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**YILDIRIM BEYAZIT UNIVERSITY  
THE INSTITUTE OF SOCIAL SCIENCES  
THE DEPARTMENT OF MANAGEMENT AND ORGANIZATION**

**THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT  
AND TURNOVER INTENTION:  
THE CASE OF REGIONAL DEVELOPMENT AGENCIES**

**MASTER THESIS**

**Eray AYDIN**

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AND TURNOVER INTENTION  
THE CASE OF REGIONAL DEVELOPMENT AGENCIES**

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Approval of the Institute of Social Sciences

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**PLAGIARISM**

I hereby declare that all information in this thesis has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work; otherwise I accept all legal responsibility.

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## **ABSTRACT**

### **THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND TURNOVER INTENTION THE CASE OF REGIONAL DEVELOPMENT AGENCIES**

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The concept of organizational commitment and turnover intention have significant place for organizations. The aim of this study is to analyze the relationship between organizational commitment and the turnover intention. Besides, it investigates whether the turnover intention is an important predictor of the turnover intention of employees of Regional Development Agencies. Organizational commitment and the turnover intention literature scanning that is in the first section of the study has a resource value for research questions and hypotheses. In order for the study to reach its aim, a questionnaire was conducted among agency employees by using a demographic information form, the organizational commitment scale and the turnover intention scale are used. The data was obtained from 215 participants who work in the agencies in the different regions of Turkey and it was analyzed through SPSS 22 programme. According to the results gained from the study, it is detected that there is a significant and negative relationship between the level of organizational commitment and the turnover intention and besides, it is found out that organizational commitment and its components have predictor effect on the turnover intention. Lastly, the tendency of quitting the job differs significantly according to some demographic characteristics. The results of the study were discussed in detail within the relevant literature.

**Keywords:** Organizational Commitment, Turnover Intention, Development Agency

## ÖZET

### ÖRGÜTSEL BAĞLILIK VE İŞTEN AYRILMA NİYETİ ARASINDAKİ İLİŞKİ, BÖLGESEL KALKINMA AJANSLARI ÖRNEĞİ

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Örgütsel bağlılık ve işten ayrılma niyeti kavramları örgütler için oldukça önemli yere sahiptir. Bu çalışmanın amacı, çalışanların örgütsel bağlılık düzeyleri ile işten ayrılma niyetleri arasındaki ilişkiyi incelemektir. Ayrıca örgütsel bağlılığın işten ayrılma niyetinin önemli bir yordayıcısı olup olmadığını Türkiye’de bulunan bölgesel kalkınma ajanslarında incelemektir. Çalışmanın ilk bölümünde yer alan örgütsel bağlılık ve işten ayrılma niyeti literatür taraması, araştırma soruları ve hipotezler için kaynak niteliğindedir. Araştırmanın amacına ulaşması için demografik bilgi formu, örgütsel bağlılık ölçeği ve işten ayrılma niyeti ölçeği kullanılarak ajans çalışanlarına anket uygulanmıştır. Türkiye’nin farklı bölgelerinde yer alan ajanslarda çalışan 215 katılımcıdan veriler toplanmış ve SPSS 22 programında analize tabi tutulmuştur. Araştırmada elde edilen sonuçlara göre örgütsel bağlılık düzeyi ve işten ayrılma niyeti arasında anlamlı ve negatif yönlü bir ilişkinin olduğu tespit edilmiş ve ayrıca örgütsel bağlılığın ve alt boyutlarının işten ayrılma niyeti üzerinde yordayıcı etkiye sahip olduğu bulunmuştur. Son olarak işten ayrılma eğiliminin bazı demografik özelliklere göre anlamlı düzeyde farklılaştığı görülmüştür. Araştırmanın sonuçları ilgili literatür dahilinde detaylı olarak tartışılmıştır.

**Anahtar Kelimeler;** Örgütsel Bağlılık, İşten Ayrılma Niyeti, Kalkınma Ajansları

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## ABBREVIATIONS

ANOVA	Analysis of Variance
RDA	Regional Development Agency
Turnover Intention	Employee Turnover Intention
OCQ	Organizational Commitment Questionnaire
YPK	Yüksek Planlama Kurulu (Higher Planning Committee)
KHK	Kanun Hükmünde Kararname/ Decree
GS	General Secretary
IA	Internal Audit
LA	Legal Advisor
RQ	Research Question
OC	Organizational Commitment
Sd	Standard Deviation
TI	Turnover Intention
OC	Organizational Commitment
NC	Normative Commitment
AC	Affective Commitment
CC	Continuance Commitment

## 1. INTRODUCTION

The fierce competition environment that is going on in recent years increases the need for qualified human resource in order for the organizations to survive, day by day. Both private sector organizations and public institutions want to have employees who have higher performance, qualified, have career goals and are innovative. The aim of these organizations which want to have qualified and committed employees, is to set goals their rivals can not reach and carry them into effect and to be the best in their area of activity. The way to achieve it is to make use of the human and fiscal resources effectively and productively. Therefore, from the 20th century onwards, the researchers scrutinized the human resources which is one of the important subjects, with its different dimensions.

One of the important contributions of the researchers who analyze organizations in their studies to the literature is the term “organizational commitment”. Although this term does not have a definite meaning in the literature, it is, in general, the employee’s adoption of the organization’s aim and values, endeavour for the object of the organization and maintaining the membership of the organization. For this reason, organizations try to ensure the reinforcement of the commitment of the employees and to encourage them to work at the organization for a long time in order to decrease the cost that arises from the circulation of the employees and to ensure the sustainability of the organization. It is believed that the employees who are committed to their organizations are going to work harder and make more self-sacrifice in order for the organizational aims to be achieved (Meyer & Allen, 2004, p.2). Besides, the researches indicate that the employees who are committed to their organization, struggle more, their performances are higher and they have more job satisfaction.

Another task to the research is the turnover intention. This process which starts with employee’s idea that his present job is not sustainable and his search for a new job as a

result of the dissatisfaction with the present situation and conditions, ends with quitting the job. When the former researches are studied, the turnover intention is discussed in terms of happening as voluntarily and involuntarily.

The person's quitting his job with his own will under present circumstances is voluntary employee withdrawal, quitting a job because of organizational and peripheral factors that develop unavoidably or because of compulsory reasons is defined as involuntary employee withdrawal. The rate of the ones who quit the job with the ones still working in the present organization in a specific period gives us the circulation. Today, one of the most important problems for private organizations and public institutions is identified as the high rate of employee circulation. Quitting jobs bring additional costs to the organizations and it affects the performance of the other employees adversely. The costs that are born in order to employ a new employee, the costs of orientation, the expenses that were made for the employee who left are the most important ones.

It is possible to come across the studies related to organizational commitment both in our country and in foreign countries. However, because private sector was preferred more in the former studies (Addae & Parboteeah, 2008), studies that were carried out directed to employees working at public sector organizations are quite few. Yet, while studies that were carried out about organizational commitment's relationship with variables like job satisfaction, job stress, organizational culture and motivation are quite a lot in literature, the studies that directly scrutinize the relationship between organizational commitment and the the turnover intention are quite few.

This study's research results are highly important because only a few studies was carried out towards public institutions in our country. The level of the organizational commitment of the employees working for the development agencies, whether they have the tendency to leave their job and if there is a relationship between these two variables are going to be questioned. Hence, handling the result of such a research is going to be beneficial especially for the mentioned administrators of the public institutes, in terms of shaping the strategies that will change the outputs of their employees' turnover intention and

commitment as desired, along with its contribution to the examination of a former theoretical model in a different sample.

This chapter contains the problem status relating to the research, objective of the research, importance of the research, the problem and sub-problems.

### **1.1 Objective of Research**

Qualified workforce working committed to the organization means it uses all its knowledge and skill for the organization it works for. As long as the employees feel committed to the organization, they will strive for success in the working environment and they will be a part to the success of the organization. As much as, the expectations of the employees are met, they will be loyal to the organization. Otherwise, adverse effects like looking for different jobs, the feeling of exhaustion, job dissatisfaction, absenteeism and failure will appear. Thus, as the commitment of the employees to the organizations increases, they will move away from negative feelings.

It is quite important to increase organizational commitment of their employees for the organizations to survive and to maintain their success. At the same time, it is known from the former studies that by increasing the organizational commitment of the employees, it is possible to decrease the turnover intention which is a very important problem today. In the former studies of Allen and Meyer singled out a relationship between organizational commitment and employee turnover, and concluded that employees who were strongly committed to the organization were less prone to leave organization (Allen & Meyer, 1990; p.1). The turnover intention affects the organizations indirectly in some ways. The organizations face direct or indirect costs in the process of choosing and training their employees and as a result of the employee's quitting the job, these expenses goes waste. Again, the turnover of employment will decrease the performance of other employees; hence, resulting with malfunction in the organization and loss of motivation.

The turnover, at the same time, causes some losses for the personnel, too. Most important of them all are co-workers, friendships, acquisitions and maybe family problems. For this

reason, it is understood that the tendency to leave the work causes important problems for both the personnel and the organization. To avoid quitting jobs and to keep the valuable employees in the organization, the organizations have to know the reasons behind quitting the jobs. One of the ways to avoid this may be organizational commitment. (Wasti, 2003). It is clearly revealed in the former studies, too.

In recent years, as in private companies, public institutions also carry out a range of actions in order to choose their workers from qualified people. Regional Development Agencies that were founded in Turkey to provide regional development at all regions and for the socially underdeveloped regions to improve are the one of the primary ones. Nevertheless, with the latest legislative regulations, a considerably high circulation of employee has started in the Development Agencies. With the quitting the job of the employees, the motivation of the other workers decreased gradually. This work for the improvement of the detected negative conditions within the bounds of possibilities has the characteristics of a guide. The aim of this study is to research at what level is the organizational commitment of the Agency employees, to test if the turnover intention changes according to demographic variables like age, gender, marital status, seniority. It is the primary goal of the study to evaluate the data acquired with statistical methods and to make evaluations according to the results obtained.

## **1.2 Contribution of Research**

Most of the former studies that scrutinized the relationship between organizational commitment and the turnover intention used private sector employees as base to their sample. For this reason, the studies carried out aimed at private sector employees are relatively few. Also, in our country so few studies were carried out in this area. With the study, the analysis of the relationship between the level of organizational commitment of the employees that working in the development agencies that plays an active role in the region as a public institute and their turnover intention, whether the organizational commitment is the determinant of the turnover intention and if some demographic variables affects the turnover intention will be researched.



This study may be a good reference for the public institutions in terms of employment policies. Because development agencies differ from other public institutes in some ways having legal entity, at the status of local corporation but working like central institutions. This study will be the first empirical research on assessing the relationship between organizational commitment and turnover intention of regional development agency's experts. After the detection of the relationship between organizational commitment and the turnover intention, with a range of actions that will be carried out, the turnover intentions of the employees that work at development agencies could be decreased by increasing job satisfaction and organizational commitment. It will end up with sustainable, competitive and productive establishments. The agencies that are the sample of the study spend a considerable amount aimed at improving human resources. Result oriented studies must be carried out for an effective human resource investment. Namely, by working with experienced and qualified personnel, goals must be attained. Otherwise, the studies will remain inconclusive.

### **1.3 Importance of Research**

Quitting job which has become the most important problem today force the institutions to take a series of precautions. This problem is present also in Development Agencies that were founded in order to eradicate the developmental difference in the regions and to improve the level of social welfare. To serve this purpose and to provide regional development, qualified employees are needed. The employees that assumed such an important mission have to be more productive, work more effectively and remain committed to the agency they are working for and adopt the job they have. This is the mission of the agencies to ensure this. Furthermore, the high rate of leaving the job of especially the ones that are experienced and experts in their area cause high costs for the organizations and in case of leaving, it is considered as idle expenditure. This is because high qualified employees carry away with them their research, skills, and experience. Other costs include the time involved in recruitment, selection, and training of new member; advertising expenses; and increased workloads for current agency.

With the study, the detection of the relationship between organizational commitment and the turnover intention and if the demographic characteristics affect the turnover intention will be researched and according to the results, some offers and detections will be presented. The results that have been drawn from the research will form the basis for the legislative arrangements in later stages.

#### **1.4 Research Problem**

There are differences between the regions in terms of development in our country and for many years, a struggle has been made to eliminate these differences. One of these solutions is development agencies that were founded to set the local dynamics in motion.. Previously, the employees that are graduates of good universities, knowing one or more foreign language and are experienced were employed only in big cities like Ankara, İzmir and İstanbul. However, the ones working with their agencies serve in all regions now. Therefore, their satisfaction, their loyalty to their agencies is highly important. Because, it is proven that it has been hard to leave their job for the employees that are satisfied with their jobs and have the feeling of commitment to their organization.

The main reason for this study to take place is to evaluate the turnover intentions and the level of organizational commitment of the employees that work in the agencies which differ from other public institutes in some ways and provide relatively better opportunities. In the early years of foundation, quitting the jobs in the agencies were high and it still goes on today. If the level of commitment affects the leave of employment, the effects of demographic features on the leave of employment and whether the organizational commitment is the precursor of the turnover intention will be discussed and interpreted. In this context, the research questions are;

- ✓ Is there relationship between organizational commitment and turnover intention?
- ✓ Has the organizational commitment an impact on turnover intention?
- ✓ Does the employee turnover intention level differ according to demographical characteristics?

In the previous studies, organizational commitment concept was handled with a few different variables in general. In the studies done in Turkey, it is noticed that the studies are concentrated mostly on the areas of psychology and educational sciences. Surveys and comparisons were made aimed more at the educators. However, only a few studies were come across aimed at the examination of the organizational commitment and the turnover intention.

### **1.5 Limitations**

One of the important limitations of this study is the target population of the study. The study was carried out with 215 personnel who participated in the survey and who actively works in the development agencies from 26 different regions in 2016.

The variables that were used in the research is the three components of organizational commitment and the turnover intention. The research consists of only the data obtained from the surveys. However, it is important that the survey was carried out at similar public institutes. The results drawn from the research may differ because the personnel working in public institutes are subject to different laws and legislation provisions. Therefore, the results can be interpreted only for the employees of the agencies.

One of the important limitations of the research is time. Only the results that emerge at this period were evaluated because a questionnaire that is one of the quantitative research methods was carried out. The study may result differently in different periods because legislations and organizational regulations may change the people's level of organizational commitment and the turnover intentions.

## **2. LITERATURE REVIEW**

### **2.1 ORGANIZATIONAL COMMITMENT**

The term, organizational commitment that has been a subject to many studies and many researchers has an important place in literature. Under this chapter “Organizational Commitment”, the history of organizational commitment, the definition of commitment to the organization concept and its importance, three dimensions of organizational commitment, the factors that affect organizational commitment and the relationship between the factors that affect the organizational commitment and the turnover intention will be handled.

#### **2.1.1 Historical Overview**

The term, organizational commitment is approached firstly by Whyte in 1956, later, it was improved by many researchers like Mowday, Steers, Allen, Meyer, Becker and Wasti and Porter in particular. The concept organizational commitment is a term that defines the link between the employee and his workplace or the organization he is a member of. The spread of the term organizational commitment which entered the literature in 1950s has been with the studies of Porter and his friends (Porter, Steers, & Boulian, 1973).

In time, with the change of people which are the nucleus of the organizations and with the change of technology, the term organizational commitment has been also described in a different way. Becker stated that the individuals that are linked to an organization, activity or people displayed behaviours that are identified with the organization, activity or people formerly mentioned and he pointed out that change is impossible because of its cost their precursors in the table. and he approached to the term “commitment” as “conscious side-bet” (Becker, 1960).

However, it will be hard to put all the studies in the table, that's why only some studies that have importance are compiled and the summary is presented at the table 1.

**Table 1:** Historical Chart of Organizational Commitment

<b>Morris and Sherman (1958)</b>	They studied about variational model of organizational commitment.
<b>Becker (1960)</b>	Becker found that commitment only emerges when an individual by making side bets. Side bets means individual (time, wage) investments in the organization.
<b>Steers (1970)</b>	He found that commitment is one of the useful indicators of the organizational commitment.
<b>Buchanan (1974)</b>	He concluded that commitment consist of three components, These are identification, involvement and loyalty.
<b>Porter et all. (1974)</b>	They studied organizational commitment, job satisfaction and relations between turnover among psychiatric technicians.
<b>Etzioni (1975)</b>	He found the bad effects of utilitarian organizations. He also found that social relations effect organizations possitively.
<b>Salancik (1977)</b>	He found that when the role conflict decreases therefore organizational commitment decreases.
<b>Mowday, Porter, Steers (1979)</b>	They studied for measurement of organizational commitment.
<b>O'Reilly &amp; Caldwell (1980)</b>	They concluded that the reason behind the choice of that organization is important in predicting later commitment level.
<b>Morris &amp; Sherman (1981)</b>	They studied the impacts of tenure and age on organizational commitment.

<b>Allen and Meyer (1990)</b>	They found three-component model of commitment. Affective, continuance and normative commitment.
<b>Arzu Wasti (2002)</b>	She studied three types of organizational commitment in Turkey.

In 1960s, it is stated that the employees feel committed to the organizations because of financial reasons. In this period, organizational commitment was explained as a term that originates from material needs. Accordingly, individuals developed a feeling of commitment because of necessity. Nonetheless, in the studies in 1970s, the term organizational commitment which was expressed as the emotional commitment of the employees the aims and the values of the organization, was only discussed with its emotional aspect. In later stages, many researchers developed new definitions as a result of the insufficiency of organizational commitment's definition. Many of these points out that organizational commitment is a psychological situation between the employee and the organization.

The human psychology that changes in time shows the change in organizational point of view depending on it. In fact, organizational structure of the related periods and the personal aims of the employees reflect the definitions of that period. It is a proof that organizational commitment which was expressed as the psychological state between the employees and the organization, will renew itself with the change in time.

### **2.1.2 Concept of Organizational Commitment**

Let's define the words "organization" and "commitment" before the definition of organizational commitment. Organization can be described as the planning, the coordination and the application of the activities with a power of sanction and responsibility and with the division of labor in order to realise a definite common goal. Organizations are social tools that effectively enable the people reach their goals which they cannot achieve alone. Commitment means "loyalty", the feeling of love and respect to

someone and the feeling of intimacy. In addition to this, it is also defined as “the feeling of commitment to a person, to an organization, to a thought and to something we see as greater than ourselves, and a responsibility that we have to fulfil” (Balay, 2000: 12).

