



RESEARCH ARTICLE

Container port employees' organizational culture perception, job satisfaction & intention to stay at work

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ABSTRACT

Employees' importance has recently started to be discussed by maritime organizations with the emergence of employee-oriented management strategies. While organizations are competing in today's wild market environment, the success of companies depends on keeping employees happy. Besides job satisfaction of the employees trigger their performance especially in the maritime sector. This study aims to reveal the relationship among organizational culture, job satisfaction and intention to stay at work in a container port management organization. Data obtained through an online Likert-scale questionnaire of organizational culture perception, job satisfaction and intention to stay at work from 302 land-based employees of a Turkish port operator organization were tested with the Structural Equation Model. The uncertainty avoidance, masculinity, time-oriented, power distance, individuality dimensions of organizational culture have been tested. Results showed that the time-orientation dimension of organizational culture is effective on job satisfaction and job satisfaction has a positive effect on the intention to stay at work.

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Introduction

Human resources are one of the most crucial resources for organizations in today's world. The establishment of new factories during the Industrial Revolution created the need for a different working class, and workers began to be employed in an uncontrolled manner under difficult conditions, with

overtime and low wages (Friedman & Lee, 2010). For this reason, human resources have become increasingly important for the success of the organization, and employees may provide the best return on investment for long-term competitive advantage (Luthans & Youssef, 2004). While human capital becomes the organization's most valuable asset, it is observed that being satisfied with the workplace and having a high level

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of job satisfaction increase productivity and performance positively (Davidescu et al., 2020). According to Lambert et al. (2001), scholars believe that comprehensive measures of job satisfaction predict employee turnover; in other words, high job satisfaction is linked with low employee turnover. Furthermore, analysis demonstrates that intentions moderate the relationship between job satisfaction and actual employee turnover. Therefore, employees' turnover intention reaches considerably a low level. Institutions develop some policies under the name of employee-friendly workplace to keep talented employees in their own bodies, to attract those outside the organization, and to make employees feel like the stakeholders of the organization (Kılıç & Altun, 2019). As a result of COVID-19 pandemic, the concept of "employee-friendly" human resource management has merged in daily life in the rapidly evolving environmental circumstances (Senbursa, 2022a). With the changing technological conditions, the importance of human resources increases, and organizations start to construct organizational culture applications and to apply some practices such as flexible schedules, job sharing, and remote work to improve the conditions of their employees and to keep their work and life in balance (Tosun & Keskin, 2017). Satisfaction of the employees in their private and professional lives has a positive impact on organizations. Work-life balance initiatives increase profitability and value creation in employee-friendly organizations, as well as productivity (Senbursa, 2022b).

In recent years, employees in an organization have been of vital importance for the organization to continue its existence, and it has been accepted by managers that employees are a strategic value (Keep, 2014). As so the balance of work-life of the working employees and the satisfaction of the employees in their personal and business lives affect the organizations positively (Senbursa, 2022b). On the other hand, organizations serving nationally and internationally in the world require to provide qualified manpower for their activities, applications to increase the motivation, happiness, and performance of their employees, renew themselves to keep up with the changing technology, provide and support the necessary training opportunities for their employees (Achor, 2011). As there have been numerous studies on interpersonal relationships in organizations, the literature on the outcomes of organizational behavior is quite extensive. When new research is carried out, it is likely that something new will be added to the literature (Ozdemir et al., 2022). To achieve excellence, organizations need to provide those employees have the necessary training to increase the productivity of their employees, develop and improve employees, and produce new jobs (Bulut & Culha,

2010). According to the literature review, there is a very scarce number of studies on organizational culture, job satisfaction and the intention to stay in the maritime industry. Therefore, the importance of this study is notable for the maritime industry in which organizational behavior subjects are recently trend. In this context, it is thought that giving the employees the opportunity to develop themselves, providing training support and training opportunities to strengthen the working personnel will contribute to their adaptation to the developing and changing conditions. So as to benefit more from the knowledge and skills of employees in organizations, employees need to be allowed to participate in decisions and their opinions and suggestions need to be evaluated. Consequently, the purpose of the study is to reveal the relationship among organizational culture, job satisfaction and intention to stay in a maritime organization that serves in port management services field in Turkey.

