A COMPARATIVE STUDY OF THE PUBLIC AND PRIVATE SECTOR ON THE EVALUATION OF CAREER SATISFACTION AND MOTIVATION IN TERMS OF ORGANIZATIONAL VALUES

KARİYER TATMİNİ VE MOTİVASYONUN ÖRGÜTSEL DEĞERLER AÇISINDAN DEĞERLENDİRİLMESİNE YÖNELİK KAMU VE ÖZEL SEKTÖR KARŞILAŞTIRMALI BİR ARAŞTIRMA

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Abstract

In this study, the relationship between career satisfaction, which includes the satisfaction of the employees when they evaluate the gains achieved in their career, and the internal and external motivation that provides the motivation for the employee's work, are examined within the framework of organizational values. In this study, quantitative research method was used. Primary data were collected from employees of two large enterprises from the public and private sectors. Data were collected with the survey technique. There are many factors that are effective in career satisfaction and motivation to continue a career in the same business. In this study, the values of the organization, which is one of these factors, were examined. The data obtained from a sample of 604 people were analyzed through the SPSS program. According to the analysis results, organizational values are positively associated with career satisfaction and motivation. Organizational values explain both career satisfaction and motivation positively and significantly. In addition, it has been determined that the career satisfaction and motivation values of the employees in the public and private sectors are different from each other. The research show that there are differences in career satisfaction and motivation values according to the demographic characteristics of the employees.

Keywords: Career Satisfaction, Motivation, Organizational Values, Manufacturing Sector

Öz

Çalışanın kariyerinde elde etmiş olduğu kazanımları değerlendirdiğinde duyduğu memnuniyetini içeren kariyer tatmini ve çalışanın işi için motivasyonunu sağlayan içsel ve dışsal motivasyonu arasındaki ilişkilerin, örgütsel değerler çerçevesinde incelendiği bu çalışmada, nicel araştırma yöntemi kullanılmıştır. Kamu sektöründe faaliyet gösteren ve özel sektörde faaliyet gösteren iki büyük işletmenin çalışanlarından birincil veriler toplanmıştır. Veriler anket tekniği ile toplanmıştır. Kariyerden tatmin olmada ve yine o işletmede kariyerine devam etme motivasyonu duymada etkili olan pek çok faktör vardır. Bu çalışmada bu faktörlerden biri olan örgütün sahip olduğu değerler incelenmiştir. 604 kişilik örneklemden elde edilen veriler SPSS program aracılığı ile analiz edilmiştir. Analiz sonuçlarına göre örgütsel değerlerin kariyer tatmini ve motivasyon ile pozitif yönde ilişkili olduğu sonucuna varılmıştır. Örgütsel değerler hem kariyer tatminini hem de motivasyonu pozitif yönlü ve anlamlı açıklamaktadır. Ayrıca kamuda ve özel sektörde çalışanların kariyer tatmini ve motivasyon değerlerinin birbirinden farklı olduğu tespit edilmiştir. Araştırma, çalışanların demografik özelliklerine göre kariyer tatmini ve motivasyon değerlerinde de farklılıklar olduğunu göstermiştir.

Anahtar Kelimeler: Kariyer Tatmini, Motivasyon, Örgütsel Değer, İmalat Sektörü

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1. INTRODUCTION

In today's business world, there is an intense competition that cannot be compared with the past. In order to achieve success in an increasingly competitive environment, both the private sector and the public sector need qualified human resources. Qualified employees also pay attention to the value that organizations give to human resources while making choices among organizations. Employees tend to prefer organizations with values that support career development (King, 2004). The word *career* comes from the French word *carrier,* and its lexical meaning is summed up as "the level, success and expertise achieved with time and work in a profession (TDK, 2018). A career is a series of work-related positions that can be shaped before an individual's professional life, a series which can keep developing during and after their professional life (Patton & McMahon, 2006). In other words, it is the total of all experiences related to the work that individuals have acquired throughout their lives (Arthur, Hall , & Lawrence, 1989).

Motivation is defined as the willingness to exert a high level of effort towards organizational goals and the self-conditioning of the individual for their attempt to satisfy some personal enthusiasm (Robbins, 1993). Organizational values are defined as the criteria used by organizational individuals to rank multidimensional situations, practices, actions, objects and employees as good and bad (Polat, 2012).

There are many factors that affect career satisfaction in business life, such as the factors that provide development opportunities to the employee, beyond the financial factors including salary and other payments (Aburumman, Salleh, Omar, & Abadi, 2020). If people feel positive about their achievements in their career, and if they believe that they have obtained a career that corresponds to their life's work, then they will have achieved career satisfaction. The capabilities and the ability to use these skills correctly, as well as the opportunities offered by the organization have a decisive influence on career satisfaction.

Career dissatisfaction is one of the reasons for the increase in intention to quit. Employees with low career satisfaction tend to seek jobs that will provide them with high career satisfaction (Holtom, Mitchell, , Lee, , & Eberly, 2008). In particular, the lack of career opportunities within the organization, the fact that the progression of one's career takes a long time, the inequality in career opportunities and the ambiguity in the criteria for progress on the career ladder affect employees' career satisfaction. The existing system in public organizations often gets in the way of one's career progress, depending on the time spent in the organization. This bureaucratic practice, which can be especially a barrier for talented employees, will adversely affect career satisfaction and indirectly, motivation. In organizations where performance-based systems are not applied in terms of careers, there will be a perception of injustice among individuals. Career satisfaction will increase an individual's motivation, increase his loyalty to the organization, and boost the overall performance of the organization.

