | 26-35           | 0.134     | 53  | 0.018 | 0.956 | 53  | 0.048 |
|   | 36-45           | 0.214     | 22  | 0.010 | 0.879 | 22  | 0.012 |
|   | 46-55           | 0.207     | 10  | .200* | 0.908 | 10  | 0.271 |
|   | 56 years and above | 0.204 | 6   | .200* | 0.902 | 6   | 0.389 |
| Competitive | 25 years and below | 0.153 | 110 | 0.000 | 0.920 | 110 | 0.000 |
|   | 26-35           | 0.181     | 53  | 0.000 | 0.928 | 53  | 0.003 |
|   | 36-45           | 0.246     | 22  | 0.001 | 0.879 | 22  | 0.012 |
|   | 46-55           | 0.241     | 10  | 0.103 | 0.908 | 10  | 0.269 |
|   | 56 years and above | 0.302 | 6   | 0.094 | 0.775 | 6   | 0.035 |
| Bureaucratic | 25 years and below | 0.170 | 110 | 0.000 | 0.920 | 110 | 0.000 |
|   | 26-35           | 0.167     | 53  | 0.001 | 0.909 | 53  | 0.001 |
|   | 36-45           | 0.186     | 22  | 0.047 | 0.856 | 22  | 0.004 |
|   | 46-55           | 0.247     | 10  | 0.084 | 0.782 | 10  | 0.009 |
|   | 56 years and above | 0.308 | 6   | 0.077 | 0.857 | 6   | 0.178 |
| Socialist  | 25 years and below | 0.185 | 110 | 0.000 | 0.939 | 110 | 0.000 |
|   | 26-35           | 0.185     | 53  | 0.000 | 0.868 | 53  | 0.000 |
|   | 36-45           | 0.144     | 22  | .200* | 0.912 | 22  | 0.052 |
|   | 46-55           | 0.200     | 10  | .200* | 0.954 | 10  | 0.711 |
|   | 56 years and above | 0.185 | 6   | .200* | 0.974 | 6   | 0.918 |
| Culture    | 25 years and below | 0.149 | 110 | 0.000 | 0.895 | 110 | 0.000 |
|   | 26-35           | 0.212     | 53  | 0.000 | 0.878 | 53  | 0.000 |
|   | 36-45           | 0.184     | 22  | 0.051 | 0.924 | 22  | 0.092 |
|   | 46-55           | 0.185     | 10  | .200* | 0.890 | 10  | 0.170 |
|   | 56 years and above | 0.302 | 6   | 0.092 | 0.685 | 6   | 0.004 |
| Performance | 25 years and below | 0.143 | 110 | 0.000 | 0.931 | 110 | 0.000 |
|   | 26-35           | 0.178     | 53  | 0.000 | 0.955 | 53  | 0.045 |
|   | 36-45           | 0.204     | 22  | 0.018 | 0.929 | 22  | 0.115 |
|   | 46-55           | 0.263     | 10  | 0.049 | 0.799 | 10  | 0.014 |
|   | 56 years and above | 0.404 | 6   | 0.003 | 0.705 | 6   | 0.007 |

<sup>a</sup> This is the lower bound of the true significance.

<sup>1</sup> Lilliefors Significance Fix.
When Table 13 is examined, it is seen that organizational culture and job performance scores do not have a normal distribution by age. (p<.05)

