The Impact of Employee's Commitment, Satisfaction on Turnover Intention: The Case of TRNC Service Sector Workers.

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ABSTRACT

The most important aspect in any organization is to direct and coordinate the people in the organization and also, the main aim and purpose of any organization is to be productive and profitable. For organization to be more productive, they need a productive employee which means happy and satisfied workers. A good structured organization identifies employees as the source and course of high quality and productivity. Research has been carried out to try to see the relationship between employee's attitude and outcomes. A good company will seek to promote a sense of commitment and job satisfaction between workers. This will be with the hope and intention of increasing productivity, reducing absenteeism and turnover, (meyer). One way to analyze employee turnover is to try and understand satisfaction and the level at which the workers are dedicated at work. The organizations always try to increase employee's commitment in other to have stability and reducing the cost of turnover. When employees are committed, it is believed that they can go an extra mile and also work and sacrifices in order to attain said organizational goals. Thus, commitment go a long way in reducing turnover and when employees are motivated, they are happy and satisfied thus will increase productivity. Effective managers, need to study and identify what motivate his employees at work.

Keywords: organization commitment, job satisfaction and turnover intention

ÖZ

Bir işletmenin en önemli unsurlarından birisi kurumda çalışanları ve koordine etmektirç bnun yanındabir işletmenin ana amacı ise verimli ve karlı bir kurum haline gelmektirç bir işletmenin verimli ve üretken olabilmesi ise mutlu ve memnumiyet düzeyi yüksek çalışanlar ile mümkündürç kurumsal yapısı güçlü ıiletmeler kaliteli, verimli ve üretken olabilmektedirler. Araştırmamızın temel amaçlarından birisı çalıianları tutmları ile kurumum çıkuları (verimlilik) arasında ilişki olup olmadığını aramakur.

İyi yönetilen bir işletme çalışanlarının iş tatmini ve işe adaybilmeleri yöntemlerini arayıp bu yönde çalışanlarının motive etmek zorundadır. Bu şekilde işletmenin verimililiği artacak, işe gelmeme oranları düşecektir. İş gücü devır oranını analiz edebilmenin bir yolu ise çalışan tatmin düzeyini ve çalışanların işlerine bağlılıklarını ölçmekten geçer. İşletmeler, çalışanlarının işe bağlılıklarını artırmak ve iş gücü devir maliyetlerini azaltma çabası içerisinde olmuşlardır. Kurumun çalışanlarının bağlılığı arttıkca, çalışanlar kurumlarına sahip çıkacak ve daha fazla fedakar olacaklardır. Dolayısıyle, çalışanların kurumlarına bağlılığı artıkca iş gücü devir oranı düşecek, çalışanlar daha çok motive olacak ve kurmun verimliliği artacaktır.

Anahtar kelimeler: kurumsal bağlılık, iş tatmini, ayrılma niyeti.

DEDICATION

To my parents

Mr and MrsSama George NYIAH and JANGA Prisca
Not forgetting my beloved fiancé Rashidatu ELIASU

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I give all thanks and praise to the Lord Almighty for taking care of me till date.

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LIST OF ABBREVIATIONS

OC	Organization commitment
AC	Affective commitment
NC	Normative commitment
CC	Continuance commitment
JS	Job satisfaction
SPSS	Statistical Package for Social
TOI	Turnover intention
TRNC	Turkish Republic of North Cyprus

Chapter 1

INTRODUCTION

Today, managers face a challenge of retaining their best and talented workers. In organizational behavior, organizational commitment refers to an individual's psychological attachment to an organization. This study has as purpose to find ways in order to improve the way the employee feel about his job. Organizational commitment together with job satisfaction can be looked as a perfect determinant of some work variables or behavior such as: organizational citizenship, absenteeism, turnover and job performance, stress, job insecurity and leadership can also be recognized to have a connection to employee's organizational commitment.

The retention of performant employees and the securing of organizational commitment are vital in obtaining stability and to the reduction of the cost of turnover. A good number of outputs are affected by organizational commitment such as the deduction in turnover, higher organizational support and motivation. A worker who is highly committed to a particular organization will turn to identify organizational goals and will want to remain in that organization. He will thus be committed to the organization because he wants to. This can be seen as a key factor to employee-organization relationship. This can be achieved by strengthening employee's commitment to the

organization which will go a long way to reduce the voluntary turnover of workers in the firm.

So, it is thus important for us to identify employee satisfaction, motivation and the related influences that it poses on organizational commitment

1.1 Organizational commitment

The behavioral study of job satisfaction has over the past years have been a focal point of many researchers. Recently, the global organizational commitment has also emerged as also a vital factor to the understanding and determination of employee's behavior and attitude at work.

We can say organizational commitment is all about employee's psychological attachment to a particular organization and the desire of the employee to want to stay as a member of that organization.

Based on the research of (Meyer & Allen, 1991), model of organizational commitment which indicates that there exist3 "mind sets" that can characterize aworkers commitment to an organization.

