

# A Study on Demographic Characteristics, Job Satisfaction and Organizational Commitment of Opticians

Evrim ZEYT NL  DEMİRBAŐ<sup>1\*</sup> 

Ali  ZCAN<sup>2</sup> 

Ahmet ERKASAP<sup>3</sup> 

G zde MERT<sup>4</sup> 

---

## ABSTRACT

The concepts of organizational commitment and job satisfaction have been previously studied in different sectors for quite a long time. However, limited to our literature search, we couldn't find other research on this subject in the optical sector. For this purpose, the demographic characteristics of optical sector employees, and their relationship to organizational commitment and job satisfaction were examined in this study. The population of the research was determined as 8557 optician employees registered to the Turkish Opticians Association, according to the data of 2021 in Turkey. The sample consists of 320 opticians, responsible managers, and other personnel working in opticianry who participated voluntarily in the study. A total of 52 questions were constructed in the questionnaire using "Demographic Characteristics": "Allen Meyer Organizational Commitment Scale" and "Minnesota Job Satisfaction Scale" as data collection tools. An online questionnaire was used as a data col-

---

1 Nisantasi University, Graduate School, Istanbul, Turkey

2 Nisantasi University, Faculty Of Economics, Administrative And Social Sciences, Istanbul, Turkey

3 Istanbul Gedik University, Faculty Of Economics, Administrative And Social Sciences, Istanbul, Turkey

4 Nisantasi University, Faculty Of Economics, Administrative And Social Sciences, Istanbul, Turkey

\* Corresponding author: E. ZEYT NL  DEMİRBAŐ, evrim912@gmail.com

This study is derived from the thesis named "A Study on Demographic Characteristics, Job Satisfaction and Organizational Commitment of Opticianry Employees".

lection method in the study. A survey link was sent to 22 chamber managers registered in the Turkish Opticians Union via e-mail, and the survey link was sent to their members by message method. In addition, it was shared on sectoral pages on all social media. Due to the fact that it was based on volunteerism, 320 employees returned to the survey. Data is analyzed with SPSS v 23.0. Mann Whitney U test and the Kruskal Wallis H test were applied for the comparisons of the study groups that did not comply with the normal distribution. As a result of the research, it was observed that the sum of organizational commitment, affective commitment, continuance commitment, and normative commitment were at average values. There is a statistically significant positive correlation between all values of organizational commitment and all values of job satisfaction. The average total job satisfaction score was moderate and internal satisfaction was found to be high in the averages of the sub-factors. A significant relationship was found between demographic factors such as gender, age, marital status, education, title, income levels, working time in the profession, and job satisfaction and organizational commitment.

**Keywords:** Opticians, Optics Industry, Opticianry, Organizational Commitment, Job Satisfaction

## INTRODUCTION

**Optical Sector:** Prescriptions are given to patients diagnosed with eye diseases and refractive errors by ophthalmologists in the world and in our country. The prescriptions of these patients are made specifically for the individual, and they may include optical glass (lens), optical frame, contact lens, telescopic and prismatic glasses, etc. It is a health sector established for the purpose of providing and delivering such devices to the patients. Those who perform these procedures are opticians who are health technicians (Demir and Fırat, 2017).

**Definitions and Duties of Opticians/Lens Makers:** After 1940, lens makers continued their profession by obtaining the title of optician with the license they received as a result of the exams organized by the Ministry of Health, as well as their professional experience qualifications. Opticians, on the other hand, are the professional titles obtained by individuals who graduated from the optician associate degree programs that were first opened in 1992. In the optics industry, these two titles are authorized to open their establishments and work

as responsible managers in different organizations (Özdemir and Çakar, 2018).

When we look at the job descriptions of opticians; they read the prescription written by the ophthalmologist, assemble the frame and lens suitable for the prescription, select the appropriate contact lens, make adjustments, and repair and control of the glasses or lenses. Moreover, they have the authority to make sales in accordance with the legislation, ethical values and marketing principles by establishing effective verbal and written communication, and paying attention to patient and employee safety (Özdemir and Çakar, 2018).

It is very important to evaluate the organizational commitment and job satisfaction levels of the opticians/lens makers towards the business and their profession since the opticians/lens makers are the ones who are most interested in patients and who spend time with the patients, and who come to the optics establishment. Considering that most of the daily lives of the employees are spent in the institution where they work, it is thought that meeting their material and moral expectations from the business they work for makes the employees happier, and this situation also affects their work performance and harmony with their colleagues.

**Organizational Commitment:** It is the emotional expression of the social instinct that exists in all areas of society (O'Reilly, 1989). Commitment is a psychological feeling felt intensely towards the organization (Bodjreonu et al., 2019). It is very important to ensure the continuity of the employee in the organization and to be committed to the purpose and values of the organization. The state of being loyal seems to represent the idea of commitment in the older days (Çöl, 2004). Like a soldier devoted to his homeland, an officer devoted to his duty, a loyal slave to his master. It tells us that we are connected with an extreme feeling towards a person, a thought, an institution, or any situation that we think is bigger and stronger than us and the responsibility we have to do (Çöl, 2004).

According to Balay (1999), while organizational commitment emphasizes the idea that it is a common product of internal and external, individual and organizational factors, this situation makes us think that it is correct to see organizational attitudes and behaviors primarily as loyalty-based reactions. In the studies on the concept of organizational commitment, five reasons are mentioned in order to explain the critical importance of the concept for organizations;

- Employees leaving the job, looking for alternative job opportunities, withdrawing from work, not coming to work on time and regularly,
- Employee ownership, job satisfaction, perceived and felt dignity, job insecurity, job stress, morale and motivation, fairness, conscious structure, and feelings,
- Professional efficiency and productivity of the employee, individual autonomy of the employee and responsibility towards the work,
- Demographic characteristics such as education level, age, gender, working hours, promotion opportunities, management position, years of service in the employee's position,
- Finally, it can be listed as the close relationship between the personal characteristics of the employee's commitment to the organization and the investments made for the workplace (Balay, 1999).