Organizational values are an important supporter of employees' career development, career satisfaction, motivation and organizational commitment (Baruch, 2015). Organizational practices are not independent of the organization's culture and values. Executives carry out their activities in accordance with the organization's values. These values play an active role in decision-making. The fact that organizational values are shared and accepted by members can be positively reflected in the organization and vice-versa. Organizational values, which are generally considered as individualistic and collectivist, are not independent of the general culture in a society. Social value judgments will have a shaping effect on an organization's values. Whether an employee accepts or does not accept

the organization's dominant values will also affect his motivation at work. Organizational values that do not serve any useful purpose can hinder employee productivity and reduce their commitment to work in the long run. Ghaffari S. , Shah, Burgoyne, Nazri, & Sall (2017), Motivation and its related concept, career motivation, create a driving force for employees in achieving individual and corporate goals.

In this study, career satisfaction and motivation were discussed and evaluated in relation to each other and organizational values. Organizational values are examined as individualistic and collectivist values. Motivation is analyzed as intrinsic and extrinsic motivation. The effects of individualistic or collectivist values that employees perceive relating to their career satisfaction and motivation were investigated. Through comparisons between the public and private sector, career satisfaction, motivation, and organizational value differences were evaluated regarding employees' perceptions concerning these two sectors. Organizational values, which are a reflection of the organizational culture, are discussed in the literature in terms of the employees' adoption of organizational policies in general. Career satisfaction and motivation have been a subject mostly addressed in relation to human resources practices. By examining these three variables within the scope of the relations between them, the importance of organizational values for both private sector enterprises and public institutions will be revealed. It will also be examined whether the variables differ for two different sectors. A study made in this style will contribute to the relevant literature; because the literature review show that there were very limited studies in this field. Beyond the sector comparison, the differences in perception between white-collar employees and blue-collar employees of public and private sector enterprises will be revealed. Both motivation and career satisfaction of the participants were compared and it was examined whether there are different perspectives in terms of their perception of organizational values. Considering the application areas of the studies on career satisfaction or motivation, in general, the research show that, there are studies in which private sector employees are included in the sample. The findings to be obtained from the universe and sample in which this field study was conducted will contribute to the relevant literature. The study moves away from being a repetition of previous studies and contributes to the field with the original literature review based on similar or opposing views in the literature. The hypotheses of the research and the findings obtained as a result of testing these hypotheses have been discussed in connection with the relevant literature, and this contributes to the academic literature. In addition, with the contribution of the findings of the research, the deficiencies in the literature were also identified and in this context, it was aimed to provide academic contribution by making suggestions for future studies of the researchers. As a result, this study contributes to the academic literature as well as its suggestions for the business world. Another contribution to the academic literature will be made by emphasizing the necessity of focusing on the practices that will affect the whole organization and will be carried out in the upper units, instead of the various applications made in sub-units and narrowly in the organizational practices to ensure career satisfaction and motivation.

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2. CAREER SATISFACTION

Employees' satisfaction with their careers is crucial in terms of their individual satisfaction, as well as for their being more successful in their businesses. Through career satisfaction, those who work will achieve happiness at work. Their happiness, in turn, will be reflected in their professional life as productivity, and it will cover a process that supports these businesses to continue their existence efficiently (Demirdelen, 2013). Career satisfaction is the set of things that people desire or they perceive as a result of their comparison between their expected career goals and their current career situation (Sarıbaş, Çevik, & Aksu, 2012).

It is the sum of perceptions about the level of reaching their career expectations and goals with positive psychological (internal) or work-related (external) results that occur because of their work experience (Judge, Cable, Boudreau, & Bretz, 1994). Career satisfaction, then, can indicate at least a component of an individual's overall quality of life.

As a result of the changes in career approaches, the need to make new career plans for employees has emerged. Employees tend to focus more on jobs that will satisfy them psychologically. In this direction, the importance of career satisfaction has increased and accordingly, organizations and individuals have started to give priority to increasing career satisfaction. The importance of an employee's professional success, to have general professional goals, to have goals related to income, to achieve these goals, to make progress in the profession, and to acquire new skills to achieve career satisfaction are frequent topics in the literature (Greenhaus, Parasuraman, & Wormley, 1990). Professional achievements constitute the requirements for career advancement during various stages of a person's career. Professional achievements affect employees' personal success and emotional satisfaction (Cemaloğlu & Erdemoğlu Şahin, 2007). Professional success also increases organizational efficiency and provides an individual benefit to employees. As such, it is also effective in creating a sense of career satisfaction.