The term organizational commitment emerges as the one which aroused interest the most among the modern management terms. Although the organizational commitment which is an attitude of the personnel related to their job, is a subject which has been overly emphasized in the last century, no consensus was reached about its definition (İnce & Gül, 2005; Kanbur, 2015). Organizational commitment is defined as the power of bonding and identification of o a specific organization with the individuals. The organizational commitment which can be defined as such can be conceptualized at three points at least. Those are; a powerful faith in organizational goals and values and accepting these, a considerable willingness for the endeavor in the name of the organization, a powerful desire aimed at the sustain of the membership of the organization (Porter, Steers, & Boulian, 1973: 3).

According to other definition, commitment is defined as an exponent, emotional loyalty to the goals and values of an organization, to one's part in relation to the aims and values, and to the organization for its own sake (Buchanan, 1974: 533). Employees who are not committed, who feel less loyalty to the organization, will have the tendency to attend the work less and less (Robbins, 2012: 74). Becker (1960) described organizational commitment as the fact which results from the fear of losing the labor, the time, the status and money the employee gained when he leaves the organization, and the fear of seeing everything going down the drain. The individual does not feel emotionally attached to the organizations, he becomes committed to the organizations thinking of the acquisitions he will lose in the event that he leaves the organization and he continues to work (İnce & Gül, 2005).

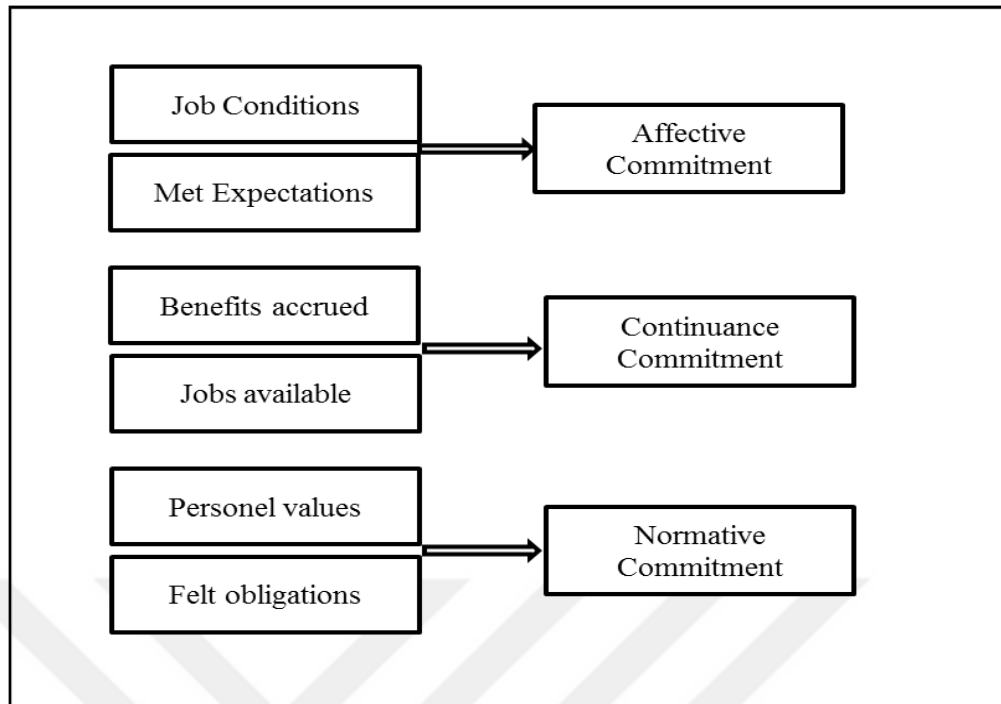
Organizational commitment which is one of the approaches of the personnel related to work, was defined by Mowday and his friends as “personnel’s acceptance and notable belief in the goals and the values of the organization, the will of intensive endeavor for the organization’s goals, and the strong desire felt in order to stay in the organization and to

continue the membership of it” (Mowday, Steers, & Porter, 1979). Subsequently Meyer et al.(1993) was developed three components of commitment; affective, continuance and normative commitment. With reference to the definitions, it can be observed that three factors are effective in the organizational commitment’s coming into existence:

- ❖ Believing in the goals and the values of the organization, adopting the organization culture,
- ❖ The will of sacrifice that will contribute significantly for the benefit of the organization
- ❖ The will of staying at the organization (Chughtai ve Zafar, 2006; Mowday, Steers, & Porter, 1979).

According to another definition, organizational commitment is the personnel’s adoption of the organizational goals and the featured of the organization and the psychological interest towards the organization which makes them adapt to the organization (O’Reilly & Chatman, 1986). It can be seen that job conditions and personal expectations effect AC, benefits, alternative jobs effect CC and social values and obligations drive NC as seen in Figure 1.





**Figure 1:** Antecedents of the three components of organizational commitment

*Source :* (Spector, 2008: 236) Industrial and organizational psychology.

The term organizational commitment is the sensual reaction in which the personnel takes the organization as a whole and evaluate it in general. It is accepted that this behaviour is develops in time at the organization consistently, step by step, thinking of the relationships between the personnel themselves and the organization. Organizational commitment is the level of the individual's identification with the organization and his will of staying as an active member of the organization. As a shorter definition, the employee's being able to consider the organization as a family and the sense of belonging to the organization.

Organizational commitment body of the literature shows that the individual's trait of commitment to a large extent, the individual's wish of protecting the organizational goals and profits, carrying out specific behavioral requisitions towards the organization and the synergy shared with the organization concentrates more on the motivational power.

Organizational commitment is identified as the individual's partial and effective commitment to the objectives and the values of the organization. This commitment, beyond an instrumental value, the individual's fulfilment of his role for the sake of the organization in relation to the aims and the values of the organization. The employees that are committed to their organization believe in the aims and the values of the organization strongly, they obey the commands and expectations.

Commitment is described as the employee's feeling of closeness with his organization (Balay, 2000). In accordance with the common descriptions from various studies, it is possible to say that organizational commitment is the employee's identification of himself with the organization he is working for or he belongs to and him regarding himself as a part of that organization (Chughtai & Zafar, 2006).

To sum up, organizational commitment can be described as "dealing with the commitment in the classical sense with its affective, normative and continuance dimensions" (Meyer and Allen, 1991, p.61-89), "the individual's expressing himself together with the organization and regarding himself as a part of the organization" (Mowday et al., 1979, p.226), "the employee's and the organization's aims being in harmony" (Mowday et al., 1982, s.20), employee's feeling of closeness with his organization (Balay, 2000), individual's giving up on the organization being impossible for the individual because of his investments (side-bet approach) (Becker, 1960).

Balay explained five reasons of organizational commitment having of vital importance for the institutions in his study. Organizational commitment is closely related firstly to turnover, absenteeism, withdrawing and job hunting; secondly, to the behavioral, emotional and cognitive structures such as job satisfaction, holding on to the job, motivation and performance; thirdly, to the features related to the employee's job and role like autonomy, responsibility, participance and sense of duty; fourthly, the employee's personal specialities such as age, gender, tenure of office and education.

Lastly, knowing the determinants of the organizational commitment the individuals have is going to provide benefits to the organization in the future, it is predicted that improving the organizational commitment will decrease the costs dramatically (Balay, 2000: 3).

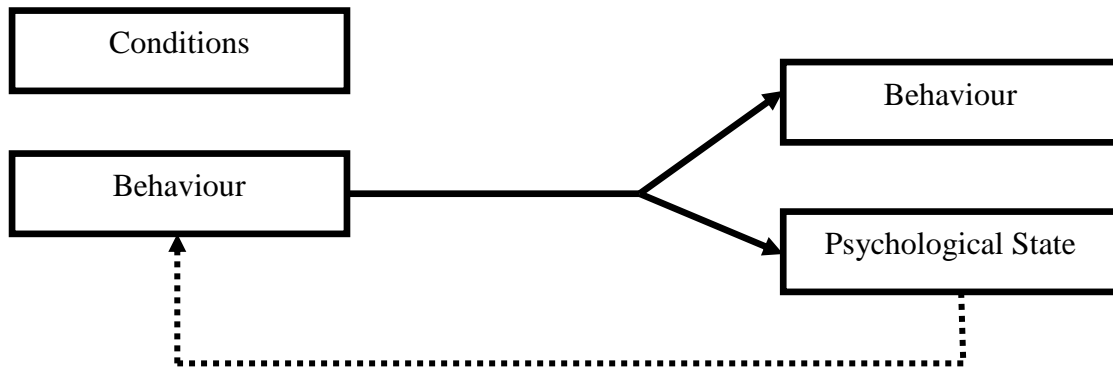
In this study, it can be seen that concept of commitment differs according to researchers for this reason it is given the mostly used definitions. Also understanding the term has become difficult because the researchers that come from different areas like sociology, psychology, social psychology and organizational behaviour and management tried to give a meaning to it in their own point of view (Kanbur, 2015: p.47). Nevertheless, the term organizational commitment has been dealt with, in general, as the approach of behavioral, attitudinal and multidimensional commitment according to the researchers.

### **2.1.3 Dimensions of Organizational Commitment**

The researchers of organizational commitment dealt with it as behavioral, attitudinal and multidimensional commitment approach.

#### **2.1.3.1 Behavioral Approach**

In this sense, individuals become attached to an organization because they have side bets, or sunk costs (e.g., a pension plan), invested in the organization and cannot "afford" to separate themselves from it. Researchers have most frequently used a scale developed by Hrebiniak and Alutto (1972) to measure this form of organizational commitment (Mathieu & Zajac, 1990). This is a process which shows how the individuals become dependent on a specific organization and how they deal with this problem. Behavioral approach was developed by Becker who did the first research on organizational commitment (1960, p.32-40). Social psychologists suggested the term attitudinal commitment in response to the term behavioral commitment which the organizational commitment researchers developed (Kök, S.B, 2006). This approach emphasizes the explanation of the situations underlying a behavior which is shown and has the tendency to repeat. In behavioral approach, it is expected that the attitudes that stem from the behaviour effect the likelihood of the attitudes that is going to happen in the future (Mowday et al. 1982; Meyer ve Allen, 1991).



**Figure 2.** Behavioural Perspective

**Source:** J. N. Allen- J. P. Meyer, “A Three- Component Conceptualization of Organizational Commitment”, *Human Resource Management Review*, Vol. 1, No. 1, Canada, 1991, p. 63

The behavioral approach was based on investments, in another point of view. In this approach, attitudes resulting from behaviour can be expected to affect the likelihood of that behaviour occurring again in the Figure 2. The employee obtains some gains from the organization by investing time, energy, knowledge and skill in the organization. However, it depends on the maintenance of the values he invested in the organization to obtain these gains for the individual. In other words, in case of leaving the organization, the investments and the revenues that will be obtained will all be lost. Herewith, commitment to the organization is going to build up in return for the investments he placed in the organization. According to behavioral approach, organizational commitment is the employee’s development of the sense of commitment not only to the organization but also to his own activities.

Generally, behavioral approach is described as the employee’s process of thinking about his relationship with the organization. Behavioral commitment is related to the process in which the individuals become attached to their organizations according to their past experiences and their state of conformance. The employees who show behavioral commitment, gets committed to a certain activity they did rather than the organization itself. Therefore, behavioral approach is related to individuals’ becoming committed to their

organization according to their experiences and their state of conformance. Let's discuss the approaches of Becker and Salancik who are the precursors of behavioral approach.

**Becker (Side-Bet Theory):** It related the reason why an individual shows commitment to the organization to coherent behaviors. Coherent behavior means that a person behaves intended to ensure the same goal even under different circumstances. Henceforth, the employees continue these behaviors in order to realise their goals. The approach of Becker who bases organizational commitment on an economical reason, was named as side-bet theory in the literature and commitment's "behavioral" aspect was focused on. Economical reasons underlie this kind of commitment and the individual feel obliged to get attached to the organization because leaving the organization has too much cost in monetary, social and psychological points of view. In other words, commitment is the tendency of continuation of this behavioral sequence thinking of the investments he will lose when he ceases the consistent behavioral sequence (Meyer & Allen, 1984; p.372).

Becker stated that there are four side-bet sources that leads to employee's commitment (Becker, 1960; p.34-36)

- ❖ Generalized Cultural Expectations: The individual may place some bets that limits his behaviors because of the social and moral enforcements of the society's expectations. It is possible to hold up as an example to this kind of social pressure that the people who often change their job is considered not as reliable by the society. For this reason, the individual can not change his job.
- ❖ Impersonal Buraucratic Arrangements: The legal regulations of the organization may keep the individual at the organization. In case of leaving the job, some rights (such as legal status, salary, the right of retirement, promotion etc.) the individual lose may force the individual to stay.
- ❖ Individual Adjustment to Social Position: While the individual is in contact with the others, he makes them have an opinion of himself and he will have to keep showing behavior in accordance with this opinion.

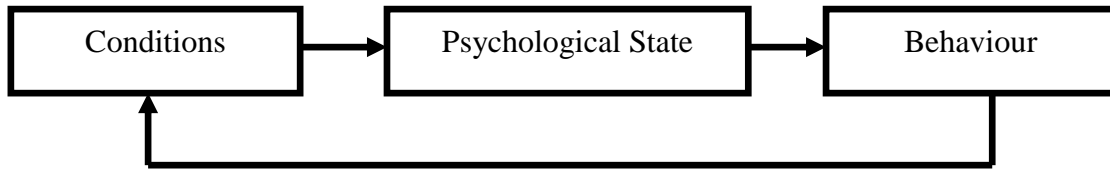
- ❖ Social Roles: It means “not fitting in a new role because the individual has already got used to the social role he is in.

**Salancik Approach:** According to Salancik, commitment is the situation in which the individual is committed to his behaviors and his beliefs which reinforces his interest in the organization and his activities via his behaviors. The behaviors which is open, accurate and indisputable, irreversible after it has been exhibited; the behaviors which happens before others, and done willingly, affects the organizational commitment (İnce & Gül, 2005). According to Salancik’s approach, there is a harmony between the attitudes and behaviours of the individuals while in Becker’s approach it is emphasized that the individual must have the awareness about the damage he will have when he ceases his behavior in order for him to develop a commitment to his behavior (Uyar, 2015). When the individual’s attitudes and behaviors are not harmonious, the individual is going to get stressed and this will decrease the organizational commitment.

### **2.1.3.2 Attitudinal Approach**

This approach is a kind of organizational commitment which was studied the most. (Mathieu & Zajac, 1990). Attitudinal approach means that the individual defines himself with and organization and with this organization’s goals and in order to fulfil those goals, he is willing to continue to stay as a member of this organization (Mowday, Steers & Porter, 1979: 225). According to this approach, commitment comprises of three components. Those are stated as identifying with the organizational goals and values, high level of participation to the activities related to the job and getting committed to the organization loyally. Organizational commitment draws attention to the individuals’ relationship with the organization, it appears when the individual or organizational goals and values support each other (Meyer & Allen, 1991: 62). This approach has some common points.

- ❖ An emotional quality in those approaches,
- ❖ A rational quality in those approaches
- ❖ Those approaches has a moral aspect (İnce & Gül, 2005).



**Figure 3:** Attitudinal Perspective

**Source:** Meyer and Allen (1991: 63) A Three Component Conceptualization of organizational commitment.

When summarised through Figure 3, the organizational commitment approach is the conditions the organization provide to its employees, the behaviors which results from the psychological states that the organization form in the employees, and the range of circumstances in the organization atmosphere that was created by those behaviors. The researchers that support this approach and their studies are summerised below.

**Etzioni Classification:** According to Etzioni, “the authority and the power” of the organization over the employees is the main reason of organizational commitment. Organizational commitment is divided into three in terms of the organizational commitment of the employees. There is negative-involuntary (alienative) in the most unfavourable point, neutral-calculative (self-interested commitment) in the middle and positive-moral (moral commitment) in the most positive point (Balay, 2000). According to this, “moral commitment” means believing in the goals of the organization, the values of the organization, its rules and identifying with them, “calculative commitment” expresses a commitment that occurs as a psychological result because the employees obtain some benefits and awards when they contribute to the organization, “involuntary commitment” expresses a state in which negative emotions are felt but the employee is forced to do certain behaviors by the organization (Sıgırnı, Ü. 2007; Balay, R. 2000).

**Kanter Approach:** It is defined as the individuals' willingness of delivering their energy and loyalty to the organization which is a social system and reinforcing their personality in the way that they will provide for their desires and needs. According to Kanter, commitment occurs between two systems. These are personal system and social system. Commitment in the social systems consist of three categories like social control, group unity and the continuity of the system and in the personal systems, it consists of cognitive, emotional and normative tendencies (Varol, F. 2010; M, İnce., H. Gül., 2005). Kanter states that commitment comprises of three different commitment elements according to this system. Those are;

❖ Continuanace Commitment

Continuanace commitment is the devotion of members for the maintenance of the organization. Because they invested personally in the organization, it is hard and costly for them to leave the organization. The individual is forced to stay in the organization because he sacrificed so much.

❖ Bunch Up Commitment

It means that the members of the organization get committed to the social interactions in the organization. The solidarity between the members of the group develops and forms the bunch up commitment. Because of their relationships with the other members of organization, the employees develop their sense of commitment at high levels and that's why they can not leave the organization.

❖ Control Commitment

It means that, in order to shape the behaviors of the members in the desired way, the members of the organization are made to get attached to the organization norms. Control commitment exists when the members think that the values and the norms of the organization are important guides for proper behavior (Kaya, 2007).



**O'Reilly and Chatman Approach:** O'Reilly ve Chatman (1986) deal with the organizational commitment as the attachment of the individual to the organization emotionally and the psychological bond between the individual and the organization occurs in three ways; identification, adaptation and internalization.

*Compliance;* In this dimension, the employees execute their behaviors and attitudes in order to win certain awards and to prevent the punishments.

*Identification;* This commitment of the individual to the organization occurs with the individual's identification with the goals, values and the attitudes of the organization.

*Internalization;* is wholly based on the harmony between the personal and organizational values. The positive feedback of the individual to the expectations of the organization from its employees shows that there is internalization.

The behaviors and the attitudes related to this dimension take place when the individual harmonizes his inner world with the values of other employees. This level of internalization may change according to the reasons of the commitment to the organization and the features of the organization. (O'Reilly & Chatman, 1986; p.492-493).

