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EXAMINATION OF THE RELATIONS BETWEEN THE WORK-LIFE BALANCE, JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT LEVELS OF THE EMPLOYEES OF SPORTS ORGANIZATIONS: THE CASE OF MUGLA*

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ABSTRACT

In this study, it is aimed to examine the relationships between work-life balance and work satisfaction of the sports institution employees and their levels of organizational loyalty. The population of the study is composed of individuals working in official and private sports institutions in the city of Mugla. Of these individuals, 82 of them who were accessed and who accepted to volunteer (30,5% women, 69,5% men) participated in the sample. In order to collect data in the study, work and private life balance scale developed by Apaydin (2011) was used to measure the perceptions for work and private life balance, Minnesota Satisfaction scale was used to measure work satisfaction levels, Organizational Loyalty Scale (1993) developed by Meyer et al. was used to measure the organizational loyalty perception of employees and "Personal Information Form" arranged by the researcher was used to access some personal information of participants.

As statistical analysis, the reliability of scales was calculated by Cronbach alpha coefficient, Independent Sample t test was conducted to calculate the percentage, frequency and the difference between two variables, Anova test was conducted to calculate the difference between variable more than two and correlation analysis was made to determine the relationships between variables.

In the obtained data, according to the gender variable, a statistically significant difference was found in sub dimension "life consists of only work" of Work - Life Balance

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scale ($p < .05$). This difference is caused by the fact that the average scores of women were higher than those of men. Besides, participants were determined to show statistically significant difference in the sub dimension "neglecting life" of Work-Life Balance scale according to their educational levels ($p < .05$). This difference was caused by the fact that average scores of middle school graduates were higher than those of the graduates of master's program.

Keywords: work-life balance, job satisfaction, sports, organizational loyalty

INTRODUCTION

In the 21st century, the basic usage of sports has undergone a great change and new definitions have been made. Sport presents a suitable competitive environment for the instinctive aggression of the human being to provide peaceful means and to control the aggression instinct (George, 1979).

Social scientists and psychologists define sports as ensuring the adaptation of the person to the society and ensuring the mental and physical health of the individual. "The best way to relax in the challenging conditions of competitive society life caused by the difficult living conditions in the last century is sports" (Tomiche, 1978).

At the last point reached in today's life, technological developments have started to create serious problems in our physical and mental health by reducing our physical activity more than necessary. Especially in the second half of the 1700s, the developing industry has revealed these problems in societies. Sports branches were established as the most important way to eliminate this problem and they tried to ensure that human beings get rid of this sedentary life.

Job Satisfaction

Job satisfaction is one of the most studied variables in work and organizational psychology (Dormann & Zapf, 2001) and is often described as "pleasant or positive". The emotional state resulting from the evaluation of one's work or work experiences (Locke, 1976). The traditional job satisfaction model focuses on all the emotions an individual may have about the job (Lu, While, & Barriball, 2004).

Although there are many studies on Job Satisfaction, it is seen that it is handled in different dimensions. Therefore, different definitions have been made for job satisfaction, which is handled with different dimensions (Lam et al., 2001). Kartzel (1964) argues that perhaps the simplest way to describe job satisfaction is the verbal expression of the employee's evaluation of his or her job, if there is consensus on job satisfaction. Job satisfaction has been defined as a positive emotional state formed by the individual's evaluation of his or her work life experience (Locke, 1976).

Job satisfaction; It is also defined as "the general attitude of the employee towards his job". However, since the person's attitude towards his job will be positive or negative, it would be more correct to define job satisfaction as "a positive mood that emerges as a result of one's work experiences", and to call the employee's negative attitude towards his/her job as job dissatisfaction (Erdogan, 1997).

Work-Life Balance

Clark (2001) suggests that balance can be a multifaceted construct. He defines work-family balance as “satisfaction and well-functioning with minimal role conflict at work and home”. Clark’s inclusion of “well-functioning at work and at home” broadens the concept of individual satisfaction to include employer, co-worker, and family satisfaction.

Brown (2004) defines work-life balance as “balancing work, family, and leisure time in a way that encourages reasonable opportunities for individuals to participate in each of these areas of life”.

In order to better explain and explain the concept of work-life balance, it is necessary to have knowledge about the terms work, private life and balance. “Work” refers to activity that is paid for the work we do or the effort we put into achieving results. People use the wages they earn by using their knowledge, skills and abilities to maintain their lives and meet their needs. “Private life” or “non-work life” with a different discourse is defined as the part that is outside of the time the person works (Guest, 2002).

