The Impact of Leader-Member Exchange, Employee Empowerment and Affective Commitment on TRNC Hotel and Restaurant Workers: Implications for Retention

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ABSTRACT

In order to meet with the challenges of this century which is marked with competition especially in the service industry, every organization that is found within this sector must work on recruitment, training and keeping of its employees which are the key themes that run through human resource management. Managers and supervisors should become aware that their managerial and supervisory roles involve both consideration for subordinates and concern for tasks. They should be aware of the dynamics in the relationships between themselves and their subordinates and the impact of such dynamics like leader-member exchange, affective commitment, employee empowerment and turnover intention on their organization. This research therefore focuses on seeing whether a relationship exists between leader-member exchange, psychological empowerment, affective commitment and turnover intention within the hotel and restaurant sector in the Famagusta Region of North Cyprus.

A cross-sectional approach survey design was adopted and 106 respondents from 5 hotels and 15 restaurants filled the self administered questionnaire. A correlation design and a path analysis regression were used to establish the relationship between leader-member exchange, psychological empowerment, affective commitment and turnover intention or intention to leave. The results then showed that two of the hypotheses were supported while two were not supported. As proposed by the hypothesis, a positive relationship existed between leader-member exchange and affective commitment and between psychological empowerment and affective commitment. However, contrary to our expectations leader-member exchange and psychological empowerment did not seem to be related. In addition affective

commitment and turnover intention did not seem to be related. This may be due to the study area, industry of study and imperfections on the questionnaire responses. In summary the findings of this study have implications for organizations and academic researchers. It contributes its own quota of valuable information on the relationship between leader-member exchange, psychological empowerment, affective commitment and turnover intention.

ÖZ

Bu yüzyılın rekabetçi ortamında başarılı olmak isteyen hizmet sektörü kurumları personel temini, eğitimi, ve başarılı çalışanlarını elinde tutabilmek gibi insan kaynakları yönetimi konularına gereken önemi vermek zorundadır. Yöneticiler ve amirler üstlendikleri görevlerde hem çalışanlara yardımcı hem de görevin tamamlanmasını sağlayıcı roller üstlenmelidir. Bunun yanında yöneticiler çalışanlarla oluşturdukları ilişkilerin lider üye etkileşimi, çalışanların duygusal bağlılığı, çalışanların güçlendirilmesi ve ayrılma niyetlerini etkileyeceğinin farkında olmalıdır. Bu çalışma lider üye etkileşimi, psikolojik güçlendirilme, duygusal bağlılık ve ayrılma niyeti arasındaki ilişkileri Kuzey Kıbrıs'ta Gazimağusa bölgesinde otel ve restoran sektöründe incelemektedir.

Çalışmada 5 otel ve 15 restorandan 106 katılımcı anket formlarını doldurmuştur. Korelasyon ve regresyon analizleri ile lider üye etkileşimi, psikolojik güçlendirilme, duygusal bağlılık ve ayrılma niyeti arasındaki muhtemel ilişkiler incelenmiştir. Sonuçlar hipotezlerden ikisinin desteklendiğini, ikisinin ise desteklenmediğini göstermiştir. Beklendiği gibi lider üye etkileşimi ile duygusal bağlılık ilişkili ve psikolojik güçlendirme ile duygusal bağlılık ilişkili bulunmuştur. Ancak lider üye etkileşimi ile psikolojik güçlendirme arasında ve duygusal bağlılık ile ayrılma niyeti arasında ilişki anlamlı bir düzeyde görülmemiştir. Bunun sebepleri arasında bölgesel, kültürel veya sektörel farklılıkların olabileceği gibi cevaplayıcıların anket formlarını doldururken aceleci davranması veya anket sorularının anlamlarını tam olarak aynı şekilde anlamamış olmaları olabilir. Genel olarak çalışmanın sonuçları hem

kurumlara hem de akademisyenlere lider üye etkileşimi, psikolojik güçlendirme, duygusal bağlılık ve ayrılma niyeti konusunda değerli bulgular sunmaktadır.

Anahtar Sözcükler: Lider Üye Etkileşimi, Psikolojik Güçlendirme, Duygusal Bağlılık ve Ayrılma Niyeti

To my parents
Mr and Mrs Apongnwuh David
and
My uncle Prof.Dr J.T. Saliki

ACKNOWLEDGEMENTS

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LIST OF ABBREVIATIONS

Affective Commitment……………………………………………......AC

Leader-member exchange…………………………….…......................LMX

Psychological Empowerment…………………………………………..PE

Statistical Package for Social Sciences………………………………..SPSS

Turnover intention…...TOI

Turkish Republic of North Cyprus…………………………………….TRNC

LIST OF ILLUSTRATIONS

Illustration 1**:** Questionnaire Variables as on SPSS

Gender-male (1), Female (2)

Age-18-27(1), 28-37 (2), 38-47 (3), 48-57 (4), 58-67(5)

Educational level-High school (1), 2 years college (2), Degree (3), Graduate degree (4)

Answer marks – strongly disagree (1), disagree (2), Neutral (3), Agree (4), strongly disagree (5).

Chapter 1

INTRODUCTION

1.1 Background of the study

The service industry all over the world has made up more than 50 per cent of gross national product and overall employment in the advanced countries (Gronroos, 1999, 2000). The service industry in this part of the world Turkey in particular has also grown in a very significant way in line with the increasing development in the world. According to information from *http://ekutup.dpt.gov.tr/eg/2000/12.pd,.*as of the year 2000 the service industry in Turkey had a value added rate of 8.1% .This is a reflection of the scenario in North Cyprus which has close cultural and economic ties with Turkey. Though North Cyprus can boast of beautiful attractions and full potential of different types of tourism alternatives to its credits, it is yet to attract an important and large number of tourists. So this calls for a critical study of the hotel and restaurant sector which is a contributory factor to this and worth studying. The case study here will be to investigate the effect of leader-member exchange, employee empowerment and affective commitment on hotels and restaurants which includes fast food restaurants in the Famagusta region of North Cyprus and implications for retention or turnover intention.

The hotel and restaurant sector is becoming widely large and very competitive. In an environment as such, restaurant owners, hotel owners and managers are seeing themselves having to cope with a two sided situation. On one side, sales are

becoming very slow and costs of operation are on the rise (Daniel, 1989), and on the other end customers turn to be more demanding and very selective of the types of services they receive (Hale 1989). This reflects the situation in North Cyprus especially in the Famagusta region. These two factors coupled with others are giving the hotel and restaurant managers and supervisors with a very challenging task: how to maintain and increase profit in a falling market while providing the complicated customers with better quality and effective services. Some of the ways of doing this is for these managers to work on leader membership exchange, employee empowerment, and affective commitment of employees to reduce turnover rate which is one major problem in this sector.

1.2 Definition of some keywords

1.2.1 Leader member-exchange (LMX)

This is the quality of the relationship that develops and grows between employees and supervisors (Liden, Sparrowe & Wayne, 1997). So leader-member-exchange is therefore a theory which prime motive is to foster the relationship and the exchanges (a dyadic exchange), that is bound to exist between the superiors and the subordinates of a firm, as opposed to the traits, situational styles and behaviors of the superior, or any other human resource construct.

1.2.2 Employee empowerment

Empowerment is often defined as the act of giving people the opportunity to make work-place decisions by increasing their autonomy in decision making (Vogt, 1997).

It can also be defined as a process of increasing feelings of self-efficacy among organizational members (Conger & Kanungo 1998) and moving away from control to commitment-oriented strategies (Walton, 1998). It is the process of making or providing an individual with the opportunity to think, behave; take action, and

control work and decision making in a self autonomous manner. In short, it is the state of feeling qualified to take control on one's own destiny.