1.1.1 Affective commitment

AC which was pegged by Meyer and Allan as the desire component of organizational commitment. An employee with a high commitment will identify with the goals of the organization and will want to stay in the organization. Here we can witness a positive correlation between tenure and commitment. The Meyer and Allen's concept was drawn from the research of (Mowday, R., Porter, L., & Steers, 2006) an organizational commitment

concept which also was based on the earlier studies carried out by (kanter.R, 1968) who viewed organizational commitment as the willingness of employees to devote energy and loyalty to the acceptance of the goals of the organization.

1.1.2 Continuance commitment

This can also be seen as the need base component or the gain or losses that the worker will benefit in an organization due to leaving or staying in the organization. (cf. Berckers, 1960 "side bet theory")This cost might include cost such as (pension) and for social cost, it can include (relationship ties with co-workers).

1.1.3 Normative commitment

This refers to the commitment of an employee due to the fact that the worker feela sense of obligation towards the organization. This might be due to the fact that the organization might have spent money to train the worker. In such case, the employee feels that he has a "moral" obligation of staying in the organization as a means to "repay for the debt".

Employees stay in an organization also due to the fact that they have experience and are specialist in their domain and feel that their living will cores a negative impact to the organization. Hence, employees stay in an organization because he or she ought to.

1.2 Factors that can impact organizational commitment

1.2.1 Role stress

Role performance has been identified as having an impact always negative to the organization. Role stress can be witnessed when an employee receives incompatible or a conflicting order from someone in the organization. This can be known as "role conflict" and also when an employee is not provided with enough resources such as information or other means that could enable them to carry out their task successfully; this is known as "role ambiguity".

1.2.2 Empowerment

Empowerment is considered to have an effect on job satisfaction and commitment. It has been considered as an energizing factor through leadership. This can be seen as an intrinsic process of motivation that enable the employee to perceive a sense of control, competence and a direction toward achieving organizational goals.

1.2.3 Job insecurity

Studies also show that job insecurity also has an impact on commitment and satisfaction. This can be noticed in temporary workers. Studies identify a high level of job insecurity which has a negative correlation with affective commitment.

1.3 Benefit of organizational commitment

Organizational commitment means dedication and scarifies. This implies that, managers will always try as much as possible to increase the level of employee commitment in the organization in order to achieve a high rate of turnover and productivity. It is often also believed that committed employees

will go an extra mile even if they are not satisfied just to achieve organizational goals. They will be less likely to withdraw from work because they have a sense of organizational loyalty.

1.4 Job satisfaction

Job satisfaction refers to the employees feeling about his job that is the way the employee perceives the importance of his job in the provision and satisfaction of the things he categorize as being important to him. It can be regarded as the degree at which the outcomes meet our expectations, and thirdly, it can be related to other behavioral attitudes.

1.4.1 The causes of job satisfaction

This can be identified by four predominant job satisfaction models such as:

1.4.1.1 Discrepancies

This refers to an employee's outcome and his or her expectations. This model suggests that workers satisfaction is as a result of attain expectations. When employees outcome receive are lesser than expectations, the employee turn to be dissatisfied thus employees will be satisfied only when outcome received are greater than expectations.

1.4.1.2 Value attainment

Employee's set their goals and values in respect to their job. Here, this model propose that satisfaction is achieved when employees job permit them to fulfill their important individual work values and goals. Manager will thus need to identify and structure the working environment, reword system and recognition in order to meet employee value.

1.4.1.3 Equity

Here, workers are satisfied when they feel a sense of equality, fairness at work satisfaction is achieved here when employees perceived that outcome is relative to input when compared with possible outcome inputs of other co-workers.

1.4.2 The theories of job satisfaction

Employee Job satisfaction refer to as an individual's behavior and feelings towards his-her job (Robbins, 2003) we can also say that job satisfaction is a positive feeling or behavior that an individual portrays at his work. Job satisfaction can be looked at a general point of view as employee's satisfaction of the employees in some specific sectors or aspects of his job such as the satisfaction with the supervision, the satisfaction with its co-worker, pay condition, promotion opportunities and also company policies. (Smith et al., 1969).

Based on some motivation theories such as the Maslow's need Hierarchy which is believed as to be the base for job satisfaction theory, this theory state that individual's poses five (5) specific needs which they seek to satisfy in life. This served as a perfect basis for researchers to develop the theory of employee's job satisfaction.

Affect theory: this theory was developed by (Lockes, 1976) who argued that job satisfaction is determined by the link between what an individual want or expect from a job and what he has in the job. It also state that, the way an individual value a job will turn to adjust how his/her satisfaction or

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dissatisfaction will be when his expectation will/will not be met. When an employee places value on a particular aspect of his job, his satisfaction will be affected both positively if his expectations are met and highly negatively if his expectations are not met.

1.4.3 Determinations of job satisfaction

Before carrying out our study, we have to know that all human beings poses unique characteristics and are different in their ways and habits and thus they will also be portraying similar differences when it come to their level of satisfaction. Thus, employee's satisfaction can be affected by some personal characteristics such as:

1.4.3.1 Level of education

The level of satisfaction remain a factor that help to determine job satisfaction research show that there is a negative correlation between educational level and job satisfaction, highly educated individual have higher expectation which are hardly satisfied.