3.5.3. The Comparison of the Normality Test Results by Age Is Given in Table 14.

| Sub-dimension | Age                  | Mean | Std. Deviation | Median | Min | Max | Mean Ranks | Chi-Square | sig  | Difference          |
|---------------|----------------------|------|---------------|--------|-----|-----|------------|------------|------|---------------------|
|               | 25 years and below   |      |               |        |     |     |            |            |      |                     |
| Innovative   | 25 years and below   | 3.60 | 0.733         | 3.75   | 1.00| 5.00| 96.17      | 9.52       | 0.049| 56 and above > 25   |
|               | 26-35                | 3.64 | 0.655         | 3.75   | 2.00| 4.75| 98.42      |            |      |                     |
|               | 36-45                | 3.75 | 0.443         | 3.88   | 2.50| 4.25| 106.36     |            |      |                     |
|               | 46-55                | 3.83 | 0.782         | 4.13   | 2.75| 5.00| 116.70     |            |      |                     |
|               | 56 years and above   | 4.38 | 0.379         | 4.38   | 4.00| 5.00| 166.42     |            |      |                     |
|               | 26-35                | 3.48 | 0.604         | 3.50   | 1.00| 4.50| 102.76     | 2.15       | 0.708|                     |
|               | 36-45                | 3.46 | 0.424         | 3.50   | 2.25| 4.25| 97.07      |            |      |                     |
|               | 46-55                | 3.48 | 0.344         | 3.50   | 3.00| 4.50| 93.09      |            |      |                     |
|               | 56 years and above   | 3.71 | 0.246         | 3.63   | 3.50| 4.00| 128.25     |            |      |                     |
|               | 25 years and below   | 3.79 | 0.584         | 4.00   | 1.00| 5.00| 96.22      | 8.93       | 0.063|                     |
|               | 26-35                | 3.87 | 0.554         | 4.00   | 2.50| 4.75| 107.73     |            |      |                     |
|               | 36-45                | 3.82 | 0.387         | 3.88   | 3.25| 4.25| 97.41      |            |      |                     |
|               | 46-55                | 3.73 | 0.463         | 3.75   | 3.25| 4.25| 88.90      |            |      |                     |
|               | 56 years and above   | 4.38 | 0.345         | 4.25   | 4.00| 5.00| 162.58     |            |      |                     |
|               | 25 years and below   | 3.59 | 0.763         | 3.67   | 1.00| 5.00| 90.61      | 9.43       | 0.051|                     |
|               | 26-35                | 3.86 | 0.709         | 4.00   | 1.33| 5.00| 110.99     |            |      |                     |
|               | 36-45                | 3.88 | 0.647         | 4.00   | 2.67| 4.67| 110.86     |            |      |                     |
|               | 46-55                | 4.00 | 0.629         | 4.00   | 3.00| 5.00| 117.50     |            |      |                     |
|               | 56 years and above   | 4.22 | 0.584         | 4.17   | 3.33| 5.00| 139.58     |            |      |                     |
|               | 25 years and below   | 3.61 | 0.521         | 3.73   | 1.00| 4.40| 95.46      | 8.98       | 0.062|                     |
|               | 26-35                | 3.70 | 0.465         | 3.87   | 2.53| 4.33| 104.40     |            |      |                     |
|               | 36-45                | 3.72 | 0.281         | 3.77   | 3.07| 4.06| 99.80      |            |      |                     |
|               | 46-55                | 3.76 | 0.435         | 3.67   | 3.27| 4.40| 107.15     |            |      |                     |
|               | 56 years and above   | 4.17 | 0.288         | 4.03   | 4.00| 4.73| 166.67     |            |      |                     |
|               | 25 years and below   | 3.88 | 0.635         | 4.00   | 1.00| 5.00| 94.37      | 13.75      | 0.008| 56 and above > 46-55|
|               | 26-35                | 4.06 | 0.419         | 4.00   | 3.00| 5.00| 113.54     |            |      |                     |
|               | 36-45                | 4.03 | 0.525         | 4.00   | 3.00| 5.00| 108.05     |            |      |                     |
|               | 46-55                | 3.55 | 0.715         | 3.25   | 3.00| 5.00| 61.50      |            |      |                     |
|               | 56 years and above   | 4.42 | 0.465         | 4.50   | 3.50| 4.75| 151.83     |            |      |                     |

Table 14: Comparison Results by Age Variable

When Table 14 is examined, it is seen that the innovative culture and job performance scores of the participants have a significant difference by age. (p<.05) It is seen that the median innovativeness of the employees aged 56 and above is statistically and significantly higher than those aged 25 and below. It has been observed that the perception of innovative culture increases as the age increases.

The median job performance of employees aged 56 and above was found to be statistically and significantly higher than those in the 46-55 age group. Today, people follow the visual and written media more as they get older. At the same time, they both follow and easily accept the cultural innovations shown in the written and visual media. This situation also increases their perception of innovative culture.
3.5.4. The Normality Test Results by Education Level Are Given in Table 15.