1.2.3 Affective commitment (AC)

This was defined by Allen and Meyer (1990), as a situation whereby employees are attached by emotions to an organization, and identification with the said organization. Commitment is seen as a behavior of being loyal to a company shown by its workers. This often comes from the workers joined belief that the mission, objectives and or values of the firm they work for are in line with   theirs. In a nutshell, when we talk of being affectively committed it is the main force of individual's identifying with and getting involve in the company or firm in terms of values and goals (Porter & Steers, 1982) or the affective desire of those employed in an organization to continue to work in the organization as a result of identifying themselves with the organization.

1.2.4 Turnover intention or intention to quit (TOI)

Turnover as defined by Campion, (1991) "is an individual motivated choice behavior". Turnover is the manner through which an employee leaves a business or firm and that business or firm replaces them. Turnover intention is a known and voluntary willingness to leave the company (Tett & Meyer, 1993). It is a procedure of knowing whether business or company's employees plan to quit their positions or whether the organization plan to redundant some of its employees from their duties. Turnover intention like turnover itself can either be voluntary or involuntary.

1.3 Importance of the research

The hotel and restaurant sector in any part of the world during this century is a very important and challenging sector of the service industry and as such needs to be studied carefully. This is very significant for new growing tourism sites like those of

North Cyprus where the tourism and hospitality industry constitutes a main part of the economy and an important portion of the overall national product (Alipour and Kilic, 2005, Altinay et al 2005) Most hotels and restaurants in North Cyprus face management issues such as human resource challenges and poor service quality (Daskin and Tezer 2012). In the like of this, competitive and growing organizations need to focus on hiring, often beyond the call of duty. Since the success of hotels and restaurant business depends on the employees especially the most often seen ones referred to as frontline employees who make face-to-face contacts with customers, these employees must be empowered, made to be committed so as to enhance the rate of turnover. The rationale behind this is that previous research indicates that a major determinant of the service worker behavior in the work place are managerial skills (Alexandrov et al 2007) .Employees of a company are more likely to get themselves highly involved to a company when they feel that the company is committed to them.

Over the years and in many different parts of the world, many studies have been carried out by different authors and researchers with regard to leader Membership exchange, affective commitment and employee empowerment, and their influence on turn over. This shall be seen later in chapter two of this study. In north Cyprus much has not been done with regard to this study especially in the Hotel and Restaurant sector. So this calls for concern since this sector is growing faster on a daily basis. The specific importance of this study is as follows.

-The study will outline the effect of leader-member exchange on subordinates, s attitudes and behaviors.

-The study will also give an insight into employee attitudes in as far as organizations are concerned and what can be done to improve them so as to reduce the rate of turnover.

Lastly, the outcome of this research work will increase the current body of knowledge that already exists on leader-member exchange and its impact on individuals, affective commitment and employee empowerment

1.4 The statement of the problem

There is the lack of consciousness amongst some managers and supervisors that their managerial and supervisory roles involve both consideration for subordinates and concern for tasks. They are unaware of the dynamics in the relationships between themselves and their subordinates and the impact of such dynamics on organizational attitudes like affective commitment, employee empowerment and even organizational citizenship behavior. They do not take into consideration subordinate feelings and perceptions and this eventually affects organizational performance. As a result, organizational initiatives that are meant for competitiveness are unsuccessful when subordinates do not feel empowered or committed to pursue the laid down missions and objectives of the organization; this most often than not results in employees leaving the company.

1.5 Aim and scope of the studies

In the competitive business environment, service companies affect their competitive advantage by giving out better service experiences to their customers (Kotler and Ketler (2007). One amongst all the methods related to keeping such a competitive advantage is to grow and increase the human capital (Frei, 2008). For human capital to be developed the rate of turnover must be reduced and for this to be done, Leader

membership Exchange, employee empowerment and affective commitment must be examined critically. This narrows down to the purpose of this master thesis which is geared at determining how Leader membership exchange, affective commitment and psychological empowerment which are independent variables influences turnover intention or intention to quit which is a dependable variable in the service industry specifically in the hotel and restaurant sector in the Famagusta Region of North Cyprus. As the success of the service companies like restaurants and hotels is dependent on frontline workers who make face-to-face contacts with customers, leader membership exchange, psychological empowerment and affective commitment of these employees have become an important issue to be taken care of by the service industry. The major reason for studying these variables is because previous research indicates that managerial skills are a critical measure of the service worker behavior in the workplace (Alenxandrov et al, 2007, Rodd and Ashill, 2010).

With regard to the scope of this study, it shall be limited to North Cyprus specifically in the Famagusta Region. The research shall be carried out in Hotels and restaurants. Restaurants in this case shall include fast food restaurants. My Sample will be taken from at least 100 hotel workers and at least 100 restaurant workers both male and female. It will involve all the employees but often than not frontline employees. The variables shall be measured by collecting both quantitative and qualitative measurements.

Furthermore, this research shall be focused mainly on the relationship between the following variables: psychological empowerment leader-member exchange, and affective commitment, and how these independent variables influences turnover intention.

1.6 Organizational structure

This research work shall be made up of five chapters, and the structure of the work shall look as follows:

Chapter one will be the introductory part. It gives the background of the study, the statement of the problem, the significance of the research, and the aim and scope of the study.

Chapter two of the study deals with the literature review and theoretical background. Here, a theory that supports the hypothesis shall be developed and theoretical evidence to support the hypothesis shall also be developed. Logic in certain situations will be used to support the hypothesis. Empirical evidence, that is past studies: what they did and what they found shall be elaborated in this chapter.

Chapter three will involve explaining the hypothesis and the method used to carry out the research. Further, my sample shall be explained: how many questionnaires were distributed, how many were collected. Still in this chapter, the instruments used shall be identified. That is the survey questions and where they were taken.

Chapter four shall analyze the results and findings. Looking at each hypothesis and saying what the outcome was.

Finally, chapter five presents a summary of the findings, which is the discussion, implications, policy recommendations and concludes the study. This implies that the results of the study shall be discussed here, recommendations for managers provided.

That is, the implications of the study to supervisors, managers and the academic environment.

Chapter 2

REVIEW OF LITERATURE AND THEORETICAL BACKGROUND

2.1 Introduction

Within a business environment full of competition, service firms keep their competitive advantage by giving better service experiences to their customers (Chacko, 1998, Kotler & Keller, 2007). Leader-member exchange, employee empowerment, affective commitment and turnover are known to have played a big role in this and thus have gained a reasonable amount of attention in management literature. In the past years, studies into these antecedents have been growing rapidly. Many discussions on employee intention to quit or rate of turnover were put in line together with human resource and management perspective. The rate of turnover came about as a result of the fact that leakages, mistakes, and errors are forced to occur with management as regard leader-member exchange, employee empowerment and affective commitment. Past studies have acknowledged the fact that the identification of these variables related with turnover intention is regarded as an effective strategy in curbing the actual turnover rates (Maertz and Campion, 1998). Katz and Kahn (1966) emphasized that these antecedents are important for organizational effectiveness and must be looked at critically.

2.2 Leader-member exchange (LMX)

In order to live up to the challenges of the very competitive and global market of this present century, the service industry especially hotels and restaurants as in this study need to understand Leader-member exchange and its contributions to the survival of profitability of business operations. This study will go a long way to investigate the quality of Leader-member exchange on subordinate's attachment to the organization and its effect on intention to quit or turnover. But before doing this, leader-member exchange which is a significant construct of an organization because if well taken care of and executed could reduce the rate of turnover must first of all be defined and what has already been done by other researchers analyzed.