1.4.3.2 Individual factor

All human beings have certain inner expectations from their jobs if met, he will be satisfied. These individual expectations or factors consist of education level, age and other factors.

1.4.3.3 Age

As we grow older, we desire different things and thus pose different levels of satisfaction. Here we can notice a higher level of satisfaction at the beginning, gradually degrease after, then starts to rice once more until a stage, and fall to a lower stage. This assumption can be explained due to the fact that as an individual is recruited in an organization, he has certain high

assumptions and expectations on what he is going to derive from the job thus it makes him satisfied, motivated and committed. But when the assumptions are not in accordance with the reality, his satisfaction drop dawn. It starts to increase back as the individual adjust and rearrange his assumptions. As the employee become more experience and stay for long in the organization, his satisfaction reduces.

1.4.3.4 Other factors

Apart from the above mentioned factors, job satisfaction can also be affect by some other variables which include a reasonable stable social and family life of the individual. If the individual is not at ease with problems of his personal and social life, this may affect his level of satisfaction.

Situational variables: situational factors consist of variables that emerge within the organization such as formal and informal. These variables include:

➢ **Working conditions:** the working conditions refer here to the physical work environment in which the worker fined his self. A good work environment will go a long way to provide job satisfaction to the employee and also the employee perception of the organization.

➢ **Equitable rewards:** the organizational reward system plays a great deal in job satisfaction. This refers to the input – output ration relationship that exists in the organization. When the worker perceived that there is equality in the organization in the reward system between him and his other co-worker in or other organization, the worker feel satisfied and increases his level of performance and deduce turnover.

> **Opportunities:** employees not just place importance on working condition and reward for afford they also consider the opportunities for advancement in career when the employee perceive the possibilities of opportunity for promotion, this increase his level of satisfaction and performance.

1.5 Outcomes of job satisfaction

Satisfaction and turnover: we are likely to witness a higher rate of turnover when employees are dissatisfied. Factors such as organizational commitment also play a role between turnover and satisfaction.

Satisfaction and productivity: satisfaction is said to have a positive correlation to productivity for when workers are satisfied, they are more committed to their job and turn to work more. This also has to do with reward received by employees. They fell valued and fairly treated and will likely increase their performance and productivity.

Satisfaction and absenteeism: employees turn to have a low level of absenteeism as satisfaction increase. Here, we can withes an invest correlation between these variables.

Satisfaction and organizational citizenship: when employees are satisfied, they feel happy and better. They become more physically and mentally healthy and become more active at work.

1.6 Turnover intentions

Turnover intension can also be considered as a valuable variables as far as organizational turnover behavior is concerned (Steel & Ovalle, 1984). Due to other factors present, it is difficult to predict turnover than it is for turnover intention (Bluedorm, 1982 b). This has been analyzed in different other disciplines and research show a relationship between turnover intention in respect to job satisfaction and organizational commitment. Turnover intention can be considered as a valuable determinant for turnover. (Price, 1977)State that turnover is "*the degree of individual movement across the membership boundary of a social system*".

Consequences

We have a good number of predictors that can be used to determine turnover which can also include demographic factors, human resource (HR) practice, employee attitudes.

Chapter 2

LITERATURE REVIEW AND THEORITICAL BACKGROUND

2.1 Introduction

In most advanced countries in the world, we can notice that the gross national product account over 50% which is due to the service sector (Crronroos, 1999, 2000). With the recent developments and globalization taking place now our days in the works, the service industry of this geographical region of the globe has witness significant growth.

Turkey is said to have a value added rate of approximately 8.2%. This can be due to the fact that north Cyprus shares common cultural and economic ties with Turkey. Notwithstanding the fact that there is the existence of numerous and diverse attractions in which North Cyprus can boast have, it still face difficulties attracting a huge amount of visitors thus, putting in doubt the service sector of North Cyprus. This will thus call for a detail analysis of the service sector of this part of the world. In this case, we will put more enfaces on the restoration and other sectors which play a significant role as far as this study is concern.

Our main propos here will be investigating the effect of employee commitment, job satisfaction in the service sector notably restaurants, and other areas in the region of Famagusta North Cyprus and the implications that

it posse on turnover intention or retention. The situation that can be identified in North Cyprus is one were this sector is becoming more and more competitive as time pass and changes also take place and also on the other hand the customers also follow the recent developmental Trent and owners witness a change in their preference, fast and they become much more demanding and selective in the type of service they expect or want to receive (Hale 1989). With an increasing number of demanding customers, this leave service sector owners with a challenging task ahead of them in dealing with the increasing cost and at the same time trying to maintain or keep increasing profit in such a thought falling market. Thus, management has to try as much as possible to reduce the rate of turnover as one of the means of dealing with this situation. Thus will this will mean working towards increasing employees commitment and job satisfaction.

