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DEPARTMENT OF BUSINESS ADMINISTRATION**

**THE EFFECT OF JOB INVOLVEMENT ON ORGANIZATIONAL
COMMITMENT**



MASTER'S THESIS

**Prepared
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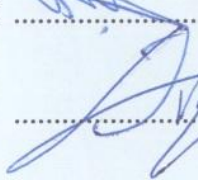
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THESIS APPROVAL PAGE

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Thanks for Allah and his great authority, and the Glory of Allah that is praise and thanks to the blessings and good works, and prayer and peace upon Prophet Muhammad. Pray Allah be upon him, who have reached the message and led the Secretariat, advised the nation, his family and companions.

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ABBREVIATIONS

| | |
|-----------|----------------------|
| N/n | : Frequencies |
| \bar{X} | : Average |
| SS | : Standard Deviation |
| p | : Significance |

INTRODUCTION

With globalization working conditions encountered with lots of changes. Additionally, the attributes of the employees are changing day by day. When the employers require labor force, they choose qualified labor force with lots of functional attributes. Both, employees and organizations react to changes differently in order to maintain their lifetime, without depending on conditions. Employees are in a worry continuously because of reasons such as losing the job, decrease in salary and change in workplace. In these concerned situations, sometimes they hide their reactions. However, since employers want to maintain the employment period of employees' who are qualified and acquired the organizational culture, these anxious situations can turn into crisis sometimes. With the globalization, which let the free transition of international labour force, both employers and employees went into a tough competence. The effort of employees to find a better job and the search of employers' for cheaper and qualified employee, influenced on the organizational atmosphere deeply. At the same time, organization must keep control of qualified employee who has trained within organizational culture to reach its long-term goals. In institutionalized organizations, the high pace of the labour force transfer is not acceptable (Glynn, Steinberg & McCartney, 2002:9).

The concept of fit between the person and the environment, job, machine or organization has attracted psychologists for a long time (Schneider, 1987, p.438).

It is noted that the fit between the individual and the environment is considered as an important concept for explaining various individual and organizational outcomes such as performance, commitment, satisfaction and stress (O'Reilly, Chatmann and Caldwell, 1991:491).

Researchers studying fit of an individual to environment followed two different ways in their studies. One of these paths led them to the exploration of the

interaction of individual characteristics and fundamental occupational attributes. The other way led to the exploration of the fit between certain characteristics of an organization and members of it. Studies in the second approach range from analyzing the congruence of skills of individuals to job requirements to examining the match between individual characteristics and organizational culture. Especially, person-organization (P-O) fit has become the prominent in those studies (O'Reilly, Chatmann and Caldwell, 1991:488).

Person-organization fit is a topic that has attracted the attention of both scholars and managers during recent years. Research on P-O fit concerns the antecedents and consequences of compatibility between people and the organizations they work. As product life cycles have shortened, customer demands, quality initiatives and growing globalization of markets have changed, the importance and benefits of employing people who fit the values and philosophy of the organization have been widely recognized (Bowen, Ledford and Nathan, 1991, p.48). Getting high levels of PO fit is generally considered as an important tool in retaining a workforce with the flexibility and organizational commitment necessary to meet these competitive challenges. However, there have been not much attempts at integrating conceptualizations, operationalizations or measurement strategies of P-O fit in the literature (Schneider, Goldstein and Smith, 1995:747)

P-O fit is usually conceptualized either with supplementary and complementary fit or needs-supplies and demands-abilities distinction. Based on these conceptualizations, relevant literature focuses on four operationalizations of P-O fit. These operationalizations are related with supplementary fit, needs-supplies distinction and either of these two. The most frequently used operationalization of supplementary fit is the congruence between individual and organizational values.

Value congruence is an important form of P-O fit. The main reason is that values are guiding fundamentals in people's lives and are important components of organizational culture which again guide employee's behaviors in the organization.

Values are enduring constructs which describe characteristics of both individuals and organizations. According to Chatmann, values provide the starting point with selection and socialization processes as complementary means to

guarantee person-organization fit. Therefore, the match between values of both an individual and an organization can be seen at the heart of the person-culture fit (O'Reilly, Chatman and Caldwell, 1991:492).

Previous research suggests that fit between organizations and their employees' results in desired organizational outcomes such as organizational commitment, job satisfaction, prosocial behaviors and reduced intention to leave and turnover (Kristof, 1996:31; O'Reilly, Chatman and Caldwell, 1991:495). Organizational commitment is an important outcome in terms of fit because committed employees support organization values more. Also, job involvement is included in the study as an outcome variable related with the individual state of employees toward their work because research show that values of engaged employees seem to match well with those of the organization's values they work for (Schaufeli & Bakker, 2003:6).

Recently, lots of researches made in order to detect the attitudes of increasing workers and get familiar with the problems for increasing the employees' job involvement and organizational commitment.

Becker (1960), who has gone about the involvement concept, proposed that the individual who is dependent on some action, person or location behaves in accordance and cares about much more with particular factors, should be a side in terms of involvement (job). However, that involvement's real expression would be possible only with internalization and identification (Becker, 1960:40). This expression focused on involvement's internalized psychological attitude by individuals and the relationship of their behavior and this particular psychological attitude. For instance, if the employee's attitude towards the organization is positive, he would not hesitate to put his hands under the rock during the crisis. However, the employee who behaves in a negative attitude can take actions in an opposite direction which can deepen the crisis during the crisis (Nikolaou & Tsaousis, 2002:329).

Job involvement; will be the topic of this study as an object which is adherent to job, profession, organization or manager in terms of job.

CHAPTER ONE

JOB INVOLVEMENT

1.1. THE DEFINITION OF JOB INVOLVEMENT

Brooke Russell and Price (1988) people in the cognitive beliefs reflect the level of psychological establish identification with the job he defining Dubin (1956), the thing about the employee's job or business is a measure that lies at the heart of the extent to which life he said. Dubinsky et al, integrated with the job and to what extent the employee is saying similar expressions dedication (Dubinsky et. al, 1986:36), Ingram, Lee & Lucas has used Elloy, Everett & Flynn, work on prominent need is satisfied with the size Igbaria and Siegel, has described as psychological defined as the extent to which you can work with the individual himself. To what extent can complete psychologically identify themselves with the work of employees (Ingram, Lee & Lucas, 1991:192; Elloy, Everett & Flynn, 1991:165; Igbaria & Siegel, 1992:326). Jans (1982) is one of the defining form itself is identified with the current job or position Jewell (1984) is a man of the people to self-employment (Jans, 1982:59). Kanungo (1982) cognitive status is being identified with an individual's psychological work, Lawler and Hall (1970) work is seen important for survival because it helps to meet the detection and important needs as an important part of his life has been defined as.

This commitment, according to the researcher, "is the extent to which the job status of the center the real self.

The outside of this definition Allport, subject to 'self-commitment' as approached. According to Allport work consists of self-dedication to the success of

the work of individuals affected self-esteem. Vroom work by self-commitment of the individual's level of performance is a growing phenomenon to the extent that affect the self-esteem. The dedication definition adopted in this research Kanungo (1982) made by "an individual's psychological and cognitive impairment is associated with the identification with work" defines the form.

1.2. SOME DEFINITIONS RELATED TO JOB INVOLVEMENT

While Brooke, Russell and Price (1988) were defining this as a cognitive belief which reflects person's degree of psychological identification with his job Dubin (1956) mentioned that it is the degree of to what extend the person's job or job related things are located on his life. While Dubinsky et. al, (1986), defined it as a person's integration with his job and devotion to his job, same definitions were proposed by Ingram, Lee and Lucas (1991) too. Elloy, Everett and Flynn (1991) defined it job satisfaction dimension related to noticeable requirements, however Igbaria and Siegel (1992) defined it as the extent of individual's designation with his job. It is the extent of identification of employees with their jobs. While Jens (1982) was defining it as the worker's identification with his job or position, Jewell (1984) proposed it as the devotion of the individual to his work. Kanungo (1982) described it as the cognitive condition of individual's identification with his job, however Lawler and Hall (1970) defined it as the perceiving of work as an important part of individual's life and an acceptance of it an important part of his life for satisfying life requirements.

According to these researchers, job involvement is 'the being of job status within the center of individual's self.

Except these definitions Allport, approached the concept as 'ego devotion'. According to Allport ego devotion is formed by the influence of individuals' success in their work on their self-esteem. According to Vroog, ego devotion to work is the increasing phenomenon in the extent of individual's performance influence on his self-esteem (Allport, 1943:468). The job involvement definition in this research was proposed by Kanungo (1982) and defined like "It is the cognitive status of individual's psychological integration with his job" (Kanungo, 1982:346).

1.3. CONCEPTS RELATED TO JOB INVOLVEMENT

If we consider the fact that, job involvement phenomenon is actualized in real life, job involvement could be confused with concepts such as profession, organization, job satisfaction and working devotion (Tella, Ayeni & Popoola, 2007:6-8).

1.3.1. Job Involvement and Organizational Commitment

Organizational commitment is defined as the reliance of employees' to the organization, the acquirement of organization's aim and values, and in this direction the struggle of them in order to be a strong member of this organization. Meyer and Allen specified that organizational commitment also involves psychological dimension, so that it is shaped by the relationship of workers with their organization and also it is characterized by behavior which makes them to decide to be a continuous member of the organization (Meyer & Allen, 1991:68).

Organizational commitment, in a larger dimension focused on individual's involvement quality, defending organizational aims and interests, completing some actions related to organization, and the moral-psycho strength of the time which is shared with the organization. In addition to this, number of writers defined organizational commitment as the devotion of individual to the particular parts or elements of the organization (Feather & Rauter, 2004:84).

While any link between organization and individual, serves for the creation and development of organizational culture, it also improves the belonging emotion of him.

1.3.2. Job involvement and Profession involvement

Profession involvement attitude which is related to profession, is the spending of effort and time for the improvement of abilities and information in order to fulfill their job duties.

At the same time, in the other definition profession involvement is considered to be the degree of the employee's passion for the improvement and progress in his job. This is an individual process without dependence on organization (Cohen 2000:386).

Blau, defined that there is an opposite relationship between profession involvement and resignation from job and specified that profession involvement is an independent attitude from organizational commitment, job involvement and work involvement (Blau 1986:581). While, Vanderberg and Scarpella defined profession involvement as individual's acceptance and trust for his profession's values and being volunteer for being the part of the particular profession, Lee vd defined it as a psychological bond between profession and an individual which brings out according to the emotional reactions for the job.

1.3.3. Job Involvement and Work Involvement

The concept work covers not only the individual's job or profession, but also whole actions which were done by individual within organization. If we think specific rather than general, individual's first work determinance reveals information about his approach to his job, profession and adaptation to the particular job. Individual's working determinance and his maintaining this determinance brings out the working involvement of that particular individual. However, peoples' obligation for completion of job without any deficiencies in order to continue their life, does not express working involvement (Hall, 1968:92).

Work involvement is also subject to psychological identification like in job involvement. As it is mentioned above, individual's working determinance, being of the work an important part in his life is important for the working involvement. Therefore, inclination to the job because of some obligations, is not related to working involvement (Griffin; Hogan; Talya 2010, 243).

Job involvement and working involvement concepts are different from each other. Generally, working involvement is related to individual's being in a particular job and the execution of it. Moreover, in work involvement there is an involvement which is characterized by completion of the any task by somebody who is sufficient

to do it. However, in job involvement main thing is the involvement which was brought out by belonging feeling as a result of completion of particular job in which an individual is capable to do it (Koponen 2010:278).

1.4. DIFFERENT APPROACHES RELATED TO JOB INVOLVEMENT AND INVOLVEMENT TYPES

The information about involvement types' relationship and difference was given above. However, in this chapter we are going to talk about the approaches which were brought out from the relationship between job involvement and involvement types.

1.4.1. Direct Correlation Model

Direct Correlation Model covers organizational commitment, job involvement, profession involvement and working involvement concepts. According to this model there is not any direct correlation between involvement types. Blau (1986)'s research reveals the fact that there is much strong relationship between organizational commitment and absenteeism (Cohen 2000:391). As it was mentioned above, organizational commitment which is the strongest involvement type and has a relationship with absenteeism, an intention for reassignment and reassignment of job, brings out that there is a negative correlation between these 3 concepts. Moreover, with the decrease of any of that 3 involvement types, absenteeism, an intention for reassignment and reassignment of job will increase. Although, we talk about job involvement's negative correlation with these types, it has much more strong relationship with absenteeism. And the reason for that is the hypothesis in which the possible intention of an individual's reassignment from his job does not happen because of or organization, but because of his job which eventually brings out absenteeism.

1.4.2. Randall and Cote Model

Other factors which effects job involvement according to model are work ethics and group involvement. The individuals who have high work ethics will continue to work even if they are tired, because work ethics influence on them as a motivational factor. Employees' will complete their tasks in a high standard with work ethics (Cohen 2000:393).

Job involvement comes up as a result of individuals' work experience. If the work experience brings out good results, their job involvement will strengthen and positive experiences on individual's profession also influence on his profession involvement. On the contrary, when the job involvement rate is low, the rate of profession involvement and organizational commitment also decrease. As a result, there crops up absenteeism, an intention for reassignment and reassignment of job. Therefore, it was accepted that job involvement has a correlation with these concepts through organizational commitment rather than direct correlation (Kular, Gatenby, Rees, Soane, & Truss, 2008:158).

Work involvement and group involvement strengthen job involvement, and the high job involvement increases the rate of organizational commitment and profession involvement. Factors that crops up and strengthen job involvement, also make positive influence on professional involvement and organizational commitment.

1.4.3. Morrow Model

Morrow (1993) created a model which increases the number of involvement types to 5 in order to clarify the relationship among involvement types. Morrow considered 2 sub dimensions of organizational commitment as fundamental involvement types and sorted involvement types as; emotional involvement, attendance involvement, job involvement and working involvement which involves work ethics and professional involvement (Cohen 2000:398). Morrow showed model components as nested circles. Job involvement was shown within the center of that circles.

According to Model; circles internally interact with each with cultural elements, and while they advance through outer parts they are influenced by environmental factors. In these context, within the far inner part of these circles stands out professional involvement, and with these characteristics professional development is stable and it is hard for it to come up with change throughout the process. Additionally, it is considered that within the circles each element effects on upper element and this interaction is mutual. Namely, that elements both influenced and influence on the circles which are situated further than closest circles (Carmeli, & Griffin, 2005:73).

According to this model, if professional involvement and organizational commitment cannot satisfy the proper working environment and conditions of the job and group involvement, it results with absenteeism, an intention for reassignment or reassignment from job (Cohen 2000:396).

1.5. THE RELATION OF JOB INVOLVEMENT WITH DIFFERENT PERFORMANCE INDICATORS

Apart from the relationship with involvement types, job involvement would be illustrative for analyzing the work of individuals or groups with main performance indicators and finding in which situations or behaviors job involvement can occur.

1.5.1. Job Involvement and Job Satisfaction

The performance and the responsibilities that individuals complete are proportional with their expectations about their job. The person who works for a desired job, gains enough salary for his requirements, finds the expected conditions at least partially, fulfills majority of his needs undoubtedly will be peaceful both in work and his personal life because of finding material and spiritual satiety.

Generally, employee's values towards his job and gains from his job bring out individual's work job satisfaction. Again in general terms, job satisfaction could be defined as positive state of mind as a result of person's work experience. Job satisfaction, could be seen as the function of expectations and the things which were

perceived. In another words, if individual expects less and obtains less or expects high and obtains high he will be satisfied.

1.5.2. Job Involvement and Performance

The organization which is formed by working individual or individuals accomplishes activities of mutual aims. In order to accomplish these activities, it is allowed for occurrence of individuals or groups within organizations. The activities which are in accordance with organization's goals and which are done by groups or individuals are called work. The criterion that to what extent that work done effectively and adequate is called that individuals' or workers' performance (Vance, 2006:17).