Liden, Sparrowe and Wayne (1997) defined LMX as the quality of the exchange relationship that exists between employees and supervisors. Studies of LMX have existed for nearly thirty years (Graen & Uhl Bien, 1995). A majority of these studies were carried out in the United States. LMX theory pointed out to the fact that a limitation on the supervisor's time and resources reduces the amount of high-quality exchange relationships the supervisor can keep with the subordinate. Supervisors do not relate equally with their employees (Graen and Cashman, 1975) because supervisors have limited time and resources. The development of LMX may be dependent on factors like how regular is the contact between the leader and member, the length of time spent together and the number of resources a leader could pass to his or her subordinates (Schyns & wolfram, 2008). The interaction between the supervisor and subordinate also referred to as a dyad or a two way relationship is the unique basic stand point and unit of analysis of LMX (Deluga, 1998). This theory further postulates that high-quality supervisor-subordinate relationships are backed

by increase levels of mutual support, trust and respect, not excluding access to information and taking part in decision making. These results in employees who can undertake and accomplish tasks quicker and can solve work related problems more effectively and efficiently compared with employees in low quality relationships (Gerstner and Day, 1997, Mueller and Lee, 2002). Research have shown that subordinates in a high-quality supervisor-subordinate relationship are more likely to have access to relevant information and resources, as well as an empowering relationship, because supervisors apportion a large amount of organizational resources (time) towards them (Sparrowe and Linden, 1997). Basu and Green (1995) came out clearly to say that such a substantial quality relationship between the employee and the supervisor goes a long way to benefit not only the supervisor but the organization because employees who are dedicated often demonstrate creativity and enterprise in the workplace and have increased esteem and loyalty to their supervisor and organization. Liden and Maslyne (1998) reported that high quality LMX members observed relationships that are proven as being a partnership between a supervisor and a subordinate and involves linking, loyalty, professional respect and contributory behaviors while low quality LMX members experience ” simple order giving and following” relationships (Gagnon & Michael, 2004).

Some scholars have gone further to identify that the supervisor-subordinate relationship is a factor that is most likely to increase the degree of commitment and retention in the organization (Brunetto, Farr-Wharton and Shacklock, 2010). Over the previous years, the leader-member exchange concept has undergone significant changes, moving from a vertical dyad linkage model (Dansereau, graen, & Haga, 1975) to the social exchange model (Graen, Liden, & Hoel, 1982). The vertical dyad linkage is seen as a concept that is made up of the characteristics of leaders,

members, and the relationship between leaders and members. This was as per Dansereau, Yammarino, & Markham, (1995). But following the analysis of Liden and Graen (1980), the social exchange perspective is concerned with the different types of exchange or relationship that leaders develop with individual subordinates. This study takes into consideration the later perspective and that is why it defines LMX following Dienesch & Liden, 1986 as the quality of the exchange relationship that exist between a subordinate and the immediate superior that he or she is answerable to. This school of thought has seen leader-member exchange developed from a one dimensional construct to a multidimensional construct. They came out with three dimensions of LMX that comprised of loyalty perceived contribution, and affect. But in 1998, Liden and Maslyne came out with a four dimensional construct of LMX known as LMX-multidimensional measure (LMX-MDM). This was done by adding professional respect as the fourth dimension. Though the construct of Liden and Maslyne,s (1998) has been tested and has shown promising evidence of satisfactory validity and reliability, a lot of questions remained to be answered about its applicability in different settings and situations (Schriesheim et al, 1999). This study is aimed at seeking empirical evidence on how LMX works and how it contributes to turnover or intention to quit. This is highly supported by the view that the degree of the relationship an employee has with his or her supervisor would determine the extent to which employees feel their needs are made. This would thus in turn predict an employee, affective commitment, empowerment and intention to quit (Meyer et al, 2002).

2.3 Employee Empowerment

The complex customer needs, corporate restructuring, the ongoing search for current and modern ways to take organizations to higher heights couple with the present

day's competitive environment have affected the service industry throughout the whole world with North Cyprus not left out. To succeed in such a hard and crucial economic situation, companies warrant more than mere service from their employees. This can only be accomplished if the employees are empowered. Empowerment as defined earlier is seen as the process of promoting feelings of self-efficacy among members of an organization (Conger and Kanungo,1988), and taking a step away from control to committed-oriented methods (Walton,1985). Empowerment most often than not is seen as the act of providing people with the opportunity to make workplace decisions by increasing their independence in decision making (Vogt, 1997). Also, it has been described as the act of reducing hierarchical structures in an organization (Blanchard, 1997). Subordinates who are provided with a high autonomy to perform their job and who most often get the required support from their superiors have larger perceptions of empowerment and control (Gomez & Rosen, 2001). Both scholars and practitioners have widely acknowledged empowerment as a human resource strategy that promotes flexibility and promptness by pushing the decision making down to the service level (Kanter, 1977). Empowerment has thus become a very significant theme in the field of general management over the recent years. Scholars agreed that empowerment provides employees with the choice or latitude over task related processes (Bowen and Lawler, 1992). From the service stand point, empowerment provides employees the power to make decisions about customer service. Empowering service workers is thus very important and particularly encouraged in the hotel and restaurant sector where immediate action is often needed for frontline employees to provide desired customer services as the case of this study in the Famagusta Region of North Cyprus. A workforce that is given the autonomy to act and that is committed is generally

claimed to be essential for the effective functioning of organizations of today (Bowen et al, 1992, Sparrowe, 1995). Empowerment is seen as an ongoing rather than a dichotomous construct where employees may see different qualities of empowerment, rather than simply feel like they are, or are not given the power to act. (Spreitzer, 1995).

Empowerment can be seen in two constructs (Sparrowe, 1994).A structural perspective which rest on managerial action and a motivational perspective that deals with employee motivation. The structural direction involves changes in structural conditions through the sharing of power. They are actually designed to effectively share power inside the organization by putting away all unnecessary management layers (Lawler, 2000). It can also be referred to as empowerment climate or work environment. Three key organizational practices linked with empowerment climate are autonomy through boundaries, sharing of information, and team accountability (Blanchard et al, 1995). The psychological approach of empowerment was developed by Conger and Kanungo (1998), who saw empowerment as a process that motivates and enhances feelings of self-efficacy. They explained that psychological empowerment is based on perceptions and cognitions rather than in organization policies and practices. In other words, psychological empowerment considers the extent an employee feels him/her is empowered regardless of any empowerment program (e.g. employee participation) that the organization has put in place and the employee has attended.

Greasley et al, (2008) findings showed that employees take empowerment to mean a sense of having control over their job content and context, having responsibility and taking part in decision making of the organization. Furthermore, although employees

wanted to be empowered in various ways, the level of empowerment they demand for would vary among them. One reason for this is that empowerment involves undertaking further responsibilities by employees and not everyone is willing to do so (Greasley et al, 2008) For instance some of the decisions are seen as part of the manager's job. Thus employees are clear about the limits of empowerment and "doing a manager's job" for a non-managerial salary. These findings seem to compliment those of Ford and Fottler (1995) who suggested that empowerment begins when employees accepts responsibility for their job content and quality, and that empowerment comes from having the authority to make decisions and act upon the problems they faced when performing the job. This will in a long way make them committed to the organization and thus reduce the rate of turnover. Moreover, researchers have placed emphasis on the fact that employees need to feel competent and confident in them that they can perform successfully and therefore their level of capability will determine their level of empowerment (Greasley and associates, 2008). In addition, there are certain requirements for an organization to be able to facilitate empowerment to its workforce. Contrast to the traditional management techniques which emphasized hierarchy and control, managers should be flexible, promote openness and participation, and effectively listen to employee's suggestions.

Similarly, Ford and Fottler, (1995) further elaborated on the fact that organizations need to make need to make clear their goals and vision and managers have to supervisors have to share have to share knowledge and information with their subordinates. This will enable the employees to be able to understand the purpose of their job and enable them to contribute to organization's performance and in a way curbing the rate of intention to quit. There exist different levels or degrees of empowerment and organizations need to work out the level of empowerment their

employees are able to take within the organization's structure (Ford et al, 1995). In addition, Cunningham et al (1996) noted that organizations need to develop tailored training and development programs to assist managers and non-managers to acquire the skills needed to work within the new structure. For example employees would need to develop planning and problem solving skills while managers would need to master their listening, motivational and facilitation skills.