In short, occupational goals are goals set between the current position of the individual in his profession and the position he or she would like to achieve in the future (Demirdelen, 2013). In addition to the fact that *income-related targets* are a decisive factor in the efforts of organizations to provide a competitive advantage, it is observed that a fair and proportionate wage structure strengthens the loyalty to organizations by increasing the motivation and morale of the employees (Öztürk, 2010). Parallel to the increasing importance of money nowadays, those who work also consider a good income target for career satisfaction in their career planning. The fair implementation of *career advancement* among employees and coming up with a better position in their occupation depending on the performance enables employees to realize their career goals by positively affecting their motivation and productivity (Demirdelen, 2013). Occupational advances that form stages in achieving career goals are met by the satisfaction of the employees in their current career. *Obtaining new skills* is defined as the ability of a person to achieve a job and to complete a process in accordance with its purpose depending on the individual's tendency and learning (TDK, 2018). Individuals' career goals require a person's existing tendencies and abilities to be supported with new skills. The acquisition of new skills provides individuals with the opportunity to develop themselves and can ensure a sense of satisfaction in their careers by helping individuals achieve success.

3. MOTIVATION AND CAREER MOTIVATION

In general, motivation is defined as the movement of desired business behaviors, specifically, directing and maintaining the behavior. Motivation can be defined as the willingness to reach organizational goals by associating with contextual beliefs that are relevant to individual and cultural trends (Latham & Pinder, 2005). Motivation is the process of successfully steering the efforts of a person or organization toward meeting their own requests and desires, putting them in a system and encouraging individuals to perform the desired behaviors (Gökçe, Şahin, & Bulduklu, 2010). In the public or private sector, all employees have some needs that they would like to satisfy. The motivation stage starts with employees' feeling these needs.

Although there is no clear consensus on the definition of *career motivation*, this term is defined as the phenomenon that an energizing set of forces within and/or outside of each individual stimulates work-related behaviors and determines the direction, effectiveness,

form, and continuity of these behaviors. In other words, it is a process that aims to achieve the goals developed consciously to satisfy each individual's needs that arise from the conscious or unconscious perception of a desire that arouses enthusiasm in employees (Memiş, Hoşgör, Boz, Gün, & Hoşgör, 2015). To date, many researchers in the literature have classified employees' motivation into intrinsic and extrinsic motivational behavior categories. The first of these is intrinsic motivation, which is the motivation that employees need an energy that comes from within, not an external influence, to be motivated. Intrinsic motivation is the act of experiencing satisfaction with one's own behavior.

The other type of behavior is called "extrinsic motivation." Extrinsic motivation requires externally motivated behavior to reach the individual's goals. This happens as a result of achieving material and social gains that can be separated from each other, such as reward or avoidance of punishment (Vallerand, 1997). Since intrinsic and extrinsic motivation categories are related to each other in organizations, it is not possible to refer to one another. The elements that direct an organization's employees to work hard can be examined in two ways: 1) as the enthusiasm for their work (internal motivation) and 2) the salary (external motivation) they receive (Ehtiyar & Ersoy, 2017).

Intrinsic motivation is that employees act and work on their own accord. There is no need for training for intrinsic motivation so long as it is socially acceptable. Internal rewards come first in intrinsic motivation. Employees who are intrinsically motivated work because they feel that working and learning are worth the effort (Yüksel, 2004). Employees make a direct connection to the award presented. An example of intrinsic motivation is that the work is satisfactory for the employees in the fulfillment of goals related to themselves and their individual obligations. Posing questions that lead to learning and the opportunity for self-fulfillment by getting involved in the job willingly intrinsically motivates the person (Gözüm & Karaçor, 2017). With intrinsic motivation, people do their job in the face of any event, taking pleasure in their internal satisfaction rather than enjoying different results. Therefore, an intrinsically motivated employee tries to enjoy the challenges they face rather than taking inspiration from external incentives, rewards or pressures (Ryan & Deci, 2000). Extrinsic motivation is defined as the indirect fulfillment of employees' needs. For example, employees are externally motivated by the wages given. In addition, promotion, bonuses, and employees' gaining executives' appreciation affect external motivation (Gözüm & Karaçor, 2017).

However, Deci (1971) observed in his research on intrinsic and extrinsic motivation in individuals that their intrinsic motivations decreased after the individuals who stand out to get a monetary reward participated in a remarkable activity. According to Deci, intrinsic motivation can be interrupted by the controlling nature of the reward (Deci, 1971). According to Buelens and Van Den Broeck's data (2007), taken from a sample of 3,314 private sector and 409 public sector employees in Belgium, it was observed that public sector employees had less extrinsic motivation. In addition, most of the observed differences can be explained in whole or in part by differences in business content, not by the sector itself.

In addition, it was found that career motivation among public sector employees and executives differs greatly from that of their private sector colleagues. Public sector employees often choose to provide a useful service to the community. Public service motivation includes elements such as influencing public opinion, a commitment to serve the public interest, and interest in access to social justice. Research has also revealed that private sector employees and executives value economic rewards more than public sector employees and executives. Economic benefits for public sector employees are less important than in the private sector. An employee's salary is a higher source of motivation for private sector employees and executives compared to public sector ones (Buelens & Broeck, 2007).

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In Herzberg's hypothesis, it was stated that intrinsic motivational tools are related to the content of the work and that these tools are adapting individuals to their work. On the other hand, external motivational tools are segmented in the context of factors that reduce their reluctance due to work (Dündar, Özutku, & Taşpınar, 2007). As a result of a world order in which globalization, competition, and technological developments are experienced at breathtaking speed, new theories have been put forth in the factors of career motivation and organizational commitment. Changes have been experienced according to their ways of handling these developments.