In the early phases of the studies conducted by Allen and Meyer, the organizational commitment was examined under two headings as affective and continuance commitment. In later studies, the normative commitment approach, which addressed the moral dimension, was added and a three-dimensional model was developed. (Meyer et al., 2002). Considering the sub-dimensions of organizational commitment, these three dimensions can play a role in the continuity of the existence of the employee in the organization by affecting the relationship between individuals and the organization (Meyer et al., 1993). At the same time, it can affect individuals' desire to stay in the institution in different ways according to the three-dimensional model (Esmer and Yüksel, 2017).

**Affective Commitment:** People with this commitment stay in the organization because they feel a sense of belonging to the organization and establish an emotional bond with the organization in line with their wishes.

**Continuance Commitment:** Some employees cannot afford to leave the organization considering the potential loss of their investments and workforce, and other employees cannot afford to leave the organization because they think they cannot find a better option (Kaplan and Kaplan, 2018). Employees generally think that they have a lot of investment in the organization and that there are no better alternatives and stay in the organization in line with their needs (Allen and Meyer, 1990).

**Normative Commitment:** Employees maintain their continuity in the organization because they feel responsible for the organization, think that they have responsibilities and fulfill these responsibilities (Hıdıroğlu Özkan, 2021).

**Factors Affecting Organizational Commitment:** Organizational commitment is mostly innate (working time, age, gender, marital status, education level, seniority, etc.) personal factors. It is understood that it is affected by factors such as work and business (wage, business culture, nature of the work, career opportunities, physical characteristics of the business, the management style of the enterprise, etc.) that we encounter in business life (Ünlü, 2019).

It shows that organizational commitment has an effect on both positive and negative behaviors, as the age of the individual will affect the individual's attitude, behavior, needs and expectations towards the organization and his profession, as well as affect the organizational commitment behavior of the individual (Çetin, 2019). Many studies have been conducted on whether the gender factor has an effect on organizational commitment, and different results have emerged. In these studies, it is suggested that the perception of commitment changes according to the reasons they are affected by men or women (Akkuş, 2020). Education is one of the important factors that affect the perspectives of working individuals on working life and their expectations from working life. As the education level of the employees' increases, the meaning they attach to their working life and their work increases. In addition, their expectations from business life are also increasing (Sığmaz, 2017). Marital status can positively affect organizational commitment. Since married employees have more responsibilities and the number of people they are responsible for, their organizational commitment may be higher than those of single employees (Kuyulu, 2020). In most of the studies on the working time of individuals in the enterprise, it is observed that the age of the employee and the working time in the workplace are examined and evaluated together (Et Oltulu, 2021).

In the research, it has been observed that one of the most important factors affecting the commitment of individuals to the enterprise they work for is the wage policy of the enterprise. The wage received is an important factor that determines the position of the individual in business or social life (Yalçınkaya, 2021). No matter how broad the nature of the job is, it is the responsibilities undertaken by the employee that are important to the employees. It is thought that there is

a relationship between these responsibilities undertaken by the employee and organizational commitment and affect organizational commitment. According to this situation, it is thought that as the responsibility of the employee increases his commitment to the organization increases parallelly (Gümüş, 1995). While career opportunities are a tool for the employee to reach their goals in life, the possibility of advancement in the career of the employee also increases the level of organizational commitment (İşcan and Sayın, 2010). Another factor affecting organizational commitment is defined as the working conditions and environment of the enterprise (Kılıç, 2021). This factor examines whether the conditions in the business environment are comfortable or not (Robbins and Judge, 2012).

**Job Satisfaction:** In many studies, researchers have defined the concept of job satisfaction as the financial gain of the employee in return for the job, the satisfaction with the job, and the happiness resulting from the product or service provided to the customer (Avşaroğlu et al., 2005).

Many researchers consider the importance of and need for more research on job satisfaction (Landy, 1989). There are many reasons to support the desirability of job satisfaction. One of these reasons is values. The concept of work or study is very important in people's lives and covers most of their time. It forms the material basis of the preferred life. On the other hand, for most people, it is partly at the center of self-perception in terms of job, career, or professional identification (Baron, 1996). If individuals working in an institution feel that they are treated equally in proportion to their contributions to the institution, it becomes easier to obtain satisfaction (Şimşek et al., 2001).

Institutions that cannot provide job satisfaction can also face many problems. For example, problems such as falling in organizational commitment, leaving the job, absenteeism, stress, thoughts of a strike, alienation, anger at the institution, misuse and damage of work machines, increase in workplace theft, and decrease in physical and mental health may begin to occur. In addition, it is thought that job satisfaction has a significant effect on success, and it has been observed that job satisfaction affects the success and vice versa. As a result of all these evaluations, job satisfaction is examined from three perspectives. These are Employee, Manager, and Organizational (Erol, 1998).

Looking at the dimensions of job satisfaction, it has been observed in studies that job satisfaction has two separate sub-dimensions, intrinsic satisfaction

and extrinsic satisfaction (Kalkızoğlu, 2018).

**Intrinsic Satisfaction:** The level of satisfaction that employees experience while doing their job is expressed as personal satisfaction. This includes the intrinsic properties of the employees (İspir, 2019).

**Extrinsic Satisfaction:** It refers to the employee's level of satisfaction with the results achieved during or after the job. This is usually expressed in terms of the physical size of the organization or the benefits such as status and salary that are provided by the organization (Kosovalı, 2017).

**Factors Affecting Job Satisfaction:** Job satisfaction may vary according to the qualifications and personal characteristics of the employee. Factors such as marital status, education level, gender, age, professional position and seniority of the employees and years of service can be listed as examples. The organizational factors affecting job satisfaction can be listed as the nature of the job, the salary received, promotion opportunities, working conditions, the management style of the enterprise, the safety of the employee and his colleagues (Tengelimoğlu, 2018).

The age of the employee is one of the important factors affecting his working life, decisions, behaviors and perceptions. In this situation, it can be seen that people's attitudes and thoughts about work may vary according to age (Nergiz and Yılmaz 2016). The gender of the employee is one of the factors affecting job satisfaction because the different expectation levels between men and women cause different satisfaction levels (Acar, 2020). In particular, it has been determined that there is a difference in job satisfaction levels according to the conditions of the job (Şen, 2008). There are opinions that job satisfaction increases as education levels increase. In various studies, it has been observed that there is an inverse relationship between education and job satisfaction. As the level of education increases, job satisfaction decreases (Gün Eroğlu, 2009). In studies to determine the effect of the marital status of the employee on job satisfaction, it has been determined that there is a relationship between marital status and job satisfaction (Güner, 2007). People who are new to business life and have little work experience can often have unrealistic expectations. In this case, new employees may think that they will have higher job expectations and working conditions than former employees (Ergün, 2003).