2.2 Keywords

Organizational commitmen

Affective commitment

Normative commitment

Continuance commitment

Employees job satisfaction

Turnover intention (TOI) or retention

2.3 Organizational commitment, employee job satisfaction and turnover intention.

This can be viewed from the following review that shows the relationship between: organizational commitment, job satisfaction and turnover intention. (Abdullah, 2009)Study reviled that an increase in employee satisfaction will lead to an increase in the workers participation at work and thus this will lead to the employee's commitment and loyalty to the organization. For the employee to be satisfied, this can be as a result of some rewards and recognitions, pay and working conditions. (Mowday, 1979). It reviled that employees have a high level of inclination to quit if the employees level of satisfaction is law. In such a situation, we will also witness a high level of absenteeism at work. (Scot & Taylor,1985). Jawahar (2006) according to his findings on this research, he discovered that the appraisal of performance has a great role to play as far as job satisfaction concerned, it has a positive relationship with job satisfaction, organizational commitment and has a negative relationship with turnover intention. They also found out that when employees perceive a fruitful benefit such as well-established career path, good opportunities for learning and promotion, the employee become more performing and loyal to the organization. With promotion system being a vital factor that influences an employee's commitment level. (McNeese-Smith, 1996).

2.4 Job satisfaction

We refer to job satisfaction as an emotional state of a worker at his job. Job satisfaction is one of the most recent terms in organizational behavior since in the pass the workers task was predetermined and was difficult to determine the

level of job satisfaction. But now our days the workers diversity their tasks and does multiple task at the same time. Job satisfaction can thus be identified as workers general attitude towards his/her job. Satisfaction of employees is considered as an important aspect in the organization and management has to take great care as far as this is concerned. In the field of organizational behavior, one of the most important theories that is frequently studied by many researchers is job satisfaction (Larson(, 1987). One of the most famous theories of job satisfaction is that of (Locke, 1976) where he argues that job satisfaction can be measured by the discrepancy that exist between what an individual want at his job and what he has at his job. It can also be looked into as the degree to which one value a given facet at work.

That is either the degree of autonomy in a given position can moderate or determine how satisfied or dissatisfied when expectations are not met.This will be as a result of a high level of satisfaction when expectations are met and low level of satisfaction when they are not. Job satisfaction can be refer to a positive feeling of an individual towards his job (Robbins, 1991).

Chapter 3

HYPOTHESIS AND METHODOLOGY

3.1 Hypotheses development

Base on a careful study of our literature review, our study will be carried out based on these selected variables such as:

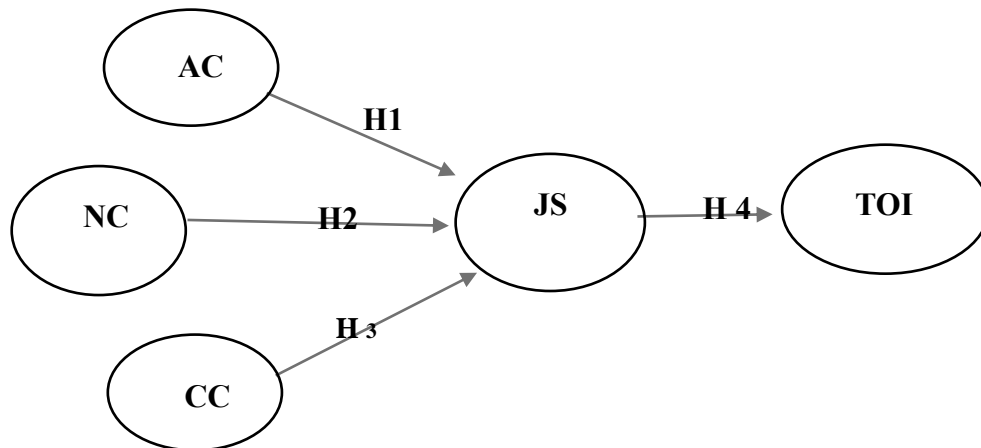- Employee Job satisfaction

- Turnover intention.

Figure 1: conceptual framework of our study

Organizational commitment. The current research which is based on the three component model of (Meyer & Allen, 1991, 1997), these components measure the three forms of employees commitment at work that is (Affective commitment), desire based (Normative commitment), obligation base (continuance commitment), cost base.

Our study was carried out in order to test the three component model of commitment that was developed by Meyer and Allen where they state that each and every individual in the organization can be classified into separate gropes either according to their needs (desire), their duty (obligation) and cost. Workers who turn to have a strong Affective commitment (high in affective commitment score) turn to stay in the organization because they want to and those who score hi9gh on normative commitment (high score on normative commitment) turn to stay because they think they feel that they ought to do so were as those that score high on continuance commitment (high score on continuance commitment score) turn to stay because they have to.

3.2 Objective of the study

Our main objectives of this study are:

- Try to find the relationship that exists between the level of job satisfaction and organizational commitment.

- Analyze the components of organizational commitment of the service sector of North Cyprus with the use of the organizational commitment scale of Meyer, Allen and Smith 1993.

- To fine if age, gender, educational level, position occupied and experience do matter regarding: job satisfaction in North Cyprus.

The following hypotheses were formulated in other to follow up the aim of our study:

H1: There is a positive relationship between affective commitment and job satisfaction.

H2: There is a positive relationship between normative commitment and job satisfaction.

H3: There is a positive relationship between continuance commitment and job satisfaction.