Organizational Culture

The concept of organizational culture has started to be used intensively after the 1980s (Kılıç, 2013). Two important studies carried out in these years play an important role in the field of organizational culture. Deal & Kennedy's (1982) book "Corporate Culture", which they wrote by developing the concept of organizational culture, and Peters & Waterman's (1982) book "In Search of Excellence" formed the basis for the emergence and spread of the concept (Unutkan, 1995).

According to the system's approach, organizations are in constant interaction with their environment. In this context, organizations are influenced by the culture of the country they are in, that is, the upper system that surrounds them (Kaya, 2008). On the other hand, many researchers working on organization theory considers organizations as cultural environments; define an organization as a system of socially constructed and shared meanings by its members (Morgan et al., 1982; Şişman, 2002). Some of the dimensions or basic elements of national cultures are the tolerance of the society against uncertainty, values for power distance, collectivist, or individualistic values and feminine or masculine characteristics. These dimensions affect the culture of the organization within the borders of a country (Hofstede, 1991). According to Wu (2006), organizational culture dimensions consist of five factors which are uncertainty avoidance, individuality, masculinity, power distance and time orientation. Uncertainty avoidance is when people living in a country prefer specified situations over unspecified ones (Hofstede, 1993). Individualism refers to the degree to which people living in a

country want to behave individually or as a member of a group (Hofstede, 1993). In countries where individualism is effective, the values of individual success, freedom and competition are emphasized; In countries where pluralism is effective, group cohesion, commitment and cooperation are very strong and the importance of agreement and solidarity among individuals is emphasized (George & Jones, 2008). The other dimension is expressed as masculinity and its opposite is femininity. In studies on the importance of business purposes, social goals such as human relations, helping others, and physical conditions are considered by women; Individual goals such as career and money are considered more important by men (Hofstede, 2001). While focusing on time orientation, long-term oriented societies, individuals carry their values such as thrift and persistence to the future; In short-term societies, individual's direct values such as respect for their traditions and fulfilling social obligations to the past or present time (Hofstede, 1993).

Organizational behavior refers to the attitudes and behaviors of the members of the organization towards people and jobs in the inside and outside environments of the organization. Organizational culture determines organizational behavior; it plays a complementary role in employee behavior in increasing individual and organizational effectiveness. The other main field of study is the philosophy of management, the views, understanding, attitudes and behaviors of the management and the organizational structure of the managers. Therefore, organizational culture also expresses the basic understandings of management philosophy of the organization. Organizational communication, on the other hand, is the exchange of messages between employees in the organizational environment, verbally and in writing. By providing interaction among employees, it ensures the adoption of the organizational goals by the employees, the continuation of the operation and the achievement of the organization's goals. All this functioning takes shape according to the organizational culture (Tutar, 2017).

The concept of organizational culture provides an understanding of how organizations differ from each other, how organizational members adapt to each other and how they interact with each other (Adler & Jelinek, 1986). So, culture as a whole belonging to the values, beliefs and attitudes shared within the organization is recognized and adopted by the members of the organization (Robbins & Judge, 2008). According to some theorists, the organizational culture is not something the organization has, but what the organization is. Therefore, culture is such a complex and integral element that

it cannot be separated from the organization by including all parts of the organization (Thompson & Luthans, 1990). In addition, Schein (1997) states the characteristics of organizational culture as; behavioral systems such as the meanings, relationships, habits, traditions and rituals shared by the members of the organization, the mission, vision, policies, ideological ideas and values of the organization, slogans that provide organizational unity and solidarity, mental symbols and organizational language, the basic principles that individuals have for predetermined tasks, skills, hierarchical and authoritarian relations within the organization, teamwork, leadership types, decision making and level of participation in these decisions, organizational rewards. Moreover, organizational culture is the set of thoughts, norms and values that shape the behavior of the members working at all levels of the organization, as well as the general image (Frost et al., 1991). According to Keller (1990), organizational culture is the whole of values, thoughts and norms that shape all employee behaviors and the organization, that can be learned and taught with symbols, transferred from generation to generation and changed over time. Finally, the concept of organizational culture, which is still popular today, enables us to understand how organizations differ from each other, how organizational members adapt to each other and how they interact with each other (Adler & Jelinek, 1986).