| Education Level          | Kolmogorov-Smirnov\(^a\) | Shapiro-Wilk |
|--------------------------|---------------------------|--------------|
|                          | Statistic  | df       | Sig.  | Statistic  | df       | Sig.  |
| Innovative               |             |         |       |             |         |       |
| High School              | 0.316      | 11      | 0.003 | 0.808      | 11      | 0.012 |
| Associate Degree         | 0.166      | 21      | 0.136 | 0.957      | 21      | 0.463 |
| Undergraduate            | 0.149      | 107     | 0.000 | 0.950      | 107     | 0.001 |
| Graduate                 | 0.209      | 61      | 0.000 | 0.887      | 61      | 0.000 |
| Competitive              |             |         |       |             |         |       |
| High School              | 0.208      | 11      | 0.200*| 0.949      | 11      | 0.628 |
| Associate Degree         | 0.203      | 21      | 0.024 | 0.909      | 21      | 0.052 |
| Undergraduate            | 0.150      | 107     | 0.000 | 0.937      | 107     | 0.000 |
| Graduate                 | 0.168      | 61      | 0.000 | 0.922      | 61      | 0.001 |
| Bureaucratic             |             |         |       |             |         |       |
| High School              | 0.237      | 11      | 0.086 | 0.868      | 11      | 0.074 |
| Associate Degree         | 0.224      | 21      | 0.007 | 0.844      | 21      | 0.003 |
| Undergraduate            | 0.154      | 107     | 0.000 | 0.930      | 107     | 0.000 |
| Graduate                 | 0.180      | 61      | 0.000 | 0.950      | 61      | 0.015 |
| Socialist                |             |         |       |             |         |       |
| High School              | 0.173      | 11      | 0.200*| 0.929      | 11      | 0.405 |
| Associate Degree         | 0.167      | 21      | 0.131 | 0.946      | 21      | 0.285 |
| Undergraduate            | 0.161      | 107     | 0.000 | 0.939      | 107     | 0.000 |
| Graduate                 | 0.231      | 61      | 0.000 | 0.926      | 61      | 0.001 |
| Culture                  |             |         |       |             |         |       |
| High School              | 0.182      | 11      | 0.200*| 0.901      | 11      | 0.189 |
| Associate Degree         | 0.193      | 21      | 0.041 | 0.924      | 21      | 0.103 |
| Undergraduate            | 0.132      | 107     | 0.000 | 0.894      | 107     | 0.000 |
| Graduate                 | 0.209      | 61      | 0.000 | 0.873      | 61      | 0.000 |
| Performance              |             |         |       |             |         |       |
| High School              | 0.293      | 11      | 0.009 | 0.834      | 11      | 0.027 |
| Associate Degree         | 0.198      | 21      | 0.030 | 0.914      | 21      | 0.066 |
| Undergraduate            | 0.149      | 107     | 0.000 | 0.930      | 107     | 0.000 |
| Graduate                 | 0.121      | 61      | 0.027 | 0.959      | 61      | 0.040 |

\(\star\) This is the lower bound of the true significance.

\(a\). Lilliefors Significance Fix.

Table 15: Normality Test by Education Level

When Table 15 is examined, it is seen that organizational culture and job performance scores do not have a normal distribution by education level. (p<.05)

3.5.5. The Comparison of the Normality Test Results by Education Level Is Given in Table 16
When Table 16 is examined, it is seen that the innovative culture and organizational culture scores of the participants have a significant difference by educational status. (p<.05) The innovativeness and organizational culture median of those with a graduate degree were found to be statistically and significantly higher than those with an associate degree. This is because those who have a graduate degree have received more advanced education than those with an associate degree. It is easier for them to perceive innovative culture since they have received advanced education.

The normality test results by length of service are given in Table 4.9.
Table 17: Normality Test by Length of Service

When Table 17 is examined, it is seen that organizational culture and job performance scores do not have a normal distribution by length of service. (p<.05)

3.5.6. The Comparison of the Normality Test Results by Length of Service Is Given in Table 4.10

When Table 18 is examined, it is seen that the organizational culture, organizational culture sub-dimensions, and job performance scores of the participants do not have a significant difference by length of service. (p>.05) There is no change in organizational culture perceptions and job performance scores of the employees as the length of service.
increases. Because as the length of service increases, the process of adopting the organizational culture has already been completed and the job performance has now reached a certain level. They have become experienced in their work. The normality test results by the position of the employees in the organization are given in Table 19.