Finally, some researchers presented empowerment as a model with four directions or task assessments (Thomas & Velthouse, 1990). They stated that employees would assess their task in terms of competence, impact, meaningfulness and choice. Impact is the employee's assessment of making a difference in terms of accomplishing the task. Competence refers to the degree to which the employees accomplish the task skillfully. Meaningfulness refers to the value of the task and this is assessed by each individual based on his or her own ideas. Lastly, choice refers to personal responsibility for ones actions.

In a nutshell, as observed form the above previous studies; the organizations (hotel and restaurants) have to provide a safe environment for employees to exercise empowerment. For example, allowing employees to take decisions, risk and to discuss outcomes among the team members looking for improvement and learning rather than focusing on mistakes and blame and forcing employees to quit the organization.

2.4 Affective Commitment (AC)

Affective commitment (AC) has received considerable attention from numerous scholars over the years. Commitment can also be referred to as an attitude of a

company's loyalty exhibited by its employees. It is the relative force of an individual's identification with, and engagement in the organization in terms of the goals and values of the organization (Porter and Steers, 1982). It originates from the employees joined belief that the goals and values of the organization are in line with their own. Organizational commitment is an attitudinal variable that denotes an employee's level of attachment to the organization. It is differentiated from commitment to the job (job involvement). However, an employee who exhibits high level of job involvement and organizational commitment will contribute to organizational success and wellbeing and thus stay longer in the organization (Spector, 2003). Research supports the existence of three different types of organizational commitment. They are affective commitment which refers to an incumbent, s emotional attachment to the organization. In other words his or her expectations are made and he or she decides to stay with the organization. It is considered as the most effective measure of organizational commitment (Allen & Meyer, 1990). Normative commitment, which is based on an individual's values (has to stay because it is the right thing to do). Finally, continuance commitment which relates directly with perceived benefits of doing so by the employee. This study focuses basically on affective commitment as an important factor influencing turnover in the hotel and restaurant sector in the Famagusta Region of North Cyprus.

Affective commitment has received a seem to be final meaning from Meyer & Allen (1997) who referred to it as an employee's emotional attachment to, and identification with the organization. Before Allen and Meyer, (1997), existed studies identified that employees who are characterized with high levels of affective commitment are likely to be loyal and involved to the organization, thereby reducing their chances of leaving the organization (Pitt, Leyland, Foreman and Bromfield,

1995). Previously, Meyer and Allen (1991) propagated the idea that affectively committed employees of a company would surely continue working for it because of burning desire to do so. It should also be noted that affective commitment is highly impacted by the degree of subordinate-supervisor relationships (Gerstner and Day, 1997).

Furthermore, emphasis should be laid on the fact that the central theme in commitment research involves the extent to which employees are made to feel that they make valuable contributions to their organization (Meyer & Allen, 1997). According to these researchers, for some employees, the importance of their contributions is communicated through the trust the organization appears to place on their work-related judgments. Thus affective commitment has been positively related to participation in decision making (Rhodes and Steers, 1981), latitude or discretion over activities, task autonomy, receptiveness of management to employee ideas and job scope (Allen & Gellatly, 1990). Some other research has also made us to understand that there is an association between commitment and employee empowerment (Herman and Gioia, 1998). For work to be meaningful, the work needs to be a valued part of the organization. Employees need to know not only the manner to which the work they do impacts others as well as the organization's strategic vision and mission, but also how employees can make an impact. Developing AC includes coming together with the company and following the principles and standards governing the company (Beck & Wilson, 2000). Couple with this, a healthy relationship was developed between affective commitment with intention to quit or turnover intention (Kotze & Roodt, 2005). This therefore means that workers who express high emotional AC to a company are bound remain because they see their working relationship with the organization as moving in line with the objectives

and values of the company in which they are working for. This was as per Lumley, (2011). Ostroff (1992), reports that committed employees are linked with better organizational performance, low rate of absenteeism, and possess a low rate of turnover.

Quite often, AC has often been associated with those seen as clients and there are things (Chiu K. Randy, 2003), that make up for the client's positive or negative attachment to a particular company or firm together with their devotion. A further problem extends to the fact of evaluating the main role of an affective commitment in improving clients devotion to the brand and also working on clients perception of the brand they chosed (Mattilla S. A (2006). King & Sethi (1997) pointed out to the fact that affective commitment act as a barrier against burnout and its causes. The same survey confirms that AC is a leading factor to turnover intention.

Generally, AC could be seen to mean the attachment an employee have to an organization is cohesive. This could come from the state of fairness and support from co-workers and superior employees (Akinyemi Benjamin, 2012), freed from favoritism and discrimination. Any symptom indicating the non-existence of attachment could be seen as a road path of not accepting the managerial characteristics of a company by the workers (Iverson & Buttigieg, 1999). This will in affect performance, lead to retreat or deviance by the employee. The logic above shows the significance of workers being affectively committed to the organization for its survival. The restaurant and hotel sectors seems to be more affected by this antecedent, owing to importance attached to their area of service, which involves on the counter employees. For this reason this research work's basic intention is to

assimilate the outcome of affective commitment which often than not is intention to quit or the reverse which is remaining with the organization.

The insights mentioned above about commitment are important because they show in which ways employees can be committed to the organization. When looking at the studies conducted by Meyer et al. (2002), we can draw a conclusion that a strong correlation exist between affective commitment and the outcome variables which turnover is one of them. Apart from the results of this meta-analysis, other research also showed some positive relations: Affective commitment is assumed to be positively related to behaviors that are of beneficial importance to the organization such as performance, attendance and staying with the organization (Meyer & Allen, 1997, porter and steers, 1982). This study endeavors to investigate same in the Famagusta region of North Cyprus in the hotel and restaurant sector.

2.5 Turnover Intention or Retention (TOI)

Over the last twenty years or more, there have been much awareness of managerial issues; the problem of employee turnover still exists in many organizations all over the world. Even in the most advanced and industrialized nations, the rate of employees leaving the company are still seen to be high and thus a call for concern. With the fast growth in the service industry of most countries like that of North Cyprus as is the case here in this study, turnover intention amongst employees has become an important part of study from both a theoretical and a practical point of view. From the theoretical standpoint it is very important to understand how the stated causes of turnover can provide a clue into how to control the phenomenon. But from a practical viewpoint, developing the means of how to reduce the turnover of skilled employees is important because it reduces employee costs (Keaveney, 1992).

Cutting down the rate employee turnover, keeps knowledgeable, skilled and experienced workers to continue working in the firm. To understand the cause of turnover and its implications, it is but normal and important that its meaning should first of all be known.

Price (1977) defined turnover "as the degree of individual movement across the membership boundary of a social system". Macy & Mirvis, (1976) saw turnover as "any departure within organizational boundaries". Even though there has been many definitions on turnover, Mobley's (1982) definition most probably reflects the context to which this thesis looks at it.. He defined turnover as the cessation of membership in an organization by an individual who received monetary payments from the organization. The employee turnover rate is usually calculated by dividing the number of workers who stopped working in the organization by the base number of jobs during the period. Workers who move to other positions inside the same organization are not taken into consideration in the calculation, as well as those who retired, had their jobs removed or were terminated due to downsizing .Turnover index can be used to measure and compare the rate of turnover for employees over time and across companies. According to Stam (2009), most organizations the world over are faced with the problem of knowledge management which is to ensure that employees will not leave the organization unless they have transferred the acquired skills to the organization. So for employers, it is very important to monitor the volume of employees who leave the organization and how this affects the organization. But this of course is dependent on the size of the organization, and most often its location and special terms of the employees.

