

## Relationship between Organizational Commitment, Job Satisfaction, Emotional Regulation and Mediating Effect of Political Perceptions: An Application in the Education Sector

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### Abstract

The aim of this study is to investigate the relationship between organizational commitment, job satisfaction, emotion regulation and political perception. This study sought to investigate specifically, whether there is a mediating role of political perceptions between the variables. In the analysis of the data, AMOS 18.0 software was used by utilizing structural equation modeling (SEM) technique. In the study, five propositions were postulated. In the context of the study, the introduced model was tested by a questionnaire instrument with 24 items, excluding the demographic variables. Copies of the questionnaire were distributed to public and private school teachers. A total of 308 completed copies of questionnaires were evaluated for analysis. The findings of the study indicated a positive correlation between the variables with high factor loadings. The results of this study also revealed that, political perception mediated the relationship between organizational commitment and job satisfaction. Also, private school teachers indicated higher satisfaction and commitment scores than the public-school teachers.

**Keywords:** Job satisfaction, Emotional Regulation, Organizational Commitment, Political Perception.

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## INTRODUCTION

In many societies, having a good education is important to one's success in life. Today, it can be witnessed how rapidly developing and almost daily changing lives and behaviors affect people and productions. Just as in other sectors, instructors and students are influenced both psychologically and emotionally from internally and externally originated factors in the education sector as well. For this reason, it is also inevitable to overcome these problems to succeed. It is also inevitable to overcome all these problems to achieve success. In this context, organizational commitment, job satisfaction and emotional regulation perceptions also increased in the education sector.

It has been shown that the level of political perception and emotional regulation is an important variable affecting the level of job satisfaction and organizational commitment of employees. Emotional regulation is briefly described as positive perspectives and anticipations of individuals and the relevant literature reveals that this effect raises the level of job satisfaction of employees.

The purpose of this study is to explore the relationship between organizational commitment, job satisfaction, emotion regulation and political perception. It focuses specifically on how political perception mediates the relationship between the variables. Although there are studies in different sectors with different combinations, no study regarding the potential relationships between organizational commitment, job satisfaction, emotion regulation and political perception was conducted in education sector. There are virtually no published studies and no empirical analysis of the combined effects of the organizational commitment, job satisfaction, emotion regulation and political perception. This study is intended to promote a better theoretical and practical understanding and recognition of the complexities associated with political perception in education sector. The research question that guided the study asked: Is there any difference between organizational commitment, job satisfaction, emotional regulation ability and political perception levels of public and private schools?

## LITERATURE REVIEW

In this section, study variables and relationship organizational commitment, job satisfaction, emotional regulation, and political perception are explained.

### 1. Organizational Commitment

When the definitions in the literature are examined in general, the concept of organizational commitment is often confronted. (Cohen & Ledford, 1996). As a concept, organizational commitment has an ever-increasing popularity in the organizational psychology and industrial sector. For many years, particularly the concept of organizational commitment was used repeatedly in the field of organizational behavior, and it turned out to be a popular area where many studies have been conducted.



As a result of these studies, there is a common opinion that the concept of organizational commitment is a psychological situation that reveals the relations of employees with the organization (Güçlü, 2006: 8, Varol, 2010: 3). It is the acceptance of the goals and characteristics that exposes a psychological interest and bonding sensation that provides adaptation of the individual to the organization (O'Reilly & Chatman, 1986: 492)

Commitment is described as Employees' desire to continue their work, to work regularly, to protect the organization's assets, and to act in line with its objectives (Meyer and Allen, 1997). It is the process of harmonizing with the organization and integration of the individuals with the goals and values (Hall et al., 1970: 176). It is the individual expression of a person to a particular organization and demonstrates relative interest to the organization (Mowday et al., 1979: 224).

When all these definitions are examined, some important key concepts emerge. These repeatedly used concepts include identification, integration, psychological bonding, volunteering, harmony, adaptation, participation power and so on.

In previous studies, the conceptual view of the organizational commitment was taken from only one perspective. The concept was dealt with, in particular, as behavioral perspective, inclusive identity, honesty and participation (Porter, et al., 1974). Porter et al. (1976) have described the concept of organizational commitment as an attachment to the organization, characterized by an intention to remain in it; identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf.

Meyer and Allen (1991) contributed significantly to this field. According to Meyer and Allen, organizational commitment is defined as "a psychological state that binds the individual to the organization" (Meyer & Allen, 1991).