H4: There is a difference which exist between gender, age, educational level, position and experience regarding respectively JS, AC, NC, CC and turnover intention

3.3 Methods

3.3.1 Introduction

This section of these research presents the various procedures and means that enable us carry out this research used. It show the research design, collected data instrument, sample size, reliability of instrument, research procedure, validity and data analysis methods adopted.

3.3.2 Research design

Here, we used a self − administered questionnaire in other to test the relationship that exists between the various variables under study.

Data were collected with the means of an anonymous questionnaire in hard copy and a correlation design was used to test the above relationship.

3.3.3 Target population

For this study, the population that was taken into consideration include employees of different level of the organization both males and females of 3 hotels and 10 restaurants mostly include fast food restaurants and other sector which include 1 financial institution in the region of Famagusta North Cyprus.

3.3.4 Sample size

A total of 150 employees from these 5 Hotels, 10 restaurants and 1 financial institution was used for this study, a random sampling and a purposive sampling method was used to collect the data from the respondents.

This technique was used in other to enable the researcher to obtain a large number of response on time and to fit with the time constrain.

3.3.5 Target sample size

For this survey, a sample of 150 was chosen and out of the 60 questionnaires that were issued to the employees of 3 Hotels, only 35 responded and return the questionnaires. And a total of 75 questionnaires were distributed to employees of 10 restaurants and only 40 responded and return the questionnaires and a total of 15 employees in a financial institution received the questionnaire and only 5 responded and return the questionnaires.

Out of the 80 respondents who return the filled questionnaires, 52 were males and 43 were females.

3.3.6 Research instrument

A self-administered questioner was used to test the various variables understudy. This was measured using an instrument adapted by and used by Meyer and Allen (1990) known as the seven − item commitment instrument that was used in operating the three dimensions of organizational commitment (TDC).

The response for the study was based on a five − item Likert scale with 1=strongly dis agrees to strongly agree. There were also some other additional variables for this research such as demographic variables which include: age, gender, educational level, post of responsibility, longevity in the organization, number of employees in the organization, organization existence. This was included to avoid the issue of generalization and unmeasured variables.

For the age, it was grouped into four categories which ranged from 18-30=1, 31-39=1, 40-49=3, and 50-68=4, 68 which is an acceptable age for retirement.

Gender was grouped into 2 that is male = 1 and female = 2. Educational level was grouped into four as follows: high school =1, collage (no degree) =2, university =3 and graduates= 4. Post of responsibility was group in to two that is yes =1 and no = 2. Longevity of service was grouped into 5. Less than 2 year = 1, 2- 5 years = 2 , 6-10 years= 3 , 11-15 years =4 and more than 15 years = 5.Number of employees in the company was grouped into 3 with 0-300 = 1, 300-1000=2.

3.3.7 Validity of the instruments

Due to the fact that many researchers have been carried out on this domain of study, our study is bean supported by materials that where already tested and established which have been used by many researchers in the pass. This can be confirmed from our analyzed literature.

3.3.8 Research instruments

Due to the fact that the spoken language in North Cyprus is Turkish, and a large or almost all business are carried out in this language, the questionnaires were first produced in English and translated by the supervisor into Turkish. Due to the fact that not just Turkish speakers lonely work in North Cyprus, and for the purpose of this study, some questionnaires were also produced in English.

With all the explanations and purpose of the question airs mentioned at the top of each section, the researcher carried out a self – administered questionnaire and the questionnaires were hand – delivered personally and the researcher also tried to explain and clarify the respondents on issues which they did not understand. And also due to the nature of the questionnaires and the

educational level of some respondents, and the busy nature of some respondents. All the participants were made at the convenient of the respondent and no administrator had access to the data collected at any given time during the procedure. Each collected questionnaire was intern codified, sorted and edited for consistency and accuracy.

Chapter 4

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

As will be seen in this chapter, the results of the findings shall be presented in terms of its statistical data analysis. This in a nutshell implies that the extent to which the hypothesis for this research work was supported shall be done. The first section of my work shall present the descriptive statistics for all the variables which involves reliability of data and correlations of results. Section two presents the regression results of the tested hypothesis and other findings.

4.2 Reliability of the instruments

After imputing the data into SPSS, a reliability test was conducted to test the consistency of the variables. So in my case the Cronbach's alpha coefficient which measures internal consistency was used. Though the Cronbach's alpha value can range between 0 and 1 following Nunnally (1978), a minimum value of (0.70) is expected for reliable results.

Base on the analysis carried out on SPSS, the reliability alpha Coefficient of the instruments was found to be 0.74 which is above 0.70 minimum limit. Thus the variables were reliable and so can be suitable for use.