**Penley and Gould Approach:** Penley and Gould who took Etzioni's studies as an example and supported them but maintained that there are some deficiencies, explained organizational commitment with its three componets; moral commitment, calculative commitment and alienative commitment. Moral commitment is based on the acceptance of the organizational commitment and identification with them, calculative commitment is based on the mutual gains between the individual and the organization and the alienative commitment is based on the perseptions of the individual about the fact that the individual does not have a grasp of the inner world of the organization or based on perception about there are no other job alternatives (Budak, 2009). Calculative commitment can be based on

the studies that the other researchers did. Namely, the calculative commitment which was developed by Etzioni overlaps with the side-bet approach which was developed by Becker.

### **Allen and Meyer Three Dimension of Organizational Commitment**

The term organizational commitment was handled by Meyer and Allen (1991) as three dimensional. According to this research, it has at least three separable components reflecting a desire (affective), a need (continuance) and an obligation (normative) commitment to sustain employment in an organization (Meyer & Allen, 1991). It can be seen in Table 2. that all dimensions and why employees are felt to each dimension.

**Table 2:** Components of Commitment, Meyer and Allen Model

<b>COMMITMENT</b>	<b>REASON</b>	<b>DESCRIPTION</b>
<b>Affective Commitment</b>	The Employee wants it.	Employee's emotional attachment to the organization, identification with the organization and participate in the organization
<b>Continuance Commitment</b>	The Employee is obliged to it.	The employee's awareness of confronting the expenses upon leaving the job
<b>Normative Commitment</b>	The Employee finds it right and regards it as a duty.	The compulsion the employee feels for the continuance of the organization

**Source:** Arbak, Y., & Kesken, J. (2005). *Örgütsel Bağlılık, Sağlık Hizmetlerinde Sürekli Gelişim için Davranışsal Bir Yaklaşım*. Dokuz Eylül Üniversitesi Yayınları, İzmir (p.67).

*Affective Commitment:* Affective commitment reflects the extent to which workers identify with the organization and feel a genuine sense of loyalty toward it (Jex, 2002). This commitment reflects a desire to maintain membership in the organization that improves largely as the result of work experiences that create feelings of comfort and personal competence (Meyer & Allen, 1991). Affective commitment occurs when the employee wishes to remain with the organization due to an emotional attachment (Spector, 2008: p.235).

Some samples for affective commitment;

- ✓ The employee desires to continue his career in the agency he is still working for.
- ✓ The employee regards the agency as a family and himself as a part of the family.
- ✓ The employee regards the problems of the agency as his own.

*Continuance Commitment:*

Continuance commitment is based on workers perceptions of the relative investments they have made in the organization, and the relative costs associated with seeking membership in another organization (Jex, 2002: p.133). Employee stay in the organization because of the costs (e.g., existence of side bets, lack of alternatives) associated with leaving (Meyer & Allen, 1991). Some samples for Continuance Commitment;

- ✓ The employee continues this job because he needs it not because he wants to.
- ✓ The individual is aware of the fact that there are not many alternatives if he leaves his job.
- ✓ The employee thinks that leaving the agency in the near future will cause him great costs (such as salary, status and the loss of retirement).

*Normative Commitment:*

The normative commitment reflects an obligation to remain resulting from internalization of a loyalty norm or receipt of favors that require repayment. Employee's feeling of obligation to the organization, staying as a member is the morally right thing to do (Jex, 2002; Spector, 2008). Some samples for Normative Commitment;

- ✓ Although the employee knows that it will bring him certain advantages (like higher salary, better career opportunity), he thinks that leaving the agency will not be proper because there is personnel shortage in the agency.
- ✓ The employee will feel guilty if he leaves the agency.
- ✓ The employee thinks that he owes a lot to the agency.

Affective, continuance and normative commitment reflects the relationship between the employees and their organization. Besides, because of the bond the individual built between themselves and their organization, it will be hard for them to leave. However, there are differences as well as the common points of these three commitment components. For instance; while a series of gains related to the affective and the continuance commitment start with the organization, the values related to normative commitment dimension are present before starting to work at the organization. According to the three commitment dimensions that were improved by Allen and Meyer, organizational commitment approach is summarized in relation to with the studies of the other researchers at the Table 3.

**Table 3:** Researchers Approachs to Organizational Commitment

<b>Researchers</b>	<b>Affective</b>	<b>Continuance</b>	<b>Normative</b>
<b>Becker</b>		Side-Bet Approach	
<b>Etzioni</b>	Moral Commitment	Calculative Approach	
<b>Kanter</b>	Bunch-up Commitment	Continuance Commitment	Control Commitment
<b>Penley&amp;Gould</b>	Moral Commitment	Calculative Commitment, Alienative Commitment	
<b>O'Reilly&amp;Chatman</b>	Identification and Internalization	Adaptation Commitment	

In addition to having different commitment sense, employee commitment can be focused at different levels within the organization and may even be managed to outside groups. For example, an employee may feel a sense of commitment towards organization as a whole or toward colleagues which he/she belongs, and probably the director of this group.

Given that commitment has dimensions and foci, this shows that there are a number of distinct forms of commitment. Meyer and Allen (1997) illustrate this in a matrix in which the three bases of commitment (affective, continuance, and normative) are crossed with six different foci.

<b>Focus of Commitment</b>	Organization		██████████	
	Top Management		██████████	
	Unit			
	Unit Manager			██████████
	Work Team			
	Team Leader	██████████		
		Affective	Continuance	Normative
		<b>Bases of Commitment</b>		

**Figure 4:** The Relationship Between Bases and Foci of Commitment

*Source:* Transmitting by JEX, S. M. (2002). *Organizational Psychology: A scientist-practitioner approach*. Canada: John Wiley & Sons, p.134

As can be seen at Figure 4, a worker may have feelings of affective, continuance, or normative commitment toward any number of foci within the organizational environment. This reflects the fact that, for employees in most organizations, commitment is a multidimensional, complex construct. How committed an employee's answer is thus, employee would most likely have a multipart answers. As a result, these three dimesion of organizational commitment are related quite strong to each other, and overall organizational commitment occurs when all combined.

### **2.1.3.3 Multidimensional Approach**

Reichers, developing the attitudinal commitment, presented the multidimensional approach. Most of the time, the distinctions related to organizational commitment are based on the thought that the commitment is felt for the whole organization. Reicher is of the opinion that each organization has different set of values and goals.

In this approach, it is proposed that there are elements different from each other in the organization and the level of commitment of these elements will be all at different levels. Similarly, the commitment each employee feels to the organization as a whole or to the different elements of the organization may vary from person to person for the other employees.

### **2.1.4 Antecedents of Organizational Commitment**

Many variables can be determinant concerning organizational commitment. In the event of analyzing the literature, it can be observed that the researchers group the factors that affect the organizational commitment at the table 4. In this study, personal, organizational and non-organizational factors are handled in relation to the organizational commitment and they were studied with their sub-dimensions. Personal factors are identified as age, gender, graduate level, job tenure and marital status, and organizational factors are identified as job satisfaction, promotional opportunities, pay, training opportunities, distributive justice and awards. Furthermore, job opportunities are dealt with as non-organizational factors. In addition to former studies, the existence of union rights and job security may affect the organizational commitment.

**Table 4:** Antecedents of Commitment

<b>Antecedents of Commitment</b>			<b>Consequences of Commitment</b>
<i>Personal</i>	<i>Organizational</i>	<i>External Factors</i>	
Age	Organizational Culture	Alternative Job Opportunities	Performance
Gender	Promotional Opportunities		Turnover Intention
Graduate Level	Remuneration/Pay		Absenteeism
Job Tenure	Training Opportunities		
Marital Status	Awards		
	Organizational Justice		

### 2.1.4.1 Personal Factors

In many researchers that were made in relation to the organizational commitment, it is observed that personal factors affect the commitment in a positive or negative way. Because the population of the research is different, the results may vary.

**Age;** One of the most important variable related to personal features is the age of the employee. As a result of the studies, it is observed that there are a significant and a positive relationship between age and organizational commitment (Mathieu & Zajac, 1990, Hrebiniak & Alutto, 1972).

Again, in the research Allen&Meyer did in (1984), its is stated that the individuals gets emotionally committed to their organizationas more as they age because of the level of job satisfaction and because they obtained better positions. In some publications, age variable is evaluated with the tenure of service, in general (İnce&Gül, 2005, p.65).

**Gender;** In the literature of organizational commitment, there is dissensus about whether the men or the women are more committed to their organization. The researchers claim that, by putting different reasons and justifications, the level of organizational commitment of men and women vis-à-vis each other is higher. While some researchers argue that

women are committed to their organization, others claim that there is a negative relationship between those two factors (Mathieu & Zajac, 1990: p.952).

**Graduate Level:** According to some researches, the chances of finding a job easily is lower for the ones whose level of education is lower compared to the ones whose level of education is higher because they adapt less to the status they are working at (Özkaya, Kocakoç, & Kara, 2006). The graduation status of the individuals presents them with more alternatives, that's why they can leave the organization easily. Some research results claim that the organizational commitment diminishes because the individuals' expectations from the organization are high and because of the difficulties in fulfilling those expectations (Arbak & Kesken, 2005).

**Job Tenure:** The employee spends time and endeavour and he gets seniority after working in a certain period (Yalçın & İplik, 2005). Working for a long time at their organization makes it difficult for them to leave (Cohen, 1993). The study done by Becker (1960) previously also supports this result. The longer the individual works for the organization, the more he will contribute to it and the more gains he will obtain. Hence, the level of organizational commitment of the experienced individuals is higher than the beginners.

**Marital Status:** So few researches which analyse the relationship between organizational commitment and marital status were done (Özkaya et al, 2006). Furthermore, it was determined that marital status is not a factor that affects the organizational commitment in the studies done (Kuruüzüm, Irmak, & Çetin, 2010). However, the employees who are married, are more sensitive about the continuation to the job.

#### **2.1.4.2 Organizational Factors**

The most important factors that affect organizational commitment are present in its structure. Different factors are handled in diverse researches. Some researchers determined the components of the organizational commitment as job tenure, job involvement, job satisfaction, promotional opportunities, kinship responsibility, distributive justice (Chughtai



& Zafar, 2006; DeConinck & Duane, 1994). Mowday et al. (1982), in his studies, handles the factors that affect the organizational commitment as personnel characteristic, role related variables, work experiences, structural factors and cultural factors. In this study, the factors that affect the commitment in work are presented as “Organization Culture, Promotional Opportunities, Pay, Training Opportunities, Awards ve Distributive Justice”.

**Organization Culture:** Every organization has its own culture and the culture they have has an important role in the success of the organizations (Bülbül, 2007; p.40). Organizational culture affects the organizational commitment by acting as a bridge between the priorities of the employees and the organizations’ aims and goals. Every organizations’ values, goals and the style of running are different. As the employee adopts the aims and goals of the organization, his level of commitment will get higher. The reason why the organizations, which have strong organizational culture is more preferable in comparison to the new organizations is that the personal adapts and internalizes the readily present culture faster.

**Promotional Opportunities:** Most of the employees want to climb the ladder in time after having started to work. It is very difficult for the white-collar employees to work in the organizations where there is no chance of promotion. Because, in fact, staying at the same level is a failure for the employee. The employees who is very successful and who gets positive evaluations have the desire of promotion (DeConinck & Duane, 1994: p.89). Besides, there are positive relationships between organizational commitment and the opportunities of promotion. The opportunities of promotion especially at the public institutes are less compared to the private sector. Because the individuals work for years without promotion, their level of commitment is lower compared to the ones who get promoted.

**Remuneration/ Pay:** The individuals start to their working life with the desire of obtaining some gains. Foremost among those is the payment necessary for living on. Every employee expects some payment as much as he deserves. Payment is an affective factor

which has strong relationships with the organizational commitment and is regarded as a rewarding practice by the individuals.

The level of payment not only provides monetary contribution but also is a factor that determines the status of the employee in the organization and the social life (Dağdeviren, 2007; p.61). Payment is the most important factor that is provided by the organization and it increases the appeal of the job and the higher level of payment to the employee generally results in higher level of commitment (Balay, 2000: p.68).

**Training Opportunities:** Another factor for having employees who has high level of commitment and for the organizations to be preferred is the opportunities for education and improvement. Because the most important acquisition that the employees get from the organization is personal development and experience and they only realize these with the education they receive and with the trainings they do. The employers provide the employees with commitment by providing them with the opportunity of career, preparing human resources improvement programmes and making them have job experience (Klein, 2001: p.358). The researches verified that the trainings and improvement programmes are in a significant and positive relationship with each of the three components of organizational commitment (Bartlett, K., & Kang, D., 2004). Besides, It is required for the institutions to activate the training and improvement programmes in order to strengthen the affective commitment which is a component of organizational commitment. The employees who have strong motivation perceive their opportunity to improve in the organization in a positive way. These studies explain that it is possible to increase organizational commitment by providing the employees with personal improvement and career opportunity (Newman, Thanacoody, & Hui, 2011).

**Awards:** Another factor to motivate the employees and make them get attached to the organization is the awards. We confront this in different forms in private sector although it is more as appreciation in public institutes. The organizations may reward their employees with various elements like holiday, electronic devices, promotional merchandise and bonus. It is important for the employees to share these fairly among them.

If the employee achieved the goals that have been set in advance and succeeded at the works important for the organization, it is required to reward him in return and this makes his commitment to the organization increase. It can be seen in the previous studies that there is a positive and important relationship between organizational rewards and commitment (İnce & Gül, 2005; p.79).

**Organizational Justice:** One of the institutional factors that affect the organizational commitment is justice. Organizational justice is the evaluation process of the administrative decisions such as the distribution of work, complying with the working time, the conferring of power, wage level and the distribution of reward (İnce & Gül, 2005).

The organizational justice, which was put forward by Adam's (1963) and is based on equality theory, compares the acquisitions obtained as a result of the endeavour of the individuals working at the organization with the acquisitions of other employees under the similar circumstances.

The individuals expect a transparent style of management that addressing to the majority at the organization they are working for (Kıray, 2011; p.4). This goes both for rewards and for punishments. Thus, grouping occurs among the employees of the organization in which some of its employees are treated differentially. This affects the organizational commitment in a negative way. In an organization which is perceived as justice, the employees evaluate their managers' behaviours as fair, ethical and rational.

Organizational commitment is divided into two as distributive and procedural. Distributive justice is by evaluating the employee's acquisitions such as payment, promotion and opportunities directed to their job development by proportioning them to the labor, time, and accumulation of knowledge and comparing them to the other individuals' ratio of input and acquisitions. What is essential in distributive justice is that the individuals think that they get their fair share from the sources being distributed (Özdevecioğlu, 2003; p.78).

Procedural justice comprises the justice in the process of making decisions that affect the employees of the organization with the products and the services it provides and the justice

in the running of the mechanisms related to them. Who gets what, to what extent and how it was decided is also effective and the individuals evaluate the process of achieving the results along with the results themselves in the perspective of justice, too. The procedure justice, whose subject area is the problem of how the distribution takes place rather than the distribution itself, affects the employees deeply and it has important results for the organizations in this respect (İyigün, 2012; p.58).

The researchers done previously detected significant and positive relationships between both justice components and the three sub-dimensions of organizational commitment (Ali & Jan, 2012).

#### **2.1.4.3 External Factors**

As distinct from the personal and organizational factors, there are factors affecting the commitment aside from the organization. Foremost among these comes the alternative job opportunities which is the greatest element of threat. Every organization wants to accommodate the employees who are successful and committed to the organization and to make them work for a long time. However, in the event that the employees' expectations cannot be met in the organization, they start to look for better options. Hence, the existence of the organizations presenting better conditions affects the commitment of the employee to the organization.

As the employees see that the present alternatives are low and the job opportunities are limited, the stronger their continuance commitment to the organization will be (Sıgır, 2007).

Knowledge of the existence of different job opportunities by the employees can diminish their commitment to the organization and the feeling of responsibility related to his job (Öztürk, 2013; p.42). Because a lot of alternatives are available for the employees at the development agencies, the employees leave them in a short time and they start to work in different institutions.

## **2.1.5 Consequences of Organizational Commitment**

Especially in recent years, several researches are done related to the relationship of organizational commitment to the other variables, to the types of organizational commitment, to the reasons and the results of organizational commitment (Allen & Meyer, 1990, 1993, 2002; Balay, 2000; Chughtai & Zafar, 2006; Meyer, Stanley, 2002; Wasti 2002, 2003; Malik et al. 2010). Again most of the researchers dealt with organizational commitment because it diminishes the absenteeism and the turnover intention and it brings about important results such as increasing the performance of the employees (Mathieu & Zajac, 1990; Meyer&Allen, 1997). Let's evaluate the most important results of organizational commitment.

### **2.1.5.1 Performance at Work**

Performance is completion process in which the individual fulfils the works he is asked to do in a certain duration. If the expected labors are done perfectly and in time, it means he performed positively, if it's vice versa, he performed negatively and poorly. The results show that the relationship between performance and commitment are likely to be mediated or moderated by other factors such as pay policies, leader-member exchange etc.

Continuance commitment would exhibit strong positive correlation with performance in instances where pay is tied closely with performance (piece-rate systems), and less so where there is little connection (straight salary systems).

Alternatively, attitudinal commitment could be expected to correlate more positively with performance when role expectations are clearly defined than when they are ambiguous. Finally, it is clear that relationship between organizational commitment and performance is not likely to be direct or easy (Mathieu & Zajac, 1990). Further, employees who has strong affective commitment tend to perform more than that of others who have low level of commitment (Jex, 2002; p.138).

### **2.1.5.2 Absenteeism**

Absenteeism is one of the subjects which has been researched about the results of the organizational commitment and its effects on organizational commitment. Absenteeism means that the employee does not come to the workplace at the time specified in the working plan or programme (Eren, 2006 p.267). The employees whose level of organizational commitment is high are expected to be motivated concerning the continuation to the job and display sensitivity about it. However, the employees whose organizational commitment is low may act unwillingly at the same point mentioned above. On the other side, it is thought that organizational commitment is a factor that affects the absenteeism, but rather, there is a direct relationship between organizational commitment and absenteeism (Gürkan, 2006; p.51).