Studies also suggest that factors such as salary, promotion, and rewards

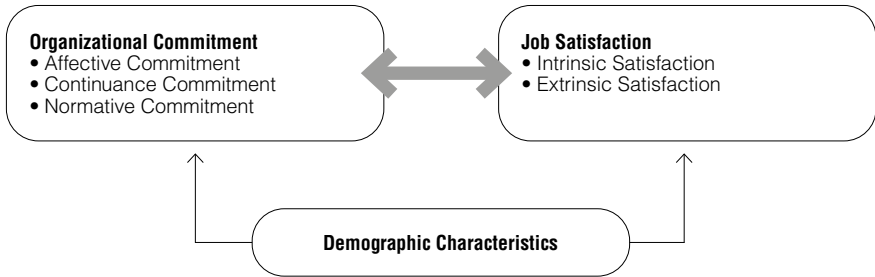
received by employees in return for performance are associated with the effect of job satisfaction (Guven et al., 2018). Employees believe that working in places where there are not sufficient conditions is one of the important factors affecting productivity and job satisfaction. Thus, while bad working conditions decrease job satisfaction, good working conditions increase job satisfaction (Kuzulugil, 2012). Employees' ability to use their talents, the diversity of their work, their ability to use their creativity, and the difficulty of goals are the factors affecting job satisfaction. Detailed information of the definitions of the work and duties of the employees and the factors such as the tools, equipment, and materials used should be provided (Mitchell and Larson, 1987). The behavior that the employee sees from an employer or supervisor is reflected in his work and determines the level of job satisfaction or dissatisfaction. In some studies, it has been observed that when employees feel that their managers are sufficient, their job satisfaction increases, and when they feel that they are inadequate, their job satisfaction decreases (Uyar, 2013). It has been observed that when employees establish positive relationships with their colleagues, such as helping each other while doing the job, matching thoughts, and speaking the same language, they are happy, relaxed, more willing to go to work, and their job satisfaction increases (Sıgır & Gürbüz, 2014).

**Purpose and Importance of the Study:** Attitudes and behaviors of opticians in the optical sector are among the most important factors affecting job performance and patient satisfaction. Service quality in opticianry depends on the attitude of the staff. The staff working in the institution is the group with the highest communication with the incoming patient. For this reason, the job satisfaction and organizational commitment of the employees of the opticianry directly affect the service efficiency.

Although organizational commitment and job satisfaction scales are used in many different occupational groups in research, according to our literature review, it has not been studied for opticians, and the results have not been tested until today. This research is important as it is considered a first in its field.

The aim of this research is to determine the relationship between job satisfaction and organizational commitment of opticians; and whether there is a relationship between organizational commitment and job satisfaction levels according to demographic characteristics such as age, gender, marital status, wage, education.





**Model and Hypotheses of the Research:** Organizational commitment emphasizes the bond that the individual establishes with the organization and is very important in terms of creating positive results for the employees and the organization by evaluating the opportunities and benefits offered by the institution which they prefer as a workplace. The importance of individuals who want to be successful, who are experienced, educated, productive, compatible and committed to organizational goals is an indisputable fact. Another concept is the concept of job satisfaction. Job satisfaction is a concept that is emphasized by many sectors. It is an important concept for the employees to love their job, to get efficiency from work done and to satisfy the individuals under their responsibilities as much as they do. At this point, the importance of the effects of job satisfaction and organizational commitment comes to the fore. In many sectors, the relations between demographic characteristics, organizational commitment, job satisfaction and its sub-dimensions have been tried to be examined. Although research has been done on the relationship between demographic characteristics, organizational commitment and job satisfaction in other sectors, this study is important because it has not been done before for opticians in the optical sector. Therefore, it was determined as research to examine the relationship between job satisfaction, organizational commitment and demographic characteristics of individuals working in optician institutions.

The model of the research can be seen in Figure 1, below.

**Figure 1.** Model of the Research

The hypotheses of the research are as follows;

H1: There is a significant relationship between the job satisfaction of optician employees and their organizational commitment and sub-dimensions.

H2: There is a significant relationship between the organizational commitment, job satisfaction and sub-dimensions of optician employees according to their gender.

H3: There is a significant relationship between organizational commitment, job satisfaction and sub-dimensions of optician employees according to age distribution.

H4: There is a significant relationship between organizational commitment, job satisfaction and sub-dimensions of optician employees according to their marital status.

H5: There is a significant relationship between organizational commitment, job satisfaction and sub-dimensions of optician employees according to their education levels.

H6: There is a significant relationship between the organizational commitment, job satisfaction and sub-dimensions of optician employees according to their titles.

H7: There is a significant relationship between organizational commitment, job satisfaction and sub-dimensions of optician employees according to their income status.

H8: There is a significant relationship between the organizational commitment, job satisfaction and sub-dimensions of optician employees according to their professional years.

H9: There is a significant relationship between organizational commitment, job satisfaction and sub-dimensions of optician employees according to their own establishment status.

H10: There is a significant relationship between the desire to open their own establishment according to the gender of the optician employees.

H11: There is a significant relationship between the organizational commitment, job satisfaction and sub-dimensions of optician employees according to the institution's position.

H12: There is a significant relationship between the organizational commit-

ment, job satisfaction and sub-dimensions among opticians by gender.

**H13:** There is a significant relationship between the organizational commitment, job satisfaction and sub-dimensions of responsible managers by gender.

**Population and Sample:** The sample of the study is opticians, responsible managers, or other personnel working in opticianry. The online questionnaire was directed to participants by social media and by the Turkish Opticians and Lens Makers Union. The universe of the research was determined as reaching the highest number of participants among the opticians registered to the Opticians – Lens Makers Union across Turkey. However, since it was based on volunteerism, 320 employees returned to the survey study.