Anova and Regression analysis

Job Satisfaction as dependent variable, where assumed to depend on Affective Commitment, Normative Commitment and Continuance Commitment. Results are as:

Table 1: Anova[a] analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.330	3	.443	2.429	.072[b]
	Residual	13.692	75	.183		
	Total	15.022	78			

a. Dependent Variable: job_sat

b. Predictors: (Constant), cont_comm, norm_comm, aff_comm

The table show is the overall significance of our model and at a significant level of 0.1, we notice that our model is significant and can be used for this research. Thus: $p < 0.1$ with sig. level at $0.072 < 0.1$

Table 2: Pearson correlation Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.778	.403		6.897	.000
	aff_comm	.157	.092	.193	1.707	.092
	norm_comm	.120	.067	.200	1.790	.078
	cont_comm	-.098	.075	-.147	-1.302	.197

a. Dependent Variable: job_sat

With dependent variable as job satisfaction and independent variables as affective commitment, normative commitment, and continuance commitment. This helps independent variables and us to test if there is any significant impact between the dependent. To test how much units a single degrees will cause on the dependent variable this means that, for a single increase in any of the independent variables, it will result to a slightly light significant increase in job satisfaction by the above specific percentages.

Table 3: Pearson correlation matrix

		job_sat	aff_comm	norm_comm	cont_comm
job_sat	Pearson Correlation	1	.188	.202	-.081
	Sig. (2-tailed)		.097	.075	.478
	N	79	79	79	79
aff_comm	Pearson Correlation	.188	1	.119	.192
	Sig. (2-tailed)	.097		.297	.091
	N	79	79	79	79
norm_comm	Pearson Correlation	.202	.119	1	.147
	Sig. (2-tailed)	.075	.297		.195N
	N	79	79	79	79
cont_comm	Pearson Correlation	-.081	.192	.147	1
	Sig. (2-tailed)	.478	.091	.195	
	N	79	79	79	79

The Pearson correlation coefficient was also use in order to test the level of relationship among two variables. Correlation coefficient is a number between -1 and 1. That indicates the strength of the linear relationship between two or more variables.

On our Pearson correlation table above we can notice that there is positive correlation between the variables but the correlation is not strong. For the strength that exist among variables ranges between $0.9 - 1$ = very strong positive correlation, $0.7 - 0.9$ =strong positive correlation, $0.5 - 0.7$ = normal positive correlation, $0.3 - 0.5$ = fair positive correlation, and $0.0 - 0.3$ = positive weak correlation. Thus our variable present a positive weak correlation only on continuance commitment which show a negative correlation between job satisfaction.

Our fourth hypothesis which state that there is a significant difference that exist between job satisfaction and other demographic variables such as Gender, Age, Experience, position occupied Educational level.

This is to try to find out if there is any significant difference in the level of satisfaction or commitment among workers as far as these variables a concerned. In other to support our hypothesis, Anova test was carried out and presented the following results. These test are carried out with the base of a 0.05 confident interval and for every single variable that show a coefficient les 0.05 which implies that for $P \leq 0.05$ it means that there is a significant difference between job satisfaction and the demographic variables thus, we accept the null hypothesis (H0) and for $P \geq 0.05$, this implies that there is no significant difference and hence we reject the null hypothesis and accept the alternative hypothesis.

Table 4: To test if there is any difference between Male and Female respondents

Independent Samples Test									
	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
job_sat	2.793	.099	.328	77	**.744**	.03433	.10470	-.17415	.24281
						.03433	.11935	-.20733	.27599
aff_comm	1.779	.186	.559	77	**.578**	.07158	.12803	-.18336	.32652
						.07158	.14104	-.21327	.35644
norm_comm	.066	.798	-.475	77	**.636**	-.08298	.17470	-.43084	.26489
						-.08298	.16833	-.41988	.25393
cont_comm	6.555	.012	.469	77	**.640**	.07407	.15780	-.24014	.38829
						.07407	.17892	-.28807	.43621
turn_over_int	.126	.724	.825	77	**.412**	.12156	.14738	-.17191	.41503

Job Satisfaction

There is no difference between Male and Female for Job Satisfaction

Affective Commitment

There is no difference between Male and Female for Affective Commitment

Normative Commitment

There is no difference between Male and Female for Normative Commitment

Conti Commitment

There is no difference between Male and Female for Conti Commitment

Turnover Intention

Table 5: To test if there is any difference among respondents different Age Categories

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
job_sat	Between Groups	.490	2	.245	1.280	.284
	Within Groups	14.532	76	.191		
	Total	15.022	78			
aff_comm	Between Groups	2.497	2	1.248	4.738	**.012**
	Within Groups	20.025	76	.263		
	Total	22.522	78			
norm_comm	Between Groups	.977	2	.489	.908	.408
	Within Groups	40.909	76	.538		
	Total	41.886	78			
cont_comm	Between Groups	2.353	2	1.176	2.810	**.066**
	Within Groups	31.819	76	.419		
	Total	34.172	78			
turn_over_int	Between Groups	.589	2	.294	.761	.471
	Within Groups	29.397	76	.387		
	Total	29.986	78			

Job Satisfaction

Affective Commitment There is difference with a ratio of 0.012 which is lest than our

0.05 confident interval.

Normative Commitment

Conti Commitment There is difference

Turnover Intention.