The concept of performance could be analyzed in many ways. The first one is about its measurement. We can talk about high or low performance concepts by the individual's or group's accomplishment of tasks and responsibilities positively or negatively, or putting forth ordinary or effective solutions (Reio Jr.; Reio 2006:766).

At the same time, by putting forth of the performance two terms, individual and organizational performance terms were brought out. High performance rates came out by individuals or groups by accomplishment of tasks and responsibilities effectively and in accordance with organizational goals. On the contrary, we can talk about low performance rates. In addition to this, the process of individuals' who are burdened with tasks and responsibilities in order to reach the goals brought out individual performance concept, however the accomplishment of tasks and responsibilities by organization as a whole brought out the term organizational performance (Scroggins 2008:71).

Job involvement plays a catalizator role in terms of contributions and support which aim companies' competence, and satisfaction of customer needs.

One of the studies about job involvement and performance revealed the fact that there is a strong and positive correlation between job involvement and performance. Vroom (1962), found a strong correlation between job involvement and performance rate for that particular job (Vroom 1962:168).

As a result of study by Lawler (1988) and Brown (1996) there was not found any relationship between job performance and job involvement, and it was found that job involvement has an indirect influence on performance (Lawler,1988:200;Brown, 1996:246).

According to that fact, individuals or groups would accomplish their tasks and responsibilities effectively and it reveals that the performance rate of that particular individuals or groups is in positive direction.

1.5.3. Job Involvement and Absenteeism

The word 'absenteeism' which means the work which is on the field of individuals who should accomplish it in the needed time period, is an influential factor on work and an individual (Libet, Christopher, Pellegrin et. Al. 2001:63). That is why, absenteeism is one of the top problems that should be solved by organizations.

Absenteeism could be analyzed in two types, conscious and natural absenteeism Cunradi; Greiner; Ragland 2005:46). Conscious absenteeism; is the most dangerous form of absenteeism which happens without any natural reasons, but because of arbitrary reasons and if the work could not be shifted to backup employee, it can cause the work to slow down, or even to stop.

The other type of absenteeism is natural absenteeism and it occurs unconsciously because of illness or work accident which is typical for human's and work's nature (Andren 2007:41).

It is important to find out the real reason of absenteeism when we are studying the relationship of absenteeism with job involvement. It is not right to consider the individual not devoted to his job without finding out the real for absenteeism. In one of them researches Steel and Rentsch found out the individuals who are devoted to their jobs have low absenteeism rate. However, Siegel and Ruh found out that there is no correlation with job involvement and absenteeism. It can be considered that the main reason than brings out this contradiction is the different approaches towards absenteeism.

1.5.4. Job Involvement and Productivity

Productivity is defined as the rate of service and ware outputs to the inputs which is used to supply that outputs (Monga 1999:1). According to Monga productivity is the result indicator of individual, organization or group which were brought out by inputs and outputs for reaching some goals. For the individual, productivity is characterized by the work in a particular time period that he has done with the conditions and supplies that he was provided.

1.6. FACTORS THAT INFLUENCE ON JOB INVOLVEMENT

There are two approaches about factors that influence on Job Involvement. The first one is that, the requirements, values or individual characteristics that individuals possess more or less affects their job involvement. According to the second approach, the attributes of the job and the characteristics of the job are more influential than the individual factors. At the same time, some researchers proposed that these two factors influence on involvement together.

1.6.1. Environmental Factors

Environmental factors are the combination of factors such as social factors which an individual life in, economical factors related to the obligation of life maintenance and the life maintenance of people that he has to take care, legal factors which is one of the obligations which comes with work life.

1.6.2. Social Factors

People who are the necessity in social life, are influenced by the life styles and value judgments of the society that they live in. The effects of these factors can be observed on individuals from family life to career life, and to daily life.

The correlation between job involvement and social factors could be clarified like, the appreciation towards the individual's work, and prestige that will come out

with the role that the individual will take on, and by following the work morality values which will make the individual to gain public appreciation (Knoop 1995:646).

Individuals who work and lubricate gains status and prestige in societies. The individuals who are aware of it can possess an extra motivation and that can increase their job involvement. However, individuals' hard working can bring out contrary opinion in the society. And if it would be considered as the money ambition and money passion of the individual, it can cause the individual to be negligent to his job and consequently the decrease of job involvement. If we consider it in this way, the relationship between social factors and job involvement is the status of motivation as a result of individual's socializing desire (Daily; Morgan 1978:334).

1.6.3. Economic Factors

Maslow divided the needs of human into five categories and classified them from the most basic needs (physiological needs) to the top of the pyramid (the need for self-realization). The fulfillment of these needs is mainly about peoples' economic conditions. People are always in an economical anxiety in order to meet, produce or consume these needs. In the developing world the competition between individuals, groups and societies brings out the intensive working tempo with itself. The individuals who are aware of the economic anxiety, are aware of obligation for work and that makes them to experience strong devotion to their jobs which gives them opportunity to work.

1.6.4. Legal Factors

Legal rules are one of the main things that organize society life. Also named as the society's written laws, these combination of rules, involves rules from society life to individual's duties on society and from career life to duties of individual for himself. Work related rules that comes from legal factors define some topics such as; duties for society and state (individual's), economical obligations, relations between firms, competence conditions, duties of firms for its workers, employee duties for their firms and can put forth sanctions in order to obey these rules.

If we think that work concept is the part of the life, it has two ends which are defined as employees and employers, and the work concept is actualized between these two ends, we should accept that the rules above are the main things in order to organize these relationships.

Work agreement is a mutual contract which involves issues such as, the work which will be bring about between employer and employee, the scope of it, the salary that will be paid for work and etc. It is a linking contract for both of them (employee and employer) and it has mutual rights and obligations. The main obligation of employer is to pay the salary, and the employee's obligation is to work (Liu; Wang; Yuije et. Al. 2007:161).

Eventually these responsibilities and the legal sanctions that support these responsibilities makes the individual to show devotion to his work and as a result, brings out the result of individual's devotion to job involvement.

1.6.5. Organizational Factors

The organizational factors that influence on job are analyzed as sub titles below.

- The Magnitude and the Structure of the Organization
- Salary amount and System
- Working conditions and hours
- Career possibilities
- Administration style and The Possibilities to Participate in Administration

1.6.6. Individual Factors

The magnitude of the organization is important because it effects on organizational culture and hierarchy. Salary is one of the main points which satisfies the employee. In several studies it was revealed that salary undeniably influences on job involvement. If the working conditions were organized according to career goals and promotion conditions are transparent, the job involvement increases. However,

on the contrary situation job involvement decreases. Finally, individual factors on job involvement is very intricate issue. Each individual's individual characteristics, physical and biological characteristic vary.

1.6.7. Demographic Factors

In terms of demographic factors there will be analyzed factors such as, individual's age, education level, gender, marital status and seniority level.

1.6.7.1. Gender and Marital Status

It is encountered with different research results about the man's and woman's job involvement. There are very few studies which analyzes man's and woman's psychological job involvement systematically. These studies (Agassi 1982; Andrisani 1978, Clarke 1983; Lacy, Bokemeir & Shepard 1983; Mannheim 1983; Sekaran 1983) are complementary and generally points out that women are less devoted to their job than men.

Individuals' correlation between their genders and job involvement could be explained by the roles which were burdened on man and women in the society and the examination of their marital status through their genders. The main data about it, is explained by the 'gender models' theory. In gender models theory, the roles of the individuals during the socializing period are examined according to their genders, for differences in their behavior and attitude related to job.

According to classical notion, male employees consider themselves as the immutable part of economic system and the income source of their families (Lorence 1987:121-123). This notion puts extra responsibility on them. One of the results that model brings about is that, the male employees who have high family responsibilities, have high degree of job involvement. In addition to this, studies on married males revealed the fact that they are more devoted to job oriented roles than the ones who is single (Sioberg & Sverke 2000:249).

However, in terms of female employees the status works in the opposite direction. The study revealed the reality that, the females who has high

responsibilities, actually possess with less job anxiety. In addition to this, it is very common that females who have both house and family responsibilities, encounter with work and family role conflicts. On the other hand, in today's economic system and society females who possess education do not necessarily see the family role as the most important life anxiety. Women like that think that, they should share the responsibilities with their partners or the people that they share their life. Namely, these kind of women can live a life which is mostly career oriented and that is why it is widely accepted notion that their job involvement would be positively influenced by it (Al-Otaibi 2000:214).

1.6.7.2. Age

One of the demographic factors that influence on individuals' job involvement is age or age groups. Work economy theory, considers people in the country who is in 15-65 age, as population in working period. People who are 65 or above, supposed to be not active in terms of economy and they are isolated from the labour force market. According to these characteristics employees could be analyzed in three groups such as, young, middle aged and old. Sofres (2002), has made a research on 19 thousand 840 people and revealed that as the age increases, the job involvement also increases. As a result of this research, the data reveals that although, people in age between 18-24 have job involvement rate of 51 percentages, the percentage is 63 on people who is 50 or above.

People who is at the beginning of their careers cannot have strong job involvement and working habits, because there can be more interesting activities in their life, and they can spend part of their time for amusement. That is why, it is expected on young workers to have less job involvement. However, satisfaction of inner motivations such as using the abilities, reach the designated goals, success and recognition are linking elements for youth. However, since the middle aged workers would be known and adapted to their work and work environments, it would be easier to understand their job involvement. The change in work on middle aged workers will bring about comparison of their job with the former one and it is one of the factors that influences on job attitude. Additionally, since the job changing

possibilities decrease in middle ages, their psychological climate perception about the new work can be more optimistic. Therefore, these cause middle aged people possess more job involvement than the youth.

1.6.7.3. Education Level

Education level is one of the important points which effects on work outlook and expectations from the work. It is revealed similar results in studies which examine the correlation between education level and job involvement. Individuals who bear the risks and cost of the long lasting education period and prefer start to work in an early ages embarked upon the career life as qualified workers. For these people, work plays role from social point of view rather than earning money (Orpen 1997:521). For them, this is a different outlook for work concept. According to Chadha ve Kaur while the individuals' possession of high quality is associated with job involvement, superior knowledge equals to more interest to job. According to researchers, employees who have a superior knowledge would be more devoted to their jobs in accordance with their knowledge level, because of the opinion that they can be involved in determination mechanisms (Chadha & Kaur 1987:15).She supports this opinion with Lodhal and Kejner's research. Lodhal and Kejner argues that individuals with superior knowledge possess more job involvement rate (Lodhal & Kejner 1965:32). One of the supportive indicators of this is that since, individuals with superior knowledge would be arbiter in determination mechanisms, they would be much more devoted to their jobs. However, there are exist writers who have opposite opinion about it. Ruh and White, proposed that there is a negative correlation between education and job involvement and Lodhal and Kejner, Orpen and Pathak proposed that there is no correlation between education and job involvement (Al-Otaibi 2000:213-214). In the other study, Rabinowitz, Hall and Goodale could not find any relationship between education and job involvement. Additionally, that researchers also put forth that, education level is not a factor in order to specify the job involvement variable.

1.6.7.4. Service Period

The service year which defines the time that worked in a particular job, is an important factor for the identification of individuals with their jobs. According to this notion, it is considered that individuals' working in a job for a long time is an increasing factor in their job involvement. Al-Otaibi, Anantharaman and Kalipan (1982), Jones vd. (1975) state that as a result of their research, they found that there is a direct correlation between service period and job involvement (Al-Otaibi 2000:214). Çakır, March ve Simon's researches reveal that compared to people who has a low service period, the people with high service period has stated that they can better be identified with their job. According to Sharma and Sharma's research on engineers, the engineers who have ten years of work experience are more devoted to their jobs than the ones with five years of work experience (Al-Otaibi 2000:214).

However, nor all the studies verify this hypothesis. For instance; Studies by Lodhal and Kejner (1965) could not find any correlation between these variables.

1.6.8. Psychosocial Factors

There will be examined concepts such as success motivation, control focus, inner motivation, and central life interest and work values with the topic of 'psychosocial factors' which influence on job involvement.

1.6.8.1. Success Motivation

Success motivation is defined as factor which drives individuals to struggle for perfect results (McClelland 1961:126). Success motivation will be set off being high or low and will be taken as individual's psychosocial attribute. The individuals who possess this motivation, have high inclination for challenges to hardships with eager and willing labour which is individual or professional goal oriented. That is why in success motivation, perfectionism, winning and inner motivation takes over. Success necessity is an important factor for the increase of individuals' success in their jobs by identification of them with success. It is possible to say that people who have high eager for success and low fear of failure possess with high success

motivation, however, people who have low eager for success and high fear of failure possess with low success motivation. As a result, employees' low or high success motivation also brings out their job involvement degree.

Study identified that, people who possess high success motivation find some works which are suitable to their field of interest, more interesting. It is possible to say that, people who possess high success motivation have high job involvement degree than the ones with low success motivation.

1.6.8.2. Control Focus

Shaped as a social learning theory and a personal attribute control focus, was first used by Rotter in 1954, and again in 1966 developed by Rotter for the measurement of 'Discipline Focus/Control Focus' as a scale. According to Rotter, 'if the individual believes that any positive or negative outcome of his actions (success, failure, reward, punishment and etc.) is not the result of his possible actions, he accepts the notion that this is the result of chance, opportunity, destiny, and the other people around him or the other forces than controls and effects on the situations which are unpredictable because of their complexity'.

The person who does not explicate the incidents like that, possess external control focus. If and individual accepts that the incidents happened because of his behavior and attributes, it is said that he possesses internal control focus. Individuals' who possess internal or external control focus, most evident behavior about working environment comes out in issues such as job satisfaction, job involvement and motivation. Spector (1988) states that people who works with internal control focus, possess more job satisfaction and work in the job for a longer time. "Spector (1988) indicated that personality variables play an important role in the understanding of workplace behavior". Control focus is one of the important personality variables, in organizational environment studies and in different researches. In the same way, Andrisani and Netsel's researches revealed the same result as Spector. Renn and Vanderberg (1991) revealed that people with inner control focus possess less absenteeism and job resignation than people with external focus control.

1.6.8.3. Inner Motivation

The investigation of motivation in two ways as internal and external withstands Herzberg's and others', 'double factor theory' in motivation. According to this theory, there are two motivation types which cause satisfaction if it was met by people and dissatisfaction when it was not met by them. Initial are external factors. The second are motivating (internal) factors. Motivating factors consist of incentives such as success, recognition, the job itself, promotion possibilities, responsibility and authority.

Internal motivation is a high level of satisfaction which arises from the accomplishment of work. Inner motivation is the feeling of being motivated for reasons other than monetary rewards such as high self-esteem, personal development, the feeling of being successful. According to Quigley and Tymon (2006), inner motivation withstands positive and valuable experiences which were directly obtained by tasks in job. These positive experiences actuate personal excitement, involvement, relevance and energy. Futrell states that, high satisfaction, involvement and motivation increases the results (such as job design and performance) of manager, and decreases the labour force transfer (Futrell, 1977:30).

During the studies about the influence of internal and external motivation on job involvement Gorn and Kanungo indicated that, if the individuals with both internal and external motivation who possess high satisfaction display high rate of job involvement, however, individuals with internal motivation display higher degree of job involvement when they reach satisfaction than the ones with external motivation (Gorn, & Kanungo, 1980:270).

1.6.8.4. Working Values

Working values could be considered as a critical approach to the development, understanding and the adjustment of working roles. Work values are; standards or beliefs that direct to compare actions, inclinations, judgments, instances and items.

Working values are values that was learnt in the end of the period starting from individual's birth through the socialization period in the society in which he was grown up and was member.

Work values are dealt in two types; teleological and instrumental. Teleological approach related to the consideration of work as a goal, the inclination towards work even in free times, keeping the pleasure of success in work in the forefront, appreciation of job and work. However, the instrumental approach is related to the consideration of job as the material tool for maintenance of life in which the material measurements were kept in the upfront.