To analyze and explain behaviors in organizational environments, work motivation is conceptualized by developing various theories and models. Firstly, when career motivation focused on employees' physiological needs, different factors affecting motivation were formed and then classified as environmental conditions and under process and scope theories (Oran, Bilir Güler, & Bilir, 2016). In organizations, individuals with different characteristics work. The most important problem for an organization is how employees with different characteristics will be directed towards the organization's goals. Ensuring employees' desire to do business can be realized in two ways: as the implementation of both material and moral motivation factors (Taşpınar, 2006).

According to Herzberg's double factor theory (Motivation-Hygen Theory), which evaluates the effects of extrinsic and intrinsic motivation factors on the motivation of an organization's employees, intrinsic motivational factors related to the content of the work motivated the organization's employees. On the other hand, extrinsic tools were associated with reducing the dissatisfaction of an organization's employees. According to this theory, only intrinsic factors (accomplishing work, having compelling work, independence and versatility at work, responsibility, personal development, and the importance of the employee's contribution to the organization) can provide a high level of motivation. Extrinsic motivation factors (image of the company, working conditions, social environment, wages, promotion, job security, status symbols) do not motivate the employees, but rather provide the appropriate conditions to motivate them (Dündar et al. 2007).

4. ORGANIZATIONAL VALUES

Organizational values are defined as the criteria used by organizational individuals to rank multidimensional situations, practices, actions, objects, and employees as good and bad. The main objectives, standards, and ideals of the organization are formed by values. The truths that emerged through the interaction of humans with their environment and which are accepted by an organization's employees constituted the source of their organizational values (Polat, 2012).

Rokeach (1973) defines value as beliefs with priority and persistence in preferences, indicating whether a behavior is confirmed individually or socially. Organizations have some outstanding beliefs about their methods of doing business, their way of working, and their efforts. These beliefs are maintained relatively permanently and are called "organizational values." Organizational values are defined as a distinctive environment, understanding, and values which pertain to an organization. They are the basis of organizational movements and develop in the multifaceted social stages of an organizational structure (Fidan & Küçükali, 2014). Individual values also serve as a guide to one's goals and behaviors. A system of organizational values also leads to organizational goals and strategies by providing choice and judgment among good and bad options (Wiener , 1988). Concerning organizations, values are measures that show what is important, what is desired, and what is intended. Values show solutions that are accepted as reasonable and appropriate in the solution of organizational problems (Şişman, 2002). One of the biggest signs of the organizational commitment of an

organization's employees is the level of acceptance of the organization's values, goals, and objectives. This is true because employees who do not accept the organization's values, goals, and objectives cannot be expected to feel a commitment to the organization (Baysal & Paksoy, 1999). To ensure an effective organizational commitment, an organization should be committed to a unity of purpose and value.

5. INDIVIDUALISM AND COLLECTIVISM

Individualism is common in societies where there is no collective behavior tendency among individuals. Collectivism, on the other hand, is common in societies where there is a strong feeling of belonging and loyalty to various groups during the individuals. The elements of individualism and collectivism are values that show the domination of individual values or social values in society. The values of individualism and collectivism are important because they reveal cultural differences (Seçer & Çınar, 2011). In individualist societies, when individuals emphasize their own identities, in the literature show that they have highlighted certain values, talents, and dreams as a unique person. On the other hand, in the literature show that,their personal goals and approaches are determinative (Uçar & Konal, 2017). Individualism reflects a worldview that prioritizes personal goals, personal privilege, and personal control. The assumption that each individual is independent of other individuals is the basic element of individualism. Hofstede defines individualism as an individual's focus on his rights rather than on his duties, his concern for himself and his family, his emphasis on personal independence and self-completion, and his mastery of realizing personal goals (Oyserman, Coon, & Kemmelmeier, 2002).

The case of individualist values is discussed in two main sub-headings: horizontal individualist values and vertical individualistic values. People with *horizontal individualist* values want to be unique and independent from others. They are of the opinion that "I want to do what I want," and they have high confidence. But they are not particularly interested in being in a different or high-level position. Horizontal individualism is to believe in oneself, to strive to be unique, and to show a different attitude from the group. Instead of showing different attitudes than others, it is necessary to try to be an individual, to follow one's own instincts. Individuals with horizontal individualism do not prefer to compare themselves with others (Chiou, 2001). People who adopt vertical individualist values as a principle, on the other hand, have a desire to obtain status, to be distinguished from others, and to be in conflict with others. Vertical individualists have the idea that "I want to be the best (Seçer & Çınar, 2011). Vertical individualism represents hedonism, leadership in competition, and obtaining a higher status.

The individual thinks of competition as part of his normal life. Therefore, their sole purpose is to win in every competition by entering into a continuous comparison (Chiou, 2001). The main feature that differentiates organizations that have collectivistic culture from organizations with an individualist culture is the concern of seeing the individual as part of a group in organizations with collectivist value. It results in ensuring that his personal goals and behaviors are balanced with the organization's expectations and principles. In organizations with an individualist culture, the goals of each person may differ from the group to which they are attached. In the case of opposition, the aims of each person are in the foreground (Oyserman et al., 2002).