Organizational Commitment

When we examine the literature, we come across many definitions of organizational commitment. Organizational commitment is defined as the individual's adopting the goals of the organization he is affiliated with, getting used to the situation he is in, internalizing, acting in accordance with the goals of the organization and making an effort to remain a member of the organization (Akin, 2013).

Organizational commitment is the concept that attracts the most attention among contemporary management concepts. Although organizational commitment, which is seen as one of the behaviors related to the work of the employees, has been a subject that has been studied extensively in recent years, no consensus has been reached in the definitions made about this concept (Ince and Gul, 2005).

Akinci (2007) defines organizational commitment as employees' accepting the goals for the purpose of the organization they are affiliated with, making efforts for the organization to reach these goals, and continuing their working life in the organization.

METHOD**Research Model**

This research was carried out on the employees of sports organizations according to the general screening model. The survey model is a research approach that tries to describe a situation that has already occurred or an ongoing situation as it is. The event, person or object that is the subject of the study is defined in its own terms and as it is. General screening models are screening arrangements made on the whole population or a group of samples or samples from it in order to reach a general conclusion in a universe consisting of more than one element (Karasar, 2005).

Universe and Sample

The universe of the research includes the employees and managers of sports institutions and organizations in Mugla Province and Districts in the 2018-2019 season.

The sample is Mugla Youth and Sports Provincial Directorate and District Directorates employees and managers, Turkish Football Coaches Association Members (TUFAD), sports clubs managers and employees, Amateur Sports Clubs Federation Presidency managers (ASKF), Turkish Active Football Referees and Observers Association Members (TFFHGD).) and its employees who participate voluntarily. A total of 82 volunteer managers and employees, 25 of them female and 57 of them male, participated in the research.

Data Collection Tools

The survey form prepared by the researcher in the study, the Work-Life Balance Scale developed by Apaydin (2011) to measure the perceptions of work and private life balance, the Minnesota Satisfaction Scale to measure the job satisfaction levels, and the Meyer et al. (1993) developed to measure the employees' perception of organizational commitment. Organizational Commitment Scale was used.

- **Work-Life Balance Scale:** The Work-Life Balance Scale, developed by Apaydin (2011), consists of 20 items and is a five-point Likert-type scale. It consists of 4 sub-dimensions: Work-Life Adaptation, Neglecting Life, Making Life Consist of Work, and Taking Time for Oneself.

- **Minnesota Job Satisfaction Inventory:** Developed by Weiss, Dawis, England, and Lofquist (1967), the scale was adapted into Turkish by Baycan (1985). The scale consists of 20 items and is a five-point Likert type. There are five options, from "Not at all Satisfied" to "Very Satisfied", which defines the degree of satisfaction with one's job. Intrinsic satisfaction from the scale (1, 2, 3, 4, 7, 8, 9, 10, 11, 15, 19, 20), extrinsic satisfaction (5, 6, 12, 13, 14, 16, 17, 18) and general satisfaction (all items). The overall satisfaction score is obtained by dividing the sum of the scores obtained from 20 items by 20, the sum of the scores obtained from the items constituting the intrinsic factors by 12, and the extrinsic satisfaction score by dividing the sum of the scores obtained from the items constituting the extrinsic factors by 8.

- **Organizational Commitment Scale:** The scale developed by Meyer and Allen in 1990 and 1991 by considering the three-component model of organizational commitment was revised by Meyer et al. (1993). This scale, which consists of 18 questions, was used in the study. The scale dealt with organizational commitment in three dimensions, as we often see in the literature. These; affective commitment, continuance commitment, and normative commitment.

Data Collection

Mugla Sıtkı Kocman University Health Sciences ethics committee approval was obtained for the study (Annex-2). The questionnaires were applied face-to-face to the employees and managers of the Provincial Directorate of Youth and Sports and District Directorates in Mugla, the members of the Association of Active Football Referees of Turkey, the managers and employees of the sports clubs, the managers and employees of the Amateur Sports Clubs Federation Presidency.

Statistical analysis

1) As statistical analysis, the reliability of the scales was calculated with the Cronbach alpha coefficient, the Independent Sample t-Test was used to calculate the difference between the percentage and frequency two variables, the Anova Test to calculate the difference between more than two variables, and then the Pearson's correlation analysis to determine the relationships between the variables.