1.6.9. Other Factors

Other factors related to business loyalty other than the above

- Central Life Interest
- The Quality of the Work
- The Ability and Knowledge Diversity That Job Requires
- Identification with the Duty
- The Importance of the Duty
- The Responsibility of the Work and Interaction level.
 - Autonomy
 - Feedback
- Relationship with Others

1.6.9.1. Central Life Interest

The central life interest concept which is about the status of location of an action which was accomplished in an individual's life, was first introduced by Dubin but later became a point of origin in job and profession involvement.

Dubin stated that central life interest is the result of individual's socializing period in his childhood and can change the direction with the experience and industrialization in the society. The person concentrates on the social activities and

relationships from childhood till taking step into career (Dieffendorf, James, Douglas & Kamin 2002:103).

However, central life can slip to other directions with the experience in work life. Although, career was much more important for people in the beginning of industrialization period, according to Dubin nowadays most of the workers do not consider their job as their central life interest. In the studies, it was revealed that people who displays inclination towards the career, possesses higher degree of job involvement (Riipen 1997:86).

According to Lodahl and Kejner (1965), people who remarks that job is not an important part of their life, possess low level of job involvement.

1.6.9.2. The Quality of the Work

Individual represents the harmony of his behavior, values and beliefs with the requirements of his job. As the requirements of the job and the values and beliefs of the employee gets closer, the importance of the job for the individual increases. In another words, the overlap rate of the requirements of the job and the values, beliefs and the attitude of the employee, is the indicator of meaning of the particular job for the individual. The job's meaningfulness of the job, will make the individuals to feel effective, valuable and important.

If the attribute of the job exhibits importance for the individual and displays his wishes, it will make an influence on him which will increase the job involvement. On the contrary, it will decrease the job involvement.

1.6.9.3. The Ability and Knowledge Diversity That Job Requires

On the way to result and goal, any activity that is under the employee's obligation, will make him to use his different knowledge and abilities. As a natural result of this, the diversity of individual's activities through the result will make him to use more facilities to reach the goal. Individual's inability to show different abilities in order to fulfill the requirements of the job, will make the work to be don't in the same tempo and organization. As a result, this will end up with monotony.

Monotony is the state of boredom, as a result of same actions and the job's unchanging nature. This state of boredom will bring out absenteeism and secession towards the job on the highly qualified employees. Consequently, this will show up as a factor which will effect on job involvement. In order to prevent this case organizations, use work enrichment, techniques such as rotation and give workers different opportunities. The studies which aimed to reveal correlation between job involvement and the ability and knowledge diversity, revealed an important relationship. Hackman and Lawler (1971) ascertained that job diversity brings out different abilities and it increases the degree of job involvement. Elloy, Everett and Flynn's research on the workers of the mineral ore factory revealed that, there is an important correlation between job diversity and involvement (Elloy; Flynn 1998:93). Chen ascertained that the increase of job ability will provide job involvement (Chen, 2001:86).

1.6.9.4. Identification with the Duty

The outcomes of the employee's activities at work, in a considerable influence level identifies the labour area. In order the job or activity be identified with the worker that job or activity:

- Should involve all the stages of transformation process,
- Starting and termination points should be clear and specific,
- The work should be done by worker and it should come up with effective result,
- Should have extent which provides meaningfulness and should carry out the requirements (Turner & Lawrence 1965:264).

The work attributes which will provide organizational motivation and favor for the employee, at the same time will maintain the identification with the work, were defined by the Hackman and Lawler, Turner and Law. According to the work duty, should be able to crop out the feeling of responsibility from the meaningful part of the work, output meaningful results when it is done by the employee and provide the possibility of feedback (Hackman & Lawler 1971:263).

During the researches for the indication of relationship between job involvement and identification with the job, it was found that identification of job is an important factor in providing the job involvement. Hackman and Lawler also revealed that identification with the job, also influences on internal motivation and job satisfaction (Hackman & Lawler 1971:263).

1.6.9.5. The Importance of the Duty

The importance of the duty is evaluated by the importance of the duty for the surrounding creatures of the result which is brought out by the duty. The superior importance degree of the work, depends on the magnitude of favors and resolved deficiencies for the employees within organization and people out of that organization. In Brown's works the importance of duty considered as an attribute which is, the other work with its all attributes in a medium level with job involvement, however as a relationship level after diversity, and coming before the other work attributes. This and similar results shows that, its importance level should be handled separately in its attributes, and it is an important factor that effects on job involvement.

1.6.9.6. The Responsibility of the Work and Interaction level.

In terms of the responsibility of work and interaction level, there will be examined autonomy, feedback and the relationship with others sub topics.

1.6.9.6.1. Autonomy

While perfection means mastery about attitude, autonomy is characterized by the individual's application of initiative for the start, maintenance and correction of the activity. For instance, employee should be able to determine independently in issues such as the work's start, management, space and effort. Autonomy gives individuals in organizations that they work, a chance to increase their belonging feelings towards the organization and involvement by making them feel that the particular work's results belong to them. However in the organizations where

autonomy is low in level, individuals claim that others are responsible for the failures and consequently feel less responsibility (Hackman & Lawler 1971:262-263).

Hackman and Oldham states that giving autonomy creates the feeling of responsibility on employees; enriched works have a high level of autonomy, therefore it boosts the performance of workers which eventually makes them more devoted to their jobs (Hackman & Oldham 1975:159-170). Brown (1996), found out a correlation in a medium level between job involvement and autonomy.

1.6.9.6.2. Feedback

Feedback is the enlightenment of the employee about the positive or negative outcomes of the work which was done by him (Jordan 2010:864).

Individual can get the feedback according to the results of the work from his colleagues or administration in three ways (Krasman 2010:19). As the teacher's observation of success of her student is the feedback for that individual, the criticisms and advice which were revealed by colleagues as a result of the work, is the way of getting feedback from friends. At the same time, employees can get feedback with the performance cards which is offered by administration. Fortunado ve Smith (2006) 's research on supervisors in US revealed the fact that it makes the employees to do their work with less mistakes and as a result as the work got easier worker's job involvement rate increased (Fortunado & Smith 2006:107). Hackman ve Lawler stated that the lack of feedback will decrease the satisfaction and the motivation of an individual for a particular job, even if the work involves autonomy, diversity and the attributes about its importance (Hackman & Lawler 1971:271).

1.6.10. Relationship with Others

Relationship with others, is defined as the workers' interaction with individuals within and out of organization. This interaction is one of the socio-psychological needs of the employee. Relationship of employees with others divided into two groups as the interaction with colleagues within organization and friends out of organization. The main practice which brings out individual's interaction with the

other employees is teamwork. Team could be considered as a group of two or more people and share responsibilities, which is linked to each other during the work and inclined to common goal or mission and each has specific role or function.

Teamwork influences on motivationally and increases the effectiveness during the accomplishment of a work. The individuals who form the team will feel the belonging and attachment feelings more deeply during the particular teamwork and this will increase the individual's attachment to organization, team and consequently to job. However, the reverse of it, will make the individual alone, consequently this will cause the lack of motivation, alienation towards the job, absenteeism, consequently the job involvement will decrease. In Hackman and Lawler's study the dimension of friendship between the relationships of people has a larger correlation with job involvement than job identification. Lawler ve Hall found out that people who have devotion to their job, have good friendship correlations. Elloy ve Everett also found that, within friendship relations, also taking on the factor of relationships with others, the correlation of this interaction is as much as the other attributes of the work.

CHAPTER TWO

ORGANIZATIONAL COMMITMENT

2.1.DEFINITIONS OF ORGANIZATIONAL COMMITMENT

While the concept of organizational commitment being based on the relation between the employee and the organization is accepted by experts, debates about the organizational commitment's nature are still continuing. The organizational commitment concept is a subject that has a high popularity in industrial-organizational psychology and organizational behavior literature. This attention is trying to be explained with experimental and theoretical efforts which attempt to determine the result and premise of organizational commitment. The process about the organizational commitment provides benefit for the employees to understand the hidden meanings (Mathieu & Zajac, 1990:171). Organizational commitment is a concept that is important in terms of the organizations effectiveness and the management and protection of intellectual fund which is emphasized a lot in recent times. According to Steers (1977:301), the employee commitment, is a beneficial indicator for the organizations effectiveness.

The contents of the definitions made for organizational commitment shows a wide spectrum. Organizational commitment is a psychological agreement made between the individual and organization. There is a clear relationship between the psychological agreement and the individuals' commitment to the organization (McDonald and Makin, 2000:86). According to Robbins and Coulter (2003) organizational commitment is the workers' participation to the organization,

identifying themselves with the organization, there condition inside the organization and continuity in their membership (Robbins&Coulter, 2003:238).

Organizational commitment is the emotional commitment to the organizations purposes and values, so it expresses the employee working for the benefit of the organization other than working for his own benefit (DeCotiis & Summers, 1987:446). Wiener defined the commitment as the sum of internalized normative pressures (Wiener, 1982:418). Mowday and his friends defined organizational commitment as the individual being identified with the specific organization and its purposes and the want to continue the membership to ease these purposes (Mowday et. al, 1979:225). The employees desire to stay in the organization and show effort for it and adopt its purpose and value is called organizational commitment. (Morrow, 1983:493; Randal & Core, 1991:468).

Organizational commitment is the adoption of the organizations characteristics or organizations point of view by the employee in a way being assimilated by them (Q'Reilly and Chatman, 1986:493).

On the other hand, Mowday and his friends defines organizational commitment as the individual being identified with an organization and the bond power toward the organization. Organizational commitment is a strong indicator showing the workers becoming one with the organization and the participation to the organization (Mowday et. al, 1979:311-312).

Organizational commitment generally shows the individuals psychological commitment to the organization such as participation to work, loyalty and including belief in the values of the organization. There are three stages to commitment: Obedience, being included and wining an identification. In the obedience stage, the individual accepts other people's influence for the purpose of introducing himself and takes pride in being a part of the organization. In the last stage the individual realizes that the organizations values are worthy of praise and are similar to his own values (Q'Reilly, 1991:158).

In light of the above definitions organizational commitment in a general statement can be summarized as a phenomenon that can be characterized in three factors. The mentioned factors could be listed as (Hellriegel et. al, 1998:56);

- Accepting the organizations purpose and value judgments and believing in these.
- Volunteering to putting effort for the organizations benefit and constantly improving.
- Wanting to stay as a part of the organizations culture.

According to Northcraft and Neale organizational commitment starts when the worker gets accepted and gets in the job with a psychological agreement, and improves as the worker gains information as the organization member about goals, purposes and the job requirements (Northcraft & Neale, 1990:63).

Organizational commitment covers the active relations in the organization. This way the individuals want to give something from themselves to be of use to the organization and to contribute to the organization (Mowday et. al, 1979:310). Consequently, in present time where intense competitive conditions dominate ensuring organizational success, is related to employee's commitment to their organization and the job they do.

Although organizational commitment has a subjective structure that varies from individual, time and place, there are some criteria that are used to show whether or not a worker shows commitment to his/her organization.

2.1.1. Adopting the Organizations Purpose and Values

The most important indicator for organizational commitment and its first condition is the workers purpose, goal, value, and vision matches the organizations purpose, goal, value, and vision. Because a worker that does not embrace the organizations purpose and values we cannot think of that worker showing commitment to that organization. The pioneers of the organizational commitment subject such as Porter, Steers, Mowday emphasized the importance of this subject. The mentioned writers "accepting the organizations purpose and values and showing a strong faith to these" saw this as the main requirement for organizational commitment. The workers' personal values, goal and expectations from the world and what the organization could offer to his worker on this matter is going to trigger

the development of a healthy and high level commitment. The most important criteria to determine the level of organizational commitment is the distance gap between the expectations and the presented (Mowday,Porter&Steers,1982:56).

2.1.2. Being Able to Show Sacrifice Inside the Organization

The second indicator for showing organizational commitment is the worker showing extraordinary effort for the benefit of the company. This effort should be above the expected and formal criteria. Workers for the sake of making the organization successful showing effort above the level of what is accepted as normal can only be explained as their commitment. The worker, without expecting any financial benefit sacrificing from himself only for the success of the organization that he works in, show that the individual has become one with the organization (Becker, Huselid & Ulrich, 2001:158).

2.1.3. Showing a Strong Desire for the Continuity of the Organizations Membership

Another indicator for organizational commitment would be the worker showing a strong desire for the continuation of their organization membership. In parallel to the first two indicators this indicator, shows the workers satisfaction to their organization.

2.1.4. Becoming One with the Organization

The worker accepting and adopting the organizations goals and values shows that they became one with the organization. Becoming one with the organization, is an effect that is caused when the workers desire to imitate the organization that they feel satisfied in.

2.1.5. Internalization

The last indicator for organizational commitment is internalization. Internalization is an influence process that contains the combination of values that guide the behavior. The organizations management belief and attitude toward work and labor carry a far more importance in the eyes of the workers. Workers internalize organizational purposes and values to the extent that overlap with their own goals and values (Susanty, Miradipta & Jie, 2013:148).

2.2. ORGANIZATIONAL COMMITMENT APPROACHES

The researches that were made on organizational commitment date back to the 1950's. The most accepted researchers about this subject are; Becker (1960), Etzioni (1961), Kanter (1968), Katz and Kahn (1978), Salancik (1977), Mowday (1979), Q'Reilly and Chatman (1986), Penley and Gould (1988) and Allen and Meyer (1990). On the other hand, many of the new researches that are conducted use these researchers' classifications (Cohen, 2007:346).

The classification in the organizational commitment literature is that the commitment is generally an instrumental/self-interested, and the opposite of this normative or morale commitment. Apart from this the existence of different commitment distinctions also attracts attention.

Steers defines organizational commitment as the individual becoming one with a specific organization and the relative size of the participation. This definition tells us that organizational commitment has two dimensions being attitudinal and behavioral dimension (Steers, 1997:46). While the attitudinal dimension is about the individual becoming one with the organization they work in and in this way strongly committed to the organizations goals and expectations, behavioral dimension is about the desire to put effort for the organization and in conclusion the desire to continue the organization's membership (Porter et. al, 1974:609). It is possible to make different classifications about commitment. The concept of attitudinal commitment and behavioral commitment represents the difference between the definitions of commitment. The phenomenon's that are indicated in these definitions can be classified as either an attitude or a behavior. These definitions do not have any

supremacy over the other. In each organization different dimensions can be taken in to hand.

2.2.1. Approaches to Behavioral Commitment

In behavioral commitment the level of commitment to the organization is related to the individual's prior investments. This approach shows organizational commitment as a behavior. In behavioral commitment other than relationships between the individual and organization the desire to continue the behavior pattern that the individual developed inside of himself stands out more. When an individual accepts a certain behavior they develop an attitude that justify it and that are suitable to it (Ariani, 2013:46).

2.2.2. Salancik's Organizational Commitment Approach

Salancik claimed that organizational commitment has behavioral and attitudinal dimensions. Behavioral commitment primarily takes place of the options that connects the employee to the organization and the limitations the individual and the other people perceives on the power to leave the organization. Salancik, defends that the commitment consists of values and goals shared as an attitude (Salancik 1977:38). When the person's attitude and behavior is discordant the person, will go into tension and stress. The coherence between attitudes and behavior however brings commitment. Some of the properties of the person's behavior will affect the commitment to these behaviors. Behaviors done openly, certain and indisputable, once done cannot be undone, that are done voluntarily and in front of others affect the commitment. Salancik, evaluated organizational commitment as the workers' commitment to their behavior. In this way Salancik's approach and Becker's approach have a parallelism between them. The employee continues his behavior based on his prior behaviors. Salancik, explained organizational commitment as the employee's behavior, and via his behaviors activities inside the organization, commitment to beliefs that strengthen the interest towards the organization. Salancik, stated that when the person's attitude and behavior is discordant the person, will go into tension and stress however when there is coherence between attitudes and

behavior the commitment rises. Salancik unlike Becker says the continuation of the behavior is not related to investment, but to the psychological connection between the employee and the organization (Salancik 1977:40).