Collectivism, too, is divided into two parts as horizontal and vertical collectivism, as well. In vertical and horizontal collectivism, a person feels a part of the organization, but the vertical collectivist individual emphasizes equality, while the horizontal collectivist accepts inequalities as normal. Apart from this, horizontal collectivists tend to help others, while

individuals who have a vertical collectivist tendency see power as the primary goal. While people with horizontal individualism give importance to universality, people with a vertical individualist tend to keep the competition and success as their primary goal (Özyer, Orhan , & Dönmez Orhan, 2012).

6. THE AIM AND PROBLEMS OF RESEARCH

In this study, whose purpose is to determine the effect of organizational values on career satisfaction and motivation, motivation is evaluated in two categories both intrinsically and extrinsically. Organizational values are composed of two categories as both individualistic and collectivist and evaluated vertically and horizontally. With this evaluation, the organizational values are examined in four sub-categories. In the research, the relationship between individualistic and collectivist values with career satisfaction and motivation is examined comparatively between the public and private sectors. In addition, the relationships between career satisfaction and motivation were also investigated. Another issue addressed by the study was to determine whether career satisfaction and motivation differ regarding demographic characteristics. This research is important to analyze organizational values that are thought to be effective factors in providing motivation and satisfaction from people's careers. Ensuring that an employee's performance will fulfill their work requirements is a subject that varies, depending on obtaining one's desired career and having a high degree of motivation. In this respect, organizational values that will be formed with the influence of executives are of great importance. This study is important to emphasize the importance of creating and disseminating values that support motivation and career satisfaction. The model created within the scope of this purpose of the research and the hypotheses related to this model are given below.
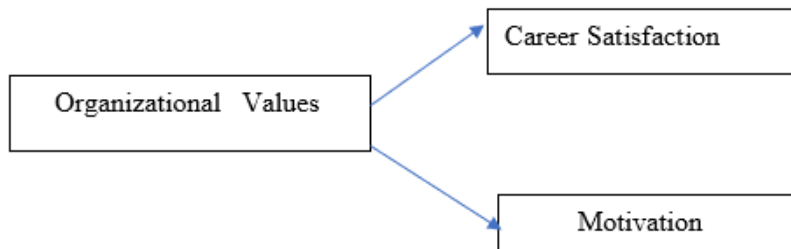
7. Research Model and Hypothesis

Figure 1. Research Model

Hypothesis

Organizational values have a very decisive effect on the career satisfaction of employees (Baruch, 2015). Organizational culture shows its effect in many activities in the organization. One of the most prominent of these is career satisfaction (Karabetyan, 2019). Organizational values create a sense of trust in employees, causing both an increase in performance and a more positive feeling towards the organization (Bozkurt & Ercan, 2017). Based on this, the first hypothesis of the study was formed as follows.

H1. Organizational values have an impact on career satisfaction

Organizational values affect the choices and decisions that employees make. In order to achieve their goals, employees determine strategies within the scope of organizational

values and turn to the option that will make them feel the best(Wiener, 1988). Organizational values affect beliefs, affect understanding and interpretation of events (Şişman, 2002). Organizational values have features that affect the acceptance of goals and motivation for this purpose (Baysal & Paksoy, 1999). The realization of organizational goals depends on the realization of the individual goals of the employees. For this reason, organizational values should create commitment to the organization and its goals in employees. This commitment can be achieved through motivation (Bozkurt & Yurt, 2013). With the assumption that organizational values will affect motivation, the following two hypotheses have been formed. Two separate hypotheses for intrinsic and extrinsic motivation were created to test.

H2. Organizational values have an impact on intrinsic motivation

H3. Organizational values have an impact on extrinsic motivation

Career motivations of managers and other employees working in the public sector may differ from those working in the private sector. Career motivation and perception of organizational value differ according to the sector and the position in this sector (Omar & Noordin, 2016). Based on these data, the 4th hypothesis of the research was formed as follows

H4. Career satisfaction, motivation and organizational values vary by sector

Career satisfaction, motivation and perception of organizational value differ according to variables such as job position, age and working style (Omar & Noordin, 2016). Career satisfaction and motivation vary according to working time, education, position and abilities (Baysal & Paksoy, 1999). Individuals who are compatible with organizational values work in a more motivated way for the success of their institutions. For this reason, there is a connection between personality traits and acceptance of organizational values (Bozkurt, Meriç, & Bozkurt, 2017). Based on these data, the final hypothesis of the research was formed as follows.

H5. Career satisfaction, motivation and organizational values vary by demographic characteristics

8. METHOD

8.1. Procedure and Limitations

The research was conducted based on primary data from two organization: a public organization and a private organization. Primary data were collected from two businesses that agreed to conduct the research and allowed voluntary data collection. These two enterprises have been preferred because they are in a region that researchers can easily access and because they are large corporate enterprises that have the feature of operating in both domestic and international markets. These two enterprises operate in the Western Black Sea region and are among the largest manufacturing enterprises in the region. They didn't allow the names and other identifying characteristics of their businesses to be shared, and they only shared information about the number of employees. The sample was selected by the convenience sampling method by the researchers and collected by hand from the sample. Since the research did not aim to generalize, convenience sampling was preferred in order to provide an accessible sampling with the least cost and to ensure that individuals in a certain universe are equally included in the sample. The questionnaire technique was used to conduct quantitative research methods. The questionnaires were personally distributed to the sample. The sample was selected by the convenience sampling method by the researchers and collected by hand from the sample. The population of the study consists of a public organization with 4.500 employees and a private organization with 10.670 employees, 604

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individuals (322 public, 282 private) who accepted the task of filling out the questionnaire from the 15.170-person population formed the sample. According to Yazıcıoğlu & Erdoğan (2004), the sample size to be generated by taking into account a 5% error margin within 95% confidence limits is 378 people.