Job Satisfaction

Job satisfaction is considered as another important concept of the business world. It expresses as the emotional result of an employee's personal expectations and wishes being met with the outcome of the job performed. The aforementioned outcome includes money, pride, appreciation from upper management, a special award, and/or related concepts (Locke, 1976). Also, job satisfaction is explained as the emotional reaction or general attitude of the employee towards her/his job (Tengilimoğlu, 2005). It is an important point to bear in mind that the importance of the satisfaction levels of the employees goes back to the neo-classical approach. Various studies conducted in this period reveal that employees are satisfied not only with physical but also with psychological and social motivators. Many studies after these studies aim to explain concepts such as motivation and satisfaction. Examples of these are Maslow's (1943) Hierarchy of Needs and Herzberg et al.'s (1959) Double Factor Theory (motive and hygiene factors) (Kılıç, 2013). According to Weiss (2002), it is the emotional, behavioral, and conceptual experiences of employees about their jobs. Job satisfaction can be evaluated as an indicator of

the relationship between the experience, achievement and emotions of the employee throughout his working life and the work he does and the work environment. This indicator sometimes appears as joy, sometimes as sadness, stress or anger. All these experiences create an experience for the employee. On the other side, Vroom (1967) explains the issue of job satisfaction, which he considers as the emotional reactions of employees, as job satisfaction when employees are happy at the workplace and give positive reactions, and job dissatisfaction when they are unhappy and exhibit negative behaviors. Also, Blenegen (1993) attributes job satisfaction to two main factors in general terms. The first is the employee's personal situation, structure, feelings and thoughts, wishes and needs, and their degree of severity. The second is organization's conditions. Job satisfaction can be mentioned to the extent that the expectations of the employee are met. Gibson et al. (1997) state that the job satisfaction of the employee is affected by factors such as his job, the environment of the job, managerial attitudes and behaviors, wage and wage distribution, promotion, workplace friendship relations, and the degree of importance of the job. Job satisfaction measurement studies in literature (Lawler & Porter, 1967; Gemmil & Heisler, 1972; Deutsch, 1975; Feldman & Arnold, 1985; Bogler, 2001) evaluate job satisfaction in two different aspects. The first is the research of the employee about the work he is currently doing, and the second is the environmental factors of the work. According to Bateman & Snell (1999), the products obtained by the employees from the work they do and the fair treatment they receive from their managers and coworkers are sufficient for the satisfaction of the employees. However, this does not mean that the satisfied employee is productive for the workplace. Thus, the concept known as job satisfaction in organization theory, can be viewed as a supplementary viewpoint for organizations to succeed in both disciplines (Tehci & Şenbursa, 2021).

Intention to Stay at Work

Intent to stay is the degree of likelihood of an employee continuing membership in an organization. It is also known as propensity to leave, intent to quit, intent to leave, behavioral commitment and attachment, turnover intention in the literature (O'Reilly & Caldwell, 1981; Halaby, 1986; Iverson, 1992). An employee leaving an enterprise is psychologically agonizing for both the company and other employees; it is not only a professional setback; however, but it also has an impact on the social life of the organization (Ghosh et al., 2013). Employees are more likely to stay in positions where they have

some level of decision-making authority, according to Magner et al. (1996). On the other hand, job satisfaction and organizational commitment have a significant impact on an employee's intention to stay with his company (Igbaire et al., 1994). Calisir et al. (2011) also discover that satisfaction of work and work engagement explain intention to quit one's job in a study of information technology (IT) professionals' intention to quit their jobs in Turkey; role conflicts and work stress have negative indirect effects on such intention. For example, Walker (2001) defines seven parameters that can support retention: reimbursement and admiration for tasks undertaken; challenging work; learning opportunities; positive relationships with coworkers; acknowledgement of abilities and performance accomplishments; fair work-life integration; and open dialogue. Chew & Chan (2008) suggest that person-organization fit (P-O fit), reimbursement, acknowledgement, mentoring, and professional development all had a significant impact on intention to stay. Another research reveals that collective efficacy, however, is strongly related to both stressors and strains (job dissatisfaction, anxiety, frustration, and turnover intention) (Jex & Gudanowski, 1992). According to some studies, organizational justice perception is a principal reason of many variables affecting employee attitudes, including employee satisfaction, intention to stay at work, and organizational engagement and behaviors such as creative work behavior, organizational citizenship behavior, and job efficiency (Pan et al., 2018).