2.2.3. Becker's Organizational Commitment Approach

Becker, accepts that the reason for the individual's commitment to his behavior is related to him behaving in a consistent way. Consistent behaviors are behaviors that are ongoing from a long time ago and although they might include different activities they serve to ensure the same goal. Because the individual sees these behaviors as a tool to reach his goals he shows a tendency to repeat them (Meyer, Becker & Vandenberghe, 2004). Becker, explains with side bet the reason for individuals displaying consistent behavior. According to this, organizational commitment is a process where both side's workers and the organization bet mutually. According to the concept of commitment bet, a person puts forth something or things that they value, so by betting they kind of invest in their organization. The degree of commitment increases according to how valuable the things put forth are to themselves. The more the person's investments increase in time the less appealing the other jobs become. When the person bets on things that are important to them about being consistent to their behavior and things that are not directly involved with their behavior, they put forward investments such as their time, effort, status and additional income. If the person displays behavior that is not consistent with their behavior from before, they will lose the bet. This means that the person will lose investments that are valuable to them. Therefore, the person is obligated to keep the consistency between their behaviors or they lose the bet. Briefly stated, the behaviors cause coherent commitments and that they determine future behavior, a self-feeding cycle occurs. The person trying to ensure consistency expresses a commitment developing towards their behavior. In this classification the economic base forms the base of the commitment and the person, feels that they are obligated to be committed to the organization because the financial, social and psychological aspects cause a big disadvantage if they want to leave the organization. The more the economical disadvantages number and amount increases, the more the

degree of the worker's commitment increases towards the organization and tries to avoid behaviors that can endanger his membership to the organization (Klein, Becker & Meyer, 2012).

2.2.4. Attitudinal Commitment Approach

The research that Mowday and his friends have done, has shown that there has to be more than just the passive commitment of the worker to the organization and has emphasized that the relation between the organization and the worker have to be active and also emphasized the importance of the workers having to accept some sacrifices that are expected from them so that the organization can be better (Mowday et. al, 1979:247). This approach is also supported by the findings from the research done by Meyer and Allen. According to this the organizational commitment has a psychological extent to it and this relation is formed from the relationship between the organization and the workers and with the organization member's decision making processes, it ensures it to be constantly kept secure (Meyer & Allen, 1991:68). In this approach organizational commitment is defined as the person to be on with the organization, adopting their values, attitudes and efforts to fulfill the request. Attitudinal commitment, by taking in to hand the meaning of the individual becoming one with a specific organization and its purposes, it contains the individuals more positive tendencies towards the organization. According to this approach the individual, the individual protects their membership in the organization and tries to achieve the organizations purposes. The worker, whose attitudinal loyalty level is high, strongly accepts the organizations values and wants to remain a part of the organization. These individuals are people that employers would want them to work in their business, workers that are loyal and have really devoted themselves to the organization. Such employees do not mind additional responsibilities usually exhibit a positive attitude toward their work.

2.2.5. Etzioni's Organizational Commitment Approach

Etzioni, organizational commitment, are classified in three different ways in terms of employee commitment to the organization. At the most adverse end of the

organizational commitment is negative alienation, neutral self-interested in the middle and at the most positive end there is positive moral commitment. In his theory, Etzioni explained the organizational commitment concept as organizational participation. He claimed that the three components of the organizational participation are alienation participation, self-interested participation and moral participation (Etzioni, 1975:267). Alienation participation occurs when the worker sees the organization as a punisher or harmful. The worker, even though he/she does not feel a psychological commitment to the organization he/she is forced to remain in the organization. The individual does not feel a psychological commitment to the organization however the individual's membership still continues. In neutral-self-interested commitment, the workers can determine the commitment level to the organization to meet their motivation. In neutral-self-interested commitment the worker, in exchange for the pay the organization pays him he shows commitment to the extent he needs to in a work day by doing work suitable to the work norm. The organization members feel a commitment because of the rewards they will receive in return for their contributions. Morale commitment is a kind of commitment that occurs when the standards and values are internalized by the worker and the commitment to the organization is not affected by the alterations to the reward. The worker, cares about his/her work in the organization, regards the organizations purposes valuable. Therefore, does his/her work in the organization. When the individuals follow the purposes that are beneficial to the community, they get much more committed to their organization (Etzioni, 1975:202).

2.2.6. Kanter's Organizational Commitment Approach

Kanter, constructs the commitment on top of the social system and personality system. In the social system, people's commitments are formed in three main areas. They are social control, group unity and system persistency. On the other side the personality system is formed from cognitive, emotional and normative aspects. However, Kanter, expresses the commitment aimed at these two systems in three ways: commitment aimed at continuity, clamping commitment, control commitment. Commitment aimed at continuity is the worker staying in his

organization, maintaining continuity and devoting himself to the organization. Clamping commitment contains the worker's commitment to his coworkers, his group and his emotional orientation toward his group. Control commitment is the act of the organization members internalizing the organizations norms and values by following social media. According to Kanter (1968) organizational commitment is the individuals desire to give their energy and loyalty to the social system, and connect their personality with social relations that will satisfy their needs and wants (Kanter, 1968:502).

Kanter (1968), defines continuity commitment in the organization as the employee's devotion to provide the permanence of the organization. In clamping commitment, it is essential that the employees commit to the organization in the same way they commit to their other coworkers. However, control commitment is a commitment type where the employee forms his behavior based on the organizations desire and is loyal to the organizations rules. It is possible to discuss the three commitment type's differences that Kanter focused on. In organizations that have higher commitments aimed at continuity, the possibility of employees staying at the organization is higher. In organizations that have higher clamping commitment the organizations defense power against outside threats and dangers are higher. Lastly in organizations that have higher control commitment members accept the organizations norms and values and comply to them (Kanter, 1968:508).

2.2.7. Penley and Gould's Organizational Commitment Approach

Penley and Gould's approach is based on Etzioni's participation to the organization model. According to these two researches, Etzioni's ethics, self-seeking, and his alienating participation or commitment model is highly suited to explain organizational commitment, but they pointed out that this model because of some reasons did not get enough attention and so they reinterpreted the model. According to Penley and Gould organizational commitment is based on accepting the organizational goals and becoming one with them. In this commitment type which is named ethical commitment the individual, consecrates himself to the organization and keeps himself accountable for the organizations succession or failure (Penley

&Gould 1988:46). Self-seeking commitment is based on the basis of give and take. It concentrates on the workers prize and encouragement expectations for their efforts put forth. The organization is seen as a tool to reach certain goals. Alienating commitment however is based on the perceptions of the individual having no control over the work environment or having no alternative job opportunities. An individual who is committed to the organization in this manner thinks that the prizes and punishments that are given by the organization is coincidence rather than the quality or quantity of the job. This gives the feel that the individual has no control over his work environment (Penley & Gould 1988:48).

Penley and Gould (1988) indicate that organizational commitment types have different relations with different variables. For example, ethical commitment is related to providing the continuation of the membership. It contains behaviors such as being overly fond of their work, working out of work hours or on weekend vacations or taking work to home. Self-seeking commitment since it contains a give and take relationship this commitment type is about tactics to endear oneself to another. Here representing themselves forwarding their request for more responsibility to their higher ups, in short showing their best possible selves (Penley & Gould 1988:52). Tactics to endear oneself to another contains ways such as the individual completing the responsibilities in the best possible way, doing behaviors that will show the higher ups of their contributions and achievements. In alienating commitment however, since the individual thinks that he does not have any control over his career, this commitment type is more about the control deficiency emotion on the results of work and career (Penley & Gould 1988:55).

2.2.8 Mowday's Approach

In this classification, commitment differentiation was made as behavior and attitude. Attitudinal commitment, occurs when the individual becomes one with the organization. Attitudinal commitment represents a situation more than passive toward the organization. Covers the active relation with the organization. This way the individuals are willing to give from themselves for the benefit of the organization and to contribute to the organization (Mowday et. al, 1979:310). Behavioral

commitment however, is due to the individual's commitment to the behavioral activities. In studies conducted it was suggested that there is an alternating relationship between the two commitments. According to this commitment attitude, when leading to the commitment behavior, these behaviors in return strengthen the commitment attitudes.

2.2.9. Katz and Kahn's Organizational Commitment Approach

Katz and Kahn (1978) in a different way explained why the workers in the organizations fulfill the duties and responsibilities entrusted to them by the organization. The reason why the worker fulfills the organizations role is due to the rewards the organization offers. The organization offers them internal and external rewards. The internal rewards are expressive and the external rewards carry an instrumental attribute. The individual attitude toward the organization; determines if the reward is expressive or instrumental. If, the worker feels a commitment emotion towards the organization and the organizations interests, the worker is showing behaviors toward internal rewards. If the worker does not feel a commitment emotion towards the organization, the worker has rather adopted a more external reward based commitment understanding (Katz & Kahn 1978:24).

2.2.10. Allen and Meyer's Organizational Commitment Approach

One of the most important studies on attitudinal commitment belongs to Meyer and Allen. In their attitudinal commitment studies, Meyer and Allen (1997) talked about three different dimensions related with organizational commitment, emotional commitment, continuation commitment and normative commitment. Emotional commitment is the worker's emotional commitment towards the organization; it is related with belonging and being one with the organization. Continuation commitment is related with being aware of the costs associated with the separation from the organization. Normative commitment reflects the feeling of being obligated to continue working.

In the model that Allen and Meyer (1990) developed, the organizational commitment was taken into hand in three different approaches: in emotional commitment because the individuals want to, in continual commitment because they feel a requirement to, and in normative commitment because they feel an obligation to stay in the organization. According to this view that assumes these three commitment types occur from employees at different rates, the individual's commitment to the organization, is explained as a reflection of the sum of the psychological states (Allen & Meyer, 1990).

2.2.10.1. Emotional Commitment

Emotional commitment is the commitment proportioned by the workers embrace towards their organizations values and purposes. Workers that develop this kind of commitment, continue to stay at the institute by their own desire. Because of this they show positive attitude towards work and are ready to give extra effort when needed. It is proposed that emotional commitment towards the organization can be taken in to hand in 4 categories which are, personal features, work related features, work experience and structural features. Of these, work experience, in the organization and in their jobs role for the worker that is talented, it is described as providing the strongest evidence to carry out the psychological needs so the worker feel comfortable (Allen & Meyer, 1990:4). Emotional commitment, expresses an emotional tendency that shows the individual becoming one with the organization, which they are happy to be a member of the organization and are strongly committed to the organization.

2.2.10.2. Continuance Commitment

Continuance commitment is the commitment that develops as a result of the worker's investments towards their organization. Continuance commitment is based on mainly two factors which are; the number or amount of investments made, and the individual perception of lack of options (Allen & Meyer 1990:4).

If the worker is keeping the investment in the organization such as rank, career, and exploits really high this commitment occurs. Therefore, the individual continues to stay in the organization even if he does not want to. Because the cost of him leaving the organization is going to be high for him (Allen & Meyer, 1990:4).

In this case the worker continues to stay in the organization. Because he thinks searching for a new job will cost more. In continuance commitment, it is thought that emotions carry little role in the commitment to the organization. Continuance commitment is the situation of staying in the organization due to the thought that the cost of leaving will be high.

2.2.10.3. Normative commitment

Normative commitment is described as the individual feeling that it is right for him to show commitment to the organization and he sees working at the organization as a mission and not being affected by the losses that will occur as results of leaving the organization. Organizational commitments normative dimension gets affected by the individual's experience before entering the organization (family related/cultural socialization) and after entering the organization (organizational socialization) (Allen & Meyer, 1990:4). Normative commitment shows the beliefs the employees have related to the responsibility they feel to the organization. Since normative commitment occurs as the result of the individual's perception of thinking it is a mission and a social responsibility to feel a commitment towards the organization and it is right to be committed to the organization, it represents a different dimension then the other two commitments.

The common point in all three commitments is that they have a connection between the organization and the individual that reduces the possibility of the individual leaving the organization. So, in all three of these commitment types the employees remain in the organization. However, in the first one the motive to stay is related to desire, in the second one it is requirement, in the third one it is obligation.

2.2.11. O'Reily and Chatman's Organizational Commitment Approach

Kelman took in to hand commitment as an attitude that occurs under 3 different motivational processes which is adaptation, becoming one with, and internalization Kelman, Q'Reilly & Chatman, by following in the footsteps of Kelman's approach indicate that the psychological bond between the individual and the organization is based on three foundations which are adaptation, being identified with (becoming one with), and internalization. The important point here is that the foundations and dimensions of psychological commitment can change from person to person and inside the individual. In this context, in commitment based on adaptation the psychological commitment between the individual and the organization is based on seeing the organization as a tool to obtain specific outer prizes. In commitment based on being identified with something this commitment, is based on the individual's desire to be a part of the organization and be a member of it. In commitment based on being identified with something however this commitment is based on the individual and organizations values matching (Kelman, 1958:58; Q'Reilly & Chatman, 1986:493).

2.2.11.1. Adaptation

Adaptation, does not occur because beliefs and values get shared, it occurs when attitude and behaviors get acquired. It is the individual being influenced by the group in order to win specific prizes or elude punishments. The first stage of the commitment is adaptation and in the dimension of adaptation there is a superficial commitment to the organization. The individual does not show the adaptation behavior because he really believes or desires it but because he fears punishment or expects a reward. Also feels he has to show the adaptation behavior. The individual accepts the organizations rules and the effects from the environment in exchange for benefit and based on these benefits occurrence he adapts to the organization. Adaptation, does not give a chance to pick; the individual is forced to do what he has to do under supervision, in an unsafe environment. The authority, standard, rule, procedure and similar activities in the organization provide the adaptation of the individual. In the adaptation, as it can be seen there is a self-interest relationship. The

individual adapts in exchange for the pay, promotion or other similar activities he expects. Adaptation, because of the commitment carrying an instrumental nature, it results in the organization putting more financial control into practice. So external support and punishment can be subjected to motivation that determines and controls behavior and is completely instrumental. (Wiener, 1982:423).

2.2.11.2. Becoming One with Something

In this stage the individuals desire to be close with the organization and the other organization members is talked about. The process of becoming one with is an important stage in forming of the psychological commitment (Q'Reilly & Chatman, 1986: 492). In becoming one with something the individual accepts other people's effects in exchange for the establishment and maintenance of relationships that give opportunity to define him (like being noticed and seen valuable). Becoming one with something, others behavior and acts, is embraced with the purpose of forming a relation with someone and maintaining it.

The member goes in to close relationships with the other members. This way when the individuals, associate their attitude and behavior with the other members and groups to provide satisfaction and to express themselves, they are identified with it (become one with it). If the individual accepts and becomes one with the organizations purposes, values and features the commitment takes place. In this case organizational commitment reflects the individual's degree of adapting and accepting the organizations point of view and features. When someone becomes one with the organization they see the victories and failure of the organization as their own victory and failure (Q'Reilly & Chatman, 1986:493). Becoming one with something is not rational it is emotional. Becoming one with something has a charm that gives the individual satisfaction but has a high risk of disappearing. It is natural that this charm needs to be protected. This should not be forgotten that becoming one with something is satisfactory to the individual, but leaves him under responsibility.

2.2.11.3. Internalization

The third and last stage of commitment is internalization. Internalization can be expressed as the individual's values adapting to the organizations values and the organization values ruling the individual's attitude and behavior. Internalization, takes place when the effect is accepted. Because the attitude and behavior, covers the situation that it is suitable with the individuals own values. So, the individual's values are the same with the group or organizations values (Q, Reilly and Chatman, 1986:493).

In this stage the individual really needs to see the organizations values suitable to his own. Once the internalization takes place, there is no need for the individual to be affected by other influence sources. However, internalization need a lot of time. When an individual show a commitment in this degree, he sees the organizations norm and values as his own. The individual without any enforcement accepts and adopts the organizations norms and values sincerely. With this condition in the internalization dimension normative commitment occurs. Organizational commitment contains two different beliefs that are a function of internalized normative belief. The first of these is the individual's personal belief that explains the moral responsibility that he owns in way that reflects his loyalty in social situations. The second type of normative belief contains the organization's mission, purpose, politics and work methods that are suitable and any kind of belief that is internalized by the individual (Wiener, 1982:423).