Turnover intention can be seen to be influenced by a number of antecedents. These antecedents have been gathered from the findings of past research reviewed with respect to two components which could cause an impact on employee's decision to quit his or her place of work. These two components are organizational factors (intra organizational and extra organizational factors and individual affective outcomes. The organizational factors include the following:

Perceived organizational support which means employees global beliefs as concerns the extent to which the organization takes into account their contributions and cares about their wellbeing (Wiesenberger et al, 1986).

Perceived Organizational justice in which Adams (1965) noted that employees determined whether they have been treated in a fair manner at work by measuring their own payoff ratio of outcomes (such status or pay) to what they put in (such as effort and time) to the ratio of their fellow workers. This is also referred to as distributive justice.

The individual affective outcomes are as follows:

Job satisfaction which is refers to a positive and emotional state resulting from the overall appraisal of an individual's work or work experiences (Locke, 1976). Schneider and Snyder (1975) on their part defined job satisfaction as a personal appraisal of conditions involve in the job, or the final outcomes that arise as a result of having a job. Mobley et al (1979) indicated that job satisfaction is negatively associated with turnover intention. He came out with a model that explains the process of dissatisfaction that an employee feels before she/he arrives at a decision to leave the company. This model in the first place explains the employee evaluation of the existing job and then it is for the employee to determine his or her satisfaction in

performing the particular job she/he is involved in. The result of which will be either satisfaction or dissatisfaction. The other affective outcomes of turnover have already been examined in the previous paragraphs and include leader-member exchange, employee empowerment and affective commitment.

It has been recognized that the identification of constructs linked with turnover intention is considered an effective strategy in curbing actual turnover levels (Maetz & Campion, 1998). This was one of the motivations behind this piece of work which was to study the antecedents of turnover intention with the hotel and restaurant sector in the Famagusta region of North Cyprus. Considering the broadness of this topic, the research has been focused on three of these antecedents which are leader-member exchange, employee empowerment and affective commitment.

Chapter 3

HYPOTHESES DEVELOPMENT AND METHODOLOGY

3.1 Hypotheses development

 As a consequence of the detailed literature review analyzed, a number of variables were selected: (a) Leader-member exchange quality, (b) psychological empowerment, (c) Affective employee commitment and (d) turnover intention. A conceptualized framework of this study is suggested in figure 1 below. This framework was extracted from previous theories on antecedents and the effects of LMX, psychological empowerment, affective commitment, and turnover intention as seen in chapter two above.
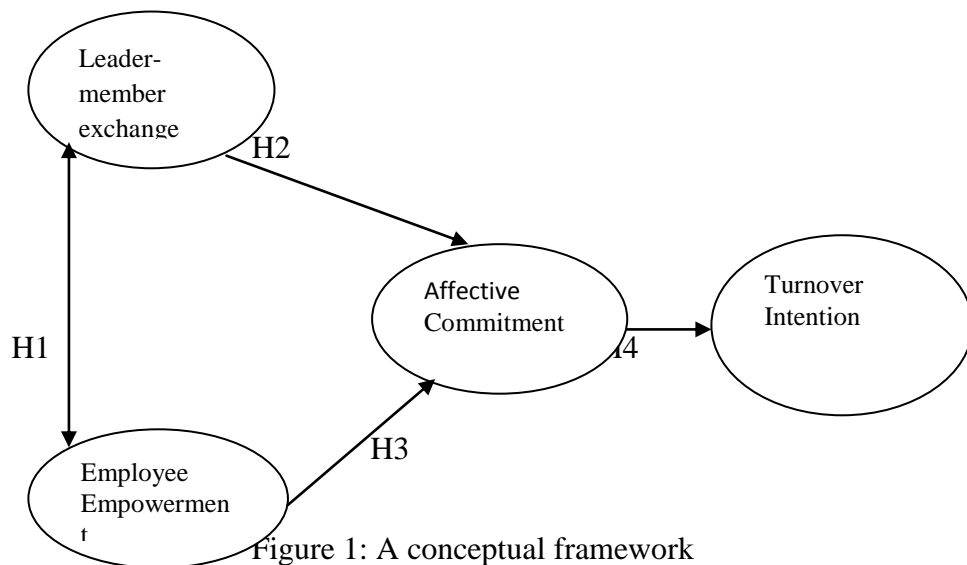
Figure 1: A conceptual framework

3.1.1 Leader-Member Exchange Quality

LMX theory as seen from the literature review analyzed in chapter two was first proposed by Graen and his colleagues and the focus was on social exchange processes involved in the relationship between the leader and the subordinate (Dansereau, Cashman, & Graen, 1973), (Graen & Haga, 1975) and (Graen, 1976). LMX theory argues that high-quality supervisor-subordinate relationships are backed by high levels of mutual support, trust and respect not excluding access to information and participation to decision making. LMX theory posits that the real scenario is that all employees should experience an increase in the quality of social exchanges. Some researchers have pointed out the connection existing between the employee and superior as an element most likely to improve the level of attachment to the organization and thus retention (Brunetto, Farr-Wharton and Shacklock (2010). Subordinates who possess a high quality relationship interact most often with their leaders. These leaders via this process lends them their support, confidence, encouragement and they turn to be committed to their job and organization thereby reducing turnover intention. Thus using the leader-member exchange theoretical framework, it is expected that there will be a significant quality of employee-supervisor relationship in hotels and restaurants in North Cyprus which will in turn affect employee perceptions of psychological empowerment. The following Hypothesis examines this proposition:

Hypothesis 1: Hotel and restaurant employees' satisfaction with their supervisor-subordinate relationships is positively related with their perceptions of psychological empowerment.

3.1.2 Empowerment

Empirical research has proven that psychological empowerment is specifically important in work related environments that have experienced considerable amounts of shortages and low morale such as the restaurant and hotel sectors. (Harmon and Behson, 2007). Employees who are psychologically empowered turn to be committed to their job and as such turn to perform highly (Harmon et al, 2003).Psychological empowerment has been associated with organizational commitment (Spreitzer, 1995). Psychological empowerment can be seen as a weapon to push employees to reason on their own about the requirements of their job, and to put meaning in the task they are assigned to do and to enhance their competency levels in all levels of their work (Laschinger et al. 2003). Psychological empowerment as already seen can be categorized into four cognitions: competence, meaning self-determination and impact (Spreitzer, 1995). Meaning talks about the importance that is put on an individual's job, competence as self-efficacy or the degree to which an individual believes that they have the capacity to undertake the work; self determination refers to the ability to control one's work, and impact refers to the state to which an individual perceives that they have an impact on their immediate work environment such as customers and clients. Empowerment may serve as a contributory factor to affective commitment in the organization (Linden, Wayne and Sparrowe, (2000).

Empowering workers involves providing access to information and the required resources to do the job. It should be noted that empowerment is influence by intrinsic and extrinsic rewards. Extrinsic rewards are financial compensations, job security, and relationship between the supervisor and the subordinate. Intrinsic rewards include information, trust, skill variety and recognition (Panagiotis & Eugenia,

2008). As predicted, the authors found that psychological empowerment has a direct impact on affective commitment. In North Cyprus, it has been observed that few work places actively promote and encourage employee empowerment and in the hotel and restaurant sector particularly which is one of the most important sector, there has been little or no emphasis on effective empowerment strategies. As a consequence, this research will test the following hypothesis.

Hypotheses 2: Hotel and restaurant employee's perceptions of psychological empowerment are positively related with their levels of affective commitment.

3.1.3 Affective Commitment

Theoretical evidence has shown that employees with an increased level of affective commitment are most probably to be loyal and attached to the organization, thereby reducing their probability of quitting the organization (Foreman & Bromfield, 1995, Meyer & Allen, 1997). Affective commitment therefore affects the quality of supervisor-subordinate relationship in a very high rate (Gerstner & Day, 1997). Following Meyer and Allen (1997), the major idea in commitment research inculcates the extent to which employees are made to know that they made valuable contributions to the organization. So following this school of thought, affective commitment has been positively related to participation in decision making and task autonomy (Rhodes & Steers, 1981), but not excluding receptiveness of management o employee ideas and job scope (Allen and Meyer, 1990).