Meyer and Allen (1991) describe organizational commitment in three ways: emotional commitment, continuity of commitment and normative commitment. Emotional commitment is the desire of the individual working in an organization to remain emotionally in the organization according to his / her own preference.

The concepts of commitment to the organization are explained as follows; the first one is the commitment of continuation, the employee feels compelled to continue working in his organization. The second is normative commitment as the employee feels responsible for the organization he is responsible for and he has to regard it as a duty. The third one is the obligation to maintain membership against the organization with this idea (Ince & Gül, 2005: 68; Kaya & Selçuk, 2007: 180).

## **2. Job Satisfaction**

Job satisfaction is the situation of the staff working in a work place to love their job or dislike their job (Spector 1997: 3). According to Weiss (2002); job satisfaction is an emotional response from the work environment (colleagues, customers, managers, and others) in return for the work of the employees. According to Kooij et al. (2009), it is the emotional state or state of active attachment to his / her job as a result of his / her own work experience

evaluation. Poyraz and Kama (2008) emphasize that the concept of job satisfaction is a concept related to the needs and expectations of employees. According to them, these requirements and expectations are physiological and psychological requirements and expectations.

While physiological needs decrease as they are satisfied, psychological needs increase as they are satisfied. In this case, when organization and companies meet the physiological and psychological needs of their employees, their job satisfaction will increase. According to Çakır (2001) job satisfaction can be a business attitude taking all the work into account as well as the attitude towards certain parts of the work.

Locke, who is one of the most cited authors for job satisfaction, defined this term as follows: Job satisfaction is the pleasant mood that emerges as a result of employees' self-assessment of their work (Locke, 1976). According to Weiss (2002), job satisfaction is an emotional response from the work environment (colleagues, customers, managers, and others) in return for the work of the employees. According to Chen et al. (2004), when an employee believes that he is doing his job, he is pleased with his work. Otherwise, he will not.

Job satisfaction is one of the most important issues related to working life. The satisfaction of the employees in an organization is expected to influence the effectiveness and efficiency of the organization positively (Ostroff, 1992). Those satisfied with their work will not be absent unless they have to, and there will be no intention to leave the job (Hiriyappa, 2009: 133). Employees' satisfaction with their work will increase their work concentration and performance, and thus reduce the frequency of work disruption and the business volume (Seo et al., 2004). A common assumption is that employees who are happy with their own job are expected to be more productive at work (Spector, 1997).

Some researchers (Glisson & Durick, 1988; Jex, 2002) divided the factors affecting the job satisfaction of the employees into three main headings. It is possible to define them as the characteristics of the work, the characteristics of the organization and the characteristics of the employees. Significant job characteristics that influence the job satisfaction are the nature of the job, the importance of the job, the managers' feedback, independence in the workplace and the difference of work (Hackman and Oldham, 1980). Factors arising from the characteristics of the organization are worked itself, promotion opportunities, relations with other employees in the workplace, control mechanism and wages (Smith, et al., 1969). Characteristics of employees that affect job satisfaction and related to employees are the general satisfaction of the employees, being effective and efficient at work, the internal motivation of employees and the satisfaction of growth (Hackman and Oldham, 1980).

Tsai et al. (2010) identified another definition of the factors affecting the work performance, the job satisfaction and dissatisfaction of the employees in the organization. They found that their organizational commitment is vital to job satisfaction within the organization as well as work performance.



### 3. Emotion Regulation

One of the most effective theories regarding Emotion Regulation, the Theory of Influence in Social Change gives us important clues about emotion regulation. According to this theory, people interact in everyday life a lot and these interactions become a triggering factor for the emergence of positive or negative emotions in humans. For example, people living and working with other people in a workplace interact with them and they are influenced by their superiors, subordinates and other employees at the same level.

They respond to them with their typical behaviour. Of course, they have to comply with the basic principles of the organization in their behavior. Shortly, people depend on each other in their working life and this dependence prevents them from expressing their emotions indiscriminately (Lawler, 2001).

With regard to the application of the theory to this study, it is expected that employees will be influenced by the behaviors of managers based on the fact that people are affected by each other. Again, it can be said that those who are satisfied with their work will want to have more moderate and close relations with customers and other employees while those who are unhappy in their work will reveal it inevitably. Even if they do not reveal it, they will hide their feelings regulating their emotions.