RESULTS

Table 1. Distribution of Participants by Institution

Working Place	N	%
Provincial Directorate of Youth and Sports	49	59,8
Youth and Sports District Directorate	11	13,4
Amateur Sports Clubs Federation	5	6,1
Turkish Football Coaches Association	5	6,1
Turkey Active Football Referees Representatives and Observers Association	2	2,4
Sport Club	10	12,2
Total	82	100,0

When we examine Table 1, 59.8% of the participants were Provincial Directorate of Youth and Sports, 13.4% were District Directorate of Youth and Sports, 6.1% Amateur Sports Clubs Federation, 6.1% Turkish Football Coaches Association, 2.4% It is seen that in work in Turkey Active Football Referees Representatives and Observers Association, and 12.2% in Sports Clubs.

Table 2. Work-Life Balance t-Test Table by Gender Variable

	Gender	N	Mean	ss	t	p
Work life	Woman	25	3,5000	,70874	-,223	,824
Compatibility	Male	57	3,5292	,45982		
Neglecting Life	Woman	25	2,9333	,80938	-,901	,370
	Male	57	3,0994	,74991		
Life Is All About Work	Woman	25	3,0000	,48412	2,528	,013*
	Male	57	2,6623	,58533		
Take your time	Woman	25	2,6600	,62032	,557	,579
	Male	57	2,5746	,64774		
Work Life Total	Woman	25	61,2400	4,85867	,369	,713
	Male	57	60,7193	6,26998		

When we examine Table 2, it is seen that the sub-dimensions of work-life balance, life consists of work, differ according to the gender variable ($p < 0.05$). It is seen that the average score of female employees is higher than that of male employees, since their life consists of work.

Table 3. Job Satisfaction t-Test Table by Gender Variable

	Gender	N	Mean	ss	t	p
Overall Satisfaction Total	Woman	25	68,7600	12,96238		
	Male	57	69,4386	12,04162	-,230	,819
Intrinsic Satisfaction Total	Woman	25	43,5600	8,42655		
	Male	57	42,9298	7,36027	,341	,734
Extrinsic Satisfaction Total	Woman	25	25,2000	5,75181		
	Male	57	26,5088	5,36231	-,995	,323

When we examine Table 3, it is seen that the sub-dimensions of job satisfaction do not differ according to the gender variable.

Table 4. Organizational Commitment t-Test Table by Gender Variable

	Gender	N	Mean	ss	t	p
Emotional Commitment	Woman	25	20,0400	4,53211		
	Male	57	21,5614	4,04006	-1,512	,134
Continuing Commitment	Woman	25	20,8000	4,44410		
	Male	57	20,0000	5,17204	,672	,504
Normative Commitment	Woman	25	19,1600	4,89626		
	Male	57	19,1404	3,90713	,019	,985

When we examine Table 4, there is no significant difference in the sub-dimensions of organizational commitment according to the gender variable. We can say that gender does not make a difference in terms of organizational commitment on sports employees.

Table 5. Work-Life Balance Anova Table by Education Variable

		Sum of Squares	df	Average of Squares	F	p
Work Life Harmony	between groups	1,004	3	,335	1,139	,339
	In Groups	22,907	78	,294		
	Total	23,911	81			
Neglecting Life	between groups	4,538	3	1,513	2,734	,049*
	In Groups	43,156	78	,553		
	Total	47,694	81			
Life Is All About Work	between groups	,399	3	,133	,393	,758
	In Groups	26,394	78	,338		
	Total	26,793	81			
Don't Take Your	between groups	,759	3	,253	,615	,607

Time	In Groups	32,098	78	,412		
	Total	32,857	81			
	between groups	51,258	3	17,086	,490	,690
Work Life Total	In Groups	2721,523	78	34,891		
	Total	2772,780	81			

When we examine Table 5, a significant difference was found in the dimension of neglecting life, one of the sub-dimensions of work-life balance of the education variable. It is seen that the average score of secondary school graduates is higher than graduate graduates.

Table 6. Job Satisfaction Anova Table by Educational Status

		Sum of Squares	df	Average of Squares	F	p
Overall Satisfaction	between groups	371,307	3	123,769	,819	,487
	In Groups	11789,290	78	151,145		
	Total	12160,598	81			
Intrinsic Satisfaction Total	between groups	145,667	3	48,556	,823	,485
	In Groups	4599,113	78	58,963		
	Total	4744,780	81			
Extrinsic Satisfaction Total	between groups	82,866	3	27,622	,916	,437
	In Groups	2351,146	78	30,143		
	Total	2434,012	81			

When we examine Table 6, it has been determined that education status does not differ in terms of job satisfaction sub-dimensions.