**Data Collection Method and Tools:** In this study, which aims to determine the relationship between the demographic characteristics of the employees, their job satisfaction and their organizational commitment, the survey method, which is one of the quantitative research methods, was used as the data collection method. The survey study, which consists of 52 questions in total, consists of 3 parts. In the first part, demographic questions and one open-ended question (whether the employees have a desire to open an optician's business in the future) were asked. In the second part, the "Allen Meyer Organizational Commitment Scale" was used. In the third part, the "Minnesota Job Satisfaction Scale" was used and demographic characteristics were associated with job satisfaction and organizational commitment.

**Minnesota Job Satisfaction Scale:** Developed by Weiss et al. (1967). It was adapted into Turkish by Ashi Baycan (1985). It consists of 5-point Likert-type and 20-item questions that reveal both intrinsic and extrinsic satisfaction factors. Each item expresses the degree of satisfaction that the employee feels about his job. The participant chooses one of the 5 five options being 5 - very satisfied, 4 - satisfied, 3 - undecided, 2 - dissatisfied, and 1 - not at all satisfied, and the result is calculated by taking the average of the scale. High scores indicate high job satisfaction (Ergeneli and Eryiğit, 2001).

**Organizational Commitment Scale:** It was developed by Meyer et al. (1990). It was revised by Meyer et al. (1993), and questions consisting of 6 items in total, consisting of 3 dimensions, were formed (Özdemir, 2021). The translation of the scale into Turkish and its reliability and validity studies were performed by Dağlı et al. (2018). Dağlı et al. (2018) arranged it as a 5-point

Likert type (1- Strongly Disagree, 2- Disagree, 3- Undecided, 4- Agree, and 5- Completely Agree) by including affective, continuance, and normative commitment dimensions in accordance with the scale (Darama, 2021).

**Statistical Analysis:** The analyzes of the study were performed in the SPSS (IBM Corp. Released 2015. IBM SPSS Statistics for Windows, Version 23.0. Armonk, NY: IBM Corp.) program. In the study, the conformity of continuous variables to the normal distribution was examined using the Shapiro-Wilk test. If the variables do not conform to the normal distribution, they are expressed with median (minimum: maximum) values. Mann Whitney U test was used in case of non-conformity to normal distribution in the comparison of continuous variables between two groups. Comparisons of more than two groups that did not comply with the normal distribution between study groups were made using the Kruskal Wallis H test. Relationships between Organizational Commitment Scale and Minnesota Job Satisfaction Scale scores were analyzed by correlation analysis and calculated with the Spearman correlation coefficient. In statistical comparisons, the type I error rate was accepted as 5%.

## RESULTS

320 people working in opticianrys participated in the study. In the demographic findings section, general information about the employees working in the optician establishment is given in Table 1. The demographic information used in the study is shown as frequency (n) and percentage (%) values.

**Table 1:** Demographic Findings

Variables		n	%
Gender	Female	190	59,4
	Male	130	40,6
Age	18-24	86	26,9
	25-34	110	34,4
	35-44	74	23,1
	45-54	42	13,1
	55 and over	8	2,5
Marital Status	Single	196	61,3
	Married	124	38,7

Number of Kids	0	190	59,4
	1	72	22,5
	2	54	16,9
	3	4	1,3
Education	Primary	4	1,3
	High School	44	13,8
	Associate	164	51,2
	Under Graduate	82	25,6
	Graduate	26	8,1
Location of Business	Shopping Mall Store	34	10,6
	Boutique/Local Store	68	21,3
	Market Store	78	24,4
	Chain Store	28	8,8
	Hospital Store	82	25,6
	Other	30	9,4
Status	Optician	144	45,0
	Responsible Manager	104	32,5
	Other Personnel	72	22,5
Number of Employees	1-5	232	72,5
	6-10	42	13,1
	11-20	24	7,5
	21 and over	22	6,9
Income Type	Salary	180	56,3
	Bonus	10	3,1
	Salary + Bonus	130	40,6
Income	0-4500 TL	118	36,9
	4501-8000 TL	158	49,4
	8001-12000 TL	28	8,8
	12000 and over	14	5,0
Experience in the Establishment (Years)	1-5	228	71,3
	6-10	58	18,1
	11-15	24	7,5
	16-20	8	2,5
	21 and over	2	0,6

Experience at Work	1-5	166	51,9
	6-10	74	23,1
	11-15	36	11,3
	16-20	22	6,9
	21 and over	22	6,9
Will to Open a Business	Yes	126	39,4
	No	194	60,6

When the participants were analyzed by gender, it was seen that 190 female employees participated: thus, the rate of the female employees is higher than male employees. In the age distribution, it has been observed that the ages of 25-34 with 110 people are the highest number, and the second is the age range of 18-34 with 86 participants. The marital status of the employees is mostly single with 196 participants. When we looked at the number of children, it was determined that 190 participants did not have children. In this study aimed at optician employees, it was seen that 164 of the participants were associate degree graduates.

Opticians can be named differently according to their location. When the participants of the study were examined according to the location of the institution they worked, it was observed that they worked mostly in front of the hospital with 82 participants and in the institutions called bazaar stores with 78 participants. When we look at the titles of the participants in the study, it was determined that opticians were the most common with 144 people and the responsible managers participated in second place with 104 people.

When we look at the salary definitions of the participants, we observe that they receive the highest salary with 180 participants, and 130 participants receive a salary + bonus. When considering the income levels of the employees, it is observed that they receive a salary or salary + bonus in the range of 4501-8000 TL with a maximum of 158 participants.

When the working period of the participants is examined, it is seen that 228 participants have worked in the same company where they worked between 1 and 5 years. The number of long-term work in the same business is very small. When looking at the years of employment of the same participants, it has been determined that 166 people are new to the profession and they have been in this sector for 1 to 5 years.

One of the hypotheses of the study, when the Opticians employees were asked to open their own business, it was seen that 194 people said no.

In Table 2, descriptive statistics of the organizational commitment and job satisfaction levels of the employees in the optician establishment are given.