The Relationship of Organizational Culture, Job Satisfaction and Intention to Stay

When literature is reviewed, it is seen that many studies have been conducted in the management literature on organizational culture, job satisfaction & intention to stay. Lund's (2003) empirical study looks at the impact of organizational culture types on job satisfaction in a survey of marketing professionals from a variety of firms in the United States. The results suggest that job satisfaction was positively related to clan and adhocracy cultures. On the other side, the research of Tsai (2011) that focuses on hospital nurses in Taiwan showed that leadership behavior and job satisfaction is significantly and positively correlated with organizational cultures. According to Medina's (2012) research, job satisfaction is inversely related to intention to stay, and organizational culture moderates the magnitude of this relationship. Therefore, job satisfaction is more predictive of the intention to stay for younger employees, according to

subgroup analyses. On the other hand, the research that is conducted among primary care providers in China by Wang et al. (2020) reveal that there is a significant direct effect of job satisfaction on burnout and turnover intention. Also, Lin & Huang (2021) show in their study on employees in a telecommunications organization in Taiwan that the relationships among an organizational learning culture, employee intention to stay, and job performance are fully mediated by job satisfaction. Besides, another research that is done in Chinese family enterprises, unearths that the relationship between job satisfaction and turnover intention is insignificant for family members, but significant for non-family members (Shu et al., 2018). In the research of Paltu & Brouwers (2020) that has been conducted for South African manufacturing employees, the goal is also to see if organizational culture mediates the relationship between toxic leadership and specific job outcomes like job satisfaction, turnover intention, and commitment. Therefore, the mediation model tested whether organizational culture mediates the relationship among toxic leadership, job satisfaction, organizational commitment, and turnover intention. The results confirm that organizational culture does mediate the relationship between toxic leadership and turnover intention. In respect of job satisfaction, results indicated that organizational culture does mediate the relationship between toxic leadership and job satisfaction. Idiegbeyan-Ose et al. (2018) study the effect of organizational culture on turnover intention on library staff. The research findings show a significant relationship between organizational culture and the intention of library staff to leave in private university libraries in south-west Nigeria. Also, Soomro & Shah (2019) demonstrate that job satisfaction is impacted by organizational commitment, while organizational culture is influenced by job satisfaction. According to the findings of Meng & Berger (2019), the important impact that organizational culture and leader performance can have on the organizational commitment, trust, and job satisfaction of public relations professionals. Mesfin et al. (2020) reveal that the existing perceived clan culture (a sense of community and mutual aid, with a focus on empowerment and employee development) has a positive and significant relationship with health workers' satisfaction in the work relationship dimension. Lastly, Kucharska & Bedford (2019) conducted a survey of 910 Polish employees from various roles and industries. The results indicate that job satisfaction is a powerful mediator for an organization's culture aspects and information exchange by highly talented employees. Job satisfaction fully mediates the

effect of masculinity, long-term perspective, and collectivism on knowledge sharing. On the other hand, Reed et al. (1994) discovers that job dissatisfaction and/or a lack of organizational commitment can lead to employees seeking alternative positions. Also, in the study of Lee (2000), the components of job satisfaction, as well as the need for challenge and achievement, play an important role in effecting turnover intentions among IT professionals. Ghiselli et al. (2001) investigate the impact of job and life satisfaction on turnover decisions. They unearth those managers who are happier with the essential components of their jobs, are happier with their lives, and older are less likely to leave their positions soon. Carraher et al. (2006) find that absenteeism, intention to stay, perceived organizational attractiveness for job seekers, organizational citizenship behaviors, and job performance all have significant relationships.

Therefore, the following hypotheses are proposed in this study.

H1: The uncertainty avoidance dimension of organizational culture is effective on job satisfaction.

H2: The masculinity dimension of organizational culture is effective on job satisfaction.

H3: The time-oriented dimension of organizational culture is effective on job satisfaction.

H4: The power distance dimension of organizational culture is effective on job satisfaction.

H5: The individuality dimension of organizational culture is effective on job satisfaction.

H6: Job satisfaction has a positive effect on the intention to stay at work.

Material and Methods

The universe of the research consists of the employees of a port operating container organization in the maritime industry in Turkey, and the sample consists of people selected from among these employees. The questions of the research survey were taken from the scales proven in the literature. Therefore, organizational culture, job satisfaction and turnover intention for employees; organizational culture Hofstede's scale used to determine national culture was tested by Wu (2006), job satisfaction developed by Hackman & Oldham (1975) and adapted into Turkish by Çetin (2011), and turnover intention scale developed by Bhuian et al. (2005) and adapted to Turkish by Sulu (2010). The turnover intention questions are reverse questions and have been rotated to intention to stay at work (Billingsley & Cross, 1992). In Table 1 scale items used are found.