Table 6: To test if there is any difference among respondents different Education Levels

		Sum of Squares	df	Mean Square	F	Sig.
job_sat	Between Groups	.706	3	.235	1.233	.304
	Within Groups	14.315	75	.191		
	Total	15.022	78			
aff_comm	Between Groups	.248	3	.083	.279	.840
	Within Groups	22.274	75	.297		
	Total	22.522	78			
norm_comm	Between Groups	2.445	3	.815	1.550	.209
	Within Groups	39.441	75	.526		
	Total	41.886	78			
cont_comm	Between Groups	2.012	3	.671	1.564	.205
	Within Groups	32.160	75	.429		
	Total	34.172	78			
turn_over_int	Between Groups	.279	3	.093	.234	.872
	Within Groups	29.707	75	.396		
	Total	29.986	78			

Job Satisfaction, there is no significant difference

Affective Commitment, there is no significant difference

Normative Commitment, there is no significant difference

Conti Commitment, there is o significant difference

Turnover Intention, there is no significant diference.

Table 7: To test if there is any difference among respondents different Position Levels

		Sum of Squares	df	Mean Square	F	Sig.
job_sat	Between Groups	.211	3	.070	.356	.785
	Within Groups	14.811	75	.197		
	Total	15.022	78			
aff_comm	Between Groups	.365	3	.122	.412	.745
	Within Groups	22.157	75	.295		
	Total	22.522	78			
norm_comm	Between Groups	2.210	3	.737	1.393	.252
	Within Groups	39.676	75	.529		
	Total	41.886	78			
cont_comm	Between Groups	3.129	3	1.043	2.520	.064
	Within Groups	31.043	75	.414		
	Total	34.172	78			
turn_over_int	Between Groups	.224	3	.075	.188	.904
	Within Groups	29.762	75	.397		
	Total	29.986	78			

After this analysis, we found that there was no significant difference that exist in there level of satisfaction, affective commitment, normative commitment, continuance commitment and turnover intention as far as the position occupied in the organization is concerned.

Table 8: To test if there is any difference among respondents experience (long)

		Sum of Squares	df	Mean Square	F	Sig.
job_sat	Between Groups	1.239	3	.413	2.247	**.090**
	Within Groups	13.783	75	.184		
	Total	15.022	78			
aff_comm	Between Groups	2.980	3	.993	3.813	**.013**
	Within Groups	19.542	75	.261		
	Total	22.522	78			
norm_comm	Between Groups	7.553	3	2.518	5.500	**.002**
	Within Groups	34.333	75	.458		
	Total	41.886	78			
cont_comm	Between Groups	7.811	3	2.604	7.408	**.000**
	Within Groups	26.360	75	.351		
	Total	34.172	78			
turn_over_int	Between Groups	1.862	3	.621	1.656	.184
	Within Groups	28.123	75	.375		
	Total	29.986	78			

The overall work experience showed us that there was a significant difference that exist among service sector workers in TRNC only in their level of JS, AC, NC, and CC but there was no significant difference as far as turnover intention was concerned.

Chapter 5

LIMITATIONS, SUGGESTIONS AND CONCLUSION

5.1 Introduction

In this chapter, is shows the conclusion of the findings obtained in the previous chapters in relative to the proposed supposition and the works review. It shall be divided into three sections: the limitations, recommendations for studies in the near future and finally the conclusion.

5.2 Limitations of this study

Like the case with most studies especially service oriented studies, the findings of this research work should be viewed with a number of limitations in mind. A possible limitation of this study was seen with the language barrier that leads to a low response rate. Though the questionnaire was translated into Turkish, the researcher on giving out the questionnaire could not really explain and convinced the respondents who were mostly Turkish inclined. Further, the respondents in the Famagusta Region were not keen and familiar with responding to questionnaire. Some respondents turn out to be very sensitive thinking that confidential information about them and their organization will be revealed thereby compounding the difficulties of doing this research.

Furthermore, the research used a cross sectional-design method which prevents the researcher from making strong causal inferences between the variables. The research was further limited only to the hotel and restaurant

sector and only to the Famagusta Region which is only one part of the whole of North Cyprus. So this makes the research to be limited in its applicability to many other employment settings in North Cyprus as a whole and beyond. The first hypothesis failed to be supported and the reason could be the over focused of the research only to the hotel and restaurant sector and only in the Famagusta Region.

5.3 Recommendations for future studies

In order for the above limitations of this study to be solved, the methodology of research should involve different sources and different organizations. That is, the sample of this research should be enlarged. Future research should also be focused on the whole of North Cyprus and not only the Famagusta Region.

Further, there should be more longitudinal studies between the variables and different organizations so as to establish fully a causal relationship. In-depth interviews could also be used as an alternative means to establish the relationship between the variables.

Adding to the above, future research in order to reflect the hypothesis, studies should be done by someone who is Turkish inclined so as to be able to interact fully with the respondents. This will in a way increase the number of respondents who will attend to the questionnaires.

5.4 Conclusion

The main idea behind this study was to examine the chain or link between organizational commitment, job satisfaction and intention to leave. So the importance of this study lies in the fact that in order to sustain the service industry especially the hotel and restaurant sector in this challenging world, managers and supervisors have to consider new methods and policies which will include fostering their employee's level of commitment and satisfaction. Management systems and policies which create an environment where employees feel confident and satisfied should be put in place in organizations. All these will make employees committed to their jobs and the organization as a whole.