**Table 2:** Descriptive Statistics of Organizational Commitment and Job Satisfaction Levels of Opticians Employees

	n		SS	Min	Max.	Skewness	Kurtosis
Organizational commitment	320	58,04	10,14	34	90	0,334	0,364
Emotional Commitment	320	19,15	3,41	12	30	-0,224	1,041
Continuing Commitment	320	19,78	4,17	9	30	-0,028	0,077
Normative Commitment	320	19,12	4,23	7	30	0,334	-0,382
Job Satisfaction Total	320	3,40	0,81	1,04	5	-0,602	0,238
Extrinsic Job Satisfaction	320	3,29	0,90	1,00	5	-0,544	-0,010
Intrinsic Job Satisfaction	320	3,52	0,79	1,08	5	0,655	0,418

When Table 2 is examined, the total score of the organizational commitment scale is  $58.04 \pm 10.14$ , and the sub-factors of organizational commitment are affective commitment  $19.15 \pm 3.41$ , continuance commitment  $19.78 \pm 4.17$ , normative commitment  $19.12 \pm 4$ . It has an average of 23. The mean continuance commitment of the employees in the optician establishment was found to be higher than the other sub-factors ( $\bar{x} = 19.78$ ). The average job satisfaction score was moderate, and the average of the sub-factors was found to be high ( $\bar{x} = 3.52$ ).

There is a statistically significant positive correlation between all values of organizational commitment and all values of job satisfaction ( $p < 0.05$ ). Among the comparisons, the highest correlation ( $r_s = 0.481$ ) is seen between organizational commitment and external satisfaction.

The aim of this research is to examine the demographic characteristics, organizational commitment and job satisfaction of opticians in the optics sector, to reveal the relationship between them in terms of cause and effect and to determine the relationship between the mentioned variables and demographic characteristics.

Efficient and effective work of an employee in his/her job is possible with continuous organizational commitment and job satisfaction. The factors that can provide

this situation in the study are working conditions, wages, awards, promotion and career, qualifications of the job, the job itself, colleagues, work experience, working hours in the sector, and management style. A business can benefit from the knowledge, skills and abilities of its employees and all their potential strengths, as long as it can meet the expectations of the employees regarding these factors that have an impact on organizational commitment and job satisfaction. Otherwise, a decrease in organizational commitment and job dissatisfaction may occur.

When the relationship between the demographic variables of the participants in the research and organizational commitment, and job satisfaction is examined; It was determined that the organizational, affective and continuance commitment of male participants were higher. There was no significant relationship between job satisfaction and its sub-dimensions and gender. When we look at the studies, Bülbül (2016) also concluded that the organizational commitment and job satisfaction among men are high. In addition, in the study conducted by Şen (2008), it was determined that the intrinsic satisfaction rates of men were higher. Considering the studies carried out, it can be argued that male employees have higher job satisfaction and organizational commitment than female employees, and because female employees are more involved in their non-working home and family lives their levels are lower than males.

In the age distribution, it was observed that the participants were in the 25-34 age range at most. As a result of the paired comparisons, the organizational commitment, continuance commitment and normative commitment of employees aged 35-44 were found to be the highest. When job satisfaction is compared with the age range, it has been observed that the job satisfaction of the 35-44 age group employees is higher than their sub-dimensions, intrinsic and extrinsic satisfaction.

Uyanık (2021) found out that the organizational commitment and continuance commitment of employees over the age of 45 is high, and their affective commitment is high between the ages of 30-34. In addition, Nalbantoğlu (2012) stated that age distribution has no effect on organizational commitment, affective and continuance commitment, and the scores of the participants in the 40-49 age range are high in normative commitment, job satisfaction, and intrinsic satisfaction. It has been observed that external satisfaction is higher in the 20-29 age group.



The marital status of the employees is mostly single (196 participants). It has been observed that the organizational commitment, continuance commitment and normative commitment of the married employees, as well as the intrinsic and extrinsic satisfaction, which are the sub-dimensions of job satisfaction, are higher than the singles. In other studies, Atlı (2021) and Bıyıklı (2021) stated that there was no significant relationship between their marital status and organizational commitment, but when the sub-dimensions of Bıyıklı (2021) were examined, it was observed that married people had more continuance commitment. In a different study, Karaoğlu (2021) stated that the organizational commitment and all sub-dimensions of married people are higher. At the same time, in the literature research on the relationship between job satisfaction and marital status, Şen (2008) and Oksay (2011) suggested in their research that there is no significant relationship between marital status and job satisfaction.

When we look at the salary ranges of the participants, we observe that they receive salary followed by salary + bonus at most. It has been observed that the highest level of these payments is a salary or salary + bonus in the range of 4501-8000 TL. In the second place is the range of 0-4500 TL, and they receive a minimum wage based on the amount. Again, it was determined that the salary ranges, job satisfaction and organizational commitment of the participants were low, and as the income level increased (12001 TL and above), their organizational commitment, continuance commitment, normative commitment, affective commitment and extrinsic satisfaction increased.

Emre (2016)'s research, resembles the study we have done. In this study conducted on logistics company employees, it was observed that as the income level increases, the organizational commitment and commitment levels in its sub-dimension also increase. In the same study, it was seen that there is a significant relationship between job satisfaction and internal satisfaction as the income level increases. The working hours of the participants were also analyzed, and it showed that 228 participants have been working in a company where they are between 1 and 5 years. When we look at the years of employment of the same participants, it has been determined that 166 people are new to the profession; and they have been in this sector for 1 to 5 years. When the relationship between organizational commitment and job satisfaction is examined according to the years of employment in their profession, it is observed that affective com-

mitment, which is one of the organizational sub-factors, is high in employees between 11-15 years, and normative commitment in employees between 11-20 years. In job satisfaction, it was found that the job satisfaction and sub-dimension internal satisfaction of employees between 16-20 years were high.

In Samadov (2006) and Önal (2021), when the working hours of the participants were examined, it was observed that the organizational commitment and job satisfaction of the participants with long working hours were high, and the participants with short working hours were low.

When the relationship between the title and organizational commitment is examined, it has been observed that the organizational commitment, continuance commitment and normative commitment of opticians are lower than other titles. No significant difference was found in terms of job satisfaction.