As regards affective commitment and psychological empowerment, the researchers notably Spreitzer, (1995) and Linden et al, (2000) found that two of the four cognitions of empowerment namely, (meaning and impact) were very important predictors of affective commitment. So based on a review of literature, a direct and

powerful relationship between exists between empowerment and affective commitment and as such the following hypothesis is proposed.

Hypothesis 3: Hotel and restaurant employees' affective commitment is positively associated with their notion of psychological empowerment.

3.1.4 Turnover Intention

Psychology and management experts have over the past years examined turnover and turnover intention in relation with leader-member exchange, psychological empowerment and affective commitment (Linden et al, 2000, Allen and Meyer, 1997). The links that exist between turnover intention, affective commitment, LMX, and empowerment has obtained support from numerous research works (Bleudorn, 1982, Meyer and Allen, 1997, Graen and Haga, 1975). Further, their consequences have been studied over the years extensively in different sectors of the economy and that is what this study attempts to do in the Famagusta region of North Cyprus. Since the interest in the study of LMX, empowerment and affective commitment are based on the ideology that they are positively related to the turnover intention of employees (Meyer & Allen, 1997), numerous investigations have been carried out related to turnover or intention to quit. This leads to the following hypothesis.

Hypothesis 4: Affective commitment will be negatively related to turnover intention.

In a nutshell, the above conceptual framework and or hypothesis is only an attempt to illustrate the relationship among the variables of LMX, psychological empowerment, affective commitment and their consequences on intention to leave or turnover. Note should also be taken of the fact that these four hypothesis shall be measured in the next chapter of this research work using the Pearson moment

correlation and regression analysis, specifically a form of regression referred to as the path analysis.

3.2 Methods

3.2.1 Introduction

This part presents the procedures and methods that were used in conducting this research work (methodological aspects). It describes the research design, sample size, data collection instruments, validity and reliability of the instruments; research procedure and data analysis methods adopted in the study are all presented here.

3.2.2 Research Design

In this study, a cross-sectional approach survey design was adopted. Couple with this, the quantitative method of data collection with quantitative measures of LMX, affective commitment and employee empowerment was used with the help of self-administered questionnaires. This means the data were collected by way of an anonymous questionnaire in hard copy version. Furthermore, in order to establish the existence of a relationship between leader-member exchange, psychological empowerment, affective commitment and turnover intention or intention to leave, a correlation design was used.

3.2.3 Target population

The population taken into account for this study includes subordinates and some supervisors who are under the leadership of managers in 5 hotels and 15 restaurants, which include some fast food restaurants in the Famagusta region of North Cyprus. These subordinate employees include all the types of employees, males and females, who are employed in these hotels but often than not frontline employees were mostly

targeted since they played a great part in the hotel and restaurant business and most often are the first to be met.

3.2.4 Sampling size

The study used random sampling and purposive sampling techniques to collect data from the respondents in 5 hotels and 15 restaurants found within the Famagusta Region. A convenient sample of 170 employees in these hotels and restaurants was used. Convenient sampling was used because it enabled the researcher to get many respondents on time and fit into time constraints in the Famagusta Region of North Cyprus.

3.2.5 Target Sample size

Taking into consideration the nature of the work and the geographical scope of North Cyprus and the Famagusta Region in particular, the population sample was restricted to 170. Out of the 71 questionnaires that were issued to subordinate employees of 5 hotels, only 44 responded and returned the questionnaires. Out of 99 employees of restaurants who received the questionnaires, only 62 responded and returned the questionnaires. Out of the 106 respondents who returned the questionnaires, 43 were females and 63 males.

3.2.6 Research instruments/measures

As already mentioned above, the research instrument was a self-administered questionnaire with items to measure the variables separately. That is, psychological empowerment, leader-member exchange, affective commitment and finally turnover intention.

LMX was measured using the adapted seven-item one-dimensional scale (LMX-7) which was developed by Graen and Uhl-Bien (1995). For instance, one item is "how would you characterize your working relationship with your leader?" The answers

were formed on a five-point Likert scale with 1standing for strongly disagree to 5 standing for strongly agree.

The empowerment variable was measured using an adapted version of Spreitzer,s (1995) 12-item measure of self determination, impact, competence and meaning including "my impact on what happens in my department is large". The answers were also based on a five-point Likert scale with 1 meaning strongly disagree to 5 standing for strongly agree.

Further, the affective commitment variable was measured using version of an instrument adapted and used by Allen and Meyer's (1990) called seven-item commitment instrument used in operating the three dimensions of continuance, normative and affective commitment. But this piece of work focused on affective involving questions as, "I really feel as if this organization's problems are my own". Like the two variables above, the responses were based on a five-item Likert scale with 1=none to 5=very high.

 Lastly, the turnover intention variable was measured using a three-item scale adapted and used by Mobley, Horner and Hollingsworth (1978). Here the three items were different from each other in the factor analysis conducted. An example of one of the item was as follows "I often think about quitting my present job". The answers were also based on a five-item likert scale ranging from 1 as strongly disagree to 5 as strongly agree.

In addition, the analysis in this research also included the demographic variables. These were age, gender, educational level and marital status. These were included to

avoid the chance of unmeasured variables and improve generalizability. Age was grouped into four ranging from 18 years which is considered an acceptable age for employment to 67 years which is the acceptable age for retirement. This was coded as 18-27=1, 28-37=2, 48-57=3 and 58-67=4. Gender was as 1=male and 2=female. Further, educational level was also grouped into four categories with high school=1, 2 representing those who have attended a two year college, undergraduate degree=3 and 4 representing those with a graduate degree. Last on the list is marital status which was also classified into four groups with single=1, married=2, Divorced=3 and widower=4.

Table 1 Summary of instruments used

Instrument used	Description	Variable examined
LMX-7 scale, (Graen and Uhl-Bien, 1995)	7 questions designed for subordinates on a 5-point likert scale	Leader-member exchange
Spreitzer,s 12-iten measure (1995)	12 questions designed for subordinates on a 5-point likert scale	Empowerment
Allen & Meyer's 7-item commitment instrument (1990)	7 questions designed for subordinates on a 5-point likert scale.	Affective commitment
Mobley, Horner & Holling 3-item scale (1978).	3 questions designed for subordinates on a 5-point likert scale	Turnover intention.

3.2.7 Validity of the instruments

For this research, the validity of the survey can be supported by the fact that all the items used for measuring the variables were acquired from already established instruments which were tested. The items of the instruments had already been used

by other researchers and as can been seen from analyzed literature above, were based on existing theories and as such were considered to be valid (Yvonne Brunneto et al, 2012, Eisenberger et al, 2010,Angom, 2006). As can be seen, all the measures used in constructing these instruments had been proven to contain acceptable levels of construct validity in many studies already carried out.

3.2.8 Research Procedure

Since the most spoken language in North Cyprus is Turkish and most businesses are carried out with this language, the questionnaire was first of all produced in English and the supervisor translated it into Turkish. But also, since other nationals also worked in North Cyprus, some copies were also produced in English. Though the purpose of the research was explained at the top of the questionnaire, the questionnaires were hand-delivered to the respondents and the researcher still tried to explain the purpose of the survey to them before they filled it. Respondents were assured that their participation in the survey was voluntary, confidential and anonymous. Due to the nature of the questionnaire and busy nature of respondents at work, the researcher agreed with each individual respondent on the time to complete the questionnaire. No administrative personnel of the hotels and restaurants had accessibility to the data collected at any point in during the process of data collection.

For data management purpose, after the data collection process was over, each received questionnaire was given a case number. The data from all compiled questionnaires were then sorted, edited and coded for consistency, accuracy and completeness.

As for the data analysis, the coded quantitative data were entered into a computer following the statistical package for social sciences (SPSS). The data were then analyzed.