2.2.12. Multiple Commitment Approach

This approach defends that inside the organization there are different elements that exist and commitment will develop to these elements in different degrees. Consequently, multiple commitment approach, foresees that one worker's commitment can be different from another worker's commitment. This situation shows that while both workers are showing commitment to the organization the commitment degree and behavior types can be different. According to Becker and his friends the employees' organizational commitment is multi-dimensional, and the commitment's focus and basis has an important role in estimating the individual's

education and behavior. Multiple commitment approach accepts that individuals will show different commitments to their organization, jobs, clients, directors, and colleagues. The multiple commitment approach is based on the theory that all the organizations stakeholders cannot be associated with sum of all commitments; they each can have different commitment dimensions (Becker, Billings, Eveleth & Gilbert, 1996:472).

2.3. FACTORS THAT AFFECT ORGANIZATIONAL COMMITMENT

Factors that affect an individual's attitude and behavior in an organization are generally caused by the organization features. This point of view is valid in terms of behavioral approach. When looked at organizational commitment from attitudinal point of view, it can be said that factors that guide the individual attitude and behaviors in an organization, are determined by the individual's type of perception towards the organization's features. These factors are classified as personal, organizational-mission related, situational and other factors. Schwenk while separating these factors as experiences in the past, personal demographic, organizational-mission related and situational quality; there are different results on which factors best estimated the commitment (Schwenk, 1986:302).

In this subject (Koch & Steers, 1978:122). put forth that demographic factors estimate commitment better however (Morris & Sherman, 1981:518) put forth that organization factors estimate it better. (Buchanan, 1974:538) on the other hand, determined that both factors are equally effective in estimating the organizational commitment in the group. On the other hand, Oliver (1990), in his research conducted on this subject, he saw that demographic factors are relatively less effective on organizational commitment, and organizational prizes and work values are highly related to organizational commitment. In this scope, it has been concluded that workers who show high participation values have higher organization related commitment, while workers who have strong instrumental values, relatively have lower commitment levels. Below the definitions of these factors will be explained Oliver, N. (1990:518).

2.3.1. Personal Factors

It has been found out that, demographic factor such as rank, gender and race have a systematic relationship between organizational commitment factors. Working around workers of different gender and race, means the individuals low level psychological commitment, desire to stay in the organization and higher absence. On the other hand, difference in rank, in other words, the individual working around workers of different ranks, will result in him having a higher psychological commitment, lower level individual absence and desire to stay in the organization. Staying in the organization for a long time is not enough to point to organizational commitment. Also the individuals having different education levels, has resulted in them wanting to stay more in the organization. Apart from this, it has been seen that organizations that have age differences between the employees they have less desire to stay in the organization.

In literature gender and marriage status, has been discussed frequently in its relation with commitment to the profession and profession related behaviors. It is explained that the lack of women being represented in higher ranks in the hierarchy or lower representations, is based on their low attitudinal commitment. A research was made to decide the source of attitudinal commitment and to test whether or not it changes according to gender. The research was made by checking 328 key individuals' profession and educational resume. Attitudinal commitment and workplace behaviors were measured by evaluating the key individual's organizational participation and work satisfaction. The findings show that women have less organizational commitment level in comparison to men. Another finding is both men and women, generally stated lower organizational participation, but higher work satisfaction.

Allen and Meyer determined that higher aged workers have a higher emotional commitment to the organization. Besides this as age progresses since the employees options for working in a different organization is reduced, job options become limited, the fear of losing financial values and right and privileges, increase the continuity commitment. It has been determined that if there is an age difference between the employees the employees struggle to decide on staying in the

organization. Age and time spent working in the organization, are factor related to time. Because of this age and time spent working in the organization, are one of the strongest indicators of the employees' commitment to the organization. As the time spent working in the organization increases, the benefits the employee will receive from the organization also increases and because these benefits effect organizational commitment as the employees age increases the organizational commitment also increases. While as age and rank increase commitment increases, as education level rises commitment reduces (Allen & Meyer, 1990:5).

According to Tsui and his friends (1992), it is possible to think that in principle individuals who have higher educational levels, will have relatively more job alternatives and expectations compared to individuals who have less educational levels, thus their commitment will be lower. These individuals who have higher expectations than the organization can handle can easily choose another organization. It has been seen that once the diversity of educational levels among the employees has increased in the organization, then the commitment of the employees to the organization increased. The employee's family and relative responsibility and the individual's obligation to his family and relatives is also an important factor. It is proposed that the employees who have family and relative responsibilities when their request related to work and family obligations fall in to conflict; they show less commitment to the work organization and work applications (Tsui, Egan & O'Reilly, 1992:552).

In conclusion it is hard to say that in estimating organizational commitment personal features can be measurement. Because commitment is not an attitude or behavior that only develops from the employee's personal features.

2.3.2. Organizational Factors

Within the context of organizational and mission related factors affecting commitment, role conflict, task identity, the degree of the employees expectations getting accomplished in the organization he works in and having social interaction preferences, skill levels of subordinates, work focused, business difficulties, role difficulty, the upper-subordinate relations, advancement opportunities, instrumental communication, participation in decision-making, and caring for the individuals requirements can be talked about. Variable related to the role can be important in identifying the organizational commitment between the job employees. One of these

is job role conflict. Role conflict's negative effects in the organization environment even if not behavioral most of the time is psychological such as retreating in to their shell and disinterest. An employee who lives this behavior lives an emotional emptiness feeling and goes into a hopeless effort to get away from his coworkers (Katz and Kahn, 1978:16).

Another one of the organizational factors that indicate organizational commitment is related to the organizations technical level and environment. The first one is technical adjustments that will effect production negatively: the second one is difficulty of maintaining life in the organization environment. The result has been reached that commitment to coworkers is a factor that directly effects organizational commitment. The effect of commitment to coworkers on organizational commitment, despite not being strong commitment to work, it its proposed that social participation in theory is related to organizational commitment. Since leaving the organization, in one way means leaving the valuable coworkers, they choose to not sever the social bonds and stay in the organization.

The scope of the job that is done, whether or not it is perceived as an important job or not contains organizational features related to work. The workers in result of the relation with the organization the information and experience he gained provides trust in the organization and from this trust commitment is born. Another factor that is cause by the organization and effects organizational commitment is the context of the job and its structure. If the job is meaningful to the worker and if it is valued highly by the society then the workers' commitment to the organization will also be high (Meyer & Allen, 1991:64).

Another factor in terms of the organization is management type. Management type increases the commitment to organizational values and goals. If the higher management gives importance to organizational culture and values, productivity and innovation increases. While flexible and participation based management affects in a positive way (Meyer and Allen, 1991), autocratic management type damages the commitment by blocking participation. Dick and Metcalfe, (2001:115) and Zangora (2011:16), put forth that the leader's behavior and practices affect the employees' organizational commitment. The employee who thinks that he is not supported from

the organization, and thus the leader who represents the organization, shows less commitment to the organization. Participating in management and the subordinates providing contribution to the organization problems and getting praised from their environment, makes them feel satisfied in a personal way. In this case the workers' organizational dedication increases.

2.3.3. Situational Factors

According to Brockner and his friends the individual's commitment tendency and experiences he has before becoming a part of the organization, creates a specific pre-commitment. Generally high level pre-commitment is beneficial to the organization. However, in some cases it is stated that high pre-commitment can cause low commitment in the future. In this regard there are three approaches that are talked about claiming to estimate the individuals' situational reaction related to their organizational commitment levels (Brockner, Tyler & Cooper 1992:249).

2.3.3.1. Instrumental Estimation

According to this people, basically in meeting the organization, are interested in getting the desired results (Payment, advancement, judicious management, humane behavior etc..). Change in the individual commitment, is based substantially on the pre- meeting being direct and open. There is little effect on the prior organizational commitment level.

2.3.3.2. Assimilation Estimation

The individual's prior attitudes lead them. If people try to match their prior point of views to their encounter perceptions, there must be a positive relationship between the suitability of their prior commitment level and the response they gave to the meeting. For example, while people who showed less commitment before give more negative reaction in an unjust encounter with the organization, people who showed more commitment, cannot show the same reaction in the said situation.

2.3.3.3. Justices Group-Value Estimation

According to this approach people who have high pre-commitment, show reactions when they think they are being unjustly treated in their encounter with the organization. Seeing suitable behaviors from the other side, explains that they treat the people in a dignified and respectful way. This strengthens the individual's identification and values. However much; justly distribution of the resources, management decisions, payment and advancement, reflects on the results, how these decisions were taken also determines the workers' perception of righteousness. The employee's perception of justice affects their organizational commitment in a positive or negative way.

2.3.4. Other Factors

Commitment literature also puts for the existence of other factor that identifies organizational commitment. Job market conditions, work experience, personal and organizational characteristics, worker's needs, values, the size of the business organization, improvements in job conditions, possibilities and reward that will be offered to the employee, organizational size, intra-organizational bureaucratization, employees' earnings level can be given as examples. There are researches concerning most of these factors.

2.4. RESULTS OF ORGANIZATIONAL COMMITMENT

Randall, studied organizational commitment levels and these levels positive and negative effect on the individual and organization. In this sense it is possible to talk about low, medium (mild), and high organizational commitments and their positive and negative results (Randall, 1987:465).

2.4.1. Low Commitment Results

The individual lacks the strong attitude and tendency that attaches him to the organization. Low commitment level or continuity commitment, expresses the individuals' weakness in psychological sense of belonging. Because of these employees who have low commitment levels can be described as employees who are not desirable to organizations. Because these type of employees desire to transfer from their present organization to another at the first chance they get. Employees who show low levels of commitment to the organization, as they are behind in efforts in individual tasks, they also show the least effort in providing group commitment. Because of this these types of employees are defined as "emotionless employees" inside the organization. Low level commitment; since it results in gossip, objection and complaint harm comes to the organizations name, the individuals who are related to the organization lose trust, cannot adapt to new situations and loss of income takes place (Sheldon, 1971:148).

2.4.2. Medium Level Commitment

It is the commitment level where the individuals experience is strong, but becoming one with the organization and commitment is not fully accomplished. It can be said by looking at the people's limited commitment in social groups they can be partially committed to their working system. Medium level commitment is the situation in which the individual although accepting the organizations purpose, goal, politics and activities he cannot fully feel a part of the organization. Individuals who have this level of commitment although most of the time they show attitude and behavior towards accomplishing the organizations expectations and desires they cause problems in situations where their personal values and organization expectations come face to face(Randal, 1987:462).

The individual in this commitment level, a sense of gratefulness or the organization thinking that his organization really needs that individual and thinking that the individual staying in the organization is the best possible thing to do, these value judgments he owns on this track are effective. In medium level organizational commitment, the worker probably earned experience in the organization or the other

organizations. However, he/she did not become one with the organization or a commitment to the organization did not form. Showing medium level commitment to the organization, the individual, faces a conflict between the responsibilities he feels towards the community and the loyalty that he shows the organization and this is the negative consequences of commitment at this level. This can lead to instability and inefficiency (Randal, 1987:464).

2.4.3. High Level Commitment

The individual shows commitment toward the organization with strong attitude and trends. High level commitment as a result of becoming one with the organization reflects important results in terms of both the individual and the organization. High level commitment leads to attitudes and behaviors such as adopting the organization's goals and values, being willing to put extra effort for the organization and staying in the organization. This commitment level for the individual provides success in their profession and wage satisfaction, also allows them to continue their high level loyalty to the organization against external pressures. In return for the workers' loyalty the organization rewards him/her by assigning authority or by bringing him/her to upper positions.

Is the commitment level where the individual becomes one with the organization, accepts their purposes and goals, adopts all their judicial values, devotes and attaches himself/herself. In this level of commitment, the individual, shows all of the necessary effort so the organizations purposes and goals can take place. At the same time, he/she feels an intense desire to stay in the organization.

According to Allen and Meyer (1990), the reason the organizational commitment (emotional commitment) is high level, is because it emerges from the compromise between the individual and organizational values, which emotionally connects the individuals and provides them to be pleased for being a member of the organization they are in (Wiener, 1982:423-424).

When taking in to consideration absence these individuals, other than health reasons they do not show high absence. Organizational commitment being high in the employees, provide many benefits to the organization. Among these benefit the

most important ones are increase in productivity, an increase in the quality of the produced goods and services, being effective in communication within the organization, a high level of loyalty the employee feels toward the organization (Randall, 1987:464). High level organizational commitment can sometimes be negative for the organization. These; reduce organizational flexibility, feel extreme trust toward past application and politics and in result causes traditional applications to become settled.



CHAPTER THREE

AN INVESTIGATION IN NATIONAL MEDICINE LABORATORY IN LIBYA

3.1. METHODOLOGY

With globalization working conditions encountered with lots of changes. Also, the attributes of the employees are changing day by day. When the employers require labor force, they use the choose of qualified labor force with lots of functional attributes. No matter what conditions are, both employees and organizations react to changes differently in order to maintain their lifetime. Employees are concerned continuously because of reasons such as losing their job, decreasing their salaries and changing in their workplace. They sometimes hide their reactions in this anxiety conditions. However, since employers willing to employ long-term period of employees' who are qualified and adopted to the organizational culture, these anxiety conditions can turn into crisis from time to time. As a result of the release of the international transition of the workforce with the globalization, both employers and employees have entered into a stiff competitive environment. The efforts of employees to find a better job and the search of employers for cheaper and qualified employee, influenced on the organizational atmosphere deeply. At the same time, organization must keep qualified employee who has trained within organizational culture in order to reach its long-term goals. In institutionalized organizations, the high rate of the labor force turnover is an inadmissible condition.

In recent times, lots of researches made in order to specify the attitudes of increasing workers and the problems of what can be done for increasing the employees' job involvement and organizational commitment.

Becker (1960), who has gone about the involvement concept, proposed that the individual who is dependent on some action, person or location behaves in accordance and cares about much more with particular factors, should be a side in terms of involvement (job). However, that involvement's real expression would be possible only with internalization and identification.

This definition focuses on involvement's that the relationship between the psychological attitudes internalized by individuals and the behaviors they perform with this psychological attitude. For instance, if the employee has a positive attitude towards the job and organization, he will not hesitate to put his hands under the rock during the crisis. However, if the employee has a negative attitude, he can take actions in an opposite direction which can deepen the crisis during the crisis.

Organizational commitment is a concept that is important in terms of organizational effectiveness and protection and managing of the intellectual capital that has been most recently discussed. According to Steers (1977:301) job involvement is very important indicator to organizational effectiveness

Given the definition of job involvement; according to Rabinowitz and Hall, it is individual's positive attitude towards organization as a result of job satisfaction, in Kanungo's opinion, it is emerged from the result of work experience and satisfaction of needs. It is an individual integration to the work by feeling inner motivation. (Parasuraman & Simmers, 2001:564; Bashaw & Grant, 1994:8; Sonnentag & Krueger, 2006:206). As a result, job involvement is seen as the most important key in the employee motivation.

The person who has job involvement, develops values about what is important and useful, and increases the pleasure of his work and the desire to fulfill his job.

Qualities of employees who has job involvement are accepting the job as a center of life, attendance to the job actively, accepting the job as base of self-esteem

and defining themselves with business performance (Blau & Boal, 1987:293; Saleh & Hosek, 1976:213-224).

Organizational commitment generally refers to an individual's psychological commitment to the organization, including attendance to work, loyalty, and belief in organizational values. There are three stages of commitment: In the obedience stage, the individual accepts other people's influence for the purpose of introducing himself and takes pride in being a part of the organization. In the last stage the individual realizes that the organization's values are worthy of praise and are similar to his own values. (O'Reilly, 1991).