Table 7. Organizational Commitment Anova Table by Educational Status

		Sum of Squares	df	Average of Squares	F	p
Emotional Commitment	between groups	80,478	3	26,826	1,531	,213
	In Groups	1366,742	78	17,522		
	Total	1447,220	81			
Continuing Commitment	between groups	22,152	3	7,384	,294	,830
	In Groups	1960,970	78	25,141		
	Total	1983,122	81			
Normative Commitment	between groups	41,111	3	13,704	,769	,515
	In Groups	1389,133	78	17,809		
	Total	1430,244	81			

When we examine Table 7, it has been determined that educational status does not differ in terms of organizational commitment sub-dimensions.

Table 8. Table of Relationships Between Variables

		Year Of Service	Work Life Compatibility	Neglect Of Life	Life Is All About Work	Take Your Time	Work Life	General Satisfaction	Inner Satisfaction	Extrinsic Satisfaction	Emotional Attachment	Continuing Commitment
Work Life Harmony	r	,064										
	p	,570										
	N	82										
Neglect of Life	r	,150	-,427**									
	p	,179	,000									
	N	82	82									
Life Is All About Work	r	-,061	-,281*	,247*								
	p	,586	,011	,026								
	N	82	82	82								
Take your time	r	-,071	-,287**	,124	,366**							
	p	,525	,009	,269	,001							
	N	82	82	82	82							
Business Life	r	,098	-,014	,700**	,590**	,517**						
	p	,379	,900	,000	,000	,000						
	N	82	82	82	82	82						
General Satisfaction	r	,085	,492**	-,258*	-,029	-,423**	-,125					
	p	,449	,000	,019	,793	,000	,262					
	N	82	82	82	82	82	82					

Inner Satisfaction	r	,090	,565**	-,269*	-,018	-,402**	-,079	,953**				
	p	,422	,000	,014	,873	,000	,479	,000				
	N	82	82	82	82	82	82	82				
Extrinsic Satisfaction	r	,064	,310**	-,201	-,041	-,385**	-,169	,905**	,733**			
	p	,568	,005	,070	,717	,000	,128	,000	,000			
	N	82	82	82	82	82	82	82	82			
Emotional Commitment	r	,254*	,309**	-,118	-,199	-,193	-,083	,435**	,402**	,411**		
	p	,022	,005	,290	,074	,083	,459	,000	,000	,000		
	N	82	82	82	82	82	82	82	82	82		
Continuing Commitment	r	-,239*	,059	,035	,282*	,123	,225*	,304**	,314**	,242*	,123	
	p	,030	,596	,757	,010	,270	,042	,005	,004	,028	,272	
	N	82	82	82	82	82	82	82	82	82	82	
Normative Commitment	r	,103	,031	,034	-,053	-,191	-,060	,404**	,307**	,473**	,480**	,413**
	p	,358	,781	,761	,634	,085	,592	,000	,005	,000	,000	,000
	N	82	82	82	82	82	82	82	82	82	82	82
Age	r	,758**	,027	-,071	-,170	,039	-,091	-,029	-,023	-,033	,235*	-,259*
	p	,000	,808	,526	,126	,728	,418	,793	,836	,766	,034	,019
	N	82	82	82	82	82	82	82	82	82	82	82

When Table 8 is examined, a positive and negative relationship was found between the age variable and the sub-dimensions of emotional commitment and continuance commitment. As the age increases, we can say that while the emotional commitment of the employees increases, the continuance commitment decreases. We can state that as the age progresses, continuance commitment may decrease with the effect of burnout. Depending on age, a significant relationship was found between years of service and emotional commitment and continuance commitment sub-dimensions. We can say that the same results are obtained with the age variable, while the continuance commitment decreases as the years of service increase, while the mean emotional commitment scores increase.

There was a positive relationship between the general satisfaction scores of the employees and their work life scores, and a negative relationship with the sub-dimensions of taking time for oneself and neglecting life. We can say that as the general satisfaction levels of the employees increase, their work life scores increase, while the scores of neglecting life and taking time for themselves decrease. In addition, it was observed that there was a positive relationship between general satisfaction scores and organizational commitment sub-dimensions.