Since it is obligatory to have an associate degree to be an optician, it can be predicted that the majority of the participants with associate degree graduates are opticians, and when the organizational commitment results are examined, we can conclude that the organizational commitment of opticians is low and confirmed by both variables.

Since we didn't come across a similar study in the field of optics, its similarity with a different sector has been compared. In Özkan (2019), it was observed that the affective commitment and organizational commitment of associate degree graduates are higher according to their educational status, and there are differences in organizational commitment and sub-factors of employees according to their field of duty. In the same study, no significant relationship was found between job satisfaction and its sub-dimensions.

Önal (2021), in his research on bank employees, did not find a significant relationship between job satisfaction and organizational commitment according to job positions.

Opticians can be named differently according to the type of store. When the participants of the study were examined according to the location of the institution they worked, it was observed that the majority, 82 participants, worked in the institutions called the bazaar store and the second highest was 78 participants who worked in stores in front of the hospital. When the organizational commitment of the participants according to the location of the institution they work in, it was determined that the employees of the shopping malls had the

highest affective commitment. In the relationship between job satisfaction, it has been observed that the job satisfaction and external satisfaction of the employees in the shopping mall are the highest, and the employees in the shopping mall store and the boutique/neighborhood store have the same score in internal satisfaction. It has been observed that the employees of the opposite hospital and bazaar stores who participated in the research the most have lower job satisfaction and organizational commitment scores than the shopping mall store employees.

When the will of optician employees to open their establishments, which is one of the open-ended hypotheses in the demographic questions section, is examined, it was seen that the answer of 194 people was no, and it was determined that the organizational commitment and sub-factor scores of those who said no, were higher. No significant difference was found in the comparison in terms of job satisfaction. It was observed that the participants who said no to this open-ended question generally said no because of financial concerns.

Another hypothesis, when examining the organizational commitment and job satisfaction of opticians by gender, it was observed that there was no significant difference in the relationship between organizational commitment, continuance commitment, affective commitment, job satisfaction, intrinsic satisfaction and extrinsic satisfaction. There was only a significant relationship in normative commitment, and it was observed that female opticians had a higher normative commitment.

In addition, when the relationship between organizational commitment and job satisfaction was questioned, based on gender differences of the responsible managers: it was determined that the organizational commitment, continuance commitment, and normative commitment scores of the male responsible managers were higher. Likewise, it can be said that male responsible managers have higher job satisfaction, internal satisfaction and external satisfaction rates than women.

**Summary of Research Results:** Based on the participants in the study, it has been observed that the organizational commitment of men working in the optician stores is higher and that employees over the age of 30 have higher organizational commitment and job satisfaction. In this case, considering the literature research, aging is effective in bringing professional experience and expectations to real life levels. Although the majority of the individuals partici-

pating in the survey are single, their organizational commitment and job satisfaction are higher than those who are married. It has been observed that as the rate of employees' salary increases, their job satisfaction and organizational commitment also increases. It has been observed that the number of long-term work in the same enterprise is very low.

It has been observed that the organizational commitment of associate degree graduates and opticians is low. The organizational commitment and job satisfaction of the shopping mall store employees are high, and the employees of the opticians do not have any thoughts of opening their own businesses. The organizational commitment and job satisfaction of male responsible managers are also high. In addition, there was no significant relationship between organizational commitment and job satisfaction in the gender variable among opticians.

Based on the findings of the study, the authors suggest that organizational commitment and job satisfaction measurement surveys should be conducted periodically throughout the sector by the Turkish Opticians Association or by the managers within the institution, and solutions should be developed for the issues that the employees are dissatisfied with. Secondly, the participation of employees should always be ensured in order to identify the problems that may be encountered and to propose solutions. In this way, a positive contribution will be made to both the job satisfaction levels of the employees and their level of commitment to the organization. Thirdly, qualitative research methods could be applied in further studies. This might provide in depth information from the opticians. Also, cross cultural studies should be conducted in order to understand the cultural differences among the findings. Lastly, more participants could give a better understanding of the results. The industry should encourage and support more scientific studies in this field.

**Ethical Approval:** No need for any approval authors because of the usage of publicly open

**Funding and Acknowledgment:** The authors declared that this study has received no financial

support. The views expressed in this paper are those of the authors, and do not show the official views of any of the institutions.