In light of the above definitions organizational commitment in a general statement can be summarized as a phenomenon that can be characterized in three factors. The mentioned factors could be listed as (Hellriegel et. al, 1998:56);

- Accepting the objectives and values of the organization and believing in these.
- Volunteering to putting effort for the organization's benefit and constantly developing yourself.
- Wanting to stay as a part of the organization's culture.

As mentioned above, job involvement and organization commitment; It will be the subject of this work in terms of being connected to obedience, such as job, work, or a commitment to a manager. Relationship between job involvement and organizational commitment will be evaluated on 200 employees who work in National Medicine Laboratory.

3.1.1. Study Problem and Questions

The researches that were made on organizational commitment date back to the 1950's. The most accepted researchers about this subject are; Becker (1960), Etzioni (1961), Kanter (1968), Katz and Kahn (1978), Salancik (1977), Mowday (1979), O'Reilly and Chatman (1986), Penley and Gould (1988) and Allen and Meyer (1990). On the other hand, many of the new researches used these researchers' classifications.

The beginning of the searches about organizational commitment is the year of 1950's. The most known researchers on this topic are Becker (1960), Etzioni (1961), Kanter (1968), Katz and Kahn (1978), Salancik (1977), Mowday (1979), O'Reilly and Chatman (1986), Penley & Gould (1988) and Allen & Meyer (1991). On the other side, the classifications of these researchers is used in many new searches.

The classification in the organizational commitment literature is that the commitment is generally an instrumental/calculator, and the opposite of this normative or morale commitment. Apart from this, the existence of different commitment distinctions also attracts attention.

Steers (1977:46) defines organizational commitment as the individual becoming one with a specific organization and the relative size of the participation. This definition tells us that organizational commitment has two dimensions being attitudinal and behavioral dimension. While the attitudinal dimension is about the individual becoming one with the organization they work in and in this way strongly committed to the organizations goals and expectations, behavioral dimension is about the desire to put effort for the organization and in conclusion the desire to continue the organization's membership (Porter et. al, 1974:609). It is possible to make different classifications about commitment. The concept of attitudinal commitment and behavioral commitment represents the difference between the definitions of commitment. The phenomenon's that are indicated in these definitions can be classified as either an attitude or a behavior. These definitions do not have any priority from each other. In each organization different dimensions can be handled.

In this study, the level of organizational commitment and job involvement of professionals working in the National Medical Laboratory will be determined and the relationship between these two dimensions of behavior will be revealed. For this, a survey study will be conducted by using the Allen and Meyer's organizational commitment scale and Kanungo's job involvement scale, thus it is hoped that this will contribute to the literature.

3.1.2. Objectives of Study

The job involvement and so organizational commitment is important to remain and evaluate intellectual capital (human capital) within the organization which is one of the most important value of the operations in organization. The aim of this study is to reveal information about what needs to be done to increase job involvement and organizational commitment through the results obtained by revealing relationship between organizational commitment and job involvement.

In this research, the level of organizational commitment and job involvement of professionals working in medical laboratory will be determined and the relationship between the sub-dimension of organizational commitment and job involvement will be revealed.

In research, the organizational commitment is dependent and the job involvement is independent variable.

3.1.3. Study Limitations

The study will be carried out on 200 people working in the Medical Laboratory and the results are limited on the responses of these 200 people and additional studies may be needed to reach general conclusions.

3.1.4. Study Delimitation

It is assumed that the 200-person worker who participated in the study voluntarily attended the study and gave correct answers.

3.1.5. Terminologies

The organizational commitment is the relative strength of an individual's identification with and participation in an organization The organizational commitment is characterized by three factor (Balci, 2003);

- Faith and acceptance to the goals and values of the organization.

- Willingness to make meaningful efforts on the behalf of the organization.
- A strong desire to maintain membership in organization.

The job involvement is individual's positive about job that is revealed as a result of job satisfaction.

3.1.6. Hypotheses

Hypotheses are offered for the purpose of the study as follows.

- **H1:** Job Involvement has a positive and significant effect on affective commitment.
- **H2:** Job Involvement has a positive and significant effect on continuance commitment.
- **H3:** Job Involvement has a positive and significant effect on formative commitment.

3.1.7. Measures

As a part of the study, participants completed a questionnaire that included the following measures.

3.1.7.1. Job Involvement

Job involvement was measured by Kanungo's (1982) one dimension and ten-item job involvement scale. The scale was anchored on a Likert-type, ranging from 1= strongly disagree to 5 =strongly agree. Items coded such that a higher score indicated a greater involvement for the job.

3.1.7.2. Organizational Commitment

In order to obtain participants' level of organizational commitment, participants were asked to make 5-point ratings to describe their feelings and experiences based upon the three dimensions of organizational commitment: affective commitment, continuance commitment and formative commitment.

Specifically, respondents indicated the frequency of agreement with each statement (1 = strongly disagree, 5 = strongly agree) using a scale adapted for this study from Allen and Meyer (1990). The organizational commitment scale consists of 18 items (6 items for affective commitment, 6 items for continuance commitment, 6 items for formative commitment).

3.2. RESEARCH FINDINGS

3.2.1. Frequencies And Demographic Analysis

Table 3.1. Age Distribution

| Age | N | % |
|--------------|-----|-------|
| 21-30 | 87 | 43,5 |
| 31-40 | 95 | 47,5 |
| 41-50 | 12 | 6,0 |
| 51-60 | 6 | 3,0 |
| Total | 200 | 100,0 |

When the Table 3.1 where the data about the age of employees involved to the research is examined, it is seen that 43.5% (87 people) are in the "21-30" age range, 47.5% (95 people) are in the "31-40" 12 (6 people) are in the age range of 41-50 and 3% (6 people) are in the range of 51-60 years. It is possible to say that most of the employees (91%) are between the ages of 21-40 and that the employees are young, thus the dynamic structure of the company.

Table 3.2. Gender Distribution

| Gender | N | % |
|--------------|-----|-------|
| Male | 45 | 22,5 |
| Female | 155 | 77,5 |
| Total | 200 | 100,0 |

When the Table 3.2 where the data about employees involved to the research according to gender is examined, it is understood that 22.5% (45 people) are "Male" and "77.5%" are "Female". The majority of the members of the organization are female.

Table 3.3. Marital Status Distribution

| Marital Status | N | % |
|-----------------------|------------|--------------|
| Single | 62 | 31,0 |
| Married | 138 | 69,0 |
| Total | 200 | 100,0 |

When the Table 3.3 where the data about marital status of employees involved to the research is examined, it is seen that 31 % (62 people) are “Single” and %69 (138 people) are “Married”. Employees are generally “Married”.

Table 3.4. Tenure Distribution

| Tenure | N | % |
|---------------|------------|--------------|
| 1-4 years | 148 | 74,0 |
| 5-8 years | 35 | 17,5 |
| 9-12 years | 14 | 7,0 |
| 13 and more | 3 | 1,5 |
| Total | 200 | 100,0 |

When the Table 3.4 where the data about tenure of employees involved to the research in this organization is examined, it is seen that 74 % (148 people) of employees are in the range of “1-4 years”, %17,5 (35 people) are in the range of “5-8 year”, %7 of (14 people) are in the range of “9-12 years” and %1,5 “More than 13 years” of employees are working in this organization. The general population of employees, 89.5% (183 people), consist of those who work in the organization in the range of 1-8 years.

3.2.2. Descriptive Statistics

Percentages, mean and standard deviation values are shown in Table 3.5.

Table 3.5. Descriptive Statistics

| Items | Strongly Disagree | Disagree | Neither | Agree | Strongly Agree | Mean | Standard Deviation | Scale Mean | Scale Std. Deviation |
|--|-------------------|----------|---------|-------|----------------|------|--------------------|---------------|----------------------|
| Job Involvement | | | | | | | | | |
| 1. The most important things that happen to me involve my present job. | 7,0 | 18,5 | 34,0 | 25,0 | 15,5 | 3,24 | 1,134 | 3,515 | 0,751 |
| 2. To me, my job is only a small part of who I am. | 12,5 | 26,0 | 33,5 | 27,5 | ,5 | 2,78 | 1,005 | | |
| 3. I am very much involved personally in my job. | 2,5 | 13,5 | 18,5 | 43,5 | 22,0 | 3,69 | 1,039 | | |
| 4. I live, eat and breathe my job. | 3,5 | 7,5 | 11,5 | 57,5 | 20,0 | 3,83 | 0,952 | | |
| 5. Most of my interests are centered around my job. | 1,5 | 10,0 | 5,0 | 43,0 | 40,5 | 4,11 | 0,991 | | |
| 6. I have very strong ties with my present job which would be very difficult to break. | 4,5 | 16,0 | 14,0 | 33,5 | 32,0 | 3,73 | 1,199 | | |
| 7. Usually I feel detached from my job. | 9,5 | 16,5 | 54,0 | 19,5 | ,5 | 2,85 | 0,861 | | |
| 8. Most of my personal life goals are job-oriented. | ,5 | 17,0 | 52,0 | 25,0 | 5,5 | 3,18 | 0,794 | | |
| 9. I consider my job to be very central to my existence. | 7,0 | 12,0 | 29,5 | 35,5 | 16,0 | 3,42 | 1,109 | | |
| 10. I like to be absorbed in my job most of the time. | 6,5 | 10,0 | 34,5 | 41,0 | 8,0 | 3,34 | 0,99 | | |
| Affective Commitment | | | | | | | | | |
| 11. I would be very happy to spend the rest of my career with this organization. | 2,5 | 15,5 | 10,5 | 31,5 | 40,0 | 3,91 | 1,161 | 3,6563 | ,99857 |
| 12. I really feel as if this organization's problems are my own. | 6,5 | 18,0 | 15,0 | 33,5 | 27,0 | 3,57 | 1,242 | | |
| 13. I do not feel a strong sense of "belonging" to my organization. (R) | 2,5 | 25,5 | 17,5 | 42,0 | 12,5 | 3,37 | 1,071 | | |
| 14. I do not feel "emotionally attached" to this organization. (R) | ,5 | 17,5 | 17,0 | 33,0 | 32,0 | 3,79 | 1,093 | | |
| 15. I do not feel like "part of the family" at my organization. (R) | 0,0 | 2,0 | 7,0 | 19,5 | 71,5 | 4,61 | 0,708 | | |
| 16. This organization has a great deal of personal meaning for me. | 0,0 | 2,5 | 8,5 | 51,5 | 37,5 | 4,24 | 0,711 | | |

Table 3.5 (Continued)

| Continuance Commitment | | | | | | | | | |
|--|------|------|------|------|------|------|-------|---------------|---------------|
| 17. Right now, staying with my organization is a matter of necessity as much as desire. | 1,5 | 2,5 | 2,5 | 60,5 | 33,0 | 4,21 | 0,741 | 4,1908 | ,59483 |
| 18. It would be very hard for me to leave my organization right now, even if I wanted to. | 1,5 | 2,5 | 4,0 | 34,0 | 58,0 | 4,45 | 0,813 | | |
| 19. Too much of my life would be disrupted if I decided I wanted to leave my organization now. | 1,5 | 1,5 | 5,5 | 48,5 | 43,0 | 4,3 | 0,77 | | |
| 20. I feel that I have too few options to consider leaving this organization. | 2,5 | 1,0 | 9,0 | 50,5 | 37,0 | 4,19 | 0,833 | | |
| 21. If I had not already put so much of myself into this organization, I might consider working elsewhere. | 1,0 | 2,5 | 15,0 | 61,5 | 20,0 | 3,97 | 0,736 | | |
| 22. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives. | 2,0 | 2,0 | 9,0 | 64,5 | 22,5 | 4,04 | 0,759 | | |
| Normative Commitment | | | | | | | | | |
| 23. I do not feel any obligation to remain with my current employer. (R) | 13,0 | 17,0 | 7,0 | 39,0 | 24,0 | 3,44 | 1,362 | 3,5650 | ,87943 |
| 24. Even if it were to my advantage, I do not feel it would be right to leave my organization now. | ,5 | 1,5 | 9,5 | 42,5 | 46,0 | 4,32 | 0,749 | | |
| 25. I would feel guilty if I left my organization now. | 3,0 | 5,5 | 4,5 | 58,5 | 28,5 | 4,04 | 0,907 | | |
| 26. This organization deserves my loyalty. | 6,0 | 15,5 | 17,5 | 50,0 | 11,0 | 3,45 | 1,069 | | |
| 27. I would not leave my organization right now because I have a sense of obligation to the people in it. | 0,0 | 4,0 | 25,0 | 62,0 | 9,0 | 3,76 | 0,667 | | |
| 28. I owe a great deal to my organization. | 2,0 | 15,0 | 19,5 | 46,5 | 17,0 | 3,62 | 1,001 | | |

When Table 3.5 is examined which has the information of “**The most important things that happen to me involve my present job**” question that is answered by employees involved to the research, it is seen that %7 (14 people) answered as “Strongly Disagree”, %18.5 (37 people) answered as “Disagree”, %34 (68 people) as “Neither”, %25 (50 people) as “Agree” and %15.5 (31 people) as “Strongly Agree” to this question. It is comprehended that %25.5 of the employees do not agree with the question; %33 of them abstain and %40,5 of the employees agree with the question. According to $\bar{X}=3,24$, most of the employees that involved

to the research answered this perception by saying “Neither”. Due to the given answers, the most important thing in employees’ life is the job that they are working right now.

When Table 3.5 is examined which has the information of **“To me, my job is only a small part of who I am”** question that is answered by employees involved to the research, it is seen that %12.5 (25 people) answered as “Strongly Disagree”, %26 (52 people) answered as “Disagree”, %33,5 (67 people) answered as “Neither”, %27,5 (55 people) as “Agree” and %0,5 (1 employee) as “Strongly Agree” to this question. It is comprehended that %38.5 of the employees do not agree with the question; %28 of the employees with the question. According to $\bar{X}=2,78$, most of the employees that involved to the research answered this perception by saying “Neither”. Employees have a strong connection with their work and want to say that my work reflects me.

When Table 3.5 is examined which has the information of **“I am very much involved personally in my job”** question that is answered by employees involved to the research, it is seen that %2,5 (5 people) answered as “Strongly Disagree”, %13.5 (27 people) answered as “Disagree”, %18,5 (37 people) as “Neither”, %43,5 (87 people) as “Agree” and %22 (44 people) as “Strongly Agree” to this question. It is comprehended that %16 of the employees do not agree with the question; %18,5 of them abstain and %65,5 of the employees agree with the question. According to $\bar{X}=3,69$, most of the employees that involved to the research answered this perception by saying “agree”. Due to the answers employees see their work as a basic need, such as eating and breathe.

When Table 3.5 is examined which has the information of **“I live, eat and breathe my job”** question that is answered by employees involved to the research, it is seen that %3,5 (7 people) answered as “Strongly Disagree”, %7,5 (15 people) answered as “Disagree”, %11,5 of the employees (23 people) answered as “Neither”, %57,5 (115 people) as “Agree” and %20 (40 people) as “Strongly Agree” to this question. It is comprehended that %11 of the employees disagree with the question; %11,5 of them abstain and %77,5 of them agree with the question. According to

$\bar{X}=3,83$, most of the employees that involved to the research answered this perception by saying “agree”.

When Table 3,5 is examined which has the information of **“Most of my interests are centered around my job”** question that is answered by employees involved to the research, it is seen that %1,5 (3 people) answered as “Strongly Disagree”, %10 (20 people) answered as “Disagree”, %5 of the employees (10 people) answered as “Neither”, %43 (86 people) as “Agree”, %40,5 (81 people) as “as “Strongly Agree” to this question. According to $\bar{X}=4,11$, most of the employees that involved to the research answered this perception by saying “agree”. According to the responses, it is understood that the majority of the work is preceded by importance.