In the process of management science, it is said that academics who have worked on organizational behavior until recently have neglected emotions. According to them, workplaces were rational areas and there was no room for emotions. This understanding began to change when it was seen that the feelings of the employees started to give serious personal and organizational results (Grandey, 2000).

Emotion regulation is the ability to respond to the ongoing wishes of work experiences within the range of emotions and the ability to postpone sudden reactions when needed (Cole et al., 1994). In the literature, the term emotion regulation refers not only to the regulation of the employee's own feelings but also to the emotion regulation of the people around him / her (Niven, et al., 2009).

The opposite meaning of the concept of emotion regulation "emotion irregularity" is characterized as a state of difficulty in controlling the effect of emotions, thoughts and actions occurring in an organization. People with a low ability to regulate emotions exhibit behaviors incompatible with the social environment's goals, expectations and standard responses (Zeman, et al., 2006).

People have a certain social status where they work and are expected to play a suitable role in this status (Rafaeli & Sutton, 1987). It is seen that people who rank higher in a workplace behave more freely than their subordinates in expressing their feelings (Gibson & Schroeder, 2002), because emotion is a function of power (Clark, 1997).

### 4. Political Perception

Nowadays, organizations that possess dynamic structures and involve informal groups along with formal groups continue their existence. Those who work in informal groups are



almost always in an active struggle to increase their own earnings. They want to win this struggle by developing their own political behavior due to the behavior created by other employees who want to use their status and advantages for themselves (Kirel, 1998). Some sources state that political behavior is a behavior that only serves people and is not endorsed by organizations. However, some argue that there may be a positive output by describing it as a social impact process in the realization of the benefit (Demirtaş, 2013).

Whether the result is positive or negative, political behavior is evaluated with subjective political perception (Bursalı and Bağcı, 2011). Negative or positive environmental political perception affects employees' responses to their expectations, performances, and also work-related results as well as to their managers, colleagues and organizations (Ferris et al., 1996).

Perception can be defined as individuals' interpreting and managing sensory impressions to give meaning to what happens in their environment (Robbins, 2008). Researchers have found that political perception in organizations has pessimistic effects on the results and products of organizations. At the same time, this pessimism includes the job satisfaction of the employees in the organizations (Ferris & Kacmar, 1992; Valle & Perrew, 2000). According to Harris et al. (2005), political perception has a negative effect on job satisfaction.

Vigoda-Gadot (2000) explained that organizational political understandings have a pessimistic relationship with loyalty to management and employees' feelings of work. Mowday, Steers and Porter (1979) explained that organizational policies lead to diversity in the behavior of employees. According to Dubrin (2001), organizational political understandings are expressed as an informal advance to gain power. Similarly, it is described as obtaining power through a variety of ways except wealth and merit.

Political understanding can be defined as the ability to obtain power, to deceive or to take someone in. All these phenomena occur in order to obtain personal benefits, such as promotion, obtaining large funds, accessing other resources or receiving projects that they desire. The factors that reveal all this uncertainty cause a conflict of interest. As we have uncertainty in every organization, we can come to the conclusion that there are also political behaviors in every organization.

The purpose of an employee is to measure whether a behavior is political or not. The measure of an employee's behaviour regarded as political is the intention of the person. If an employee is acting for his own benefit, this behavior means that the person is acting politically (Erol, 2015). Wickenberg and Kylan (2004) listed the issues that led to the formation of political behaviors a slack of clear targets, scarce resources, technological and environmental changes, unplanned decisions, organizational changes, or such factors. Political behavior is important because it influences decision-making methods and criteria, how employees gain the support of others and the methods and causes of it, how the subordinates are motivated, and the success level of organizational strategies.

## 5. Relationship between Job Satisfaction and Emotional Regulation

In order to understand the relationship between the concepts of job satisfaction and emotional regulation, two different models emerge. According to the first model, there is no direct relation between being able to regulate emotions and being satisfied with work. A variable called emotional dissonance softly mediates this relationship (Kumari & Pandey, 2011). The academicians who are investigating the relationship between emotional regulation and job satisfaction have generally focused on emotional dissonance.