In the researches made on the relationships between commitment and absenteeism, a variety of correlations are found. There is a relationship between commitment and absenteeism although it is not strong but commitment is not the only factor that makes the employees continue to the job (İnce & Gül, 2005: p.95).

### **2.1.5.3 Turnover**

Theoretically, one of the most important behavioral results of the organizational commitment is the decrease in the work force's rate of turnover. By definition, the employees whose level of commitment is high desire to stay in the organization more and to work in the direction of the goals of organization and, as a result, their possibility to quit is lower.

According to the researches, it is determined that the tendency to quit the job of the employees who has a low level of organizational commitment is higher (Spector, 2008; p.238); besides, strong emotional commitment is the predictor of the turnover intention (Wasti, 2003). In this study, the relationship between the two will be analysed in detail. In most of the researches, it is detected that there is an important and negative relationship between organizational commitment and turnover intention (Mathieu & Zajac, 1990; Wasti, 2003).

The greatest problem the rotation causes for organizations is the cost. The investments made for the employee who quits remains inconclusive and the investments that will be made for the personnel who will be recruited compose these expenses.

Thereby, another way of reducing these costs is to increase the commitment to the organization and to make quitting the job difficult for the employee.



## **2.2 TURNOVER INTENTION**

The turnover is defined as such; the employee's being suspended after the employee is employed in the personnel cadre, because of the personal or organizational reasons. The turnover is defined as, the employee's leave of employment willingly or being suspended by the organization because of the personal or organizational reasons after he is employed in the personnel cadre of an organization.

None of the organization wants to end the employment of an employee who is experienced, hardworking and committed. However, they need to present more advantageous offers for the employee who wants to quit willingly. It is harder for the public institutions to avoid it. Because, certain legislations and legal regulations get ahead of advantageous offers. On the other hand, this is easier for private sector. In this part of the study, the definition of the term the turnover intention, the individual and organizational factors that affect the turnover and the results of the turnover in terms of the individual and the organization are going to be conveyed.

### **2.2.1 Concept of turnover Intention**

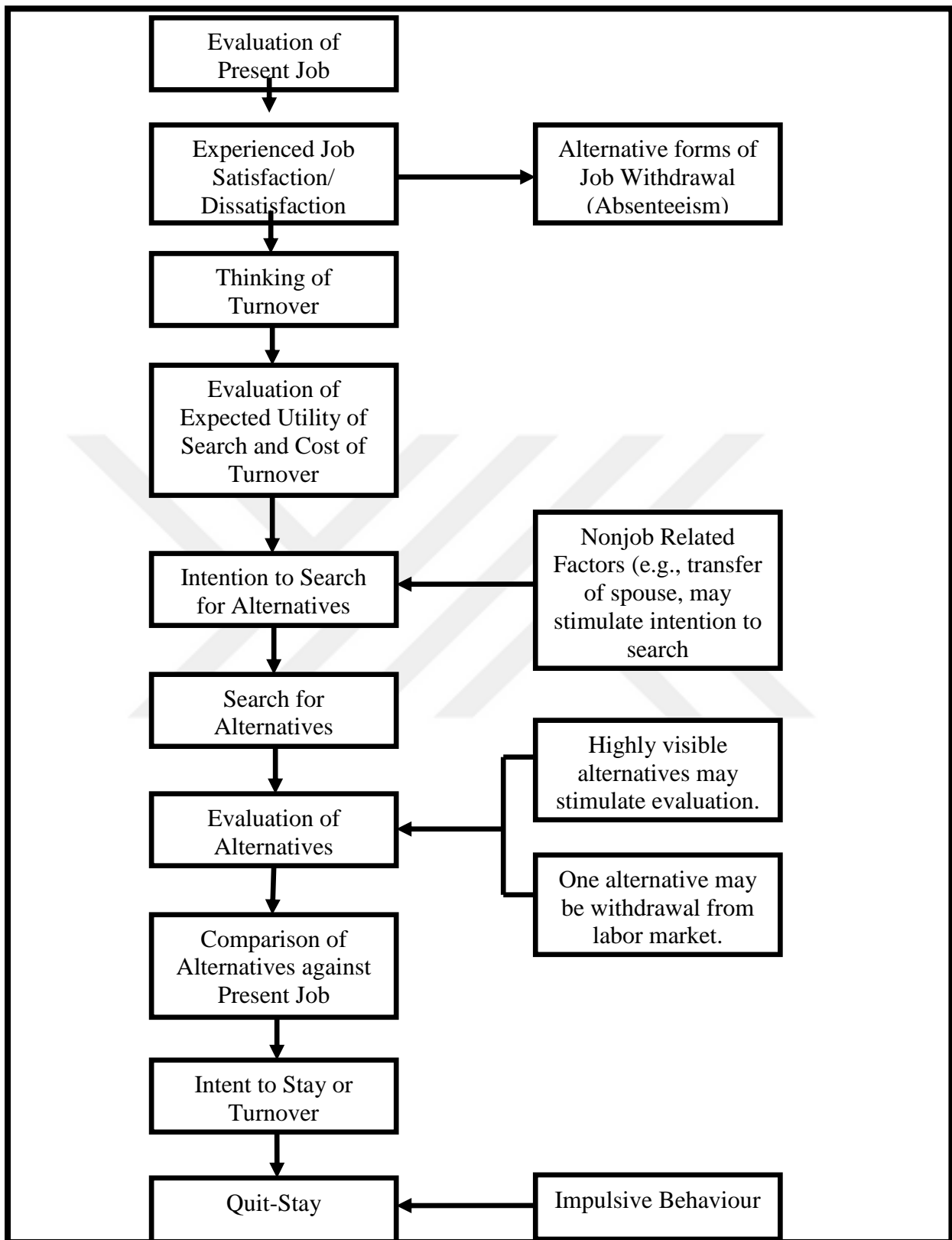
In the literature, turnover concept have been used as turnover intention, intention to resign, intention to leave and intention to quit. In this study we choosed turnover intention concept because of most studied has used this concept (Mobley, 1982; Wasti, 2003; Spector, 2008; Rehman, 2012; Jex, 2002; Iden, 2014). Employee turnover has an important subject for many researchers and academics because of its negative consequences like turnover (Cotton & Tuttle, 1986; Mowday et al., 1982). The turnover intention is defined as the process of the employee's decision to quit or continue to work (Jacobs & Roodt, 2007; Faloyee, 2014).



Researches are made in literature in relation to the term. Price (1997) described turnover as the degree of employee movement across the membership boundary of an organization (Price, 1997; p.532). The turnover act is a time oriented event marked by physical separation from the organization.

By dictionary definition, a process that is a series of actions or operations conducting to an end (Mobley, 1982). According to Neal (1989) employee turnover can be described the termination of employees and the hiring of other individuals to replace them. This complex issue is requiring a systematic view and an awareness of many variables within both the work and external environments (Neal, 1989).

The turnover intentions of the employees start at the point of the decision of continuing related to their job. After all the evaluations related to the job are done, the person has to make a decision according to his state of satisfaction. In case of the decision of the employee to quit the job, firstly, the presence of the alternative job opportunities. Alternative jobs are compared to present conditions. Apart from these, reasons like spouse-related, family reasons may be the conditions of quitting the job involuntarily. If the present alternatives are more appealing than his present job, at this point, he decides to quit the job. Otherwise, he way continue to work in the same workplace. This can be seen at the Figure 5.



**Figure 5:** Mobley's Model of the Turnover Process

The employees show their turnover intention in two ways (Faloye, 2014). First of them is quitting intentionally. If turnover process is initiated by the individual, this type can be defined as voluntary turnover (Price, 1997). “Leavings” is probably the most frequent designation for voluntary turnover. The individual may show the tendency to quit the job by making use of the job opportunities which he regards as better for him. Mobley, in the study he did in (1977), explained the process of turnover via Figure 5.

The tendency to quit the job in public institutions is less compared to private sector because the person who is used to certain standards finds it more rational to stay in the institutions. Already, the legislations removed the differences between similar public institutions.

Voluntary leave of job is higher in the private sector. Because private sector organizations are going to face this problem as long as they do not offer better proposals than market conditions. Today, the reason the ratio of the turnover increases is the desire of the firms to form a personned cadre with optimum quality in order to gain advantage in the conditions of the competition of the firms.

As for involuntary turnover, it occurs when the employees want to stay in their current working place. Involuntary turnover happens if the organization wants to suspend the individual or the individual’s personal reasons (health problem etc.) does not let him work.

To measure the turnover intention, different elements can be benefited from. However, it can be suggested by dividing the total number of the individuals that quit in one year to the average number of employees (Eren, 2006; p.275, Price, 1997; p.533).

$$\frac{\text{Number of employees who leave voluntarily during the period}}{\text{Average number of employees during the period}} \times 100$$

As is seen, we can get a result by proportioning the number of the personnel who left in a certain period of time to the average number of the employees.

In addition, because there are turnovers every month, in order to get the grand total, monthly average total personnel number is taken and it can be stated as the grand total. Some researchers can get the average personnel number by adding the personnel number at the beginning of the year and at the end of the year and dividing it into two.

There are certain advantages of leaving the job for some organizations. For example; the leave of the personnel whose motivation and performance are low may be beneficial for the organization. However, there are some costs it brings aside from these advantages (Faloye, 2014). Starting from the employment process of the employee, including the process of training; orientation costs, training costs, the time spent, the experience gained and other costs extending over the turnover process form a great problem for the organizations (Rehman, 2012; Neal, 1989). Besides, current employees also lose motivation as a result of these turnovers and it makes the performance of the organization decrease. That's why, in order to avoid the turnover intention and to solve this problem, the organizations need to plan actions; otherwise, they have to endure the costs stated.

### **2.2.2 Predictors of Turnover Intention**

The researchers dealt with a lot of factors related to the turnover intention. These can be classified as inter-organizational factors, personal factors and non-organizational factors. Total impacts on turnover were found for four determinants: intent to stay, opportunity, training, and job satisfaction (Price & Mueller, 1981). The factors that affect the decisions in decision making process are alternative job opportunities (Rahman, Naqvi, & Ramay, 2008), monotony (routinization), the individual's level of participation to the decisions about the work, close colleagues in the workplace, remuneration level, promotion opportunities in the workplace, job security or union security, institutionalism level of the workplace, the trainings, job satisfaction and the level of organizational commitment (Wasti, 2003). In addition, following factors have an impact on turnover: low salaries, inflexible work schedule, long hours of working, night shifting, job stress.

Turnover intention also can be linked to personal factors such as family obligations, early retirement, length of service, low levels of motivation, emotional exhaustion and burnout (Malik, Danish, & Munir, 2011). These factors mentioned above force the individuals to leave the job.

### **2.2.2.1 Organizational Factors**

Organizational factors are the most important factors that affect the turnover intention. If the employee is not happy in the workplace and his expectations are not met, they will tend to leave the job by starting to seek job alternatives for better opportunities. This is one of the primary problems in public institutions as in private sector.

The most important factors that affect the turnover intention are organizational justice, organizational culture, colleagues, style of management, remuneration, promotion opportunities, training and improvement opportunities, organizational vision and mission, inter-organizational communication, low motivation and job security (Salleh, Nair, & Harun, 2012; Neal, 1989). The more effort the organization exerts for personal motivation and improvement, the more committed the employee gets to the organization. Otherwise, he will start to search for an organization that offers him better opportunities and more importantly, gives the required value.

Organizational reasons generally lead the individuals to leave the job willingly. Therefore, these reasons are defined as the reasons that can be solved by the organization, too. To increase the motivation, to secure the justice in the workplace, to improve the working conditions, to reinforce inter-organizational communication, to arrange the hour of work and the relaxation allowance, to enhance the remuneration according to market conditions, to promote the employee that works harder and to provide career opportunities to the employees are the most important solution suggestions.

### 2.2.2.2 Personal Factors

Although the reasons stemming from the organization affect the turnover intention, the individual's life standards and personal problems can affect this decision, too. The most important of personal factors can be sequenced as age, gender, seniority, education, marital status, family, and the expectations related to the job and the personal expectations (Cotton & Tuttle, 1986).

Throughout working life, sometimes planned or sometimes unanticipated changes can happen. The migration of the family, the marriage of the employee, his spouse's change of work, his change of work are among them.

### 2.2.2.3 Job Satisfaction

Job satisfaction is an attitudinal factor that reflects how people feel about their jobs overall, as well as various aspects of the jobs. In simple terms, job satisfaction is the extent to which people like their jobs; job dissatisfaction is the extent to which they dislike them (Spector, 2008; p.216). In addition, Locke (1976) described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304). There are certain factors that lead to job satisfaction. A list of the most often studied facets appears in the below table.

**Table 5:** Facets of Job Satisfaction

Pay	Job conditions
Promotion Opportunities	Nature of the work itself
Supervision/Management	Communication
Coworkers	Job Security
Perceived job security	Fringe Benefits (Extras except pay)

**Source:** Paul Spector (2008), *Industrial and Organizational Psychology*. p.217

Most of the researches proved that there is a relationship between job satisfaction and the turnover intention (Shore & Martin, 1989). As long as the individuals love the work they do, they can work within the organization for years. Hence, the employees not happy with their job and the employees not loving their job are the major ones that have the tendency to quit their job (Rahman, Naqvi, & Ramay, 2008).

When the studies that analyse the relationship between job satisfaction and the turnover intention are examined, it is found out that amongst the employees in the western countries consistently showed negative and significant relationship between job satisfaction and turnover intention, in addition to satisfaction with salary, promotion, superior, and the work itself has a significant influence on turnover intention. (Salleh, et al. 2012).

Providing job satisfaction for the employees is important, firstly because of its positive effects on psychological and physical health in terms of ensuring the life satisfaction and accordingly, societal peace and happiness.

The satisfaction of the individuals is completely related to their needs and the expectations in this direction, and the needs at issue are classified as physiological and psychological (Poyraz & Kama, 2008). While the physiological needs decrease as they get satisfied, psychological needs increase. In parallel to this, it is thought that providing job satisfaction of the employees and accordingly, providing the continuation in their motivation will affect their organizational commitment positively. As a result, the more the job satisfaction and the feeling of commitment increase, the more the turnover intention will decrease.

#### **2.2.2.4 Burnout**

Most of the researchers maintain that the burnout is effective on the turnover intention (Cotton & Tuttle, 1986; Spector, 2008; Kim, J., 2015). Although most of the employees experienced this feeling, they can not be aware of it conceptually. The individuals generally use such statements as “I am bone-tired, I drag my feet when I go to work, the

millstone around my neck slouched me, I do not enjoy anything anymore and I can not carry the weight on my shoulders". This is in fact the verbal statement of the burnout concept. The term burnout is a term with a negative quality that includes pshysical and psychological dimensions like the deviation of the employee's job from the aim, accordingly, the decrease of service quality and the loss of motivation. The concept *burnout*, which was first revealed by Freudenberger (1974), refers to a "wearing out" from the pressures and stressors of work. Burnout is a chronic condition that results as daily work stressors take their effects on employees. Because the employees who experience burnout are under excessive stress, they avoid the work they are doing, psychologically. The 80% of the employers experience the burnout syndrome (Göktepe, 2016; p.2).

Maslach (1978) sees burnout as consisting of three interrelated dimensions. The first dimension; emotional exhaustion that is really the core of the burnout phenomenon. Employees suffer from emotional exhaustion when they feel fatigued, frustrated, used up, or unable to face one more day on the same job. The second type of burnout is a lack of personal accomplishment. This aspect refers to workers who see themselves as failures, incapable of effectively tackle with job requirements. The third dimension of burnout is depersonalization. This dimension is relevant only to employees who must communicate interpersonally with others (e.g., clients, patients, students) as part of the job (Miller, 2012; p.206).



**Table 6:** Basic Model of Stress in the Workplace

Stressors	Burnout	Outcomes
Environmental factors that are difficult for an individual to deal with: <ul style="list-style-type: none"> <li>• workload,</li> <li>• role conflict,</li> <li>• role ambiguity,</li> <li>• life events,</li> <li>• home/work conflict</li> </ul>	Strain that results from ongoing stressors: <ul style="list-style-type: none"> <li>• emotional</li> <li>• exhaustion,</li> <li>• depersonalization,</li> <li>• decreased personal</li> <li>• accomplishment</li> </ul>	Physiological, attitudinal, and organizational results of burnout: <ul style="list-style-type: none"> <li>• coronary heart</li> <li>• disease,</li> <li>• high blood pressure,</li> <li>• lower job satisfaction,</li> <li>• less commitment,</li> <li>• turnover</li> </ul>

It can be observed in the table 6 that workload, role ambiguity and other conflicts lead to stress and also the most effective factor that leads to burnout is stress. Three of the most frequently identified workplace stressors are workload, role conflict, and role ambiguity (Miller, Ellis, Zook & Lyles, 1990). Workload has been linked to burnout both quantitatively, having “too much” work to do in the time available, and qualitatively, having work that is “too hard” (Beehr & Newman, 1978). For example, a doctor may feel overloaded because of the number of patients in his polinic and the need to serve on management of hospital and process of surgery operations.

Role conflict and role ambiguity are also important stressors in the workplace. Role conflict involves having two or more role requirements that clash with each other, and role ambiguity exists when there is uncertainty about role requirements (Matteson & Ivancevich, 1982). For example, if an expert of a certain agency, working as both investment support officer and auditing for projects, received directions both two unit heads, burnout would be the likely result.

### **2.2.2.5 Job Insecurity**

The individuals come across some uncertain situations throughout their working life. One of them is the perception of job insecurity. The term security is a concept that means being free of risk and danger and it's a concept that gives the feeling of reliance and safety in its dictionary meaning. As for the term "job insecurity", it is defined as the individual's subjective perception with regard to the ambiguity of the continuance of his job in the future and his suspicion about whether he will continue his job in the same way (De Witte, 2005). In today's conditions, both global rivalry circumstances and the struggle between the candidates increase the perception of losing the job and causes stress on the employee.

The perception of unemployment is analysed more in the psychological way. Most of the workers wish to be lasting in the organization they are working for, not to be dismissed without a reason, the organizations to act in accordance with the law. It is presumed that the motivation of the ones who have the perception of job insecurity is low and their organizational commitment will decrease. The employees who have the stress of losing their job will start to seek the solution for job security and thus, they will look for a new job. The researches done also proved it and it is observed that the tendency of the turnover of the employees who have the perception of job insecurity increases. Hence, it is understood that there is a positive and highly significant relationship between these two variables (Karacaoğlu, 2015).