Ethics committee approval was obtained for the study with the decision dated 30.03.2021 and numbered 2021/99.

The limitations in measuring the relationship of organizational values with career satisfaction and motivation, which is the main problem in the study, are as follows. Research is limited to employees of a government enterprise and a private sector enterprise. In addition, the data collected through questionnaires is another limitation of the research. The data on organizational values, career satisfaction and motivation variables are limited by the perceptions of the sample.

8.2. Measures

Career Satisfaction, career satisfaction was measured using scale which was developed by Greenhaus et al. (1990) and adapted into Turkish by (Yüksel I. , 2005) there are five items that measure career satisfaction. This scale is one-dimensional (α: ,918). Higher score for this dimension.

Motivation, motivation was measured using "Motivation Scale," which is consists of 24 items and developed by Dündar et al. (2007). 12 items are related to intrinsic motivation and 12 items are related to extrinsic motivation (intrinsic motivation α: ,873 and extrinsic motivation α: ,867). Higher score indicated a intrinsic motivation.

Organizational values, organizational values was measured using "Individualistic and Collectivistic Values Scale," which was created by Singelis, Triandis, Bhawuk, & Gelfand (1995), developed by Triandis (1995), and adapted into Turkish by (Wasti & Erdil, 2007). Scale was used to measure individualistic and collectivistic values. 10 items are related to horizontal collectivism, and 9 items are related vertical collectivism, 8 items are related vertical individualism and 10 items are related to horizontal individualism (horizontal collectivism α: ,860; vertical collectivism α: ,863; vertical individualism α: ,873 and horizontal individualism α: .861). High score is a vertical individualism.

All the measurement tools are Likert-style scales with five degrees. The normality tests were conducted within the scope of the data collected as a priority for the scales. According to the Shapiro-Wilk normality test, the data showed a normal distribution (p> ,05). The values of skewness and kurtosis were found to be between + - 1,96 values (skewness, 0,126 and kurtosis, -0,341), and the data were in normal distribution. The reliability analysis of the collected data was performed, and it was found that the reliability coefficient was valid in all dimensions. The following table shows the reliability values. In addition, it was seen that the factor structure was not disturbed and corresponded with the source scales as a result of the factor analysis, and no changes were made in the scale dimensions and the number of questions.

8.3. RESULTS

Analyses were made on a total of 604 questionnaires, namely 322 from the public organization with 4.500 employees and 282 from the private organization with 10.670 employees. When the demographic characteristics of the participants were examined, 82% of them were male. The study show that both companies preferred to employ male workers as a result of their activities in the manufacturing industry. 52% of them are married; 50% of them are under 35 years of age; 63% of them have a high school education, and 56% of them have

been working for five years or less. 80% of these employees are employees with blue-collar
qualifications.

Table 1. Correlations

		1	2	3	4	5	6	7
1.Career Satisfaction	Pearson Correlation	1						
2.Intrinsic Motivation	Pearson Correlation	,394[**]	1					
3.Extrinsic Motivation	Pearson Correlation	,398[**]	,781[**]	1				
4.Horizontal Collectivism	Pearson Correlation	,378[**]	,620[**]	,719[**]	1			
5.Vertical Collectivism	Pearson Correlation	,381[**]	,563[**]	,642[**]	,759[**]	1		
6.Vertical Individualism	Pearson Correlation	,438[**]	,434[**]	,501[**]	,714[**]	,700[**]	1	
7.Horizontal Individualism	Pearson Correlation	,366[**]	,652[**]	,715[**]	,783[**]	,823[**]	,620[**]	1
** Correlation is significant at the 0,01 level (2-tailed=0,000).								

According to the correlation analysis conducted to examine the relationships between
career satisfaction, motivation, and organizational values, it was found that there was a
significant and positive relationship between the variables. When these relationships are
examined, it is seen that there is a very strong positive relationship between intrinsic
motivation and extrinsic motivation and that there is a significant positive correlation between
horizontal collectivism, horizontal individualism, and intrinsic motivation. Similarly, there is
a strong positive relationship between extrinsic motivation, horizontal collectivism, and
horizontal individualism. There is a moderately positive relationship between career
satisfaction and vertical individualism than between other variables. The motivation of an
employee intrinsically or extrinsically affects each of the other factors. An increase in one
increases the other or vice versa. As a result of the perception of vertical individualistic values
and the upward movement in an employee's career, significant relationships between this
value and career satisfaction emerged.