| Position                 | Kolmogorov-Smirnov Statistic | Shapiro-Wilk Statistic |
|--------------------------|-------------------------------|------------------------|
|                          | df | Sig. | df | Sig. | df | Sig. |
| Innovative Average       |    |      |    |      |    |      |
| Employee                 | 0.17 | 123 | 0.00 | 0.94 | 123 | 0.00 |
| Middle Position          | 0.22 | 54  | 0.00 | 0.90 | 54  | 0.00 |
| Management               | 0.23 | 24  | 0.00 | 0.87 | 24  | 0.01 |
| Competitive Average      |    |      |    |      |    |      |
| Employee                 | 0.16 | 123 | 0.00 | 0.93 | 123 | 0.00 |
| Middle Position          | 0.20 | 54  | 0.00 | 0.95 | 54  | 0.02 |
| Management               | 0.21 | 24  | 0.01 | 0.91 | 24  | 0.04 |
| Bureaucratic Average     |    |      |    |      |    |      |
| Employee                 | 0.17 | 123 | 0.00 | 0.92 | 123 | 0.00 |
| Middle Position          | 0.17 | 54  | 0.00 | 0.90 | 54  | 0.00 |
| Management               | 0.14 | 24  | 0.200* | 0.94 | 24  | 0.16 |
| Socialist Average        |    |      |    |      |    |      |
| Employee                 | 0.18 | 123 | 0.00 | 0.93 | 123 | 0.00 |
| Middle Position          | 0.15 | 54  | 0.01 | 0.92 | 54  | 0.00 |
| Management               | 0.22 | 24  | 0.00 | 0.90 | 24  | 0.02 |
| Culture Average          |    |      |    |      |    |      |
| Employee                 | 0.16 | 123 | 0.00 | 0.88 | 123 | 0.00 |
| Middle Position          | 0.15 | 54  | 0.00 | 0.93 | 54  | 0.00 |
| Management               | 0.17 | 24  | 0.06 | 0.94 | 24  | 0.20 |
| Performance              |    |      |    |      |    |      |
| Employee                 | 0.14 | 123 | 0.00 | 0.94 | 123 | 0.00 |
| Middle Position          | 0.15 | 54  | 0.00 | 0.95 | 54  | 0.03 |
| Management               | 0.15 | 24  | 0.200* | 0.93 | 24  | 0.09 |

*a. This is the lower bound of the true significance.

Table 19: Normality Test by the Position in the Organization

When Table 19 is examined, it is seen that organizational culture and job performance scores do not have a normal distribution by the position of the employees in the organization. (p<.05)

3.5.7. The Normality Test Results by the Position of the Employees in the Organization Are Given in Table 20.
When Table 20 is examined, it is seen that the innovative culture, organizational culture, and job performance scores of the participants have a significant difference by the position in the organization. (p<.05) The innovativeness perception of the employees in management positions was found to be statistically and significantly higher than those in middle positions and employees. The reason that the innovativeness perception of the employees in management positions is statistically and significantly higher than others may be due to the fact that the managers themselves initiate the innovation process. Therefore, it is normal that the innovativeness perceptions of the managers who initiate innovation are statistically and significantly higher than the other employees. Similarly, organizational culture and job performance perceptions of managers were found to be statistically and significantly higher than those in middle positions and employees. The reason for this is that managers consciously create the organizational culture. Because, the main purpose of the managers in creating an organizational culture is that they want to increase the job performance of the employees. Therefore, it is normal for managers to have statistically and significantly higher perceptions of organizational culture and job performance than those working in other positions.

3.6. The Results of the Correlation Analysis Are Given in Table 21.

As seen in Table 21, there is a moderately positive correlation between organizational culture and job performance (r = 0.40, p <0.01). It has been observed that a high level of organizational culture perception in the workplace leads to a significant increase in the job performance levels of the employees. There is a moderately positive correlation between innovative organizational culture and job performance (r = 0.40, p <0.01). The higher the innovative culture perception in the workplace, the higher the job performance of the employees. There is a weak positive correlation between competitive organizational culture and job performance (r = 0.18, p <0.01). It has been observed that an increase in the competitive organizational culture in a workplace leads to a little increase in the job performance of the employees. There is a moderately positive correlation between bureaucratic organizational culture and job performance (r = 0.32, p <0.01). It has been observed that an increase in the bureaucratic organizational culture in the workplace leads to a moderate increase in the job performance of the employees. There is a moderately positive correlation between socialist organizational culture and job performance (r = 0.31, p <0.01). The higher the socialist organizational culture perception in the workplace, the higher the job performance of the employees.
3.7. The Results of the Regression Analysis Are Given in Table 22.