A positive significant relationship was found in the sub-dimensions of organizational commitment, emotional commitment and work-life adjustment, internal satisfaction, external satisfaction and general satisfaction. We can say that as the emotional commitment scores increase, the work-life adjustment and life satisfaction levels of the employees increase.

While it was determined that there was a negative relationship between organizational commitment sub-dimensions and years of service, a positive significant relationship was found in the sub-dimensions of life consisting of work, work life, internal satisfaction, external satisfaction and general satisfaction. We can say that as the years of service of the participants increase, their attendance commitment decreases. In addition, we see in the correlation table that the level of life satisfaction with the increase in the continuance commitment of the employees and the level of work life increase with the fact that life consists of work.

Finally, when we examined the correlation table, a positive significant relationship was found between normative commitment and internal satisfaction, external satisfaction and general satisfaction sub-dimensions of organizational commitment. We can say that as the normative commitment scores increase, the life satisfaction levels of the employees increase.

Table 9. Total Score Correlation Table of Variables

		Work Life Balance	Job Satisfaction
Work Life Balance	r	1	
	p		
	N	82	
Job satisfaction	r	-,125	1
	p	,262	
	N	82	82
Organizational commitment	r	,162	,409**
	p	,145	,000
	N	82	82

A positive relationship was found between job satisfaction and organizational commitment levels of the participants ($r=0.409$; $p<0.001$). According to this result, as the job satisfaction levels of sports workers increase, their sense of organizational commitment also increases.

There was no significant relationship between the levels of work-life balance and organizational commitment and job satisfaction of the participants. According to this result, it is understood that work-life balance is not an effective factor in job satisfaction and sense of organizational commitment.

DISCUSSION AND CONCLUSION

When we look at the difference between the gender variable and work-life balance, it is seen that the sub-dimensions of work-life balance, the sub-dimensions of life consisting of work, differ according to the gender variable (Table 2). It is seen that female employees are higher than male employees in terms of the average score of life being a job. This can be explained by the fact that female employees are more committed to their jobs than male employees and they see their life as a business life.

Guleryuz (2016) stated in his study that female teachers have a higher work-life balance than male teachers. The result of Guleryuz supports our study. However, Ulukapi (2013) stated that work-life balance scores are high in favor of men. Accordingly, it can be said that the work-life balance varies according to the working groups in terms of gender.

It is seen that the sub-dimensions of job satisfaction do not differ according to the gender variable. When we consider the sub-dimensions of job satisfaction according to the gender variable, it is seen that the mean score of male participants is higher than that of women, although there is no statistically significant difference in the sub-dimensions of general satisfaction and extrinsic satisfaction. In the sub-dimension of internal satisfaction, it was determined that the mean score of female participants was higher than that of male participants, but there was no statistically significant difference. In terms of job satisfaction, it can be said that since women are more emotional than men, their internal satisfaction levels are expected to be high.

In Zeynel's (2014) study, it was determined that job satisfaction levels did not differ according to gender. This result is in parallel with the result of our study. Studies in the literature show that the average of women is high (Iverson & Deery, 1997; Meydan, 2010).

There is no significant difference in the sub-dimensions of organizational commitment according to the gender variable. We can say that gender does not make a difference in terms of organizational commitment on sports workers. In his study, Sesen (2010) stated that the average score of organizational commitment of men is higher than that of women.

A significant difference was found in the dimension of neglecting life, one of the sub-dimensions of work-life balance of the education variable (Table 7). It is seen that the average score of secondary school graduates is higher than that of postgraduate graduates. We can say that the mean score of the neglecting life sub-dimension decreases as the education level increases. Gerçek et. al., (2015) found that education status does not differ in terms of work-life balance in public employees.

It was determined that educational status did not differ in terms of job satisfaction sub-dimensions (Table 8). We can say that the educational status of the participants does not affect their job satisfaction.

It was determined that educational status did not differ in terms of organizational commitment sub-dimensions (Table 9). It cannot be said that the effect of the education variable on organizational commitment scores in relation to job satisfaction is high.

Carayon et al. (2003) supported our study by stating that there was no significant difference between the organizational commitment variable and education levels. However, some studies have stated that organizational commitment levels differ according to the education variable (Gundogan, 2009; Altay, 2018).