Table 1. Scale items used in this study

Organizational Culture Scale Items

- OC1. In a high position, I prefer a man to be the manager, rather than a woman
 - OC2. It is more important for men to have a professional career than for women to have a professional career.
 - OC3. When women encounter an organizational problem, they are often under the influence of their emotions, while men usually approach the problem with a cool mind.
 - OC4. Men, by nature, are more successful than women in solving organizational problems.
 - OC5. In married couples, it is important that the man is career higher than the woman.
 - OC6. Managers must make most decisions without consulting their subordinates.
 - OC7. It is necessary for a manager to exercise authority and power against his employees.
 - OC8. Managers should rarely ask their employees' opinions.
 - OC9. Employees should not disobey management's decisions.
 - OC10. Managers should not delegate important tasks to their employees.
 - OC11. It is important to have job requirements and detailed instructions. Thus, employees can always know what is expected of them.
 - OC12. Managers should expect their employees to follow instructions and procedures closely.
 - OC13. Rules and regulations are important. Because they show what the organization expects from employees.
 - OC14. Standard operating rules are helpful to employees doing the work.
 - OC15. Operational instructions are important for employees.
 - OC16. The happiness of the working group should be prioritized over individual happiness.
 - OC17. Group success should be more important than individual success.
 - OC18. Being accepted as a member of the group I work with is very important to me.
 - OC19. Employees should pursue their own goals after considering the happiness of the group.
 - OC20. It is important to regulate relations according to status / titles in workplaces and comply with these regulations.
 - OC21. It is important for employees to be frugal in the workplace.
 - OC22. It is important for employees to be persistent in workplaces.
 - OC23. It is important for employees in the workplace to have a sense of right and wrong (ethics).
-

Job Satisfaction Scale Items

- OC1. My job is like a hobby to me.
 - OC2. I think I am happier at my job than most other people.
 - OC3. I think my current job is more interesting than any other job I could find.
 - OC4. I enjoy my job very much.
 - OC5. My job in general does not satisfy me.
-

Turnover Intention Scale

- OC1. I often think about quitting my job.
 - OC2. I can leave this organization within the next year.
 - OC3. I might leave this organization one day in the next few years.
-

The research data are obtained as a result of the questionnaire applied to the employees between 01 November - 01 December 2022 with the convenience sampling method. The questionnaire form is applied to 302 employees. Volunteer employees are included in the survey analysis. Structural Equation Modelling is used to analyze the relationship of three scales. The first part of the questionnaire covers organizational culture, job satisfaction and turnover intention factors. In the questionnaire applied with the Five-point Likert Scale, the

participants of the study are asked to answer each statement in the form of 1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree, in accordance with their own situation. The questions in the second part of the research are aimed at determining the demographic characteristics of the participants, such as gender, age, education level, marital status, working time, and the region where they operate. Demographic findings for the participants are given in Table 2.

Table 2. Demographic characteristics of participants

Gender	N	%
Female	64	21.2
Male	238	78.8
Age		
18-24	71	23.5
25-34	113	37.4
35-44	97	32.1
45-54	14	4.6
55 +	7	2.3
Educational Status		
Primary-Secondary School- High School	13	4.3
Vocational School	15	5.0
University	223	73.8
Postgraduate	51	16.9
Title		
Expert	86	28.5
Chief	26	8.6
Manager	37	12.3
Vice Manager	22	7.3
Office Staff	13	4.3
Technical Staff	10	3.3
Other	108	35.8
Experience		
	N	%
Less than a year	65	21.5
1-5 year	73	24.2
6-10 year	50	16.6
11-15 year	54	17.9
16 years +	60	19.9
Department		
Management	27	8.9
Marketing	22	7.3
Operations	39	12.9
Technical	18	6.0
Maritime	116	38.4
Logistics	41	13.6
Other	39	12.9
Marital Status		
Married	148	49.0
Single	154	51.0
Total	302	100

As it can be seen in Table 2, 21.2% of the participants were female and 78.8% are male. It is seen that 49.0% of the maritime company employees participating in the research are married and 51.0% are single, and the majority of them have worked in

the relevant company for 1-5 years. 73.8% of the participants are university graduates and 4.3% are primary and high school graduates. The number of postgraduate graduates is at a very good level with 16.9%. In addition, 37.4% of the participants are in the age group of 25-34, 32.1% in the age group of 35-44, 4.6% in the age group of 45-54, 2.3% in the age group of 55 and over, and 23.5% in the age group of 18-24. According to the demographic findings of the research, it can be said that the majority of the organization's employees work as experts. Factor analysis results are given in Table 3.