| Independent Variable | Job Performance |
|----------------------|-----------------|
| Constant             | 1.735           |
| Organizational Culture| 0.602           |
| F                    | 64.585          |
| Model (p)            | 0.000           |
| R²                   | 0.245           |

**Table 22: Regression Analysis**

The regression coefficients were tested with the t-statistic and in the regression equation, organizational culture was found to explain job performance statistically and significantly (p<0.01). A one-unit increase in the organizational culture score leads to a 0.602-fold increase in the job performance score. Organizational culture has a statistically significant effect on job performance. When employees embrace the organizational culture, this also positively affects their job performance. Because, the main purpose of creating an organizational culture is to provide unity and solidarity in the workplace. It is an expected result that the job performance is high in the workplaces where there is unity and solidarity. As a result of the regression analysis, the explanatory coefficient ($R^2$), which is the percentage of the model explanation of the independent variable, was found to be 0.245. The regression equation that was found to be statistically significant is as follows.

Job Performance = 1.735 + 0.602(Organizational Culture)

3.8. Conclusions on Statistical Analysis and Hypotheses

All data were analyzed in SPSS 22.0 and AMOS package programs. The representation of continuous data is given with (median, minimum, maximum) and (mean, standard deviation). The fit of the data to the normal distribution was tested with the Shapiro-Wilk test, the Kolmogorov-Smirnov test, and the skewness-kurtosis coefficient. Mann Whitney U and Kruskal Wallis Tests were used for continuous data that did not have a normal distribution. The relationship between continuous variables was analyzed using the Spearman Correlation coefficient. The effect between continuous variables was examined with simple linear regression analysis. Statistical significance level was determined as p<0.05.

- **H1**: There is a statistically significant relationship between the organizational culture perception and job performance of the employees in the furniture sector. (Accepted)
- **H2**: There is no statistically significant relationship between the organizational culture perception and job performance of the employees in the furniture sector. (Rejected)
- **H3**: In the study, the following hypotheses regarding this problem statement have also been investigated:
- **H4**: There is a statistically significant difference between company stores in terms of organizational culture perceptions of employees. (The reason of difference could not be understood)
- **H5**: Organizational culture perceptions of employees differ by gender. (Rejected)
- **H6**: Organizational culture perceptions of employees differ by age. (Rejected)
- **H7**: Organizational culture perceptions of employees differ by education level. (Accepted)
- **H8**: Organizational culture perceptions of employees differ by the department they work in. (Accepted)
- **H9**: Job performance perceptions of employees differ by gender. (Rejected)
- **H10**: Job performance perceptions of employees differ by age. (Accepted)
- **H11**: Job performance perceptions of employees differ by education level. (Rejected)
- **H12**: Job performance perceptions of employees differ by the department they work in. (Accepted)

4. Conclusion and Suggestions

In this study, the relationship between organizational culture and job performance was examined. It was examined whether self-efficacy plays a role in this relationship. In this context, questionnaires were distributed to employees (210 people) in a furniture company operating in Baku, Azerbaijan. However, the number of people who replied is 201. The Cronbach’s Alpha coefficients of the four sub-dimensions of organizational culture scale have been found to be, respectively, 0.762 for innovative; 0.700 for competitive; 0.688 for bureaucratic; 0.701 for socialist organizational culture, and 0.816 in total according to data obtained from 201 participants, which shows that the scale has sufficient reliability. The Cronbach’s Alpha coefficient of the job performance scale was found to be 0.720 according to the data obtained from 201 participants, and the scale has sufficient reliability. According to the results of the research, organizational culture and job performance scores do not have a normal distribution by gender (Table 4.1), marital status (Table 11), age (Table 13), education level (Table 15), length of service (Table 4.9), and position in the organization (Table 19) (p<0.05).