Experts of the subject have often explained this term (emotional dissonance) as the difference between the explicit emotions of the employees and the emotional experiences that they experience in their inner world at the time. According to this, emotional regulation is the efforts of the employees not to reveal this difference (Grandey, 2000). According to the second model, the Social Relationship Model, employees' emotion regulation studies can begin with meeting others and being affected by them, which results in their being satisfied with work. In other words, those who make a good habit of communicating with others may be satisfied with their work (Kumari & Pandey, 2011).

Some academicians have argued that establishing a friendly relationship with customers makes a boring job even more enjoyable (Ashforth & Humphrey, 1993; Cote & Morgan, 2002). Some other academicians claimed that establishing friendly relations with customers forcing makes employees unhappier (VanMaanen & Kunda, 1989; Pugliesi, 1999). When an employee is dissatisfied with his or her work, if he / she suppresses (or has to suppress) these feelings, job satisfaction will be low. If he / she has the freedom to show these feelings, job satisfaction will be high (Kumari & Pandey, 2011).

Those who investigate the relationship between job satisfaction and emotional regulation have found conflicting results with each other. This contradiction may have been due to the uncertainty in the definition of emotional regulation. The relationship between emotional regulation which means expressing feelings and job satisfaction is positive. However, there is a negative relationship between job satisfaction and arranging these feelings in order to achieve a job (Adelmann & Zajonc, 1989).

## 6. Relationship between Emotion Regulation, Job Satisfaction and Political Perception.

Recent studies on emotion regulation emphasize that emotion regulation influences job satisfaction, customer service satisfaction and even employee health (Kim et al., 2013). Job satisfaction has importance in environmental, cultural, individual and organizational atmosphere. In this framework, it can be said that emotion and perception play a significant role in the job satisfaction of the employees. It is called "surface acting strategy" and regulates the expression of emotion rather than emotion. This strategy is based on political perception, such as political behavior, in line with expectations such as avoiding fines, winning rewards and not losing jobs. If emotion regulation has a relationship with job satisfaction, it is considered that political perception can also be related to job satisfaction.

In organizations with high political perception, promotion and reward criteria will be unfair and will depend on personal factors (Chang et al., 2009). As a result, employees will



not believe that they will get what they deserve. They will have a lower level of motivation, confidence, good psychology or job satisfaction (Erkutlu and Karacaoğlu, 2015).

## 7. Hypotheses of Research

Following the explanations above, the following hypotheses can be proposed:

H<sub>1</sub>: There is a positive linear relationship between organizational commitment and job satisfaction.

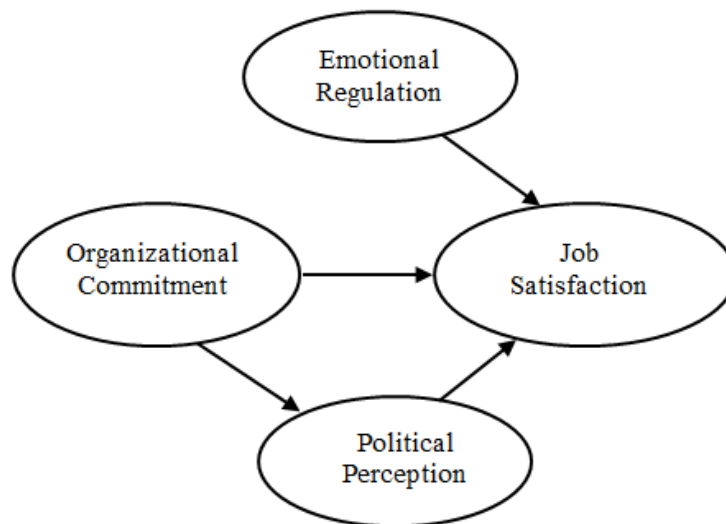
H<sub>2</sub>: There is a negative linear relationship between organizational commitment and political perceptions.

H<sub>3</sub>: There is a negative linear relationship between political perceptions and job satisfaction.

H<sub>4</sub>: Political perceptions have an intermediary effect between organizational commitment and job satisfaction.

H<sub>5</sub>: There is a positive linear relationship between emotion regulation and job satisfaction.

The following conceptual model can be developed from the hypotheses obtained from the literature (Figure 1). According to this, there is a positive linear relationship between organizational commitment, job satisfaction and ability to regulate emotion while there is a negative linear relationship between political perception and organizational commitment and job satisfaction.