The overall Cronbach alpha coefficient of the scales is found to be 0.815. According to Hair et al. (1998), factor loadings greater than 0.30 are considered to meet the minimal level; loadings greater than 0.40 are considered more important; and loadings greater than 0.50 are considered practically significant. Factor analysis (FA) can be defined as a multivariate statistic that seeks to explore finding a small number of conceptually significant new variables (factors, dimensions) by bringing together a large number of interrelated variables (Büyüköztürk, 2002). According to Stapleton (1997), factor analysis is a technique designed to examine the covariance structure of a group of variables and to explain the relationships between these variables in terms of a much smaller number of unobserved latent variables called factors. Rennie (1997), on the other hand, defines Factor analysis as an analytical technique with a computational logic based on the relationships between observed variables, aiming to reach a small number of explanatory factors (comprehension) that explains the maximum variance. The factor loading value is a coefficient that explains the relationship of the items with the factors. It is expected that the load values in the factor in which the items take place are high. If there is a cluster of items that are highly correlated with a factor, this finding means that those items together measure a cognitive factor. A factor load of 0.3 for a variable indicates that the variance explained by the factor is 9%. The variance at this level is remarkable and, in general, a load value of 0.60 and above is high regardless of its sign; A load value between 0.30-0.59 can be defined as medium magnitudes and is taken into account in variable subtraction (Kline, 1994). Since organizational culture has a multidimensional structure, factor analysis is applied. When factor analysis is applied to the scales as a whole, "JS5", "TM4", "PD4", "IN3" and "IN4" with factor loadings below 50% are removed and factor analysis is repeated. As a result, Bartlett's sphericity test findings in Table 3 show that there is a sufficient level of relationship between variables for factor analysis ($p < 0.05$). The KMO Sampling

Table 3. Result of factor analysis

Variable	Question	Factor Load	Eigen Value	Cumulative Variance%
Uncertainty Avoidance	UA1	0.738	4.656	17.909
	UA2	0.816		
	UA3	0.807		
	UA4	0.756		
	UA5	0.800		
Masculinity	M1	0.782	1.066	29.846
	M2	0.700		
	M3	0.762		
	M4	0.788		
	M5	0.688		
Job Satisfaction	JS1	0.744	11.845	41.691
	JS2	0.754		
	JS3	0.655		
	JS4	0.784		
Intention to stay	IS1	0.730	7.659	49.350
	IS2	0.911		
	IS3	0.757		
Time Orientation	TM1	0.601	5.323	54.673
	TM2	0.791		
	TM3	0.860		
Power Distance	PD1	0.718	4.712	59.384
	PD2	0.575		
	PD3	0.717		
	PD5	0.510		
Individualism	IN1	0.864	4.461	63.846
	IN2	0.806		

Note: KMO: 0.752; Bartlett’s Test of Sphericity: 2969.425; p: 0.000

Adequacy Test compares the size of the partial correlation coefficients to the identified correlation coefficients and indicates whether the data set is suitable for factor analysis. It is deemed good because the KMO value is 0.752. (Kaiser, 1974). The total Eigen value of each variable used in the study is greater than 1. Cumulative variance is 63.846%. It is also seen that the factor load in each scale in the study is 0.50 and above.