**Conflict of Interest Statement:** There is no conflict of interest among the authors.

## REFERENCES

- Acar, H. (2020). Kariyer yönetimi ile iş tatmini arasındaki ilişkide kişilik türlerinin rolü ve bir araştırma. Yüksek Lisans Tezi, İstanbul: Marmara Üniversitesi Sosyal Bilimler Enstitüsü, 43.
- Akkuş, D.B. (2020). Psikolojik sermayenin örgütsel bağlılık üzerindeki etkilerinde iş-yaşam dengesinin aracılık rolü: KTMÜ örneği. Doktora Tezi, Bişkek: Kırgızistan- Türkiye Manas Üniversitesi Sosyal Bilimler Enstitüsü, 54.
- Allen, N.J., Meyer, J.P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization . *Journal of Occupational Psychology*, 63,1-18.
- Athı, N.U. (2021). Çalışanların kişilik özellikleri ve esnek çalışmanın örgütsel bağlılık üzerindeki etkisi: bir savunma sanayi uygulaması. Yüksek Lisans Tezi, İstanbul: Bahçeşehir Üniversitesi Lisansüstü Eğitim Enstitüsü.
- Avşaroğlu, S., Deniz, M., Kahraman, A. (2005). Teknik öğretmenlerde yaşam doyumu iş doyumu ve mesleki tükenmişlik düzeylerinin incelenmesi. *Selçuk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 14,115-129.
- Balay, R. (1999). İşgörenlerin örgütsel bağlılık etkenleri ve sonuçları. *Ankara University Journal of Faculty of Educational Sciences (JFES)*, 32,243.
- Baron, R.A. (1996). *Behavior in organizations: understanding and managing the human side of work*. New York: Allyn and Bacon Inc, 2. edition, 150.
- Bıyıklı, Ö.F. (2021). Örgütsel bağlılık ile örgütsel vatandaşlık arasındaki ilişki: İstanbul ili değerli metal sektörü kuruluşlarına yönelik bir araştırma. Yüksek Lisans Tezi, İstanbul: Altınbaş Üniversitesi Lisansüstü Eğitim Enstitüsü.
- Bodjreonu, K. (2019). Antecedents organizational commitment: a riview of personel and organizational factors. *Open Journal of Social Sciences*, 7,276-289.
- Bülbül, S. (2016). Örgütsel bağlılık ve iş Tatmini: bir kamu kurumunda uygulaması. Yüksek Lisans Tezi, İstanbul: Nişantaşı Üniversitesi Sosyal Bilimler Enstitüsü.
- Çetin, A. (2019). İstanbul Büyükşehir Belediyesi Spor İstanbul'da çalışanların örgütsel adalet ve örgütsel güven algılarının örgütsel bağlılık davranışı üzerindeki etkisi ve buna yönelik bir uygulama. Doktora Tezi, İstanbul: İstanbul Aydın Üniversitesi Lisansüstü Eğitim Enstitüsü.
- Çöl, G. (2004). Örgütsel bağlılık kavramı ve benzer kavramlarla ilişkisi. *ISGUC The Journal of Industrial Relations and Human Resources*, 6,36.
- Dağlı, A., Elçiçek, Z., Han, B. (2018). Örgütsel bağlılık ölçeği'nin Türkçeye uyarlaması: geçerlilik ve güvenilirlik çalışması. *Elektronik Sosyal Bilimler Dergisi*, 17,1765-1777.
- Darama Uygun, E. (2021). Aktif iş yaşamı olan kişilerde bağlanma stilleri ve örgütsel bağlılık arasındaki ilişkinin incelenmesi. Yüksek Lisans Tezi, İstanbul: İstanbul Kent Üniversitesi, Lisansüstü Eğitim Enstitüsü, 24.
- Demir, F.M., Fırat, A. (2017). Hizmet algılanan değeri açısından müşteri memnuniyetinin değerlendirilmesi: sağlık sektörü üzerine bir araştırma. *International Journal of Academic Value Studies (Javstudies)*, 15,478-500.
- Emre, G. (2016). İş tatmini ve örgütsel bağlılık etkileşimi. İstanbul İli lojistik firmaları çalışanları üzerine bir uygulama. Yüksek Lisans Tezi , İstanbul: İstanbul Gelişim Üniversitesi Sosyal Bilimler Enstitüsü.

- Ergeneli, A., Eryiğit, M. (2001). Öğretim elemanlarının iş tatmini: Ankara'da devlet ve özel üniversite karşılaştırması. Hacettepe Üniversitesi İ.İ.B.F Dergisi, 2,159-178.
- Ergün, N. (2003). İş tatmini-motivasyon ilişkisi. İstanbul: İstanbul Üniversitesi İşletme Fakültesi,5-39.
- Erol, V. (1998). İş tatmini ve örgütsel bağlılık. Yüksek Lisans Tezi, İstanbul: Marmara Üniversitesi, Sosyal Bilimler Enstitüsü.
- Esmer, Y, Yüksel, M. (2017). İş yaşamında örgütsel bağlılık: teorik bir çerçeve. Akademik Bakış Dergisi, 62,258-272.
- Et Oltulu , E. (2021). Örgütsel bağlılık ve örgütsel vatandaşlık davranışının iş doyumuna etkisi, kamu sağlık kuruluşlarında bir araştırma. Doktora Tezi, Konya: Selçuklu Üniversitesi Sosyal Bilimler Enstitüsü.
- Gözener, E., Sayın, S. (2007). Devlet ve özel hastanelerdeki hekimlerin iş tatmin düzeyinin karşılaştırılması. Eğitim Dergisi.
- Gülova, A.A., Demirsoy, Ö. (2012). Örgüt kültürü ve örgütsel bağlılık arasındaki ilişki: hizmet sektörü çalışanları üzerinde ampirik bir araştırma. Business and Economics Research Journal, 3,49-76.
- Gümüş, M. (1995). Yönetimde başarı için altın kurallar. İstanbul: Alfa Yayınları.
- Gün Eroğlu, Ş. (2009). Örgütsel adalet algılaması ve iş tatmini hakkında bir araştırma. Yüksek Lisans Tezi, Denizli: Pamukkale Üniversitesi Sosyal Bilimler Enstitüsü.
- Güner, A.R. (2007). Sağlık hizmetlerinde örgütsel bağlılık, işe bağlılık ve iş tatmini arasındaki ilişkilerin modellenmesi. Yüksek Lisans Tezi, Antalya: Akdeniz Üniversitesi Sosyal Bilimler Enstitüsü.
- Güven, M., Bakan, İ., Yeşil, S. (2005). Çalışanların ve ücret tatmini boyutlarıyla demografik özellikler arasındaki ilişkiler: bir alan çalışması. Yönetim ve Ekonomi Dergisi.
- Hıdroğlu Özkan, Y. (2021). Öğretmenlerin güçlendirilmesinin örgütsel bağlılık, meslek bağlılık ve okullardaki örgütsel vatandaşlık üzerindeki etkisi. Doktora Tezi, Denizli: Pamukkale Üniversitesi, Eğitim Bilimleri Enstitüsü.
- İspir, İ. (2019). İnsan kaynakları yönetimi uygulamalarının çalışanların iş tatminine, yenilikçiliğe ve performansına etkisi. Yüksek Lisans Tezi, Kahramanmaraş: Kahramanmaraş Sütçü İmam Üniversitesi.
- İşcan, Ö.F., Sayın, U. (2010). Örgütsel adalet, iş tatmini ve örgütsel güven arasındaki ilişki. Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi, 24,195-216.
- Kalkızoğlu, S. (2018). Tükenmişlik sendromunun iş tatminine etkisi: perakende sektörü ve sanal örgüt çalışanlarına yönelik bir uygulama. Yüksek Lisans Tezi, Kütahya: Dumlupınar Üniversitesi, Sosyal Bilimler Enstitüsü.
- Karaoğlu, N. (2021). Havaçılık sektöründe vardiyalı çalışma örgütsel bağlılık ve işten ayrılma niyeti üzerine bir araştırma. Yüksek Lisans Tezi, İstanbul: Nişantaşı Üniversitesi Lisansüstü Eğitim Enstitüsü.
- Kılıç, A.S. (2021). Örgütsel bağlılık ile iş tatmini arasındaki ilişki: Elazığ Belediyesi İtfaiye Müdürlüğü örneği. Yüksek Lisans Tezi, Tunceli: Munzur Üniversitesi Lisansüstü Eğitim Enstitüsü.
- Kosovalı, P. (2017). İş tatminin örgütsel bağlılığa etkisi: bir vakıf üniversitesi örneği. Yüksek Lisans Tezi, İstanbul: İstanbul Ticaret Üniversitesi, Sosyal Bilimler Enstitüsü.