**Figure 1:** Conceptual Model

## RESEARCH METHOD

**The Universe and Sampling:** In order to test the model, a 24-item scale was used except for the demographic variables. These scales were distributed randomly to teachers working in public and private schools in Diyarbakır. 318 scales were taken back and 10 scales were



excluded from the analysis due to missing information. A total of 308 scales were used for analysis.

**Data Collection Tools:** Except for demographic information, four different scales were used to collect data to determine the levels of job satisfaction, executive support, organizational performance and emotion regulation of employees.

*a) Demographic informations:* In this form, which is intended to collect demographic information of the employees of the institution, information regarding age, gender, education, marital status, work experience and school information is included.

*b) Job satisfaction scale:* This scale was developed by Spector (1985) to determine the levels of job satisfaction of employees. The items in the scale, which was translated into Turkish by Kula (2011), were rated on a five - point scale, which required the participants to choose one of the options: (1) strongly disagree, (2) disagree, (3) partly agree, (4) agree and (5) fully agree. Cronbach Alpha coefficient was found to be 0.83 for reliability analysis. Kurtosis and Skewness values were found between  $\pm 1$  and the distribution was normal. A question was removed to increase the reliability of the scale, and job satisfaction was measured with 8 questions.

*c) Organizational commitment:* Five-point Likert-type rating is used in this scale, which was adapted by Bakiev (2011) from the scales of Nyhan (2000) and Porter-Smith (1970) to determine the level of commitment of employees. Participants were required to choose one of the options: (1) never, (2) rarely, (3) sometimes, (4) often and (5) very often. Cronbach Alpha coefficient was found to be 0.84 for reliability analysis. Kurtosis and Skewness values were found between  $\pm 1$  and the distribution was normal.

*d) Emotion regulation scale:* Emotion Regulation Scale, which was developed by Mulki et al., (2014), was translated into Turkish. It consists of 4 questions and five - option Likert type rating was used. Participants are asked to choose one of the options: (1) never, (2) rarely, (3) sometimes, (4) often and (5) very often. Cronbach Alpha coefficient was found to be 0.86 for reliability analysis. Kurtosis and Skewness values were found between  $\pm 1$  and the distribution was normal.

*e) Political perceptions:* Political perceptions scale, which was developed by Hochwarter et al., (2003), was translated into Turkish. In the scale consisting of 6 questions five - point Likert type rating was used. Participants are asked to choose one of the options: (1) never, (2) rarely, (3) sometimes, (4) often and (5) very often. Cronbach Alpha coefficient was found to be 0.82 for reliability analysis. Kurtosis and Skewness values were found between  $\pm 1$  and the distribution was normal.

**Data Analysis:** SPSS 18.0 statistical program was used to evaluate the data. In the analysis of the data obtained, Structural Equation Model method was used with AMOS 18.0 program. Structural Equation Modeling is an analysis method that allows several variables to be analyzed in terms of relation in a structural model at the same time (Wan, 2002) and takes account measurement errors into account (Byrne, 2006). For the Structural Equation Model, various parameters have been used in the literature regarding goodness of fit statistics. Although there is no consensus on which parameters should be used, it is recommended that

several parameters be used together. In this context, at least three compliance tests should be used (Garson, 2009). The most commonly used compliance statistics in the literature are:  $\chi^2$ -p- $\chi^2$ /df, RMSEA-PCLOSE, TLI-CFI values and HOLTER Index value (Uryan, 2010: 70-73; Kula, 2011: 65-74).

After the compliance between the data obtained via a model based on theory is investigated and provided, it is possible to explain and analyze the relationships between variables. The compliance of the data collected with the established model is understood by looking at the compliance indexes presented by the statistical programs. After the data fit with the model is tested, the relationships between the variables are examined. It is desired that there is no difference between the data observed in the structural equation model and the theoretical data. Therefore, the null hypothesis, which suggests that the observed data is the same as the theoretical data, should be accepted.

Acceptance of null hypothesis indicates that there is a harmony between theoretical model and data. It is desired that Chi-square value that belongs to the model is meaningless or small as value. This situation is revealed by looking at the chi-square and other compliance indexes.

The first condition of the theoretical model and the observed data is the generic model. Modification is recommended if there is a difference between the observed data and the theoretical data.

The model becomes fit by adapting the observed data to the theoretical model. This model, which has become fit, is called the revised model. In addition, t-test and ANOVA were used to analyze the differences. The evaluation of the data was based on the total score of the participants' answers to each question. In this study, statistical significance level was accepted as  $p < 0.05$ .