Structural Model and Hypothesis Testing

The Structural Equation Model which is used to test the validity of the measurement tool and to question the causal relationships between the variables, facilitates the discovery of the relationships between the variables in order to reduce the error in the model and helps the structures to be modelled at a higher level (Hair et al., 2014). Structural equation modelling (SEM) is frequently used by scientists to test the relationships between observed and latent variables based on a certain theoretical basis in many different fields such as social sciences, behavioral sciences, educational sciences, economics and

medical sciences (Jöreskog & Sörbom, 1993; Hoyle, 1995; Bentler & Yuan, 1999; Cheung & Renswold, 2002; Onwuegbuzie & Leech, 2005; Leech et al., 2013). Structural equation model; it is defined as a combination of different statistical methods such as factor analysis, canonical correlation and multiple regression (Hox & Bechger, 1998; Ullman, 2001; Pallant, 2005). SEM includes factor analysis in terms of observing and latent variables and defining latent variables with observed variables, canonical correlations in terms of including many dependent and independent variables, and regression analysis in terms of defining causal relationships between variables (Kahn, 2006; Tabachnick & Fidell, 2007)

In this study, the general compatibility of Structural Equation Model (SEM) with the conceptual model and hypotheses was tested. The structural model and fit indices are shown in Figure 1 and Table 4.

Table 4. Model goodness of fit values

P	χ ²	χ ² /df	RMSEA	CFI	IFI	TLI
0.000	506.272	1.815	0.052	0.917	0.918	0.903

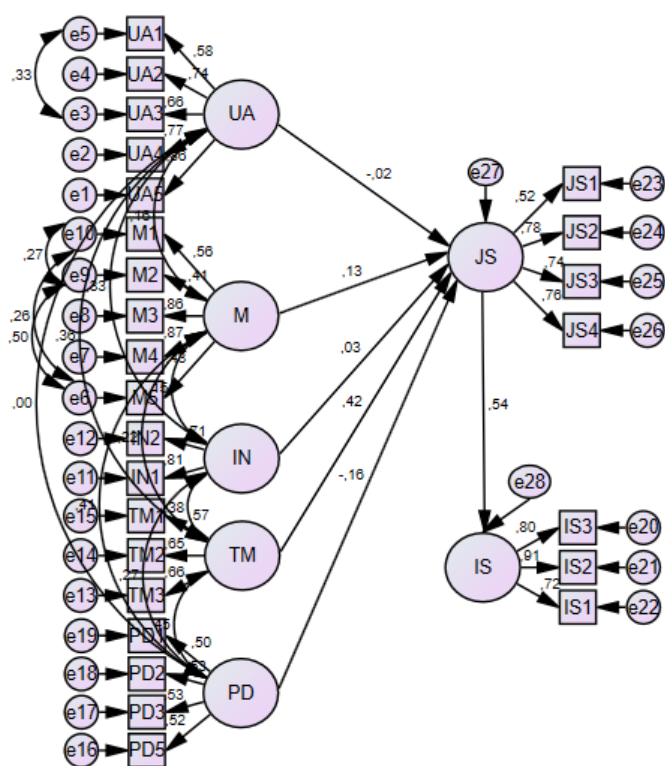


Figure 1. Structural model of the research

Goodness-of-fit tests are the stage at which the decision is made whether to accept the research model. These tests show how the research model explains the data (Mulaik et al., 1989). Goodness of fit indices are quite high. The researcher may use a few of the goodness-of-fit indices or may prefer to use all of them (Gerbing & Anderson, 1992; Schermelleh-Engel et al., 2003). The P (probability) value is a value used to determine the presence of statistical significance and the level of evidence of difference, if any (Dawson & Trapp, 2004). Goodness-of-fit values help determine how consistent the relationships in the model are with the data. Here, firstly, the ratio between chi-square and degrees of freedom was examined. This ratio is expected to be 3-4 at most. However, since the chi-square value is easily affected by the sample size, other goodness-of-fit values were produced. Root Mean Square of Approximation (RMSEA)

value is a value used to test the hypothesis assuming an even correlation distribution. (Kline, 2005; Şimşek, 2007). In goodness of fit, other criteria are also taken into account besides this value. It compares RFI (Relative fit index), IFI (Incremental fit index) and CFI (Comparative fit index), RFI, IFI and CFI theoretical model and prediction model. The fact that these measures are close to 1.0 indicates that there is a good fit between the model and the data. CFI provides a more appropriate benchmark for model development or when the sample size is small. TLI (Tucker-Lewis index): TLI is a comparable index value between the prediction model and the theoretical model. It takes values between 0.0 and 1.0. A TLI value of 0.90 and above is desirable. RMSEA (Root mean square error approximation) is a criterion used for large sample volumes and takes values between 0.05 and 0.08.

Therefore, in this study, the most commonly used goodness-of-fit values (χ^2) in literature are taken into account. It is desirable to have a low value of χ^2 , which tests whether the variable matrix is different from the default matrix. The χ^2/df used to evaluate the fit between the data and the model was found to be 1.815. According to this value, it can be said that the fit between the data and the model is at a good level (Kim, 2005). The hypothesis test results of the research are presented in Table 5.