When Table 3.5 is examined which has the information of **“I have very strong ties with my present job which would be very difficult to break”** question that is answered by employees involved to the research, it is seen that %4,5 (9 people) answered as “Strongly Disagree”, %16 (32 people) as “Disagree”, %14 (28 people) as “Neither”, %33,5 (67 people) as “Agree” and %32 (64 people) as “Strongly Agree” to this question. It is comprehended that %20,5 of the employees do not agree with the question; %14 of them abstain and %65,5 of the employees agree with the question. According to $\bar{X}=3,73$, most of the employees that involved to the research answered this perception by saying “agree”. When it is looked at the answers to this question, the majority think that their job involvement is high and this perception can't change easily.

When Table 3.5 is examined which has the information of **“Usually I feel detached from my job”** question that is answered by employees involved to the research, it is seen that %9,5 (19 people) answered as “Strongly Disagree”, %16,5 (33 people) answered as “Disagree”, %54 (108 people) as “Neither”, %19,5 (39 people) as “Agree” and %0,5 (1person) as “Strongly Agree” to this question. It is comprehended that %,26 of the employees do not agree with the question; %54 of them abstain and %20 of the employees agree with the question. According to $\bar{X}=2,85$, most of the employees that involved to the research answered this

perception by saying “Neither”. According to these responses, employees feel themselves disconnected from work.

When Table 3.5 is examined which has the information of **“Most of my personal life goals are job-oriented”** question that is answered by employees involved to the research, it is seen that %0,5 (1 person) answered as “Strongly Disagree”, %17 (34 people) answered as “Disagree”, %52 (104 people) answered as “Neither”, %25 (50 people) as “Agree” and %5,5(11 people) as “Strongly Agree” to this question. It is comprehended that %,17,5 of the employees do not agree with the question; %52 of them abstain and %30,5 of the employees agree with the question. According to $\bar{X}=3,18$, most of the employees that involved to the research answered this perception by saying “neither”. According to these responses, one of the most important goals of employees is or is not related to business life.

When Table 3.5 is examined which has the information of **“I consider my job to be very central to my existence”** question that is answered by employees involved to the research, it is seen that %7 (14 people) answered as “Strongly Disagree”, %12 (24 people) answered as “Disagree”, %29,5 (59 people) as “Neither”, %35,5 (71 people) as “Agree” and %16 (32 people) as “Strongly Agree” to this question. It is comprehended that %19 of the employees do not agree with the question; %29,5 of them abstain and %51,5 of the employees agree with the question. According to $\bar{X}=3,42$, most of the employees that involved to the research answered this perception by saying “neither”. According to the answers, employees both see or do not see their work at the center of their lives.

When Table 3.5 is examined which has the information of **“I like to be absorbed in my job most of the time”** question that is answered by employees involved to the research, it is seen that %6,5 (13 people) answered as “Strongly Disagree”, %10 (20 people) answered as “Disagree”, %34,5 (69 people) as “Neither”, %41 (82 people) as “Agree” and %8 (16 people) as “Strongly Agree” to this question. It is comprehended that %16,5 of the employees do not agree with the question; %34,5 of them abstain and %49 of the employees agree with the question. According to $\bar{X}=3,34$, most of the employees that involved to the research answered

this perception by saying “neither”. Most of the time, being at work is an appropriate situation for employees.

When Table 3.5 is examined which has the information of **“I would be very happy to spend the rest of my career with this organization”** question that is answered by employees involved to the research, it is seen that %2,5 (5 people) answered as “Strongly Disagree”, %15,5 (31 people) as “Disagree”, %10,5 (21 people) as “Neither”, %31,5 (63 people) as “Agree” and %40 (80 people) as “Strongly Agree” to this question. It is comprehended that %18 of the employees do not agree with the question; %10,5 of them abstain and %71,5 of the employees agree with the question. According to $\bar{X}=3,91$, most of the employees that involved to the research answered this perception by saying “agree”. Majority of the employees are satisfied with the current work place.

When Table 3.5 is examined which has the information of **“I really feel as if this organization's problems are my own”** question that is answered by employees involved to the research, it is seen that %6,5 (13 people) answered as “Strongly Disagree”, %18 (36 people) answered as “Disagree”, %15 (30 people) as “Neither”, %33,5 (67 people) as “Agree” and %27 (54 people) as “Strongly Agree” to this question. It is comprehended that %24,5 of the employees do not agree with the question; %15 of them abstain and %60,5 of the employees agree with the question. According to $\bar{X}=3,57$, most of the employees that involved to the research answered this perception by saying “agree”. More than half of the employees seem to have a sense of belonging.

When Table 3.5 is examined which has the information of **“I do not feel a strong sense of "belonging" to my organization”** question that is answered by employees involved to the research, it is seen that %2,5 (5 people) answered as “Strongly Agree”, %25,5 (51 people) answered as “Agree”, %17,5 (35 people) as “Neither”, %42 (84 people) as “Disagree” and %12,5 (25 people) as “Strongly Disagree” to this question. It is comprehended that %28 of the employees do not agree with the question; %17,5 of them abstain and %54,5 of the employees agree with the question. According to $\bar{X}=3,37$, most of the employees that involved to the research answered this perception by saying “neither”. This question is one of the

reverse-coded questions. According to the result after making the necessary corrections, employees are abstained from this question.

When Table 5.6 is examined which has the information of **“I do not feel emotionally attached to this organization”** question that is answered by employees involved to the research, it is seen that %0,5 (1 people) answered as “Strongly Agree”, %17,5 (35 people) answered as “Agree”, %17 (34 people) as “Neither”, %33 (66 people) as “Disagree” and %32 (64 people) as “Strongly Disagree” to this question. It is comprehended that %18 of the employees do not agree with the question; %17 of them abstain and %65 of the employees agree with the question. According to $\bar{X}=3,79$, most of the employees that involved to the research answered this perception by saying “Disagree”. The necessary correction has been made before calculating this question which is reverse-coded. It is revealed that the employees feel an emotional commitment.

When Table 3,5 is examined which has the information of **“I do not feel like part of the family at my organization”** question that is answered by employees involved to the research, it is seen that %2 (4 people) answered as “Agree”, %7 (14 people) answered as “Neither”, %19,5 (39 people) as “Disagree” and %71,5 (143 people) as “Strongly Disagree” to this question. It is comprehended that %2 of the employees agree with the question; %7 of them abstain and %91 of the employees do not agree with the question. According to $\bar{X}=4,61$, most of the employees that involved to the research answered this perception by saying “strongly disagree”. Again this question is one of the reverse-coded questions. Looking at the answers given to this question after the necessary corrections, it appears that the employees named the social environment in the workplace as family.

When Table 3.5 is examined which has the information of **“This organization has a greatdeal of personal meaning for me”** question that is answered by employees involved to the research, it is seen that % 2,5 (5 people) answered as “Disagree”, %8,5 (17 people) answered as “Neither”, %51,5 (103 people) as “Agree” and %37,5(75 people) as “Strongly Agree” to this question. It is comprehended that %,2,5 of the employees do not agree with the question; %8,5 of them abstain and %89 of the employees agree with the question. According to

$\bar{X}=4,24$, most of the employees that involved to the research answered this perception by saying “agree”. Employees feel personal meaning about the organization in which they work.

When Table 3.5 is examined which has the information of **“Right now, staying with my organization is a matter of necessity as much as desire”** question that is answered by employees involved to the research, it is seen that %1,5 (3 people) answered as “Strongly Disagree”, %2,5 (5 people) answered as “Disagree”, %2,5 (5 people) answered as “Neither”, %60,5 (121 people) as “Agree” and %33 (66 people) as “Strongly Agree” to this question. It is comprehended that %4 of the employees do not agree with the question; %2,5 of the employees abstain and %93,5 of the employees agree with the question. According to $\bar{X}=4,21$, most of the employees that involved to the research answered this perception by saying “agree”. Employees desire to continue working in their organizations and feel obliged.

When Table 3.5 is examined which has the information of **“It would be very hard for me to leave my organization right now, even if I wanted to”** question that is answered by employees involved to the research, it is seen that %1,5 (3 people) answered as “Strongly Disagree”, %2,5 (5 people) answered as “Disagree”, %4 (4 people) answered as “Neither”, %34 (68 people) as “Agree” and %58 (106 people) as “Strongly Agree” to this question. It is comprehended that %4 of the employees do not agree with the question; %4 of the employees abstain and %92 of the employees agree with the question. According to $\bar{X}=4,45$, most of the employees that involved to the research answered this perception by saying “strongly agree”. As understood from these responses, employees are emotionally committed to staying in the organization.

When Table 3.5 is examined which has the information of **“Too much of my life would be disrupted if I decided I wanted to leave my organization now”** question that is answered by employees involved to the research, it is seen that %1,5 (3 people) answered as “Strongly Disagree”, %1,5 (3 people) answered as “Disagree”, %5,5 (11 people) answered as “Neither”, %48,5 (97 people) as “Agree” and %43 (87 people) as “Strongly Agree” to this question. It is comprehended that %3 of the employees do not agree with the question; %5,5 of the employees abstain

and %91,5 of the employees agree with the question. According to $\bar{X}=4,30$, most of the employees that involved to the research answered this perception by saying “agree”.The employees think that if they decide to leave, it will create a traumatic situation.

When Table 5,6 is examined which has the information of **“I feel that I have too few options to consider leaving this organization.”** question that is answered by employees involved to the research, it is seen that %2,5 (5 people) answered as “Strongly Disagree”, %1 (2 people) answered as “Disagree”, %9 (18 people) answered as “Neither”, %50,5 (101 people) as “Agree” and %37 (74 people) as “Strongly Agree” to this question. It is comprehended that %3,5 of the employees do not agree with the question; %9 of the employees abstain and %87,5 of the employees agree with the question. According to $\bar{X}=4,19$, most of the employees that involved to the research answered this perception by saying “agree”.Employees think that there are not many alternatives to leave the organization.

When Table 3.5 is examined which has the information of **“If I had not already put so much of myself into this organization, I might consider working elsewhere”** question that is answered by employees involved to the research, it is seen that %1 (2 people) answered as “Strongly Disagree”,%2,5 (5 people) answered as “Disagree”,%15 (30 people) answered as “Neither”, %61,5 (123 people) as “Agree” and %20 (40 people) as “Strongly Agree” to this question. It is comprehended that %3,5 of the employees do not agree with the question; %15 of the employees abstain and %81,5 of the employees agree with the question. According to $\bar{X}=3,97$, most of the employees that involved to the research answered this perception by saying “agree”.Employees report that if they don’t feel dependent on this organization they will work in another job to stay out of this organization.

When Table 3.5 is examined which has the information of **“One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.”** question that is answered by employees involved to the research, it is seen that %2 (4 people) answered as “Strongly Disagree”, %2 (4 people) answered as “Disagree”, %9 (18 people) answered as “Neither”, %64,5 (129 people) as “Agree” and %22,5 (45 people) as “Strongly Agree” to this question. It is

comprehended that %4 of the employees do not agree with the question; %,9 of the employees abstain and %87 of the employees agree with the question. According to $\bar{X}=4,04$, most of the employees that involved to the research answered this perception by saying “agree”. Employees think that there is no alternative to this organization.

When Table 3.5 is examined which has the information of **“I do not feel any obligation to remain with my current employer”** question that is answered by employees involved to the research, it is seen that %13 (26 people) answered as “Strongly Disagree”, %17(34 people) answered as “Disagree”, %7 (14 people) as “Neither”, %39 (78 people) as “Agree” and %24 (48 people) as “Strongly Agree” to this question. It is comprehended that %63 of the employees agree with the question; %7 of them abstain and %30 of the employees do not agree with the question. According to $\bar{X}=3,44$, most of the employees that involved to the research answered this perception by saying “disagree”. Again, in this question reverse coded and corrections were done. They believe that there is an obligation between them and the employer.

When Table 3.5 is examined which has the information of **“Even if it were to my advantage, I do not feel it would be right to leave my organization now”** question that is answered by employees involved to the research, it is seen that %0,5 (1person) answered as “Strongly Disagree”,%1,5 (3 people) answered as “Disagree”, %9,5 (19 people) as “Neither”, %42,5 (85 people) as “Agree” and %46 (92 people) as “Strongly Agree” to this question. It is comprehended that %2 of the employees do not agree with the question; %9,5 of them abstain and %88,5 of the employees agree with the question. According to $\bar{X}=4,32$, most of the employees that involved to the research answered this perception by saying “agree”. Most of the employees do not think about leaving the organization even if it is a plus for them to work elsewhere.

When Table 3.5 is examined which has the information of **“I would feel guilty if I left my organization now”** question that is answered by employees involved to the research, it is seen that %3 (6 people) answered as “Strongly Disagree”, %5,5 (11 people) answered as “Disagree”, %4,5 (9 people) as “Neither”,

%58,5 (117 people) as “Agree” and %28,5 (57 people) as “Strongly Agree” to this question. It is comprehended that %8,5 of the employees do not agree with the question; %4,5 of them abstain and %87 of the employees agree with the question. According to $\bar{X}=4,04$, most of the employees that involved to the research answered this perception by saying “agree”. Most of the employees think they will feel guilty when they leave the organization.

When Table 3.5 is examined which has the information of **“This organization deserves my loyalty”** question that is answered by employees involved to the research, it is seen that %6 (12 people) answered as “Strongly Disagree”, %15,5 (31 people) answered as “Disagree”, %17,5 (35 people) as “Neither”, %50 (100 people) as “Agree” and %11 (32 people) as “Strongly Agree” to this question. It is comprehended that %21,5 of the employees do not agree with the question; %17,5 of them abstain and %61 of the employees agree with the question. According to $\bar{X}=3,45$, most of the employees that involved to the research answered this perception by saying “neither”. Most of the employees are abstaining from the question of deserving organizational loyalty.

When Table 3.5 is examined which has the information of **“I would not leave my organization right now because I have a sense of obligation to the people in it”** question that is answered by employees involved to the research, it is seen that %4 (8 people) answered as “Disagree”, %25 (50 people) as “Neither”, %62 (124 people) as “Agree” and %9 (18 people) as “Strongly Agree” to this question. It is comprehended that %4 of the employees do not agree with the question; %25 of them abstain and %71 of the employees agree with the question. According to $\bar{X}=3,76$ most of the employees that involved to the research answered this perception by saying “agree”. They think they will feel responsible for their colleagues if they leave the organization.

When Table 3.5 is examined which has the information of **“I owe a great deal to my organization”** question that is answered by employees involved to the research, it is seen that %2 (4 people) answered as “Strongly Disagree”, %15 (30 people) answered as “Disagree”, %19,5 (39 people) as “Neither”, %46,5 (93 people) as “Agree” and %17 (32 people) as “Strongly Agree” to this question. It is

comprehended that %17,5 of the employees do not agree with the question; %19,5 of them abstain and %63,5 of the employees agree with the question. According to $\bar{X}=3,62$, most of the employees that involved to the research answered this perception by saying “agree”. Most of the employees feel they owe it to the organization.

Table 3.6. T-Test Results for Subscale Scores of the Study Group's Gender and Organizational Commitment

| Organizational Commitment | Gender | Mean | Std. Deviation | Std. Error Mean | t | p |
|---------------------------|--------|-------|----------------|-----------------|----------------|--------------|
| Affective Commitment | Male | 3,344 | 0,733 | 0,109 | -6,439* | 0,001 |
| | Female | 4,084 | 0,662 | 0,053 | | |
| Continuance Commitment | Male | 4,203 | 0,277 | 0,041 | -2,628* | 0,009 |
| | Female | 4,318 | 0,251 | 0,020 | | |
| Normative Commitment | Male | 3,296 | 0,694 | 0,103 | -5,876* | 0,001 |
| | Female | 3,922 | 0,609 | 0,048 | | |

*p<0,01; **p<0,05; N= Male:45, Female: 155; df= 198

The affective commitment of employees shows a significant difference according to gender [t (198) = -6,439, p <0,01]. Male affective commitment (X = 3.344) was lower than female (X = 4.084). With this finding, it is seen that there is a significant difference in the level of affective commitment between the sexes.