As seen in the correlation table between the variables (Table 8), a significant relationship was found between the age variable and the sub-dimensions of emotional commitment and continuance commitment. We can say that as the emotional commitment of the employees increases as the age increases, there is a decrease in the continuance commitment. We can state that as the age progresses, continuance commitment may decrease with the effect of burnout. Depending on age, a significant relationship was found between years of service and emotional commitment and continuance commitment sub-dimensions. We can say that the same results are obtained with the age variable, while the continuance commitment decreases as the years of service increase, while the mean emotional commitment scores increase.

There was a positive relationship between the general satisfaction scores of the employees and their work life scores, and a negative relationship with the sub-dimensions of taking time for oneself and neglecting life. We can say that as the general satisfaction levels of the employees increase, their work life scores increase, while the scores of neglecting life and taking time for themselves decrease. In addition, it was observed that there was a positive relationship between general satisfaction scores and organizational commitment sub-dimensions.

A positive significant relationship was found in the sub-dimensions of organizational commitment, emotional commitment and work-life adjustment, internal satisfaction, external satisfaction and general satisfaction. We can say that as the emotional commitment scores increase, the work-life adjustment and life satisfaction levels of the employees increase.

While it was determined that there was a negative relationship between organizational commitment sub-dimensions and years of service, a positive significant relationship was found in the sub-dimensions of life consisting of work, work life, internal satisfaction, external satisfaction and general satisfaction. We can say that as the years of service of the participants increase, their attendance commitment decreases. In addition, we see in the correlation table that the level of life satisfaction with the increase in the continuance commitment of the employees and the level of work life increase with the fact that life consists of work.

When we examine the correlation results in Table 8, a positive significant relationship was found between normative commitment and internal satisfaction, external satisfaction and general satisfaction sub-dimensions of organizational commitment. We can say that as the normative commitment scores increase, the life satisfaction levels of the employees increase.

Kaya and Ilke (2007) conducted a study on the factors affecting job satisfaction of hotel business employees: a developed job satisfaction scale.

Found to have lower levels of satisfaction. Compared to this study, no significant difference was found in the Minnesota Satisfaction Scale results in our study ($p>0.05$). In this respect, this study does not show parallelism with our study.

Ozdevecioglu (2003) conducted a study on the determination of the relationships between perceived organizational support and organizational commitment, and it was determined that there were significant relationships between organizational commitment levels and perceived organizational support as a result of the measurements taken with the organizational commitment scale. Compared to this study, no significant difference was found in the results of the organizational commitment scale in our study ($p>0.05$). In this respect, this study does not show parallelism with our study.

Karatas and Gules (2010) conducted a study called the relationship between job satisfaction and organizational commitment of primary school teachers, and measurements were taken with the Minnesota Satisfaction Scale and Organizational Commitment Scale. In addition, teachers' job satisfaction and organizational commitment levels are high; They concluded that emotional factors are more effective in job satisfaction and organizational commitment. Compared to this study, no statistically significant difference was found in the results of the Minnesota Satisfaction Scale and Organizational Commitment Scale in our study ($p>0.05$). In this respect, this study does not show parallelism with our study.

Gokkaya (2014) revealed in his study that there is a significant relationship between job satisfaction and work-life balance. Gokkaya (2014) found in his study that as job satisfaction increases, work-life balance also increases.

A positive relationship was found between job satisfaction and organizational commitment levels of the participants ($r=0.409$; $p<0.001$). According to this result, as the job satisfaction levels of sports workers increase, their sense of organizational commitment also increases. Karatas's study of teachers in 2010 found that there is a high level of positive correlation between job satisfaction and organizational commitment.

CONCLUSION

As a result, in our study, it is seen that the sports managers differ according to the gender variable and the education variable is effective in the work-life balance. It can be said that the increase in the education level of sports managers will positively affect their work-life balance, organizational commitment and job satisfaction.

SUGGESTIONS

At the Institutions where the work is done; Increasing the training activities, ensuring the continuance commitment of the employees with older age and more years of service, increasing the general satisfaction levels by ensuring the work-life balance will also increase the levels of organizational commitment. Since this situation will enable institutions to serve effectively and efficiently, it can be recommended to take measures in this sense.

Although some expected results could not be obtained as a result of the measurements made in this study, the data obtained contributed to the literature by setting an example and can be used as a reference for future studies in this direction.

Considering the results we have obtained while evaluating the methods to be used in terms of setting an example for future scientific studies, it can be suggested that similar studies be carried out in different areas, regions and different cultures.

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