## FINDINGS

Table 1 shows some demographic information about the participants. As shown in this table, 308 people participated in the study. 118 of them were from state schools and 190 of them were from private schools.

**Table 1: Demographic Variables**

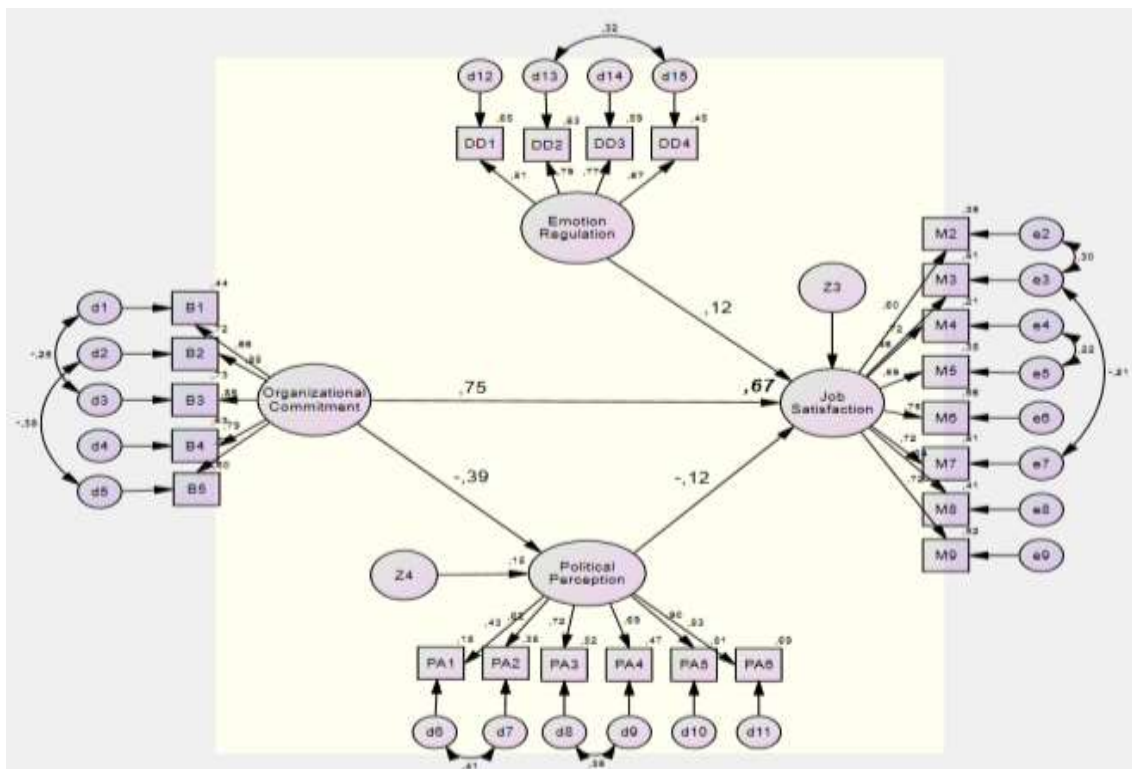
<b>Variables</b>	<b>State School</b>	<b>Private School</b>
	Frequency (%)	Frequency (%)
	n=118 (38,3)	n=190 (31,7)
<b>Gender</b>		
Male	72 (61)	112 (58,9)
Female	46 (39)	78 (41,1)
<b>Age</b>		
20-30	14 (11,9)	68 (35,8)
31-40	72 (61,5)	94 (49,5)
41-50	27 (22,9)	21 (11,1)
51+	5 (4,2)	7 (3,7)
<b>Marital status</b>		
Married	99 (83,9)	130 (68,4)
Single	19 (16,1)	60 (31,6)
<b>Education Status</b>		
University	111 (94,1)	157 (82,6)
Master	7 (5,9)	33 (17,4)
<b>Experience</b>		
1-5	15 (12,7)	61 (32,1)
6-10	16 (13,6)	43 (22,6)
11-15	37 (31,4)	55 (28,9)
16-20	37 (31,4)	18 (9,5)
21+	13 (5,7)	13 (6,8)

**N: 308**

The structural equation model is used to examine the relationships between the variables such as organizational commitment, emotion regulation capability, political perceptions and latent variables which includes job satisfaction and cannot be measured. The model was revised since sufficient values could not be provided for compliance in the measurement model. Goodness fit statistics values of generics and revised model are in the limits (Schumacker and Lomax 2004: 82).