The continuance commitment of employees shows a significant difference according to gender [t (198) = -2,628 p <0,01]. Male continuance commitment (X = 4,203) was lower than female (X = 4.318). With this finding, it is seen that there is a significant difference in the level of continuance commitment between the sexes.

The normative commitment of employees shows a significant difference according to gender [t (198) = -5,876 p <0,01]. Male general commitment (X = 3,296) was lower than female (X = 3,922). With this finding, it is seen that there is a significant difference in the level of general commitment between the sexes.

Table 3.7. T Test Results for Subscale Scores of the Research Group's Marital Status and Organizational Commitment

| Organizational Commitment | Marital Status | Mean | Std. Deviation | Std. Error Mean | t | p |
|---------------------------|----------------|-------|----------------|-----------------|----------------|--------------|
| Affective Commitment | Single | 3,295 | 0,655 | 0,083 | -9,551* | 0,001 |
| | Married | 4,198 | 0,600 | 0,051 | | |
| Continuance Commitment | Single | 4,155 | 0,261 | 0,033 | -5,28* | 0,001 |
| | Married | 4,353 | 0,237 | 0,020 | | |
| Normative Commitment | Single | 3,260 | 0,598 | 0,076 | -8,441* | 0,001 |
| | Married | 4,015 | 0,578 | 0,049 | | |

*p<0,01; **p<0,05; N= Single: 62, Married: 138; df=198

The affective commitment of employees shows a significant difference according to marital status [t (198) = -9,551 p <0,01]. Singles affective commitment (X = 3.295) was lower than married (X = 4.198). With this finding, it is seen that there is a significant difference in the level of affective commitment according to marital status.

The continuance commitment of employees shows a significant difference according to marital status [t (198) = -5,28 p <0,01]. Singles general commitment (X = 4,155) was lower than married (X = 4.353). With this finding, it is seen that there is a significant difference in the level of continuance commitment according to marital status

The normative commitment of employees shows a significant difference according to marital status [t (198) = -8,441 p <0,01]. Singles normative commitment (X =3,260) was lower than married (X = 4.015). With this finding, it is seen that there is a significant difference in the level of normative commitment according to marital status.

Table 3.8.T Test Results for Relevant Scores of the Research Group's Gender and Job Involvement

| Job Involvement | Gender | Mean | Std. Deviation | Std. Error Mean | t | p |
|-----------------|--------|-------|----------------|-----------------|----------------|--------------|
| | Male | 3,368 | 0,403 | 0,060 | -5,641* | 0,001 |
| | Female | 3,701 | 0,330 | 0,026 | | |

*p<0,01; **p<0,05; N= Male:45, Female: 155; df= 198

The job involvement of employees shows a significant difference according to gender [t (198) = -5,641 p <0,01]. Male job involvement (X = 3.368) was lower than female (X = 3,701). With this finding, it is seen that there is a significant difference in the level of job involvement between the sexes.

Table 3.9. T Test Results for Relevant Scores of the Research Group's Marital Status and Job Involvement

| Job Involvement | Marital Status | Mean | Std. Deviation | Std. Error Mean | t | p |
|-----------------|----------------|-------|----------------|-----------------|-------|----------------|
| | Single | | 3,372 | 0,389 | 0,049 | -7,215* |
| Married | | 3,740 | 0,305 | 0,025 | | |

*p<0,01; **p<0,05; N= Single: 62, Married: 138; df=198

The job involvement of employees shows a significant difference according to marital status [t (198) = -7,215 p <0,01]. Job involvement of singles (X = 3.372) was lower than married (X = 3,740). With this finding, it is seen that there is a significant difference in the level of job involvement according to marital status.

Table 3.10. One Way Variance Analysis (ANOVA) for Job Involvement Scale General Scores According to the Seniority Variable of the employees in the Research Group

| ANOVA | | | | | |
|----------------|----------------|-----|-------------|---------------|--------------|
| JobInvolvement | | | | | |
| | Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups | 3,537 | 3 | 1,179 | 9,514* | 0,001 |
| Within Groups | 24,292 | 196 | ,124 | | |
| Total | 27,830 | 199 | | | |

*p<0,01; **p<0,05;

A statistically significant difference was obtained at the level of 0,01 in the results of One Way Variance Analysis (ANOVA) for job involvement scale general scores according to the seniority variable of the employees in the research group (F:9,514, p<0,01). Job involvement scores differs according to seniority. According to the seniority variable of the employees in the research group, it was found that there were significant differences between job grades 1-4, 5-8 and 1-4, 9-12 seniority.

3.2.3. Hypotheses Testing

Hypotheses 1 through 3 involve the effects of job involvement on organizational commitment dimensions. These hypotheses tested using multiple linear regression analyses. Separate regressions were performed for each of the hypotheses. Because they may affect the variables and relationships of interest, demographic variables were included as control variables. Table 3.11 shows the regression results for hypotheses 1 to 3.

Table 3.11. Results of Regression Analysis of Job Involvement on Organizational Commitment

| | Affective Commitment | Continuance Commitment | Formative Commitment |
|-------------------------------|----------------------|------------------------|----------------------|
| | β | β | β |
| Control Variables | | | |
| Age | 0,175** | 0,157 | 0,196** |
| Gender | -0,027 | -0,197 | -0,024 |
| Marital Status | 0,093** | 0,211 | 0,105** |
| Tenure | 0,075 | 0,036 | 0,044 |
| Independence Variable | | | |
| Job Involvement | 0,512* | 0,149 | 0,356* |
| F Value | | | |
| | 56,696* | 5,569* | 37,948* |
| R² | | | |
| | 0,514 | 0,126 | 0,399 |
| Adjusted R² | | | |
| | 0,506 | 0,103 | 0,389 |

*p<0,01; **p<0,05

Hypotheses H1 predicted that job involvement would be related to affective commitment. As shown in Table 3.11, job involvement was significantly and positively associated with affective commitment (H1: $\beta= 0.512$, $p<0.01$). Thus, hypotheses 1 was supported.

Hypotheses H2 predicted that job involvement would be related to continuance commitment. As shown in Table 3.11, job involvement was not significantly associated with continuance commitment (H2: $\beta= 0.149$, $p>0.05$). Thus, hypotheses 2 was not supported.

Hypotheses H3 predicted that job involvement would be related to formative commitment. As shown in Table 3.11, job involvement was significantly and

positively associated with formative commitment (H3: $\beta = 0.356$, $p < 0.01$). Thus, hypotheses 3 was supported. The summary of the results shown in Table 3.12.

Table 3.12. Hypotheses Results

| | | |
|-----------|--|---------------|
| H1 | Job Involvement has a positive and significant effect on affective commitment. | Supported |
| H2 | Job Involvement has a positive and significant effect on continuance commitment. | Not Supported |
| H3 | Job Involvement has a positive and significant effect on formative commitment | Supported |



CONCLUSION AND RECOMMENDATION

In today's competitive environment, employers attain success by setting goals and targets in every changing condition. In the investments made, the strategies determined through this direction, the factor that needs to be focused on is human factor, because human factor has a more obvious and higher structure than the other factors. The situation that makes the importance of human factor one step ahead, when all conditions are equal, is the workers that make a difference and make the organization worked at a more successful level than the others.

Individuals have an important role for the organization to reach its goals. Individuals, who are able to make self-identification through the organization, who accept the values of the organization as their own and who work at this environment, have a very effective position at providing successful continuity as for the organization where employee who is ready to devote himself to the organization he committees instead of the one who supplies his works with the contribution of the non-organizational facilities, moreover, as the every functional organization's ideal and their strong inner-bound which highly enough to compensate the needs of organizations and their corresponding outcomes must be evaluated and treated well and carefully.

Having strong commitment emotions, job involvement brings results in the expectations of continuity to the job and productivity. And this returns in meeting the expectations positively with maximum utility to the organization and to the environment that the individual interacts.

When the results of the research are examined, job involvement levels to the job vary depending on gender, marital status and seniority; and it is concluded that this difference is meaningful. Again in the research, when the results that is tested depending on organizational commitment scale is examined; it is seen as emotional

commitment, normative commitment and continuance commitment are diverged depending on gender, marital status and seniority at their sub dimensions and female employees are more committed than male employees at organizational commitment's three sub dimensions. This research has the parallel results with other organizational commitment researches.

In consideration of research's findings, some suggestions can be made with keeping the factors that affects organizational commitment in mind; It can be provided that the employee to feel like receiving a recompense for his/her work with additional earnings like rewarding, wage level, overtime and improvements in rights. When employees are thought to be influenced by management's attitude and behavior, adopting a participatory management approach instead of centralized management approach reflects on employees' reassurance and change in request for working. In this way, workers can easily talk about their problems to their managers; the environment to express their ideas freely is provided. A community can have formed by active employees whose job satisfaction high and who sees himself/herself valuable in the name of the organization as the natural result of this situation.

It is seen that working force is young and generally consists of females. This potential, when it is evaluated in a plan, it will raise the pleasure of people that dynamic and highly efficient employees serve. Motivational events should be organized for the employees. Individuals who wish to work toward organization's purposes and who interiorize the identity of the organization will trigger the success of the organization. In the studies toward the image of the organization in public opinion, employees should be actively involved too. By this way, spreading positive messages about the organization to co-workers and to the public opinion with the individual who identifies himself/herself with the organization gets more effective.

Regarding the overall findings, there are at least two limitations of the study. The sample of the study was limited with a population of one of the biggest public hospital (National Medical Laboratory) employees in Libyan. Considering that it is a National Medical Laboratory which employs employees over ten times than our current sample; similar research can also be conducted including all departments of

the hospital in order to examine the overall trust, commitment, involvement, and engagement levels of employees.

Moreover, the same study could also be expanded by including the other public and private hospital employees of Libyan in further research in order to provide additional insights.

A second limitation is that the present study only focused on some of the possible predictors of job engagement.

Future research may also include different potential predictors.

Furthermore, the study may be expanded so as to cover the consequences of job engagement in Libyan context. Negative organizational outcomes such as absenteeism, turnover, and job dissatisfaction might be some examples.

Positive consequences such as productivity increase, customer satisfaction, and customer loyalty may also be studied.

Thus, the nature of the linkage between specific employee factors and business outcomes can be better understood and organizations may be in a better position to make an efficient investment of their resources.

As a last statement, in light of the finding that job involvement had a strong correlation with job engagement, we may recommend further research to focus on the conceptual differentiation of the constructs of job engagement and job involvement by their predictors and outcomes.

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APPENDIX: JOB INVOLVEMENT AND ORGANIZATIONAL COMMITMENT QUESTIONNAIRE

You are invited to participate in a research study that is being conducted by Adel Omer Em Abosrra, a postgraduate student at Karabuk University in Turkey. The purpose of this research is to better understand how employees feel about the companies that they work for.

Do not put your name on the survey. Data collection is completely anonymous. Although the results of this study may be published, no information that could identify you will be included.

Your participation is greatly appreciated!

SECTION 1

Please read each of the following statements carefully and then place an “X” over the number that best describes the extent to which the statement applies to you. Use the guide below to choose the most appropriate number.

| Strongly Disagree | Disagree | Neither | Agree | Strongly Agree |
|--------------------------|-----------------|----------------|--------------|-----------------------|
| (1) | (2) | (3) | (4) | (5) |

1. The most important things that happen to me involve my present job. (1) (2) (3) (4) (5)

2. To me, my job is only a small part of who I am. (1) (2) (3) (4) (5)

3. I am very much involved personally in my job. (1) (2) (3) (4) (5)

4. I live, eat and breathe my job. (1) (2) (3) (4) (5)

5. Most of my interests are centered around my job. (1) (2) (3) (4) (5)

6. I have very strong ties with my present job which would be very difficult to break. (1) (2) (3) (4) (5)

7. Usually I feel detached from my job. (1) (2) (3) (4) (5)

8. Most of my personal life goals are job-oriented. (1) (2) (3) (4) (5)

9. I consider my job to be very central to my existence. (1) (2) (3) (4) (5)

10. I like to be absorbed in my job most of the time. (1) (2) (3) (4) (5)

| | | | | | |
|--|-------|-------|-------|-------|-------|
| 11. I would be very happy to spend the rest of my career with this organization. | (1) | (2) | (3) | (4) | (5) |
| 12. I really feel as if this organization's problems are my own. | (1) | (2) | (3) | (4) | (5) |
| 13. I do not feel a strong sense of "belonging" to my organization. (R) | (1) | (2) | (3) | (4) | (5) |
| 14. I do not feel "emotionally attached" to this organization. (R) | (1) | (2) | (3) | (4) | (5) |
| 15. I do not feel like "part of the family" at my organization. (R) | (1) | (2) | (3) | (4) | (5) |
| 16. This organization has a great deal of personal meaning for me. | (1) | (2) | (3) | (4) | (5) |
| 17. Right now, staying with my organization is a matter of necessity as much as desire. | (1) | (2) | (3) | (4) | (5) |
| 18. It would be very hard for me to leave my organization right now, even if I wanted to. | (1) | (2) | (3) | (4) | (5) |
| 19. Too much of my life would be disrupted if I decided I wanted to leave my organization now. | (1) | (2) | (3) | (4) | (5) |
| 20. I feel that I have too few options to consider leaving this organization. | (1) | (2) | (3) | (4) | (5) |
| 21. If I had not already put so much of myself into this organization, I might consider working elsewhere. | (1) | (2) | (3) | (4) | (5) |
| 22. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives. | (1) | (2) | (3) | (4) | (5) |
| 23. I do not feel any obligation to remain with my current employer. (R) | (1) | (2) | (3) | (4) | (5) |
| 24. Even if it were to my advantage, I do not feel it would be right to leave my organization now. | (1) | (2) | (3) | (4) | (5) |
| 25. I would feel guilty if I left my organization now. | (1) | (2) | (3) | (4) | (5) |
| 26. This organization deserves my loyalty. | (1) | (2) | (3) | (4) | (5) |
| 27. I would not leave my organization right now because I have a sense of obligation to the people in it. | (1) | (2) | (3) | (4) | (5) |
| 28. I owe a great deal to my organization. | (1) | (2) | (3) | (4) | (5) |

SECTION 2

| | |
|--|------------------------------|
| What is your age? | years |
| What is your gender? | () Male () Female |
| What is your marital status? | () Single () Married |
| How long have you been working with this organization? | year(s) month(s) |

Thank you for your participation.

ÖZET

Bu çalışmanın amacı çalışanların işe bağlılıklarını ve örgüte bağlılıklarını ölçmek ve işe bağlılığın örgütsel bağlılık üzerindeki etkisini belirleyebilmektir. Bu amaç kapsamında Libya'daki tıp alanında hizmet veren bir laboratuvardaki 200 çalışandan veriler anket yöntemi aracılığıyla elde edilmiştir. Hipotez testlerinde regresyon analizinden yararlanılmıştır. Çalışmanın sonucunda, işe bağlılığın duygusal bağlılık ve normatif bağlılık üzerinde pozitif yönlü ve anlamlı bir etkisinin bulunduğu belirlenmiştir. Buna karşılık, işe bağlılığın devam bağlılığı üzerindeki etkisinin anlamsız olduğu tespit edilmiştir.

ARŞİV Kayıt Bilgileri :

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Tezin Yazarı : Adel Omer ABOSRRA
Tezin Danışmanı : Yrd. Doç. Dr. Ozan BÜYÜKYILMAZ
Tezin Konumu : Yüksek Lisans
Tezin Tarihi : 24.02.2017
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ABSTRACT

The aim of this study is to measure the job involvement and organizational commitment of employees and to determine the effect of job involvement on organizational commitment. For this purpose, data for the sample was collected from 200 employees working in a laboratory in the field of medicine in Libya via survey method. Regression analyses were conducted to test the hypotheses. As a result of the study, it was determined that job involvement has a positive and meaningful effect on affective commitment and normative commitment. On the other hand, it has been found that the effect of job involvement on continuance commitment is meaningless.

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