Table 5 shows the relationships between the variables accepted at the 95% confidence level. According to the regression value showing the relationship between the variables, it is determined that the organizational culture’s time orientation dimension has a powerful effect on job satisfaction for the employees of the said port business (H3), and job satisfaction has a strong positive effect on the intention to stay at work (H6). However, the uncertainty avoidance dimension of organizational culture has no significant effect on job satisfaction. The masculinity dimension of organizational culture does not have a significant effect on job satisfaction. The power distance dimension of organizational culture does not

Table 5. Hypothesis test results

Hypothesis	Regression Direction		Standard Regression Coefficient	Standard Error	Significance Level	Result
H1	Job satisfaction ←	Uncertainty Avoidance	0.019	0.085	0.821	Rejected
H2	Job satisfaction ←	Masculinity	0.131	0.098	0.113	Rejected
H3	Job satisfaction ←	Time orientation	0.424	0.115	0.000	Accepted
H4	Job satisfaction ←	Power distance	0.161	0.145	0.182	Rejected
H5	Job satisfaction ←	Individualism	0.027	0.061	0.756	Rejected
H6	Intention to stay ←	Job satisfaction	0.542	0.133	0.000	Accepted

have a significant effect on job satisfaction and finally, organizational culture's individuality dimension did not have a significant effect on job satisfaction. As a result, the hypotheses H1, H2, H4, H5 formed within the scope of the structural model of the research are rejected, and other hypotheses H3 and H6 are accepted.

Results and Discussion

Human Resources (HR) research areas have grown in importance as a result of the strategic importance of HR in organizational strategy, and the findings of HR research serve as the foundation for corporate-level decisions. The fundamental issues in HR research are determining the patterns and determinants of individual differences in human resource behavior in an organization (Bhattacharya, 2007). The purpose of this study is to reveal relations of port operations management employees' organizational culture, job satisfaction and turnover intention. When the literature is reviewed, it is observed that there is a scarce number of academic studies in the maritime field. The author can say that the findings of this study show parallelism with literature. According to the findings of this research, the time orientation dimension of organizational culture has a significant impact on job satisfaction of employees working in the port operator organization. Also, Chang & Lee (2007) found that organizational culture has a significant positive effect on employees' job satisfaction.

Moreover, this study reveals that job satisfaction has a significant impact on the intention to stay at work for the port employees. Several studies have focused on job satisfaction, including work-related values that have been linked to job satisfaction and intent to stay (Ravari et al., 2013). The findings show that an organization must encourage its employees. In this respect measures such as granting employees decision-making responsibility, ensuring that these employees feel a sense of belonging to the organization and stay on can be taken. Also, a fair salary that is equal to the market rate is an important point to be taken into consideration by employees' intention to stay (Ghosh et al., 2013). Bangwal & Tiwari (2018) reveal in their research on hospitality industry employees that workplace design features in the hospitality industry to positively impact employee retention through job satisfaction. Another study in the hotel sector shows that job satisfaction strongly and positively influences the intention to stay (Chiang et al., 2005). H1, H2, H4, H5 are not supported in this study. Parallel with the results of Olasupo (2011), this research shows that there is

no significant relationship between job satisfaction and uncertainty avoidance, power distance, individualism, masculinity factors of organizational culture.

Conclusion

This study covers employees of a container operator port in Turkey. It can be considered that this is one of the limitations of study. Further research needs to be conducted for other maritime management organizations. The author hopes that this research will inform maritime business organizations about the impact of organizational culture activities in port operators and employee job satisfaction. Once the organizational culture is established in an organization, it needs to be transferred to the newcomers. Especially in this regard, human resources practices in the organization are of great importance in both the development and reinforcement of the culture. For this reason, it is recommended to implement employee-friendly practices that will strengthen the organizational culture and employee job satisfaction in the human resources departments of maritime organizations. Equal employment for women, an open-door policy, and promoting gender equality, diversity, and inclusion are examples of such practices.

Compliance With Ethical Standards

Conflict of Interest

The author declares that there is no conflict of interest.

Ethical Approval

For this type of study, formal consent is not required.

Data Availability

The data that support the findings of this study are available from the author upon reasonable request.

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