The term job security is defined as the process during which there is no risk and ambiguities mentioned above and the employee does not feel anxiety about the future. It has benefits like no arbitrary dismissal, union security, the employee's getting his due and preventing shadow economy. It is seen in previous studies that the level of the organizational commitment of the employees who have job security is higher and their turnover intention decreases (Poyraz & Kama, 2008).

### **2.2.2.6 Promotion and Career Opportunities**

Promotional opportunity is defined as “the movement between different status levels within an organization” (Iverson & Roy, 1994). It is defined as the promotion of the employee, the increase of his responsibilities in the same workplace and the change of his status.

Generally, giving authority and responsibility in the management and the entrustment of a position that is regarded as important are used as the factors that increase motivation and performance. Besides, it is seen that it is relatively easier for the administrators in private sector than for the administrators of public institutions to offer the employees the opportunity to climb the ladder and the opportunity of promotion and there is more possibility to advance (Barlı & Özen, 2008).

It is required that the employees who generally endeavour and struggle more, whose works are appreciated by the administration and who are imitated by their colleagues must be promoted. Because, conferring more responsibilities to the employee will require him to work more and he will obtain more acquisitions. Herewith, they will get committed to their organization with the promotion they deserve. The promotion procedure must definitely be arranged according to success and competence. It is important to offer that opportunity to the employees who deserve it for ensuring the justice and reliance on the organization. Otherwise, the trust in the organization will decrease, motivation will go down and the productivity will diminish.

It is seen at the Table 7. that the employees get new acquisitions and a new career path with promotion opportunities when they quit and start a new job as in the table. Furthermore, there are negative results such as loss of motivation and reluctance for the remaining employees, too.

### 2.2.3 Consequences of Turnover Intention

**Table 7:** Some Possible Positive and Negative Individual and Organizational Consequences of Employee Turnover

<b>Organizational</b>	<b>Individual (Leavers)</b>	<b>Individual(Stayers)</b>
<u>Posibble Negative Results</u>		
<ul style="list-style-type: none"> <li>✓ Costs (recruiting, hiring, assimilation, training)</li> <li>✓ Replacement costs</li> <li>✓ Productivity loss</li> <li>✓ Loss of high performers</li> <li>✓ Decreased satisfaction among stayers</li> </ul>	<ul style="list-style-type: none"> <li>✓ Loss of Seniority and related prerequisites</li> <li>✓ Loss of investments</li> <li>✓ Distruption of family</li> <li>✓ Stress</li> <li>✓ Dissatisfaction</li> <li>✓ Career distruption</li> <li>✓ Spouse's career distruption</li> </ul>	<ul style="list-style-type: none"> <li>✓ Distruption of social and communication patterns</li> <li>✓ Loss of functionally valued co-workers</li> <li>✓ Decreased satisfaction</li> <li>✓ Decreased work motivation</li> <li>✓ Decreased commitment</li> <li>✓ Discreased productivity</li> <li>✓ Less effectiveness</li> </ul>

<b>Organizational</b>	<b>Individual (Leavers)</b>	<b>Individual(Stayers)</b>
<u>Posibble Positive Results</u>		
<ul style="list-style-type: none"> <li>✓ Displacement of poor performers</li> <li>✓ Infusion of new knowledge/ technology via newly comers</li> <li>✓ Increased internal mobility chances</li> <li>✓ Increased structural flexibility</li> <li>✓ Increased motivation among stayers</li> <li>✓ Opportunities for cost reduction</li> <li>✓ Decreased other withdrawal behaviours</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increased earnings</li> <li>✓ Career advancement</li> <li>✓ Better person-organization fit</li> <li>✓ Better employee-job fit</li> <li>✓ More satisfaction</li> <li>✓ More commitment</li> <li>✓ Self development</li> <li>✓ New career</li> <li>✓ More salary</li> <li>✓ Other Fringe benefits</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increased internal mobility opportunity</li> <li>✓ Increased satisfaction</li> <li>✓ Increased motivation</li> <li>✓ Increased commitment</li> </ul>

**Source:** Mobley, W. (1982). Some Unanswered Questions in Turnover and Withdrawal Research. *Academy of Management Review*, p.113.

## **2.3 THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND TURNOVER INTENTION**

In the previous parts of the study, the conceptual framework related to the feeling of commitment and the turnover intention which has an enormous effect on the organizations was conveyed. According to the studies, the turnover intention come first among the variables that were related to organizational commitment. Generally, commitment (Mowday et al. 1979), which is expressed as the endeavour of the employees in the name of the organization, to see themselves as a part of the organization and their will of continuing to work in the organization, has been the subject to many important studies today since 1970. The studies carried out abroad handled the concept of commitment in detail, they analyzed this concept at different dimensions.

Three different approaches were brought in previous studies about the organizational commitment. These are behavioral approach, attitudinal approach and multidimensional approach. Subsequently Meyer et al. (1993) was developed three components of commitment; affective, continuance and normative commitment. Affective commitment occurs when the employee wishes to remain in the organization because of an emotional attachment. Continuance commitment reflects a need to remain and results from side bet approach and lastly normative commitment reflects an obligation to sustain membership in the organization (Meyer & Allen, 1991). Moreover, Allen and Meyer (1990) and Wasti (2003) found that commitment was negative indicator for turnover intention.

Turnover intention can be described as the degree of employee movement across the membership boundary of an organization (Price, 1997). Generally, the studies in the literature are analysed and the conclusion which indicate that the employees whose organizational commitment is high have the less turnover intention is reached. However, there are differences between the studies that are carried on regarding the three components of commitment.

Thusly, in the study they did in (1993), Meyer, Allen & Smith revealed that emotional and normative commitment have negative effect on the tendency of turnover; however, continuance commitment has no effect on quitting the job (Meyer, Allen, & Smith, 1993). However, other researchers found that each three dimensions of organizational commitment have strong negative relationship with turnover intention (Meyer & Allen, 1991; Angle & Perry, 1981; Spector, 2008; Porter, 1976; Steers 1977)

Some of the significant studies made by researchers;

Jehanzeb et al., (2013) found strong inverse relationship between organizational commitment and turnover intentions of employees. Hence, organizations should consider how to get their employees strongly recognised with their organizational goals, missions and values through appropriate training.

According to DeConinck & Duane (1994), job involvement, job tenure, kinship responsibility was not a significant predictors of turnover intention. Higher level of promotion opportunities will lead to organizational commitment, If they are given realistic job expectations, these employees will remain in the organization also if promotion opportunities are limited, managers should find other ways to satisfy employees.

The results of the study's Hussain & Asif (2012) showed that turnover intentions of telecom sector's employees were dependent on the organizational commitment and perceived organizational support; further organizational commitment and perceived organizational support had significant negative impact on the turnover intentions of the employees.

Salleh et al., (2012) found that employees in the early-career stage have higher intent to explore different jobs and opportunities and thus, higher intention to turnover their organization. This suggested that higher satisfaction with salary, promotion, work, and supervision will lead to lower turnover intention. In addition, along with many other studies, organizational commitment has been found to be associated with turnover intention.

The study of Faloye (2014) concluded that the commitment of an employee to organizational goals, missions, and values is not enough to predict his/her stay in the organization. He supported that turnover intention can either be voluntary or involuntary. According to result of the study committed employees on the other hand are more likely to remain with the organization, exert extra effort on behalf of the organization, and put forth effort toward attaining organizational goals (Mowday, Steers, & Porter, 1979).

Tett and Meyer (1993) found that the relationship between organizational commitment and turnover intention is affected by several cognition and behavioural intents, such as thoughts of quitting and intent to search for alternative employment.

The study made by Cohen (1993) showed that employees in later career stages are more oriented than new employees to settling down in an organization and are less willing to relocate or to leave the organization to achieve a promotion. And also he supported that there is strong relationship between organizational commitment and turnover intention.

Addae (2008) found negative relationships between the three dimensions of organizational commitment and turnover intentions. Also employees with continuance commitment develop turnover cognitions when alternative jobs are available. He found that private sector employees exhibit greater organizational commitment than public sector employees.

Mathieu and Zajac (1990) in their meta-analysis found a large correlation between employees' intentions to leave and their organizational commitment. However, the studies used in their meta-analysis were based mainly on affective commitment. Meyer et al. (2002) found significant negative associations between the three commitment scales and turnover.

Correlational analyses results of Aminah & Ahmed (2010) revealed that perceived family supportive work culture was positively related to affective commitment, and negatively related to turnover intention. Affective commitment was negatively related to turnover intention. The findings of this study Show that employees who perceive that their organizations are supportive of their family needs are less likely to leave the organizations.

It can be seen in the results of Angle & Perry (1981) that personal factors accounted for several subgroup differences. Commitment was positively correlated with age but negatively related to educational level. Females were more strongly committed to their organizations than males. Turnover, that is, separation rate and intent to quit, was significantly related to organizational commitment.

Zafar & Chughtai (2006) found both distributive justice and procedural justice are significant predictors of organizational commitment. The personal characteristics included in this research were age, marital status, tenure, level of education, trust in university management, and job involvement. Age, tenure, marital status, and the level of education, however, were not related to commitment.

The studies of Cotton & Tuttle (1986) Show that age, tenure, and number of dependents are negatively related to turnover; education and behavioral intentions are positively correlated. In addition, people whose expectations are met are less likely to leave. Strong confidence is found for gender. The analysis indicating that women are more likely to leave than men. Married employees typically are found to be somewhat less likely to quit than unmarried persons.

Some of the important studies in Turkey;

Çöl & Gul (2005) No positive or negative effect of the age variable on any types of commitment was able to be detected. The level of education shows an effect which decreases the affective and normative commitment of the academicians. In other words, as the academicians advance in their academic career, the affective and normative commitment they feel for the organization decreases. Besides, there is no effect of the seniority of the employees of any types of commitment.

According to the study of Karacaoğlu (2015) it is observed that gender is not an effective factor on the turnover intention, (Wasti, 2002), the turnover intention of the young ones is higher than the other employees (Wasti, 2002), single employees are more prone to turnover according to the marital status, the employees with lower education level quits their jobs more and in the study carried out by Önder & Wasti, it is observed that there is no significant difference between the level of education and the turnover.



Ordun & Demirbař (2012) found that respectively the strongest job factors impact on organizational commitment are job conditions, job security and management. The result that this study found out is that the effect of the remuneration the person receives is not as high as the related factors. The relationship of the person with his colleagues was not determined as a factor which affects the commitment as a result of the regression analyses.

Durna & Eren (2005) aimed to determine the organizational commitment of the employees in the areas of education and health in the province of Nięde by comparing with different demographic factors. The research findings revealed that there is a relationship between the demographical features like the affiliated organization, age, marital status and experience and the organizational, affective and normative commitments of the employees; however, there is no relationship between the continuance commitment and those variables.

According to the results, there is significant relationship between organizational commitment and age of the employees while there is not relationship with the gender of workers. It can be seen that there is a weak relationship between affective commitment and job tenure where as overall organizational commitment and normative commitment has strong relationship. There is no relationship with continuance commitment and job tenure. And also it was found that overall organizational commitment and normative commitment have significant relationship with marital status of employees. According to the results, singles are more intent to leave than that of males.

Sıęrı (2007) found that both dimensions of organizational commitment can be diverse according to public and private sector. According to this study, continuance commitment is higher in public sector while affective and normative commitment is higher for private sector workers. There is not significant relationship between gender and all dimensions of organizational commitment. Also affective and normative commitment has significant relationship with occupation where as continuance commitment has not.

According to Poyraz & Kama (2008), as organizational commitment of the workers increase, their intention to stay in the present organization increases. And also it can be seen that there is significant and negative relationship between organizational commitment and turnover intention.

In most theoretic and empirical studies with precursor quality which investigate the relevant subject, it is revealed that there is a reverse relationship between these two variables (Steers, 1977; Blau & Boal, 1987; Mathieu & Zajac, 1990; Allen & Meyer, 1991; Meyer et al., 2002). Most succeeding researchers obtained similar findings by testing through Allen ve Meyer's (1991) three dimensional conceptual model.

For instance; While Somers (1995) finds out that there is a negative relationship between affective commitment and the turnover intention in his study, he could not get significant relationships for the components of normative and continuance commitment. The findings of Jaros (1997) confirms that each three components of organizational commitment have significant and negative relationship with organizational commitment. In other respects, in the relevant study, it is revealed that these components of commitment vary in terms of their power on the turnover intention and affective commitment is more powerful than normative and continuance commitment.

Chang vd. (2007) found out that normative commitment is affective over the turnover intention and affective commitment has negative effect over occupational turnover intention.

### **3. RESEARCH METHODOLOGY**

The quantitative research method is the most appropriate method for this research study because the focus of a quantitative study is to use measurable data to analyze the relationship among variables. The main purpose of the study is to investigate whether there is relationship between organizational commitment and turnover intention aligned with the concepts of analyzing numerical data per the quantitative research method.

#### **3.1 Objective of Research**

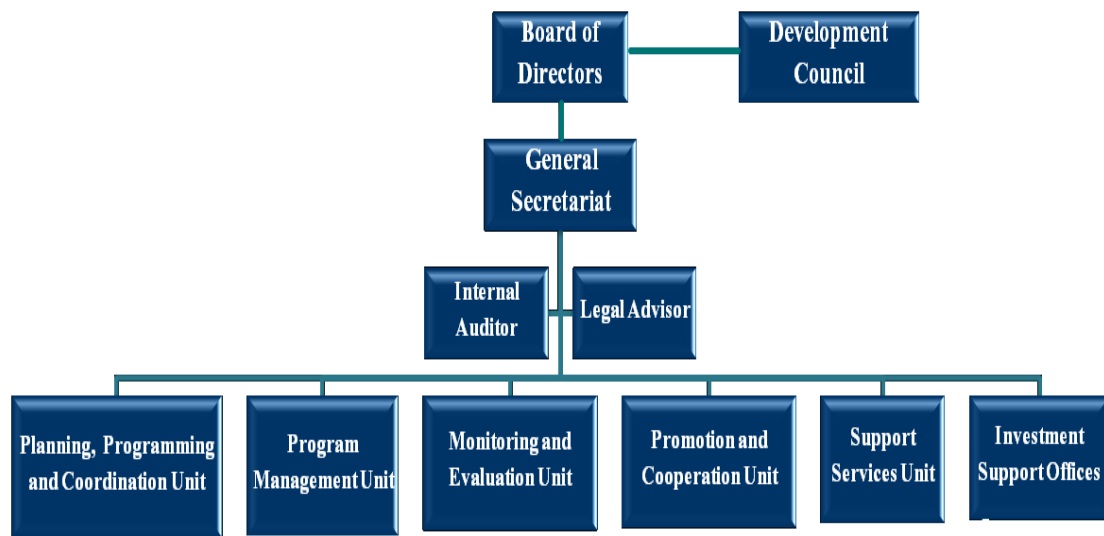
The purpose of this study is to find the relationship between employees' level of organizational commitment and turnover intention. According to the theoretical framework of the study, first we want to find out whether there is relationship between organizational commitment and turnover intention. Second, it was analyzed whether organizational commitment is the predictor of the turnover intention or not. Finally, we aimed at finding out whether there is an impact of demographical variables on turnover intention.

#### **3.2 Sample**

The history of the development agencies in Turkey traces back to 2006, when two pilot development agencies were established. Afterwards, the structuring of the development agencies has demonstrated a rapid increase and the establishment of the other 24 agencies were completed as of 25 July 2009. With the establishment of regional development agencies, the understanding of development in Turkey has taken a new shape. Development agencies are the units established for acceleration of regional development and increase in the local capacity (Agency, 2012). The regulations regarding the personnel who were employed to work for the development agencies are put forth in the Regulation on the Development Agencies' Personnel which was prepared based on the article 18 and

the (h) subparagraph of the 2nd subclause of the article 4 of the law numbered 5449 on the Foundation, Coordination and the Duties of the Development Agencies.

According to the law numbered 5449, it is ensured that the organizational structure of the agencies consist of the development committee, board of management, the office of secretary general and the investment support offices (Tamer, 2008). Each agency consists of at least more than five different units. These are Planning, Programming and Coordination Unit, Program Management Unit, Monitoring and Evaluation Unit, Promotion and Cooperation Unit, Support Services Unit and Investment Support Offices for each cities in Turkey. The organizational chart differs according to agencies. At least, each of these units consist of as shown Figure 6.



**Figure 6:** Organizational Chart of the Agency

*Source:* İpekyolu Development Agency

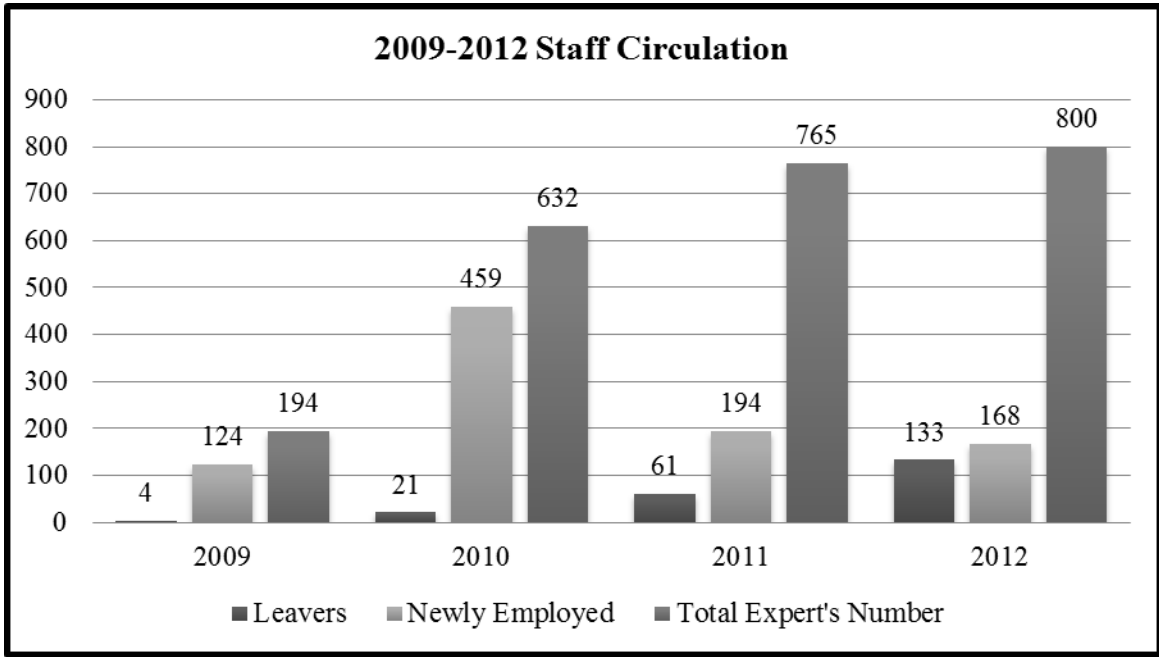
The agency personnel are classified as support staff, specialist staff, internal auditors and legal advisor. The heads of the working units are chosen among the specialist staff. All departments are responsible for General Secretary. General Secretariat are responsible for Board of Directors. Each Board of Directors differs according to agency.