Chapter 4

RESULTS

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. The following data in table 3 shows the reliability among the variables with only affective commitment lower with 0.65 and being closer to the acceptable value, I decided to use it.

Table 2 Reliability analysis

Variable	No of items	Cronbach,s alpha
Leader-member exchange	7	0.65
Empowerment	12	0.83
Affective commitment	6	0.89
Turnover Intention	3	0.82

The above table presented the reliability alpha Coefficient of the instruments to be above 0.70 except that of LMX which is 0.65 just close to 0.70. Thus the variables were reliable and so can be suitable for use.

4.3 Correlation of results

To answer the main research question, which was to determine the correlation that exist between Leader-member exchange, affective commitment, and psychological empowerment and finally turnover intention, Pearson product moment correlation was used. The outcomes are summarized in table 3 below.

Table 3 Correlation of results

		LMX	AC	PE	TOI
LMX	Pearson correlation	1			
	Sig(2-tailed)				
	N	106			
AC	Pearson correlation	.208 *	1		
	Sig(2-tailed)	.030			
	N	106			
PE	Pearson correlation	-.18	-.27**	1	
	Sig(2-tailed)	.067	.006		
	N	106	106		
TOI	Pearson correlation	.052	-.073	-.110	1
	Sig(2-tailed)	.592	.458	.260	
	N	106	106	106	

Notes: LMX=leader-member   exchange,   AC=affective   commitment,
PE=psychological empowerment, TOI=turnover intention.

*Significant correlation level is at 0.05 levels (2-tailed)

**significant correlation level is at 0.01 (2-tailed)

The − sign in the relationship between AC and PE and PE and LMX should be considered a + sign.

From the Pearson correlation results presented above, it would be seen that out of the four hypotheses tested by this research, one of them failed to be supported.

4.3.1 Relationship between leader-member exchange and empowerment

The first hypothesis of this study indicates that hotel and restaurant employee's satisfaction with their subordinate-supervisor relationship is significantly related with their perceptions of psychological empowerment .Never the less, analyzing the results of the data obtained; it instead revealed that in the Famagusta Region, there is no positive or significant relationship between LMX and psychological empowerment.(r=-.18,p $\leq$ 0.05). This statistics implies that subordinate-supervisor relationship has nothing to do with their level of psychological empowerment. This may be due to the study area, the manner in which the respondent responded to the questionnaire or even the type of industry the research was carried out which in my case is hotels and restaurants.

4.3.2 Relationship between affective commitment and psychological empowerment

The second hypothesis pointed to the fact that there is a significant relationship between hotel and restaurant employee empowerment and Affective commitment. Counting on the correlation results presented in table 3 above, a positive and significant relationship existed between the two constructs (r=.27, p $\leq$0.05). The results of this statistics imply that when employees are empowered, they turn to be committed to their job and as such improving productivity and reducing their chances of leaving the company or organization.

4.3.3 The correlation between affective commitment and leader-member exchange

My third hypothesis was to examine the fact that a positive relationship exists between LMX and AC. Depending on the correlation results in table 3 above, this hypothesis is supported (r=0.21,P ≤ 0.05). The statistics here implies that when there a positive LMX, AC is likely to be high and when there is negative LMX, AC is likely to be low. This goes ahead to confirm the ideas of Brunnetto et al (2010), who identified that the subordinate-supervisor relationship is a factor that is most likely to improve commitment and retention in organization.

4.3.4 The relationship between Affective commitment and turnover intention

The last hypothesis proposed by this piece of work is idea that affective commitment will be negatively associated to turnover intention. As can be seen from table 3 above, this hypothesis is not supported. The results revealed that there is a negative relationship between turnover intention and affective commitment(r=-.073, p≤0.05). My statistics means that an improvement in leader-member exchange will lead to low turnover intention.

4.4 Regression Analysis

The regression in this work was done by conducting a path analysis. The structural model here requires coming out with the path coefficients and estimating the P value. The indications of the path coefficient are the strength of the link between the constructs measured. The path coefficients, their degree of significance and the P values of the emerging variables are presented in table 4 and figure 2 below.

Table 4 Path analysis

Hypothesis	Causal path	Path coefficients	t-value	Supported
H1	PE←LMX	-5.381	.056	reject
H2	AC←PE	-.186	.011	accept
H3	AC←LMX	.209	.098	accept
H4	TOI←AC	.039	.469	reject

Notes: *significant at p, 0.05 levels
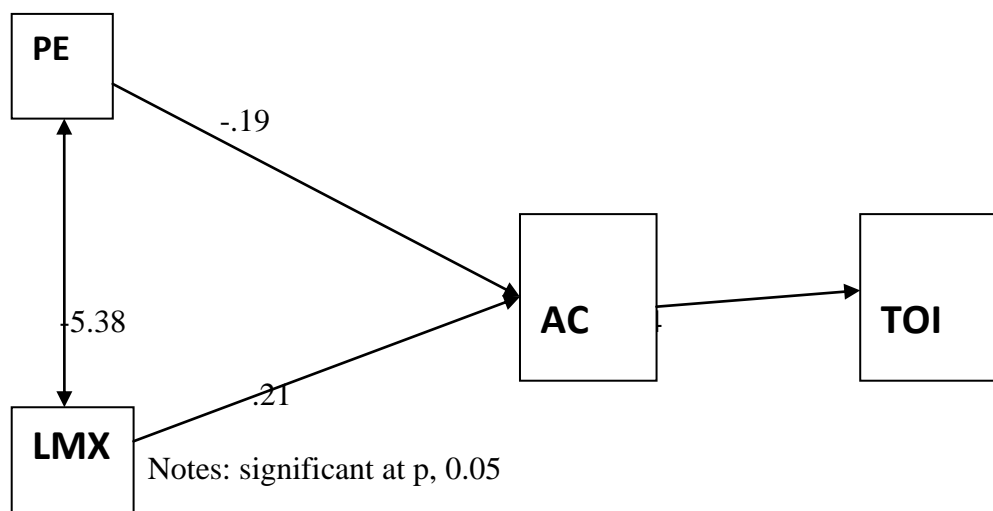
Figure 2.path diagram

The derived analysis as can be seen from table 4 and the path diagram represented in figure 2 above indicates two hypothesis with significant effects and two unsupported. The goodness of fit index of all the variables was also very high above .90 indicating that the overall model is good. Note should be taken that the significance of the paths is at 0.05. LMX denotes a negative impact on psychological empowerment thereby rejecting the hypothesis. (β =-5.38 ≤ 0.05) which calls for our attention because the

problem as already stated above maybe with the study area or the industry. Psychological empowerment was seen to be positively related to affective commitment thereby supporting the hypothesis ($_\beta$=.19 ≤ 0.05).This means that empowered workers are committed workers thereby supporting the hypothesis. In addition, LMX and AC was observed to be positively related being significant at ($_\beta$=.21 ≤ 0.05). Therefore the hypothesis is also supported indicating that good relationship between the supervisor and the subordinate will lead to high commitment of the subordinate to the job and the organization as a whole. Finally, the last hypothesis was also supported ($_\beta$=0.04 ≤ 0.05).this supports the hypothesis that there exist a negative and significant relationship between affective commitment and turnover intention.

4.5 Other Findings

Couple with the above findings, the researcher also carried out a frequency distribution on the data to identify the differences between two groups for variables measured on a likert scale. The results are summarized below and tables showing this can be seen in the appendix.

As concerns the age of the respondents, 58 people from the ages of 18-27 responded to the questionnaire giving a valid percent of 54.7. 34 people from the ages of 28-37 responded giving a valid percent of 32.1 and the least was those between the ages of 48 to 58 where only 10 people responded giving a percentage of 9.4. This implies that in the restaurant and hotel sector in the Famagusta Region, the youthful population is highly involved.