Kuyulu, İ. (2019). Spor liselerinde görev yapan yöneticilerin vizyoner liderliklerinin öğretmenlerin motivasyonuna ve örgütsel bağlılık düzeylerine etkisinin incelenmesi. Doktora Tezi, Kayseri: Erciyes Üniversitesi Sağlık Bilimleri Enstitüsü.

Kuzulugil, Ş. (2012). Kamu hastaneleri çalışanlarında iş tatminini etkileyen faktörlerin incelenmesine yönelik bir araştırma. *Journal Of The School Of Business Administration Istanbul University*, 41, 129-141.

Landy, F.J. (1989). *Psychology of work behavior*, Pacific Grove, CA. New York: Brooks and Cole.

Meyer, J.P., Allen, N.J., Smith, C.A. (1993). Commitment to organizations and occupations: extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78,538-551.

Meyer, J.P., Stanley, D.J., Herscovitch, L., Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behaviour*, 61,20-52.

Mitchell, T.L. (1987). *People in organizations: an introduction to organizational behavior*. Singapore: McGraw-Hill.

Nalbantoğlu, C.B. (2012). Yükseköğretimin kurumlarında akademisyenlerin örgütsel bağlılığın iş tatminine etkisi: Plato Meslek Yüksekokulu Beykoz Lojistik Meslek Yüksekokulu, Beykent Üniversitesi saha araştırması. Yüksek Lisans Tezi, İstanbul: İstanbul Aydın Üniversitesi Sosyal Bilimler Enstitüsü.

Nergiz, E., Yılmaz, F. (2016). Çalışanların iş tatmininin performanslarına etkisi: Atatürk Havalimanı gümrüksüz satış işletmesi örneği. *Kastamonu Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 14,50-79.

Oksay, A. (2011). Uzman hekimlerde iş tatmini ve örgütsel bağlılık ilişkisi: Isparta ili örneği. Doktora Tezi, Isparta: Süleyman Demirel Üniversitesi Sosyal Bilimler Enstitüsü.

O'Reilly, C.A., Chatman, J.A. (1986). Organizational commitment and psychological attachment: the effects of compliance, identification and internalization on prosocial behavior. *Journal of Applied Psychology*, 71,492-499.

Önal, S. (2021). İş tatmininin örgütsel bağlılık üzerine etkisi: bankacılık sektöründe bilgi teknolojileri bölümünde çalışanlar üzerine bir araştırma. Yüksek Lisans Tezi, İstanbul: Bahçeşehir Üniversitesi Lisansüstü Eğitim Enstitüsü.

Özdemir, E., Çakar, T. (2018). Optik sektörü meslek eğitimi. E. Özdemir, S. Kabak içinde, *Gözlükçülüğün Tarihsel Gelişimi ve Türkiye'de Gözlük Sektörü*. İstanbul: İstanbul Ticaret Odası.

Özdemir, H. (2021). Örgütsel bağlılık. M. Ak içinde, *örgütsel davranış üzerine literatürel analiz ve ölçekler*. Ankara: Nobel Akademik Yayıncılık.

Robbins, P.S., Judge, T.A. (2012). *Organizational behaviour 15 international edition*.

Samadov, S. (2006). İş doyumu ve örgütsel bağlılık: özel sektörde bir uygulama. Yüksek Lisans Tezi, İzmir: Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü.

Sıgmaz, A. (2017). İş doyumunun örgütsel bağlılığa etkisi: bankacılık sektörü üzerine bir araştırma. Yayımlanmış Yüksek Lisans Dönem Projesi. Denizli: Pamukkale Üniversitesi Sosyal Bilimler Enstitüsü.

Sıgır, Ü., Gürbüz, S. (2014). *Örgütsel davranış*. İstanbul: Beta Basım.

Şen, T. (2008). İş tatmininin örgütsel bağlılık üzerindeki etkisine ilişkin hızlı yemek sektöründe bir araştırma. Yüksek Lisans Tezi. İstanbul: Marmara Üniversitesi Sosyal Bilimler Enstitüsü.

Şimşek, Ş., Akgemci, T., Çelik, A. (2001). Davranış bilimlerine giriş ve örgütlerde davranış. Ankara: Nobel Yayın Dağıtım.

Tengilimoğlu, D., Güzel, A. (2018). Sağlık politikası belirleme süreci ve politikayı belirleyen aktörler. D. Tengilimoğlu içinde, Sağlık Politikası. Ankara: Nobel Akademik Yayıncılık.

Uyanık, S. (2021). Stres ve örgütsel bağlılık ilişkisi: gemiadamları üzerine bir araştırma. Yüksek Lisans Tezi, Muğla: Muğla Sıtkı Kocaman Üniversitesi, Sosyal Bilimler Enstitüsü.

Uyar, T. (2013). Türk iş havacılığı sektörü teknisyenlerinde iş tatmini. İşletme Araştırmaları Dergisi, 5,258-288.

Ünlü, U. (2019). Örgüt kültürünün ve terfi imkanlarının örgütsel bağlılık üzerindeki etkisi. Doktora Tezi. Karabük: Karabük Üniversitesi Sosyal Bilimler Enstitüsü.

Yalçınkaya, M.E. (2021). Çalışanların örgütsel bağlılık ve iş tatminlerinin işten ayrılma niyeti üzerine etkisi: bir sivil toplum kuruluşu örneği. Yüksek Lisans Tezi. İstanbul: İstanbul Sabahattin Zaim Üniversitesi Lisansüstü Eğitim Enstitüsü.