Revised model of organizational commitment, emotion regulation capability, political perceptions and job satisfaction and relevant goodness-of-fit statistics values are shown in Figure 2 below.

- In the revised structural equation model, all indicators showed a significant relationship with the latent variables they were bound to ( $p < 0.001$ ).
- A positive linear relationship was found between organizational commitment and job satisfaction ( $p < 0.001$ ).
- A negative linear relationship was found between organizational commitment and political perceptions ( $p < 0.001$ ).
- A negative linear relationship was found between political perceptions and job satisfaction ( $p < 0.005$ ).
- In this model political perceptions have been found to have an intermediary effect between organizational commitment and job satisfaction ( $p < 0.001$ ). The model obtained is shown in Figure 2 below.
- A positive linear relationship was found between the ability to regulate emotion and job satisfaction ( $p < 0.005$ ).



**CMINN/DF:2.1, GFI:0.89, TLI:0.92, CFI:0.93, RMSA:0.06, HOLTER:169**

**Figure 2:** Organizational Commitment, Job Satisfaction, Generic Model for Emotion Regulation and Political Perceptions

The results reveal that the standardized regression weight between organizational commitment and job satisfaction is 0.75. As to the standardized regression weight between organizational commitment and political perceptions, it is -0.39. Additionally, the standardized regression weight between political perception and job satisfaction is -0.12, and the standardized regression weight between the ability to regulate emotion and job satisfaction is 0.12.

According to revised structural equation model results, organizational commitment, emotion regulation ability, political perceptions and job satisfaction were found to be significantly related ( $P < 0.05$ ). Firstly, the relationship between commitment and job satisfaction was determined as 0.82 in order to reveal the mediating effect. When the political perception tool was put in the model as an effect, the relationship between commitment and job satisfaction decreased to 0.75, and political perceptions were observed to have a partial mediating effect.

As a result, it was found that the variables of organizational commitment, emotion regulation and political perceptions all explained 67 % of the variance in job satisfaction. Therefore, the unexplained value ( $Z_1$ ) is 33 %.

According to these results, all of the research hypotheses ( $H_1, H_2, H_3, H_4, H_5$ ) were supported.

Analysis results of some demographic variables:

- Satisfaction and commitment scores of private schools are higher than the state schools ( $t: 8.6 p < 0.001$ ;  $t: 9.2 p < 0.001$ ).
- Political perception scores of employees in public schools are higher than private school employees ( $t: 4.1, p < 0.001$ ).
- 25-30 years of age reported higher satisfaction than those aged 31-40 and 41-50 ( $F: 4.7, p < 0.005$ ).
- Those with experience 1-5 reported higher satisfaction than those with experience 16-20 ( $F: 4.0, p < 0.005$ ).

## DISCUSSION

Existing research has shown that organizational commitment is an important factor that can affect job satisfaction. Similarly, job satisfaction also positively influences organizational commitment (Brown and Peterson, 1993).

Huang, You and Tsai (2012) conducted a study showing the relationship between job satisfaction and organizational commitment with 352 participants in Taiwan. In this study, the increase of organizational citizenship behaviors has a positive effect on ethical climate, job satisfaction and organizational commitment. Lee et al., (2000) found that the reason for an employee to be more dependent on his / her work was that they were more satisfied with the work environment.



It cannot be denied that both emotions and political administrations play an important role not only on employee satisfaction but also on organizational commitment. In fact, commitment involves the emotional commitment of the person to the organization (Wong Humborstad and Perry, 2011). Therefore, an employee shares the same values, goals, ambitions, and feelings as the organization if he considers himself part of the organizational family and this is something directly related to the emotional aspect of people. When it is reacted emotionally to the wishes and needs of employees, when they feel they have a value in the organization and when they realize that they are not the machines that return home only after they come to work, they will be more connected to their organization. When we consider this apparent connection, it is clearly understood why the management of emotions mediates the relationship between organizational commitment and job satisfaction.

Another main point that excludes this research from other studies indicating the relationship between job satisfaction and organizational commitment is that it claims that emotional regulations and political perceptions have a mediating role effect on the relationship between organizational commitment and job satisfaction. In this respect, the importance of this study is more evident.