According to the data obtained from the research, it was seen that the organizational culture and job performance scores of the participants did not differ by gender (p>0.05). It was observed that men and women have similar tendencies in terms of organizational culture and job performance (Table 10). Again, according to the survey results, the organizational
culture, organizational culture sub-dimensions, and job performance scores do not have a significant difference by marital status. (p>.05) Organizational culture perceptions and job performance levels of married and single people are similar (Table 4.4). According to the data obtained from the research, it was seen that the innovative culture and job performance scores of the participants have a significant difference by age. (p<.05) The median of innovativeness of employees aged 56 and over is statistically and significantly higher than those aged 25 and under. It has been observed that as the age increases, the perception of innovative culture also increases. (Table 14). The median of job performance of employees aged 56 and over was found to be statistically and significantly higher than those in the 46-55 age group. Today, people follow the visual and written media more as they get older. At the same time, they both follow the cultural innovations shown in the written and visual media more frequently and easily accept them. This situation also increases their perception of innovative culture (Table 14).

According to the data obtained from the research, it was seen that the innovative culture and organizational culture scores of the participants have a significant difference by education level. (p<.05) The median of innovation and organizational culture of participants with a graduate degree were found to be statistically and significantly higher than those with an associate degree (Table 16). The reason of this is that people who have a graduate degree receive more advanced education than those who have an associate degree. It is easier for them to perceive innovative culture due to the advanced education they have received.

According to the data obtained from the questionnaires, the scores of the participants from organizational culture, organizational culture sub-dimensions, and job performance do not have a significant difference by the length of service (Table 4.10). (p>.05) No difference was found in the perceptions of organizational culture and job performance of the employees by their length of service. Because as the length of service period of the employees increases, the processes of adopting the organizational culture have already been completed and their performance in their job has now reached a certain level. In other words, they have become experienced in their work.

According to the data obtained from the research, it was seen that the innovative culture, organizational culture, and job performance scores of the participants have a significant difference by their position in the organization. (p<.05) The innovativeness perception of the employees in the management positions was found to be statistically and significantly higher than those working in the intermediate and normal positions (Table 20). The reason that the innovativeness perception of the employees in the management positions is statistically and significantly higher than those in the middle positions and employees and may be the fact that the managers themselves initiate the innovation process. Therefore, it is normal that the innovativeness perceptions of the managers who initiate innovation are statistically and significantly higher than those who work in middle positions and employees. Similarly, organizational culture and job performance perceptions of managers were found to be statistically and significantly higher than employees. The reason for this is that managers consciously create the organizational culture. Because the main purpose of the managers in creating the organizational culture is that they want to increase the job performance of the employees. Therefore, it is normal for managers to have statistically and significantly higher perceptions of organizational culture and job performance than employees.

According to the data obtained from the questionnaires, there is a moderately positive relationship between organizational culture and job performance (r = 0.40, p <0.01). It has been observed that the high level of organizational culture perception in the workplace leads to a significant increase in the job performance of the employees. There is a moderately positive relationship between innovative culture and job performance (r = 0.40, p <0.01). The higher the perception of innovative culture in the workplace, the higher the performance of the employees. There is a weak positive correlation between competitive culture and job performance (r = 0.18, p <0.01). It has been observed that the increase in the competitive environment in the workplace leads to a little increase in the job performance of the employees. There is a moderately positive relationship between bureaucratic culture and job performance (r = 0.32, p <0.01). It has been observed that increase in the bureaucratic environment in the workplace leads to a moderate level of increase in the job performance of the employees. There is a moderately positive relationship between socialist culture and job performance (r = 0.31, p <0.01). The higher the perception of socialist culture in the workplace, the higher the performance of the employees (Table 21).

The regression coefficients have been examined with t-statistic and it was found that organizational culture explains job performance statistically and significantly (p<0.01). A one-unit increase in the organizational culture behavior score leads to a 0.602-fold increase in job performance. Organizational culture has a statistically significant effect on job performance. Employees' adoption of organizational culture also positively affects their job performance. Because the main purpose of creating an organizational culture is to provide unity and solidarity in the workplace. It is an expected result that there is a high level of job performance in the workplaces where there is unity and solidarity.

Organizations that wish to achieve their goals and objectives successfully should first create an organizational culture that all employees can accept wholeheartedly. Because the employees who adopt the organizational culture sincerely have attitudes and behaviors that are in line with the goals and objectives of the organization. This is also reflected in their job performance. Of course, the individual performance of the employees also leads to high performance of the organization. In short, both employees and organizations become successful with an organizational culture that is embraced by the members of the organization.

We believe that repeating this research in different sectors and comparing the results will contribute significantly to the literature. In addition, we think it will be useful to make the following suggestion. We think that it will be beneficial to repeat this research in different countries and in different sectors.
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