Table 2. The Impact of Organizational Values on Career Satisfaction

	B	Std. Error	Beta	t	Sig.
(Stable)	,298	,256		5.071	,000
Horizontal Collectivism	,057	,103	,037	,550	,582
Vertical Collectivism	,086	,114	,054	,754	,451
Vertical Individualism	,394	,071	,313	5.585	**,000**
Horizontal Individualism	,143	,107	,096	1,336	,182
Dependent Variable: Career Satisfaction					
R: 045, R square (corrected): 0,20, Significant: 0,00					

According to the results of regression analysis conducted to evaluate the interaction
between employees' career satisfaction and the organization's cultural structure, it was
observed that there was a significant interaction between these two variables. This interaction
appeared in the vertical individualism dimension. Having vertical individualistic values
explains 31% of these employees' levels of career satisfaction (Beta, 313). According to this
result, H1 hypothesis was accepted.

Table 3. The Impact of Organizational Values on Intrinsic Motivation

	B	Std. Error	Beta	t	Sig.
(Stable)	1,275	,146		8,759	,000
Horizontal Collectivism	,331	,059	,315	5,603	**,000**
Vertical Collectivism	,012	,065	,011	,189	,850
Vertical Individualism	-,057	,040	-,066	-1,418	,157
Horizontal Individualism	,447	,061	,437	7,327	**,000**

Dependent Variable: Intrinsic Motivation
R: 0,67, R square (corrected): 0,45, Significant: 0,00

The effects of organizational values were investigated in the creation of intrinsic motivation. Horizontal collectivism (0,331) and horizontal individualism values (0,43) reveal intrinsic motivation positively. To create intrinsic motivation, it is necessary to focus on horizontal values rather than vertical values. According to this result, H2 hypothesis was accepted.

Table 4. The Impact of Organizational Values on Extrinsic Motivation

	B	Std. Error	Beta	t	Sig.
(Stable)	1,276	,112		11,377	,000
Horizontal Collectivism	,408	,045	,444	9,047	**,000**
Vertical Collectivism	,062	,050	,065	1,240	,216
Vertical Individualism	-,059	,031	-078	-1.,920	**,050**
Horizontal Individualism	,323	,047	,361	6,880	**,000**

Dependent Variable: Extrinsic Motivation
R: 0,76, R square (corrected): 0,58, Significant: 0,00

Looking at the level of disclosure of extrinsic motivation of collectivist and individualist values, it was seen that the values of horizontal individualism (0,36) and horizontal collectivism (0,44) of these organizational values explained positive and meaningful extrinsic motivation. Apart from this, when extrinsic motivation is examined in terms of the vertical individualism value, it is seen that this value affects extrinsic motivation negatively. Vertical individualism increases as extrinsic motivation decreases. According to this result, H3 hypothesis was accepted.

Table 5. Career Satisfaction, Motivation, and Organizational Value Differences by Sector

Career Satisfaction	Public	4,20	1,045	0,000
	Private	3,52	,616	
Intrinsic Motivation	Public	4,56	,626	0,000
	Private	3,65	,443	
Extrinsic Motivation	Public	4,53	,594	0,031
	Private	3,57	,289	
Horizontal Collectivism	Public	4,34	,585	0,010
	Private	3,59	,332	
Vertical Collectivism	Public	4,17	,649	0,003
	Private	3,65	,363	
Vertical Individualism	Public	4,23	,649	0,005
	Private	3,65	,338	
Horizontal Individualism	Public	4,45	,618	0,000
	Private	3,86	,357	

According to the results of the independent group T-test conducted in order to determine whether the career satisfaction, motivation, and organizational values of the

employees in the public sector and the private sector differ or not, there were found significant differences between the two groups (sig≤.0,05). It was observed that employees in public organizations had a higher degree of career satisfaction and motivation than those working in private organizations. Both intrinsic and extrinsic motivation is higher in public employees. Regarding organizational value perceptions, the values of individualism and collectivism are higher in public institute employees. Individualism and collectivism values are not precisely separated from each other in public organizations. It was observed that both values were perceived with the same weight, but with a small difference, individualism was perceived more than collectivism. It is seen that this occurs in the horizontal individualism dimension. According to this result, H4 hypothesis was accepted.

8.4. Differences in career satisfaction, motivation, and organizational value regarding demographic characteristics

When the differences between motivation, career satisfaction, and organizational value perceptions of employees in the public and private sectors are examined according to the employees' demographic characteristics, there are not any business-based differences, but there are several differences. In terms of demographic characteristics, there are no changing differences between employees in private or public organizations. In terms of the duration of work in the organization, in both sectors, career satisfaction, intrinsic and extrinsic motivation and individualistic-collectivistic value perception, the employees who work less than five years and who are less than 30 years of age are lower than the other groups.

When evaluated in terms of education, the career satisfaction and motivation of those with high school or higher education is higher than other groups. Those with high school or higher education have higher collectivist value than other groups. When we look at the differences in terms of title, there is a difference in the perception of horizontal individualism of blue-collar employees and white-collar employees. White-collar employees have a higher perception of this issue. Regarding gender, the perception of horizontal and vertical collectivism is lower in women than in men, and in terms of marital status, the perception of those who are married in all other variables except career satisfaction is higher than in singles. It can be said that positive developments in one's personal life or sharing burdens in the struggle for life are reflected positively in one's work life and increase employees' motivation. According to this result, H5 hypothesis was accepted.