It is stated that emotional management is positively associated with job satisfaction and can be applied to the performance indicators of employees in the working environment Vigoda-Gadot and Meisler (2010). This study also repeats this idea and is consistent with similar previous studies. The study also claims that emotional response in the management process does not mean to be irrational, but rather positively affects job satisfaction.

Another key point that is emphasized in the study is that the perception of political behavior in the organization affects job satisfaction adversely and shows the same result as some studies (Vigoda-Gadot and Meisler 2010; Olson et al., 2014; Krongboonying and Lin, 2015).

Although it is believed that employees gain some benefits for their political behaviors in organizations, these behaviors are perceived as unethical behaviors (Başar and Basım, 2015). In this context, to ensure job satisfaction, it is essential to create an accountable and transparent working environment, away from possible political behaviors and attitudes that may adversely affect the professional satisfaction of employees. The results of the present study argue that employees perceive political behavior in organizations as a threat and therefore feel uncomfortable and dissatisfied.

Moreover, it is important to create ethic and an ethical working environment because if employees find unethical political attitudes in the organization and if they do not behave politically, they feel they have no value for the organization. Afterwards, they lose their faith and trust in the organization. In this context, it is clear that, as revealed the research results, the perception of political behavior mediates negatively to job satisfaction in the relationship with organizational commitment.

Political perceptions have a negative effect on both job satisfaction and organizational commitment. In addition to the relationship between job satisfaction and organizational commitment, there was a positive linear relationship between emotion

regulation and job satisfaction. It is thought that political behaviors have a mediating effect between the employees' organizational commitment and job satisfaction and when the mediator effect between these two variables is taken into consideration, the political perception has an effect on emotion regulation ability. The political perception scores of the employees in public schools were higher than those of private school employees, and it was concluded that political perception was lower in private schools. It is thought that political perception is weak because recruitment in private schools is based on more talent and performance, as well as career planning and progression on the basis of more objective criteria. High perception of political behavior is considered to affect other variables negatively.

In private schools, commitment to the organization and job satisfaction were higher than in public schools. Demographic variables were significantly associated with job satisfaction (Hassan et al., 2006; Nazir, 1998), and (Hunjra et al., 2010, Bishop et al., 2004) found a significant relationship between demographic variables and job satisfaction. Bilgiç (1998) found that various demographic variables and such factors as age, gender, and permanent-contract or education level have a significant effect on job satisfaction.

It may be basically concluded that employees with 16-20 years of professional experience possess lower satisfaction than those with 1-5 years of professional experience because their job satisfaction decreases based on burnout syndrome. They lose job excitement and enthusiasm as working time increases in a busy and tiring sector like education.

As in previous studies, there is a curvilinear relationship in this study (Gibson and Klein, 1970; Eğinli, 2009; 2011). At the same time, it is considered that factors that trigger low job satisfaction or low performance as a result of increase in age and professional experience go up significantly and negatively in the circle of political behavior perceptions.

In the study conducted by Erdem et al., (2008), they found that working conditions in health sector are the most important factor on job satisfaction, and it is important for nurses and midwives to be promoted as well as working conditions. Erdem et al., (2008) concluded that working conditions were the most important factor influencing the job satisfaction of health employees. Teachers who are younger have higher satisfaction due to their being younger and possible satisfying positions they hope to have in the future. Hadizadeh et al., (2014) conducted a study on midwives working in health centers in Mashhad, Iran and revealed the relationship between job satisfaction and performance. They investigated the effect of factors such as age, education and marital status on job satisfaction and performance and found that there was not a significant relationship between job satisfaction and factors such as education, income, marital status and work experience. But they found that there was a significant relationship between job satisfaction and position and age.

## CONCLUSION

The aim of this study is to examine the potential predictive impact of organizational commitment on job satisfaction with the effects of media such as the perception of organizational politics and the management of emotions. While the results of the study



indicate that there is a significant relationship between organizational commitment and job satisfaction and management of emotions, it has been found that political perception mediates negatively in this process. It is expected that managers will appreciate the importance of emotions and managing emotions to ensure the desired impact of organizational commitment and more prestigious employees who are present in practice taking the findings of the study into account. In addition to creating a transparent and accountable working environment, they should also consider possible political behaviors that might disturb employees.

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