The main reason that led the study to arise is the rate of labor turnover which shows an increase in the agencies. In the light of this information, table 8 shows the rate of the turnover from their foundation to 2012.

**Table 8:** The Ratio of the Personnel that Quit to the Total Personnel

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Leavers</b>	4	21	61	133
<b>Newly Employed</b>	124	459	194	168
<b>Total Expert's Number</b>	194	632	765	800
<b>The Ratio of the Leavers to the Total Personnel</b>	2%	3%	8%	17%

As it can be understood from table 8 and figure 7, the ratio of the personnel that left especially in the years 2011 and 2012 increased more than two times. Besides, the latest regulations about the personal rights increased the motivation of quitting the agency. That is why, the questions below were analyzed by being developed in order to study the level of commitment of the personnel who left the agency and it does not affect their leave of employment.



**Figure 7: 2009-2012 Staff Circulation**

In some of the activity reports the agencies made in the recent years, while there are the number of the personnel who quit and who are newly employed, this information was not encountered in most of them. However, when table 9 is analyzed, the number of the personnel who worked actively between the years 2014 and 2015 can be reached. Internal audit cadres in most agencies seem empty. Thus, it is required to do the arrangements for the legislative arrangements and optimum requirements for internal audit position.

**Table 9:** Number of Employee's (Total Number 939)

Number of Employees of Agencies					
	GS	IA	LA	Expert	Supporter
OKA	1	1	1	28	4
İZMİR	1	-	1	27	6
KUZKA	1	1	-	18	6
DOĞU AKDENİZ	1	-	1	25	6
ANKARA	1	1	-	37	8
KUDAKA	-	-	1	30	8
BAKKA	1	-	-	13	5
DOKA	1	-	-	32	8
KARACADAĞ	-	-	1	28	5
SERKA	1	-	-	23	8
DİCLE	1	-	1	33	5
İPEKYOLU	1	-	1	30	7
İSTANBUL	1	-	-	35	6
GÜNEY MARMARA	-	-	1	22	7
GÜNEY EGE	1	-	-	28	6
BATI AKDENİZ	1	1	-	37	6
ORAN	1	1	-	28	4
MEVLANA	1	-	1	33	7
AHİLER	1	-	-	20	7
DOĞU ANADOLU	1	-	1	30	4
FIRAT	1	1	1	27	5
MARKA	1	1	1	31	7
ÇUKUROVA	-	-	-	23	7
ZAFER	1	-	1	32	7
BEBKA	1	-	1	30	5
TRAKYA	1	-	-	35	7
<b>Total</b>	<b>22</b>	<b>7</b>	<b>14</b>	<b>735</b>	<b>161</b>

**Source:** *Development Agencies 2014-2015 Activity Reports (2014-2015)*

According to the above knowledge, a judgment sampling method and exploratory analyze method is used in this study. Survey data were collected from 26 different development agencies by three different questionnaires; demographical characteristics survey, specifically organizational commitment survey and turnover intention survey. In the study, although the whole population was tried to be reached, 215 questionnaires were completed online by the employees and sent to us. Thereby, the study paradigm is 215 agency

employees. Because all the questions of the scales used in the study are compulsory, there is no invalid questionnaire.

### **3.3 Research Questions and Hypothesis**

This study addresses the following research questions and hypotheses:

**RQ<sub>1</sub>:** *Is there a relationship between organizational commitment and the turnover intention?*

H<sub>1.1</sub>: There is relationship between affective commitment and turnover intention.

H<sub>1.2</sub>: There is relationship between continuance commitment and turnover intention.

H<sub>1.3</sub>: There is relationship between normative commitment and turnover intention.

**RQ<sub>2</sub>:** *Is organizational commitment a significant predictor of turnover intention?*

**RQ<sub>3</sub>:** *Does turnover intention level of the development agency employees differ according to their demographical characteristics?*

H3.1: The turnover intention level differs significantly according to gender.

H3.2: The turnover intention level differs significantly according to age.

H3.3: The turnover intention level differs significantly according to marital status.

H3.4: The turnover intention level differs significantly according to occupational position.

H3.5: The turnover intention level differs significantly according to level of graduation.

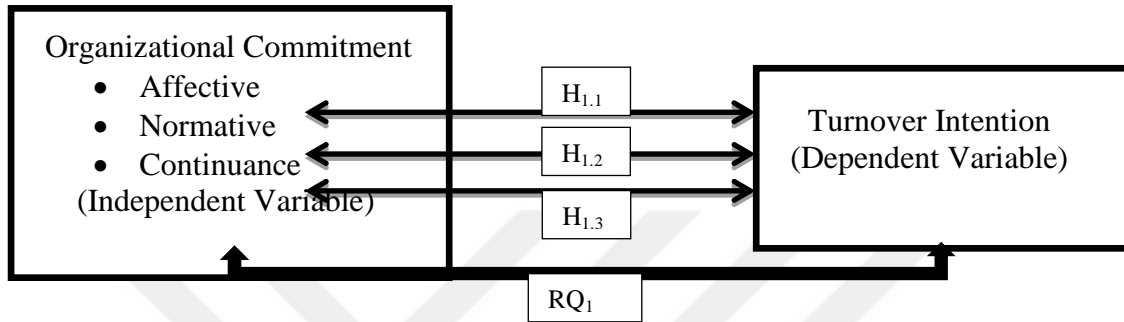
H3.6: The turnover intention level differs significantly according to level of seniority.

H3.7: The turnover intention level differs significantly according to status of working in hometown.



### 3.4 Conceptual Model

In this study, relational screening model is used because the relationship between organizational commitment and the turnover intention of the employees who work at the development agencies is analyzed. In this study, the dependent variable is turnover intention and independent variable is organizational commitment with all aspects.



**Figure 8:** The Hypothesized Conceptual Model

### 3.5 Research Instruments

Firstly, the scientific literature was reviewed. Secondly, the primary data was collected via questionnaires.

**Demographical Characteristic Questionnaire;** consists of 8 questions. In this survey; age, tenure, gender, marital status, level of education, occupation(title), working according to different law basis and hometown questions were answered by applicants. In the previous studies, generally the variables like age, gender and seniority were used and their effects were investigated. In this study, whether working in the city the individual lives in for years or in his hometown where his relatives live affect the turnover intention or not was studied. Again, it will be studied via this research if the legislative arrangements affect the decision of the leave of employment.

**Organizational Commitment Scale;** (Meyer & Allen's, 1993) was used to measure employee's level of commitment. The Commitment that explains the employees' wish and decision to work in his current organization is an emotional process.

Meyer and Allen (1991), in the study they carried out, dealt with commitment in three dimensions. These are affective, continuance and normative commitment. Again, the scale that was developed by Allen and Meyer in 1993 is used in such a way that the three dimensions will be comprised of. In this study, the scale which was adapted to Turkish from the works of Allen & Meyer (1993) and those analysis of reliability and validity was made by Varol (2010) was used. The questionnaire consists of 18 different questions. The questions (1, 2, 3, 4, 5, 6) were used to measure the level of affective commitment, (7, 8, 9, 10, 11, 12) were used to measure continuance commitment and (13, 14, 15, 16, 17, 18) were used to measure level of normative commitment.

If it is needed to summarize some statements in the scale with the components of the organizational commitment, it is "I really feel as if this organization's problems are my own" for affective commitment, it is "It would be very hard for me to leave my organization I am working for even if I want to" for continuance commitment and it is "I would feel guilty if I left my organization now" for normative commitment.

**Turnover Intention Scale;** Michigan Organizational Assessment Questionnaire (Cammann et al, 1979) were used to measure employee turnover intention. This scale has been extensively used in the organizational behaviour literature to assess intention to quit. Each item asked the respondent to indicate the degree of occurrence of the thought of quitting, searching for another job, and actually intending to quit. Cammann et al., (1979) reported an internal consistency for the scale of 0.83 and supported construct validity with correlations of - 0.58 with overall job satisfaction. The response format was a 5- point scale ranging from "strongly disagree" (1) to "strongly agree" (5).

Three different scales were applied to the employees of regional development agencies. The first scale investigated demographical information of the employees. Then the second scale measured the organizational commitment level of the employees. The last questionnaire measured the turnover intention of the employees. Responses were recorded on 5 point Likert scale ‘‘From 1 (Strongly Disagree) to 5 (Strongly Agree)’’ for each questionnaire. Once the empirical data was collected, it was analyzed and interpreted through SPSS 22 statistical software. Firstly, the scientific literature was reviewed. Secondly, the primary data was collected via questionnaires.



## **4. RESEARCH FINDINGS**

### **4.1 Data Analyses**

Firstly if the data sets in the data gathered in the process of research provide the prerequisites necessary for the parametric tests in terms of each variable was studied via the tests of normality and homogeneity. In this context, in the analyses where the differences between the averages are compared, data analysis was made via applying Kolmogorov-Smirnov normality analyses and Levene homogeneity tests were applied. Concordantly, t test and analysis of variance was applied for the independent samples for the variables that provide the parametric conditions, and Kruscal Wallis analysis was made for the variables that do not provide conditions. In case of detecting significant differences between the averages, in order to find out the source of the difference, Tukey multiple comparison test was used.

In order to determine the relationship between the variables and the predictor relationships, Correlation Analysis and Multilinear Regression analysis were used. In addition to normality rates, it was studied if there is multiple connexion problems in regression analyses and, in this context, the Tolerance, VIF and Durbin-Watson rates of the data set were examined. All the data analyses during the research were executed in SPSS 22.00 packaged software in computer environment.

## 4.2 Descriptive Statics

In this research, the information is collected by utilizing socio- demographic questions, which are held on the first page of the questionnaire like gender, age, marital status, education level, occupation, tenure and hometown of the participants are defined.

The demographic information scale directed to the employees working in the Development Agencies is in this section (table 8.) As is seen in this table, 217 people took part in this research and 215 of the questionnaire answered were regarded as valid. 167 of the participants are men and 48 are women out of 215 people that took part in the research. It is seen that the proportion of the men is 167 (78%) and the proportion of the female participants is 48 (22%) in the research in which the male participants are weighted.

When the participants who were the subjects to the research were studied according to age profile, there are 60 (27,9%) participants between the ages 20-30, 139 (64,6%) participants between the ages 31-40, 15 (6,9%) participants between the ages 41-50 and there is only one participant over 50. In the event of examining the result of scales, the fact that the Agencies have a quite young mass of employees and the participants are mostly between the ages 31-40 can be seen.

When the marital status of the employees is examined, it is observed that 24% of the employees is single and 76% is married. Thus, the marital status of most of the employees is married. The employees of the Agency comprises of support staff, specialist staff, the head of the unit, legal advisor, internal auditor and the general secretary. The classification in the study is classified as support staff, expert staff and the management cadre. When it is evaluated according to the positions of the participants, 55% is specialist staff, 23% is from management cadre, and 22% is support staff.

By the law numbered 5449, the personnel working at the agencies have to have at least bachelor's degree. When the education profile of the personnel participating in the research was studied, it is seen that 124 (58%) participants are the graduates of bachelor's degree, 81 (38%) participants are the graduates of master's degree and 10 (4%) participants are the graduates of PhD. In general, it is inferred that the Development Agencies are newly

founded organizations, they have a young team of staff and they comprise of people who have an advanced level of graduation.

One of the questions, job experience, which was in the questionnaire was asked by taking only the time spent in the organization into account and the employees answered the question based on this. In the event that the replies are examined, it is seen that the employees who worked at the agency less than a year are 13,4%, who worked between 1 and 3 years are 15,3%, the employees whose term of employment is between 4 and 6 years are 59,53%, whose term of employment is between 7 and 9 years are 10,2% and, lastly, the employees whose term of employment is 10 years and more are 1,42%.

Because the Development Agencies are newly founded organizations, the seniority years of the employees whose year of seniority is the highest, are stated as 10 years. It is seen that the ones participating in the questionnaire are working for the Agency for mostly between 4 and 6 years.

The Development Agencies in Turkey came into operation after being founded at 26 level and 2 regions. Hence, the centres of the agencies were situated in 26 cities and were organized in each 81 cities as investment support offices. That's why; the employees are assigned in different geographies of the country. The question "Is the Agency you are working for your hometown?" which was not applied before was directed to the employees of the agency. When the answers are examined, it is seen that 47,9 % of the employees are working in their hometown and 52,1% of them are working out of it.

Last demographic information question is the question of the employee's status. As is known, the personnel who are working for the Development Agencies work according to two different regulations. The employees who start to work before 15.01.2012 are subject to "Higher Planning Council", the ones who start to work after this date are working according to Legislative Decree numbered 666. This "working at a different status" question which is a great problem at the agencies is asked with the aim of examining its effects on the variables. 54% of the employees have been working according to Higher Planning Council Status and 46% of them have been working according to 666 Legislative Decree status.

**Table 10: Demographic Characteristics of Participants (215)**

<b>Variable</b>	<b>Frequency</b>	<b>Percent (%)</b>
<b><u>Gender</u></b>		
Male	167	77,6
Female	48	22,4
<b><u>Age</u></b>		
20-30	60	27,9
31-40	139	64,6
41-50	15	6,97
50+	1	,053
<b><u>Marital Status</u></b>		
Single	51	23,7
Married	163	76
Divorced	1	,03
<b><u>Occupation</u></b>		
Support Officer	47	22
Expert	118	55
Management/Unit Head	50	23
<b><u>Graduate Level</u></b>		
Bachelor	124	58
Master Degree	81	38
Phd Degree	10	4
<b><u>Job Tenure</u></b>		
Less than 1 Year	29	13,48
1-3 Years	33	15,34
4-6 Years	128	59,53
7-9Years	22	10,23
10+	3	1,42
<b><u>Hometown</u></b>		
Yes	103	47,9
No	112	52,1

### 4.3 Reliability and Validity Analyses of Scales

The validity and reliability of the organizational commitment scale were studied separately in the scope of this study, too, and it is found out that the amount of total internal consistency is .80 and it's components are .82, .74 and .71 respectively. (See. Table 11) As a result of confirmatory factor analysis, it is found out that the factor structure which consist of 18 items and three components (RMR .67, RMSEA .71, CFI : .96, GFI: ..91). The findings that were obtained can be evaluated as the scale has the validity and reliability level which can be used in this study process.

The validity and reliability of the scale of the turnover intention, too, were studied in the scope of this research and it is found out that the internal consistency rate of the factorial structure which consists of one component is .89. Besides, the factorial structure of the scale was analyzed with explanatory factor analysis and it is detected that it explains 40% of the total variance of three factorial structure. The findings obtained can be evaluated as they have the level of validity and reliability that can be used in this process of study.

**Table 11:** Validity and Reliability Analyses of Scales

<i>Variable Name</i>	<i>Number of Items</i>	<i>Dimension</i>	<i>Cronbach Alpha</i>	<i>References</i>
<b>Organizational Commitment</b>	18	Affective	0,82	Allen and Meyer (1993)
		Continuance	0,74	
		Normative	0,71	
<b>Turnover Intention</b>	3	Single	0,89	Camman et al. (1979)



#### 4.4 Statistical Results

**Research Question<sub>1</sub>:** *Is there a relationship between the organizational commitment and the turnover intention of the Development Agency employees?*

In order to study if there is a relationship between the organizational commitment and the turnover intention of development agency employees, **Pearson Momentler Multiplication** Correlation Analysis was done and the data obtained is given in table 12.

**Table 12: Correlation Analyses**

	<b>Turnover Intention</b>
<b>Organizational Commitment</b>	-.425**
<b>Affective Commitment</b>	-,626**
<b>Continuance Commitment</b>	-.274**
<b>Normative Commitment</b>	-.438**

When table 12 is studied, it is seen that there is a significant and negative relationship between the turnover intention and affective commitment ( $r = -.626$ ,  $p < .01$ ), and continuance commitment ( $r = -.274$ ,  $p < .01$ ), and normative commitment ( $r = -.438$ ,  $p < .01$ ) and overall organizational commitment ( $r = -.425$ ,  $p < .01$ ).

This data obtained can be evaluated in that way; there is a significant relationship between the turnover intentions and organizational commitment level of the development agency employees, and as the organizational commitment level of the employees increases, their turnover intention level will decrease.

**Research Question<sub>2</sub>:** *Is the organizational commitment level of the employees is a significant predictor of their turnover intention?*

Because it is determined with the correlation analysis between the organizational commitment level and the turnover intentions of the development agency employees that there are significant and negative relationship, whether the organizational commitment is a significant predictor of the turnover intention or not was studied. In this sense, it can be said that significant relationship which are prerequisites of the regression analysis are determined. Accordingly, organizational commitment's predictor effect on the turnover intention is analysed by using multiple linear regression analysis.

Firstly, it is studied that whether the analysis conditions are provided in regression analysis. In this context, to find out whether there is a multiple correlation, **Tolerance** rates were analysed and respectively the rates .520 for affective commitment, .541 for continuance commitment, .008 for normative commitment and .233 for overall organizational commitment are found. These rates obtained indicate that the tolerance rates are in the desired limits and there is no multiple correlation problem.

Secondly, in order to examine if there is a multi corelation problem, **VIF** rates were studied and the rates .2,017 for affective commitment, .1,849 for continuance commitment, .3,606 for normative commitment and .3,415 for overall organizational commitment are found. These rates found for **VIF** criteria are evaluated in that way; the data set has no multiple correlation problem.

Lastly, **Durbin-Watson** rate was studied for the regression analysis of the data set and it is found out that this rate is 2,107. In this data obtained, it can be evaluated that it is suitable for the regression analysis of the data set.