In summary, like any other human resource related study, the results of this research work have proven to be with some valuable implications for firms and or organizations and academic researchers.

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APPENDIX

Appendix A: English version of questionnaire

I thank you all for participating in answering my questionnaires. This study is carried out by a student of the Eastern Mediterranean University (EMU) in the faculty of Business and Economics department of Business Administration for the purpose of academic research. This survey addresses your perception about your current job and the survey is completely anonymous and confidential. Once the data are entered in electronic software, the originals will be destroyed. Participation is voluntary.

Demographic Information

The following questions are to obtain your personal information. Please indicate the item that best describe you.

1. What is your gender?
○ Male
○ Female

2. What is your age?
○ Less than 30
○ 30-39
○ 40-49
○ 50 or older

3. What is your highest level of education completed?
○ High school
○ College (no degree)
○ University (degree)
○ Graduate school

4. Do you hold a supervisor position in your current job?
○ Yes
○ No

5. How long have you worked with this company?
○ Fewer than 2 year
○ 2-5 years
○ 6-10 years
○ 11-15 years
○ More than 15 years

6. How many employees are there in your company (all locations)?
○ 0-300
○ 300-1000
○ 1001-3000
○ 3001-10000
○ More than 10000

7. How long has your company been established?
○ Fewer than 5 years
○ 5-10 years
○ 11-15 years
○ 16-20 years
○ More than 20 years

To what extent do you agree or disagree with each of the statements below. Please indicate your response in the appropriate space.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. In my organization, people openly discuss mistakes in order to learn from them.	○	○	○	○	○
2. My organization enables people to get needed information at any time quickly and easily.	○	○	○	○	○
3. My organization encourages people to get answers from across the organization when solving problems.	○	○	○	○	○
4. In my organization, whenever people state their view, they also ask what others think.	○	○	○	○	○
5. In my organization, people are given time to support learning.	○	○	○	○	○
6. I would be very happy to spend the rest of my career with this organization.	○	○	○	○	○
7. In my organization, people help each other learn.	○	○	○	○	○
8. In my organization, people identify skills they need for future work tasks.	○	○	○	○	○
9. In my organization, people are encouraged to ask "why" regardless of rank.	○	○	○	○	○
10. When I do a good job, I receive the recognition for it that I should receive.	○	○	○	○	○
11. I feel a strong sense of belonging to my organization.	○	○	○	○	○
12. It would be too costly for me to leave my organization now.	○	○	○	○	○
13. My organization supports employees who take calculated risks.	○	○	○	○	○
14. In my organization, teams/groups are rewarded for their achievements as a team/group.	○	○	○	○	○
15. My organization, encourage people to think from a global perspective.	○	○	○	○	○
16. My organization recognizes people for taking initiative.	○	○	○	○	○

To what extent do you agree or disagree with each of the statements below. Please indicate your response in the appropriate space.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
17. In my organization, leaders mentor and coach those they lead.	○	○	○	○	○
18. Many of our rules and procedures make doing a good job simple.	○	○	○	○	○
19. My organization encourages everyone to bring the customers' views into the decision making process.	○	○	○	○	○
20. My organization uses two-way communication on a regular basis, such as suggestion systems, electronic bulletin boards, or town hall/open meetings	○	○	○	○	○
21. I will look for a new job outside of this company within the next year.	○	○	○	○	○
22. I feel 'emotionally attached' to this organization.	○	○	○	○	○
23. In my organization, leaders generally support requests for learning opportunities and training.	○	○	○	○	○
24. I will look for a new job outside of this company within the next six months.	○	○	○	○	○
25. I feel satisfied with my chances for salary increases.	○	○	○	○	○
26. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.	○	○	○	○	○
27. My organization works together with the outside community to meet mutual needs.	○	○	○	○	○
28. I enjoy discussing my organization with people outside it.	○	○	○	○	○
29. My organization creates systems to measure gaps between current and expected performance.	○	○	○	○	○

To what extent do you agree or disagree with each of the statements below. Please indicate your response in the appropriate space.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
30. In my organization, people treat each other with respect.	○	○	○	○	○
31. I often think about quitting my current job.	○	○	○	○	○
32. Communications seem good within this organization.	○	○	○	○	○
33. My organization builds alignment of visions across different levels and work groups.	○	○	○	○	○
34. It would be very hard for me to leave my organization right now, even if I wanted to.	○	○	○	○	○
35. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice — another organization may not match the overall benefits I have here.	○	○	○	○	○
36. Too much in my life would be disrupted if I decided I wanted to leave my organization now.	○	○	○	○	○
37. My superior is quiet competent in doing his/her job.	○	○	○	○	○
38. I really feel as if this organization's problems are my own.	○	○	○	○	○
39. In my organization, leaders share up-to-date information with employees about competitors, industry trends, and organizational directions.	○	○	○	○	○
40. In my organization, leaders continually look for opportunities to learn.	○	○	○	○	○
41. In my organization, teams/groups are confident that the organization will act on their recommendations.	○	○	○	○	○
42. Right now, staying with my organization is a matter of necessity as much as desire.	○	○	○	○	○