9. DISCUSSION AND CONCLUSION

In this study in which the relationship between employees' organizational values, job motivation, and career satisfaction was examined by comparing public and private sectors, it was found that the job motivation of employees in both sectors is high. But public employees' career satisfaction is higher than in the private sector employees. Similarly, intrinsic and extrinsic motivation was found to be higher among public employees than in others as well. In both groups, intrinsic motivation is relatively higher than extrinsic motivation. Just the opposite, according to Buelens & Van Den Broeck (2007), public sector employees had less extrinsic motivation in Belgium. Joanna & Magdalena (2018) indicate that career motivation differs between public and private sector employees. The fact that the employees in the public sector have job guarantees and career advancements based on the duration worked increases employees' career satisfaction. On the other hand, the fact that the transition from one's current career step in the private sector to the next level has not been determined by sharp lines and practices such as shrinkage and especially, disappearing vertical career opportunities has led to a low level of career satisfaction. Contrary to this, Machadoa, Soare, Britesc, Brites Ferreirad, & Gouveia, (2011), which included Portuguese academics. They concluded that

academicians working in private higher education institutions have higher job satisfaction and motivation than academics working in public higher education institutions. In terms of organizational values, it is difficult to talk about clear values separated by sharp lines. Individualistic values, as well as collectivistic values, are seen to be dominant in enterprises. In addition, the career satisfaction and motivation of those who are at the beginning of their career in both organizations are lower than those in other groups. The inconsistency between the expectations of those people who are at the beginning of their business life and those with more years on the job may have revealed this situation. According to Brown, (2002), cultural values such as individualism-collectivism have an important effect on career motivation.

Women's collectivistic value perceptions are lower than male workers. This is an unexpected result of the study. The fact that the habits of doing business and sharing together are higher in women in social life has not been reflected in business life. This situation may be related to executive practices and may also result from higher evaluation of individualistic values of employees who cannot feel collectivistic value perception at the level they expect In a study by (Neil & Snizek , 1987) (Neil & Snizek , 1987), it was concluded that the perception of organizational values differed between men and women.

The concept of intrinsic and extrinsic motivation is related to each other. They should be evaluated together in organizations. The two concepts are equally important for the employee to love his job and to be satisfied with his career (Ehtiyar & Ersoy, 2017). According to the study of Eisenberger & Shanock (2003), there is also a correlation between intrinsic motivation and extrinsic motivation. They affect each other positively or negatively. According to the study of Muogbo (2013), the effect of external motivation on employees is greater. Employees reach extrinsic motivation with the financial gains they will gain, and this extrinsic motivation affects the work performance of the employee. The source of an employee's motivation affects one another intrinsically or extrinsically. The motivation of the individual who has increased his motivation, depending on the external elements such as reward, increases with his own desire and his motivation to do the work. There is also a positive relationship between intrinsic and extrinsic motivation. In particular, people who carry out management activities should not consider these two motivational elements independently. There is a significant positive relationship between individualistic values and career satisfaction. Especially, vertical individualism values are more related to career satisfaction than other values. Vertical individualism, which is linked to career advancement, status acquisition, and competition, can increase career satisfaction. According to the results of the regression analysis, vertical individualistic values explain 31% of career satisfaction. Individuals with individualistic values take leadership to achieve their career goals by showing career compatibility with their innovativeness and flexibility. This situation increases the individual's career satisfaction (Gorodnichenko & Roland, 2011). While horizontal individualism and horizontal collectivism values also explain intrinsic and extrinsic motivation, vertical values have no significant effect on intrinsic motivation and extrinsic motivation. To ensure intrinsic and extrinsic motivation, horizontal values, including interaction and cooperation, should be taken as a basis in enterprises. Vertical individualistic values have an impact on extrinsic motivation. Extrinsic motivation falls in favor of being promoted, getting wages, or getting new status in situations of being the best, standing out and differentiating themselves from others. Loneliness within the business and the inability to get the support of others when needed may have led to this result.

As a result, organizational values affect an employee's career satisfaction and motivation; however, the impact on career satisfaction and motivation is not only due to organizational values. Demographic characteristics of the employees can affect this process positively or negatively as well. Omar and Noordin (2016), Career motivation and

organizational value perception differ according to variables such as work position, age and industry. It is an important issue for individuals at the executive level to consider individual differences, as well as organizational values. Many factors ranging from working time to education; from gender to career type can affect one's career satisfaction and motivation. According to (Baysal & Paksoy, 1999), employees who do not accept the organization's values, goals, and objectives cannot be expected to feel a commitment to the organization. According to Kenwright's (2016) study on medical laboratory workers, career satisfaction affects motivation. At the same time, it has been observed that career dissatisfaction does not only affect the employee, and this dissatisfaction also causes potential talents who want to join the organization to give up.

The fictionalization of the organizational values in the horizontal focus and taking the horizontal values as a basis are important in terms of career satisfaction and motivation. In particular, it is recommended that executives who are in a decisive position pay attention to these issues. This study was conducted within the framework of both a public and a private sector enterprise. It included public and private sector benchmarking and sampling. It may be suggested that those who would like to do research in the same field in the future will be able to diversify the sample and also to work on samples that will allow for regionally based comparisons. In addition, in-depth interviews with employees and methods to support quantitative data may be preferred.

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