**Table 13: Regression Analyses**

<i>Variables</i>	<i>B</i>	<i>Standard Deviation</i>	<i>β</i>	<i>t</i>	<i>p</i>
Constant	9,763	,778		12,550	,000
Affective Commitment	,571	,032	,671	9,472	,000
Continuance Commitment	,471	,052	,641	9,112	,000
Normative Commitment	,222	,083	,261	2,658	,008
Organizational Commitment	,336	,041	,879	-8,209	,000

**R= .65,**  
**R<sup>2</sup>= .43,**  
**F=54,132, p<.01**

When table 13 is studied, it is seen that affective commitment, continuance commitment, normative commitment and overall organizational commitment are significant predictors of the turnover intention (**R= .65, R<sup>2</sup>= .43, F= 54,132, p<.00**). When the data obtained is taken into account, it can be said that affective commitment, continuance commitment, normative commitment and overall organizational commitment together explain 43% of the turnover intention and organizational commitment has an significant effect on the turnover intention.

When the level of the predictor variables' effect on the turnover intention is studied, it is seen that the effect is as such; affective commitment, continuance commitment, overall organizational commitment and normative commitment, respectively.

In this context, it can be said that a change of one point at the level of affective commitment of the development agency employees will cause a change of .67 points in the turnover intention, a change of one point in the continuance commitment will cause a change of .64 points, a point of change in normative commitment will cause a change of .26 points in the turnover intention and a point of change in overall organizational commitment will cause a change of .87 points in the turnover intention.

With reference to the data obtained, it can be said that the organizational commitment has an important predictor effect on the turnover intention of the development agency employees and the increase in the organizational commitment of the development agency employees will contribute to the decrease of their turnover intention, significantly; on the other hand, the decrease at the level of organizational commitment will pose a serious risk on their turnover intention.

**Hypothesis<sub>3.1</sub>:** *The turnover intention level differs significantly according to gender.*

For the independent samples, in order to find out if there is a significant differentiation between the turnover intention level of employees in relation to their gender **t test** was applied and the results obtained are given in table 14. For the independent samples, **Levene Homogeneity** test was applied for the homogeneity analysis which is one of the prerequisites of the **t test** and it was determined that the data set has homogeneity (F= .782, p>.05)

**Table 14:** Findings Related to Gender

	<i>Gender</i>	<i>N</i>	$\bar{X}$	<i>Sd</i>	<i>t</i>	<i>p</i>
The Turnover Intention	Male	167	5,5749	3,37	2,163	.032
	Female	48	4,3958	3,15		

When table 14 is analyzed, it is seen that there is a significant differentiation between the turnover intention of the employees in relation to their gender ( $t_{213} = 2,163$ ,  $p < .05$ ). In this context, when it is taken into consideration that the arithmetic average of the male employees is  $\bar{X} = 5,57$  and the arithmetic average of the female employees is  $\bar{X} = 4,39$ , it can be said that the turnover intention of the males is significantly higher than the females'.

**Hypothesis<sub>3,2</sub>:** *The turnover intention level differs significantly according to age.*

**One-way ANOVA** analysis is done for independent samples in order to find out if there is a significant differentiation between the turnover intention level of the employees in relation to their ages and the data obtained are given in table 15. **Levene homogeneity** test was applied for homogeneity analysis which is one of the prerequisite of one-way anova analyses and it is found out that the data set has homogeneity ( $F = .1,132$ ,  $p > .05$ )

**Table 15:** Findings Related to Age Variable

	<i>Group</i>	<i>N</i>	$\bar{X}$	<i>Sd</i>	<i>F</i>	<i>P</i>
Turnover	20-30	60	5,6333	3,70051		
Intention	31-40	140	5,4786	3,22193	6,113	.003
	41-50	15	2,4667	1,45733		

When table 15 was analyzed, it is seen that there is a significant differentiation between the turnover intention level of the employees in relation to their age groups ( $F_{212} = 6,113$ ,  $p < .05$ ). **Tukey test** which is one of the multiple comparison tests (Post-Hoc technique) was applied in order to find out the source of the difference between the means, and the mean points of the employees who are in 20-30 age group is significantly higher than the mean points of the ones in 41-50 age group.

**Hypothesis<sub>3.3</sub>:** *The turnover intention level differs significantly according to marital status.*

In order to find out if there is a significant difference between the turnover intention level of the employees in relation to their marital status **t test** was applied for an independent sample and the data obtained are given in table 16. For independent samples, **Levene Homogeneity** test was done for the homogeneity analysis which is one of the prerequisites of the **t test** and it is determined that the data set has homogeneity (F= 3.126, p>.05)

**Table 16:** Findings Related to Marital Status Variable

	<i>Marital Status</i>	<i>N</i>	$\bar{X}$	<i>Sd</i>	<i>t</i>	<i>p</i>
Turnover	Single	51	5,0671	3,17994	1,92	,055
Intention	Married	164	6,0980	3,80134		

When table 16 is studied, it is seen that there is no significant differentiation between the turnover intention level of the employees in relation to their marital status ( $t_{213}= 1,92$ , p>.05). This data obtained can be evaluated in that way; the turnover intention level of the development agency employees is not affected by their marital status.

**Hypothesis<sub>3.4</sub>:** *The turnover intention level differs significantly according to their occupation.*

In order to find out if there is a significant differentiation between the turnover intention level of the employees in relation to their occupation, **One-way Anova** analysis was applied for an independent sample and the data obtained are given in table 17. **Levene Homogeneity** test was applied for the homogeneity analysis which is one of the prerequisites of single factorial variance (one-way anova) analysis and it is found out that the data set has homogeneity (F= 2,085, p>.05)

**Table 17:** Findings Related to Occupation Variable

	<i>Group</i>	<i>N</i>	$\bar{X}$	<i>Sd</i>	<i>F</i>	<i>p</i>
Turnover Intention	Expert	118	5,6610	3,55234	1,584	.208
	Personnel					
	Support Personnel	47	5,0851	3,18167		
	Coordinator	50	4,7000	2,97781		

When table 17 is studied, it is seen that there is no significant differentiation between the turnover intention level of the employees in relation to their occupation. This data obtained can be evaluated in that way; the turnover intention level of the employees is not affected by the positions they are working at.

**Hypothesis<sub>3,5</sub>:** *The turnover intention level differs significantly according to level of graduation.*

In order to find out if there is a significant differentiation between the turnover intention level of the employees in relation to their level of graduation, **Kruskal Wallis** test was applied and the data obtained are given in table 18. Kruskal Wallis is an analysis technique which is used in the researches in which two or more group analysis that does not have parametric quality is wanted to be compared.

**Table 18:** Findings Related to the Level of Graduation

	<i>Level of Graduation</i>	<i>N</i>	<i>Means</i>	$X^2$	<i>p</i>
Turnover Intention	Bachelor's Degree	124	112,77	1,867	.208
	Master's Degree	81	102,31		
	PhD	10	94,90		

When table 18 is studied, it is seen that there is no significant differentiation between the turnover intention level of the employees in relation to their level of graduation ( $X^2= 1,86$ ,  $p>.05$ ). This data obtained can be evaluated in that way; the turnover intention level of the development agency employees are not affected by their level of graduation.

**Hypothesis<sub>3,6</sub>:** *The turnover intention level differs significantly according to job tenure.*

In order to find out if there is a significant differentiation between the turnover intention level of employees in relation to their job tenure, **One-way Anova** analysis was done and the data obtained are given in table 19. **Levene Homogeneity** test was applied for the homogeneity analysis which is one of the prerequisites of single factorial variance analysis and it is found out that the data set has homogeneity ( $F= ,618$ ,  $p>.05$ )

**Table 19:** Findings Related to Job Tenure

	<i>Tenure</i>	<i>N</i>	$\bar{X}$	<i>Sd</i>	<i>F</i>	<i>p</i>
Turnover Intention	Less than one year	29	3,9655	3,66920	1,96	,12
	1-3 years	33	5,1818	3,60082		
	4-6 years	128	5,5781	3,19352		
	7 years and more	25	5,6800	3,28786		

When table 19 is studied, there is no significant differentiation between the turnover intention level of the employees in relation to their level of job tenure. This data obtained can be evaluated in that way; the turnover intention level of the employees is not affected by their job tenure.



**Hypothesis<sub>3.7</sub>:** *The turnover intention level differs significantly according to the status of working in their hometown.*

For the independent sample, in order to find out if there is a significant differentiation between the turnover intention level of employees in relation to their hometown status **t test** was applied and the results obtained are given in table 20. For the independent samples, **Levene Homogeneity** test was applied for the homogeneity analysis which is one of the prerequisites of the **t test** and it was determined that the data set has homogeneity ( $F= .305, p>.05$ ).

**Table 20:** Findings Related to the Hometown Variable

	<i>Hometown</i>	<i>N</i>	$\bar{X}$	<i>Sd</i>	<i>T</i>	<i>p</i>
Turnover Intention	Yes	103	4,6893	3,19629	2,64	.009
	No	112	5,8839	3,41366		

When table 20 is studied, there is a significant differentiation between the turnover intention level of the employees in relation to their hometown status ( $t_{213}= 2,64, p<.05$ ). In this context, when it is taken into consideration that the arithmetic average of the employees whose working place is their hometown is  $\bar{X}= 4,68$  and that the arithmetic average of the employees whose working place is not their hometown  $\bar{X}= 5,88$ , it can be said that the turnover intention of the ones who work in their hometown is lower than the ones who do not work in their hometown.

**Hypothesis<sub>3.1</sub>:** *The turnover intention level differs significantly according to gender.*

For the independent samples, in order to find out if there is a significant differentiation between the turnover intention level of employees in relation to their gender **t test** was applied and the results obtained are given in table 21. For the independent samples, **Levene**

**Homogeneity** test was applied for the homogeneity analysis which is one of the prerequisites of the **t test** and it was determined that the data set has homogeneity ( $F= .782$ ,  $p>.05$ )

**Table 21:** Findings Related to Gender

	<i>Gender</i>	<i>N</i>	$\bar{X}$	<i>Sd</i>	<i>t</i>	<i>p</i>
The Turnover Intention	Male	167	5,5749	3,37	2,163	.032
	Female	48	4,3958	3,15		

When table 21 is analyzed, it is seen that there is a significant differentiation between the turnover intention of the employees in relation to their gender ( $t_{213}= 2,163$ ,  $p<.05$ ). In this context, when it is taken into consideration that the arithmetic average of the male employees is  $\bar{X}= 5,57$  and the arithmetic average of the female employees is  $\bar{X}= 4,39$ , it can be said that the turnover intention of the males is significantly higher than the females'.

**Hypothesis<sub>3,2</sub>:** *The turnover intention level differs significantly according to age.*

**One-way ANOVA** analysis is done for independent samples in order to find out if there is a significant differentiation between the turnover intention level of the employees in relation to their ages and the data obtained are given in table 22. **Levene homogeneity** test was applied for homogeneity analysis which is one of the prerequisite of one-way anova analyses and it is found out that the data set has homogeneity ( $F= .1,132$ ,  $p>.05$ )

**Table 22:** Findings Related to Age Variable

	<i>Group</i>	<i>N</i>	$\bar{X}$	<i>Sd</i>	<i>F</i>	<i>P</i>
Turnover	20-30	60	5,6333	3,70051		
Intention	31-40	140	5,4786	3,22193	6,113	.003
	41-50	15	2,4667	1,45733		

When table 22 was analyzed, it is seen that there is a significant differentiation between the turnover intention level of the employees in relation to their age groups ( $F_{212}= 6,113$ ,  $p<.05$ ). **Tukey test** which is one of the multiple comparison tests (Post-Hoc technique) was applied in order to find out the source of the difference between the means, and the mean points of the employees who are in 20-30 age group is significantly higher than the mean points of the ones in 41-50 age group.

**Hypothesis<sub>3,3</sub>:** *The turnover intention level differs significantly according to marital status.*

In order to find out if there is a significant difference between the turnover intention level of the employees in relation to their marital status **t test** was applied for an independent sample and the data obtained are given in table 23. For independent samples, **Levene Homogeneity** test was done for the homogeneity analysis which is one of the prerequisites of the **t test** and it is determined that the data set has homogeneity ( $F= 3.126$ ,  $p>.05$ )

**Table 23:** Findings Related to Marital Status Variable

	<i>Marital Status</i>	<i>N</i>	$\bar{X}$	<i>Sd</i>	<i>t</i>	<i>p</i>
Turnover	Single	51	5,0671	3,17994	1,92	,055
Intention	Married	164	6,0980	3,80134		

When table 23 is studied, it is seen that there is no significant differentiation between the turnover intention level of the employees in relation to their marital status ( $t_{213}= 1,92$ ,  $p>.05$ ). This data obtained can be evaluated in that way; the turnover intention level of the development agency employees is not affected by their marital status.

**Hypothesis<sub>3.4</sub>:** *The turnover intention level differs significantly according to their occupation.*

In order to find out if there is a significant differentiation between the turnover intention level of the employees in relation to their occupation. **One-way Anova** analysis was applied for an independent sample and the data obtained are given in table 24. **Levene Homogeneity** test was applied for the homogeneity analysis which is one of the prerequisites of single factorial variance (one-way anova) analysis and it is found out that the data set has homogeneity ( $F= 2,085$ ,  $p>.05$ )

**Table 24:** Findings Related to Occupation Variable

	<i>Group</i>	<i>N</i>	$\bar{X}$	<i>Sd</i>	<i>F</i>	<i>p</i>
Turnover Intention	Expert	118	5,6610	3,55234	1,584	.208
	Personnel					
	Support Personnel	47	5,0851	3,18167		
	Coordinator	50	4,7000	2,97781		

When table 24 is studied, it is seen that there is no significant differentiation between the turnover intention level of the employees in relation to their occupation. This data obtained can be evaluated in that way; the turnover intention level of the employees is not affected by the positions they are working at.

**Hypothesis<sub>3.5</sub>:** *The turnover intention level differs significantly according to level of graduation.*

In order to find out if there is a significant differentiation between the turnover intention level of the employees in relation to their level of graduation, **Kruskal Wallis** test was applied and the data obtained are given in table 25. Kruscal Wallis is an analysis technique which is used in the researches in which two or more group analysis that does not have parametric quality is wanted to be compared.

**Table 25:** Findings Related to the Level of Graduation

	<i>Level of Graduation</i>	<i>N</i>	<i>Means</i>	<i>X<sup>2</sup></i>	<i>p</i>
Turnover Intention	Bachelor's Degree	124	112,77	1,867	.208
	Master's Degree	81	102,31		
	PhD	10	94,90		

When table 25 is studied, it is seen that there is no significant differentiation between the turnover intention level of the employees in relation to their level of graduation ( $X^2= 1,86$ ,  $p>.05$ ). This data obtained can be evaluated in that way; the turnover intention level of the development agency employees are not affected by their level of graduation.

**Hypothesis<sub>3.6</sub>:** *The turnover intention level differs significantly according to job tenure.*

In order to find out if there is a significant differentiation between the turnover intention level of employees in relation to their job tenure, **One-way Anova** analysis was done and the data obtained are given in table 26. **Levene Homogeneity** test was applied for the homogeneity analysis which is one of the prerequisites of single factorial variance analysis and it is found out that the data set has homogeneity ( $F= ,618$ ,  $p>.05$ )

**Table 26:** Findings Related to Job Tenure

	<i>Tenure</i>	<i>N</i>	$\bar{X}$	<i>Sd</i>	<i>F</i>	<i>p</i>
Turnover	Less than one year	29	3,9655	3,66920		
Intention	1-3 years	33	5,1818	3,60082	1,96	,12
	4-6 years	128	5,5781	3,19352		
	7 years and more	25	5,6800	3,28786		

When table 26 is studied, there is no significant differentiation between the turnover intention level of the employees in relation to their level of job tenure. This data obtained can be evaluated in that way; the turnover intention level of the employees is not affected by their job tenure.

**Hypothesis<sub>3.7</sub>:** *The turnover intention level differs significantly according to the status of working in their hometown.*

For the independent sample, in order to find out if there is a significant differentiation between the turnover intention level of employees in relation to their hometown status **t test** was applied and the results obtained are given in table 27. For the independent samples, **Levene Homogeneity** test was applied for the homogeneity analysis which is one of the prerequisites of the **t test** and it was determined that the data set has homogeneity ( $F= .305, p>.05$ ).

**Table 27:** Findings Related to the Hometown Variable

	<i>Hometown</i>	<i>N</i>	$\bar{X}$	<i>Sd</i>	<i>T</i>	<i>p</i>
Turnover Intention	Yes	103	4,6893	3,19629	2,64	.009
	No	112	5,8839	3,41366		

When table 27 is studied, there is a significant differentiation between the turnover intention level of the employees in relation to their hometown status ( $t_{213} = 2,64, p < .05$ ). In this context, when it is taken into consideration that the arithmetic average of the employees whose working place is their hometown is  $\bar{X} = 4,68$  and that the arithmetic average of the employees whose working place is not their hometown  $\bar{X} = 5,88$ , it can be said that the turnover intention of the ones who work in their hometown is lower than the ones who do not work in their hometown.

## 5. DISCUSSION AND CONCLUSION

One of the most important factors in organization's continuing their activities is that there are employees who show commitment to their organization at a high level. The employees whose organizational commitment is high adopt the aims and values of their organization, endeavour for the organization and want to stay in the organization more. As it was stated in the first part of the study, several researches show that organizational commitment is effective in the organization's continuance and in its improvement. In spite of more than one factors that affect organizational commitment, different results were obtained about which is more effective on organizational commitment. Besides, the differences between the approaches of the researches caused to improve many scales aimed at determining the commitment of the employees to the organization.

Organizational commitment was defined in the first studies done about the subject as believing in the organization, adopting the aims and values of the organization, endeavouring to become a part of the organization and the individual's feeling as "a member of the family". In the studies carried out later, Allen and Meyer defined the concept as a behaviour that shapes within the framework of the employee's relationship with the organization and that ensures them to decide to be a constant member of the organization, by revealing the psychological dimension of the organizational commitment. The organizational commitment was determined as multi-dimensional concept with "Three Dimensional Organizational Commitment Model" contrary to other models. Meyer and Allen defined organizational commitment as "Affective Commitment", "Continuance Commitment" and "Normative Commitment (Meyer & Allen; 1997; 11)

Affective Commitment is about the employees' emotional commitment to the organization, their identification and the feeling of belonging. The employees whose emotional commitment is strong continue to work in the organization because they prefer it that way.



Continuance commitment is about the awareness about the expense which leaving the organization will bring. The employees whose relationship with the organization depends on continuance commitment stay in the organization because they need to do it. Lastly, normative commitment reflects the feeling of obligation to continue to work.

The employees who have high level of normative commitment think they have to stay in the organization (Meyer & Allen, 1993). When the three components of commitment increases, employees continue to stay in the organization; however, in the first one the motive to stay depend on will, in the second one it depends on need, and in the third one it depends on obligation. According to Meyer and Allen (1991); an employee's relationship with his organization is understood better by thinking all three components of commitment together (Wasti, 2005; 305).

Another variable of the study is the turnover intention. Generally, although it is perceived as employee's quit or the employer's dismissal in the literature, it has a different meaning. It expresses this intention as a concept. Namely, it is the process of the employee's selection between staying in the organization and leaving. When is it evaluated in this respect, it is actually an incentive factor. Hence, as series of actions are taken in order to keep the ones who have this tendency. In other words, it ensures the employees to continue to work in the organization. The way to ensure the employee to stay in the organization for years is to improve the feeling of commitment. The study is designed to analyze the existence of the relationship between these variables.

In this study in which we analyze the relationship between the organizational commitment and the turnover intention of the employees in the development agencies, strong and negative relationship was detected between these two variables. The results share a similarity with the results of the previous studies (Meyer & Allen, 1991, Cohen 1993, Mathieu & Zajac, 1990). Furthermore, it is found out via the results of the study that the level of organizational commitment has a predictor effect on the turnover intention. It is stated that the employee's tendency to turnover, the personnel circulation and the employees' lacking of social and private rights are the blind side of the organization when the sections about the agency's supremacy and the weaknesses that stem from the structure of the human resources that is in the activity reports of the agencies are analysed.

When the studies of the same area done at home and abroad are examined, it is revealed that there is a significant and negative relationship between organizational commitment and the turnover intention (Cohen, 1993), the employees' turnover intention decreases in case of the increase in their level of organizational commitment and again, the decrease in the level of organizational commitment increases the level of the turnover intention (Angle & Perry, 2003; Wasti, 2002; Poyraz & Kama, 2008; Cohen, 1993; Addae, 2008; Meyer & Allen 1997; Mathieu & Zajac, 1990; Meyer et al., 2002; Ahmad & Omar, 2010; Jehanzeb, Rasheed, & Rasheed, 2013). Employees who are more committed tend to less turnover intention (Angle & Perry, 1981; Poyraz & Kama; 2008). On the other hand Mowday et al. (1979) found committed employees struggle on behalf of the organization. Also, it was found that the more employees committed to the organization, the more success they get on the job (Çelik, 2008).

Another matter that was investigated in the study is whether the organizational commitment is the predictor of the turnover intention or not. According to the results of the study, it is confirmed that emotional, normative, continuance commitment and overall organizational commitment are the predictors of the turnover intention at a significant level and the relationship between them is negative. This can be seen in the previous studies also Allen & Meyer, 1990; O'Reilly et al., 1991, Meyer & Allen, 1997). Furthermore, it is observed that the effects on the turnover intention are emotional, continuance and normative commitment, respectively. In the previous researches, Meyer et al. (2003) and Angle & Perry (2003) found that organizational commitment is an antecedent of withdrawal behaviour for this reason it can be seen intent to leave is an effective antecedent of turnover behaviour (Angle & Perry, 2003).

Whether the demographic features affect the turnover intention and whether the turnover intention shows a significant alteration according to the demographic features are studied in the research. According to the research results, it is observed that the turnover intention in accordance with age show significant differences. The male employees have significantly higher tendency of turnover compared to the female employees. However, Cotton & Tuttle (1986) claimed that there is a significant relationship between the turnover

intention and gender but he found out that the female employees tend to quit their jobs more.

Because the development agencies are newly founded organizations, their employees are quite young. According to the results of the questionnaire, the participants are predominantly between the ages 20-40. This is in fact a great advantage for the organizations. As a matter of fact, if the expectations of the employees are met, their tendency to quit will decrease considerably. This situation can be seen in previous studies, too (DeConinck & Duane, 1994; Cotton & Tuttle 1986). When the results of the study were analysed in relation to age, there is a significant differentiation between the age of the employee and the turnover intention.

It is seen that the young employees are in higher tendency to quit their job compared to the older ones. Some researchers also reached at similar conclusions (Cotton & Tuttle, 1986; Karacaoğlu, 2015). It is thought that the main problem that leads to this situation in the agencies is some organizational ambiguities.

Therefore, in accordance with the status of the agencies, it is proposed to employ the employees with the contract of employment and it is desired to overcome the problem of productivity created by public official employment this way. Hence, it is seen that there is an ambiguity in the remuneration of agency employees, they have no reassignment rights, their career path and legal status are not the same with their equal officers'. It is observed that this situation decreases the motivation of the agency employees and increased the endeavours of the remaining employees in terms of changing their agencies to other public institutions and organizations.

It is seen that the marital status of the majority of the participants who answered the questionnaire is married. According to the results of the study, there is no significant relationship between marital status and the tendency of turnover. However, Cotton & Tuttle have found that married employees are less likely to turnover than that of males. Also Karacaoğlu (2015) supported similar results that singles are more tend to turnover intention.

In the agencies, there is no right of reassignment of the employees by law and by personnel regulations. Hence, the employees leave the agencies by resigning for the unity of their family. Besides, the researches proved that the commitment of the employees who work for the agencies that care for family unity is higher (Scandura & Lankau, 1997; Ahmad & Omar, 2010). In this case, quitting the job results in the negative way. Thusly, another important finding in the results of the research, working in the hometown or not varies the turnover intention significantly. Accordingly, it is observed that the turnover intention of the employees who work in their hometown is pretty lower. When this result is evaluated, it can be said that one of the reasons why the the employees quit the job is that there is no inter-agencies transition.

It is stated in previous sections that the employees are employed at different positions. Accordingly, there is no significant relationship between the turnover intentions of support personnel, expert personnel and the employees that work at the manager position. However, because there is no career opportunity and promotion in the agencies, their level of commitment may vary. In the studies carried out before, it is observed that providing the employees with the opportunity of promotion and advancement increases the organizational commitment and decreases the turnover intention. (DeConinck & Duane, 1994; Salleh, Nair, & Harun, 2012).

The employees of the agencies are the graduates of bachelor's degree at a minimum. Furthermore, the ones who have minimum five years of experience can work. Hence, it can be stated that the agencies have a profile of employees who have high level of education and are experienced. It is highly important both in terms of organization and for the regions where the agencies are situated. However the results of the study suggest that there is a differentiation at a significant level between the graduation level and experience, and the turnover intention. Nevertheless, Karacaoğlu (2005) stated in the study he carried out that the personnel whose level of graduation is low are more prone to quit the job.

As a result, a duty falls to the senior management of the Ministry of Development, to Legislators and to Higher Planning Council to increase the commitment of the employees who work in the regional development agencies which are in Turkey. Support of the

policies which will be formed aiming at increasing the quality of human-driven policies and implementations, detection and improvement of the problems of the workers by senior management are the greatest determinants in the increase of the commitment to the organization.

### **5.1 Suggestion for Further Researches**

This study was carried out in order to find out whether there is a relationship between organizational commitment and the turnover intention and at what level the demographic variables affect the turnover intention. The employees of the development agencies that have just completed their foundation process and are from 26 different regions in Turkey were chosen as sample.

Quantitative technique was used in the study and three questionnaires were conducted for the employees. The questionnaires were sent via online system and the answers reached in a short time. The findings related to the results were conveyed in the former sections. In the studies that will be carried out from now on, it is suggested applying the turnover intention scale by improving it and in order to find out whether the results of the research results vary, similar studies must be done at intervals.

It may be more beneficial to do the application in more specific paradigms like different public institutions and certain employee groups in the oncoming researches. It is important to do the choice of paradigm more systematically in terms of obtaining more reliable results. In addition to this, choosing a distinct data collection technique than questionnaire may eliminate the constraints the questionnaire method forms.

In addition, the results of the survey is going to undergo a change as a consequence of legislative amendments and employee-oriented regulations, carrying out the study in perspective of a few years is going to result in more detailed conclusions.

## **5.2 Suggestion According to Study Results**

Development agencies, both their establishment vision and with the successful studies they carried out, serve their regions and for this reason, they use human resources effectively. However, in order to increase the motivation, for the employee's to make more effort and for the the experienced employees work in the agencies for a long time, their level of organizational commitment must get higher. Ensuring this is possible with the law and the legislation, beyond doubt. There is no right of reassignment, right of promotion and the opportunity of promotion of the current employees. Aside from these, they are deprived of most of the rights the cadres, which they take as equal, offer. The changes that will be made related to these will increase the organizational commitment and the turnover intention of the employees.

Within this framework, taking the main philosophy in the foundation of the agencies and human resources regime into consideration, it is interpreted that it is required to form a structure in accordance with the choice made, by making a choice between a serious analysis of personnel regime and remuneration policy, bringing the status of the agency personnel into conformity with the status of their equals that work in public institutions not only in terms of remuneration but in all terms or carrying a system which is in tune with the founding philosophy into effect.

Besides, in the event of studying the activity reports of the development agencies, in strengths and weaknesses section, some elements are mentioned. Foremost among them are the quits of qualified employees, the existence of no experiences personnel, the existence of no carrer opportunity for agency personnel and high level of job circulation. In this respect, the agencies which will create added-value have to use the human resource effectively. The prerequisite for this is that the qualified and experienced personnel work in the agencies for years, they transfer their knowledge and background information to the newly-hired and they transfer to different agencies and execute similar experience sharings and this will be an effective solution.

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## APPENDICES

### A) Survey Instruments

#### Saygıdeğer Ajans Uzmanları;

Bu anket; “Örgütsel Bağlılık ve İşten Ayrılma Niyeti Arasındaki İlişki, Kalkınma Ajansları Çalışanlarına Yönelik Bir Uygulama” araştırmasına katkı getirmesi ve öneriler sunulması amacıyla hazırlanmıştır. Araştırma sonuçlarına ulaşmada, siz çalışanların anketlere vereceği cevaplar büyük önem taşımaktadır.

Ankette sizden şahsınıza ve çalıştığınız Ajansa ait kimlik bilgisi istenmemektedir. Sorulara vereceğiniz cevaplar yalnızca bilimsel bir araştırma için kullanılacak ve araştırmanın çok önemli bir boyutunu oluşturacaktır. Bu nedenle tüm soruları dikkatle okuyup cevaplamanız ve yanıtız soru bırakmamanız gerekmektedir. Ankete vereceğiniz yanıtlar bilimsel etik gereği yalnızca araştırmacı tarafından değerlendirilecek ve gizli kalacaktır.

Soruları cevaplarırken göstereceğiniz içtenlik ve yardımlarınız için şimdiden teşekkür eder, saygılarımı sunarım.

<http://www.surveey.com/SurveyStart.aspx?lang=1&surv=c68bc5b055114ae491005368f2f292d6>

**Eray AYDIN**  
**Yıldırım Beyazıt Üniversitesi**  
**Yönetim ve Organizasyon Anabilim Dalı**  
**Yüksek Lisans Öğrencisi**

## 1.BÖLÜM DEMOGRAFİK BİLGİLER FORMU (Demographic Characteristics)

- Cinsiyetiniz** : ( ) Erkek / Male  
*Gender* ( ) Kadın / Female
- Yaşınız** : ( ) 20-30 yaş  
*Age* ( ) 31-40 yaş  
( ) 41-50 yaş  
( ) 50+ yaş
- Medeni Durumunuz** : ( ) Bekar (Single)  
*Marital Status* ( ) Evli (Married)  
( ) Boşanmış/Ayrı (Divorced)
- Pozisyonunuz** : ( ) Destek Personeli (Support Officer)  
*Occupation* ( ) Uzman (Expert)  
( ) Yönetici Pozisyonu (Management)
- Mezuniyet Durumunuz** : ( ) Lisans (Bachelor)  
*Graduate Level* ( ) Yüksek Lisans (Master)  
( ) Doktora (PhD)
- Ajansta kıdem yılınız** : ( ) 1 yıldan az  
*Job Tenure* ( ) 1-3 Yıl  
( ) 4-6 Yıl  
( ) 7-9 Yıl  
( ) 10+ yıl
- Çalıştığınız Ajans memleketiniz mi?** : ( ) Evet  
*Hometown* ( ) Hayır

## İKİNCİ BÖLÜM: ÖRGÜTSEL BAĞLILIK ANKETİ

		Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum	
	<b>Lütfen aşağıdaki her ifadeyi dikkatlice okuyunuz ve bu ifadelere ne derecede katıldığınıza ilişkin görüşünüzü "Kesinlikle katılıyorum" cevabından "Kesinlikle katılmıyorum" cevabına kadar uzanan değerlendirme aralığında cevap seçeneklerine ait boş kutucuklara "X" işareti koyarak belirtiniz.</b>						
1	Meslek hayatımın geri kalan kısmını çalışmakta olduğum Ajansa geçirmek beni mutlu eder.						Duygusal Bağlılık(AC)
2	Çalıştığım Ajansın sorunlarını gerçekten kendi sorunlarımımiş gibi hissediyorum.						
3	Kendimi çalıştığım Ajansa ait hissediyorum.						
4	Kendimi çalıştığım Ajansa "duygusal olarak bağlı" hissediyorum.						
5	Kendimi çalıştığım Ajansa "ailenin bir parçası" olarak görüyorum.						
6	Bu Ajansın hayatımda önemli bir anlamı var.						
7	Şu anda kendi isteğimden ziyade mecburiyetten dolayı Ajansa çalışıyorum.						Devam Bağlılığı(CC)
8	İstesem de şu anda çalıştığım Ajansa ayrılmak çok zor olur.						
9	Şu anda çalıştığım Ajansa ayrılacak olsam hayatım sekteye uğrar.						
10	Dışarıdaki iş imkanları az olduğu için çalıştığım Ajansa ayrılmayı düşünmüyorum.						
11	Çalıştığım Ajansa kendimden o kadar çok şey verdim ki, buradan ayrılmayı düşünemiyorum.						
12	Çalıştığım Ajansa ayrılmamın olumsuz sonuçlarından biri de dışarıdaki iş imkanlarının az olması olabilir.						
13	Bu Ajansa çalışmaya devam etmek için zorunluluk hissetmiyorum.						Normatif Bağlılık(NC)
14	Benim için avantajlı da olsa şu anda çalıştığım Ajansa ayrılmamın doğru olmadığını düşünüyorum.						
15	Çalıştığım Ajansa ayrılırsam kendimi suçlu hissederim.						
16	Çalışmakta olduğum Ajans sadakat gösterecek bir kurumdur.						
17	Buradaki insanlara karşı yükümlülük hissettiğim için çalıştığım Ajansa şu an ayrılamam.						
18	Çalıştığım Ajansa çok şey borçluyum.						

### ÜÇÜNCÜ BÖLÜM: İŞTEN AYRILMA NİYETİ ANKETİ

	Lütfen aşağıdaki her ifadeyi dikkatlice okuyunuz ve bu ifadelere ne derecede katıldığınıza ilişkin görüşünüzü "Kesinlikle katılıyorum" cevabından "Kesinlikle katılmıyorum" cevabına kadar uzanan değerlendirme aralığında cevap seçeneklerine ait boş kutucuklara "X" işareti koyarak belirtiniz.	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	Eğer imkanım olsaydı bugünkü işimden hemen ayrılırdım.					
2	Son bir yıl içerisinde işimden ayrılmayı daha sık düşünmeye başladım.					
3	Aktif olarak kendime yeni bir iş arıyorum.					

**B) Survey Instruments (English)**

<b>Organizational Commitment Scale Allen &amp; Meyer (1993)</b>		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>1</b>	I would be very happy to spend the rest of my career with this organization.					
<b>2</b>	I really feel as if this organization's problems are my own.					
<b>3</b>	I feel a strong sense of "belonging" to my organization.					
<b>4</b>	I feel "emotionally attached" to this organization.					
<b>5</b>	I feel like "part of the family" at my organization.					
<b>6</b>	This organization has a great deal of personal meaning for me.					
<b>7</b>	Right now, staying with my organization is a matter of necessity as much as desire.					
<b>8</b>	It would be hard for me to leave my organization right now, even if I wanted to.					
<b>9</b>	Too much of my life will be disrupted if I decided to leave my organization now.					
<b>10</b>	I feel that I have too few options to consider leaving this organization.					
<b>11</b>	If I had not already put so much of myself into this organization, I might consider working elsewhere.					
<b>12</b>	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.					
<b>13</b>	I do not feel any obligation to remain with my current agency.					
<b>14</b>	Even if it were to my advantage, I do not feel it would be right to leave my organization now.					
<b>15</b>	I would feel guilty if I left the organization now.					
<b>16</b>	This organization deserves my loyalty.					
<b>17</b>	I would not leave my organization right now because I have a sense of obligation to the people in it.					
<b>18</b>	I owe a great deal to my organization.					

**TURNOVER INTENTION SCALE**

	<b>TURNOVER INTENTION SCALE Camman et al. (1979)</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>1</b>	If I had the chance, I would quit my current job.					
<b>2</b>	In the past year, I've started to think of leaving my job more frequently.					
<b>3</b>	I am looking for a new job actively.					

C) Tez Fotokopisi İzin Formu

**ENSTİTÜ**

Fen Bilimleri Enstitüsü

Sosyal Bilimler Enstitüsü

**YAZARIN**

Soyadı : AYDIN

Adı : Eray

Bölümü : Management and Organization

**TEZİN ADI** : THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND TURNOVER INTENTION: THE CASE OF REGIONAL DEVELOPMENT AGENCIES

**TEZİN TÜRÜ** : Yüksek Lisans  Doktora

1. Tezimin tamamından kaynak gösterilmek şartıyla fotokopi alınabilir.
2. Tezimin içindekiler sayfası, özet, indeks sayfalarından ve/veya bir bölümünden kaynak gösterilmek şartıyla fotokopi alınabilir.
3. Tezimden bir (1) yıl süreyle fotokopi alınamaz.

Tezin Kütüphaneye Teslim Tarihi :