Regarding gender, a frequency distribution was conducted and it showed that 63 males attended to the questionnaire giving a valid percent of 60.3 and 43 females also responded giving a percent of 39.7. This results also indicate that there is a slide difference between the number of males and females involve in this sector with the males have the highest number.

Furthermore, the frequency distribution was also conducted with the variable of educational level. Those who have attended two year college were seen to be the biggest with 34 respondents giving a percent response of 32.1 followed by those with a university degree with 29 people responding to the questionnaire and giving a valid percent of 27.4. People with a high school certificate and graduate degree had 26.4 and 13.2 respectively. The conclusion here is that most of the employees in this sector have at least attended a two year college.

Lastly, the variable of marital status was also analyzed using the frequency distribution. The results showed that most of those engaged in the hotel and restaurant business in the Famagusta Region are single. This was exemplified with 66 people out of the 106 responding to the questionnaire with a percentage of 61.3. Following this was the married with 34.9, divorced 1.9 and widower 1.9.percent respectively.

Chapter 5

DISCUSSION AND CONCLUSION

5.1 Introduction

This last chapter of this research work presents the discussion and conclusion of the findings obtained in the previous chapters in relation to the proposed hypothesis and the literature review. It shall be divided into five sections: the discussion, the implications of the research, the limitations, recommendations for studies in the near future and finally the conclusion.

5.1 Discussion

The discussion follows the manner in which the hypothesis of this work was presented. Firstly, the first hypothesis says a positive correlation exist between psychological empowerment and leader-member exchange. But the results of the data obtained failed to support this hypothesis because instead a negative correlation was found. These findings failed to support the findings of Spreitzer (1996) who pointed out to the idea that persons who belief that their levels of socio-political support is extremely high especially from their immediate superiors also produce increase levels of empowerment than those who perceive small degrees of support. But as specified repeatedly in the previous chapter, this hypothesis failed to be supported due to the industry of study and the area of studies.

Secondly, the second hypothesis of the study was pointing out to the idea that there is a significant correlation existing between the variables of psychological

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empowerment and affective commitment. The findings actually confirm this hypothesis thereby confirming the findings of previous studies that empowered employees are committed employees and turn to reduce Turnover intention and increase productivity. Note should be taken that in an empowered organization, employees turn to participate as partners and take initiative since they feel committed.

The third hypothesis in line with this research was to that there exist a positive link between the constructs of Affective commitment and leader-member exchange. The findings actually confirmed a positive relationship between these two variables. The results confirmed the findings by Bhal (2006) who stated that employees with high quality LMX relations also exhibit more positive behaviors than those with low quality relationships.

The last hypothesis of this work stated that a negative and significant relationship exist between the variables of Affective commitment and intention to quit. Like the second and third hypotheses, this one too was supported. It turned out that there was a significant relationship between the two constructs thereby moving in line with previous findings like that of Meyer & Allen (1997) that saw a significant correlation between the variable affective commitment and that of intention to quit.

5.3 Implications

The implications of this current study can be for managers, supervisors, human resource development professionals and academic researchers.

Managers, supervisors and human resource development professionals can reduce the rate of turnover intention and thereby promote productivity in the current challenging

economy by implementing human resource practices such as employee empowerment, leader-member exchange and affective commitment. Organizations which are successful in implementing these practices are like to achieve and maintain a sustainable competitive advantage. In addition to this, one of the most important implication of this study especially to supervisors who are seen as agents of change is that they should always strive as much as possible to create a conducive working relationship with their subordinates because by doing so they turn to empower them and the subordinates in turn feel committed to their job and hardly think of leaving the organization. Furthermore, owing to the unfavorable impacts that employee turnover may cause on companies, it is but critical for hotel and restaurant managers to know how to keep their high performing employees by creating good relationship with them and empowering them. Moreover, supervisors should be able to provide all their subordinates the same training and career development programs. That is relating equally with them and empowers them in order to encourage affective commitment.

In addition, this present research has provided some useful contributions to the basic literature in the service industry especially in the hotel and restaurant sector. Much of the research on leader-member exchange, affective commitment, psychological empowerment and intention to quit has been conducted in the cultural context of the United States. Though this study is conducted only in the Famagusta Region of North Cyprus, it is important to North Cyprus as a whole because it has added more flesh to this area of research by including a different cultural setting.

In all, the general public including the business students in Cyprus and beyond will get to know that leader-member exchange, affective commitment, psychological

empowerment and turn over intention are very important human resource variables that play a big importance in the growth and development of organizations.

5.3 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.

Adding to the above points, another limitation of this study that might have prevented the result from reflecting the reality was that not all the constructs that are related to turnover intention were studied. For instance, job satisfaction and

organizational culture were not studied and only one type of organizational commitment which is affective commitment was studied which might have prevented all the hypotheses from being supported.

5.4 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 of 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.

Finally, future research should be able to analyze the other human resource constructs which are related to turnover intention like organizational culture and job satisfaction. All the components of organizational commitment should also be examined in the future. That is, continuance, affective and normative commitment and not only affective commitment in isolation.

5.5 Conclusion

The main idea behind this study was to examine the chain or link between leader-member exchange, psychological empowerment, affective commitment 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 relationship with subordinates based on trust. Management systems and policies which create an environment where employees feel empowered should be put in place in organizations. All these will make employees committed to their jobs and the organization as a whole.

Though this study did not support two of the proposed hypotheses, a positive relationship was found to exist between affective commitment and psychological empowerment; and affective commitment and leader-member exchange. 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. It contributes its own quota of valuable information to the human sciences by examining the correlation existing between leader-member exchange, psychological empowerment, affective commitment and intention to leave in a different cultural setting.

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APPENDICES

Appendix A: English copy of questionnaire.

EASTERN MEDITERRANIAN UNIVERSITY

Thank you for agreeing to take this survey. The survey is carried out by a student of the department of business administration for the purpose of Academic research only. All of the answers you provide in this survey will be kept confidential. The survey data will be reported in a summary fashion only and will not identify any individual person.

Leader-member exchange questionnaires

Please tick (√) to the appropriate answer.

1- Do you know where you stand with you r leader......do you usually know how satisfied your leader is with what you do? (Does your member usually know?)

Rarely   Occasionally   Sometimes   Fairly Often   Very Often

2- How well does your leader understand your job problems and needs? (How well do you understand)

Not A Bit   A Little   A Fair Amount   Quite a Bit   A Great Deal

3- How well does your leader recognize your potential? (How well do you recognize)

Not At All   A Little   Moderately   Mostly   Fully

4- Regardless of how much formal authority he/she has built into his/her position, what are the chances that your leader would use his/her power to help you solve problems in your work? (What are the changes that you would?)

None   Small   Moderate   High

      Very High

5- Again, regardless of the amount of formal authority your leader has, what are the chances that he/she would "bail you out," at his/her expense? (What are the chances that you would?)

None   Small   Moderate   High   Very High

6- I have enough confidence in my leader that I would defend and justify his/her decision if he/she were not present to do so? (Your member would)

Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree

7- How would you characterize your working relationship with your leader? (Your member)

Extremely ineffective   worse than average   Average   Better than Average   Extremely   Effective.

THE AFFECTIVE COMMITMENT QUESTIONNAIRE

Please provide us with the following information about your level of commitment to your organization by ticking the appropriate box. The response range from 1 to 5 showing the level of commitment, with 1 being low or no commitment and 5 being the highest level of commitment

No.	questions	1	2	3	4	5
1	I would be very happy to spend the rest of my career with this organization.					
2	I enjoy discussing about my organization with people outside it.					
3	I really feel as if this organization's problems are my own.					
4	I think that I could easily become as attached to another organization as I am to do this one.					
5	I do not feel like part of the family at my organization.					
6	I do not feel emotionally attached to this organization.					
7	This organization has a great deal of personal meaning for me.					
8	1. I do not feel a strong sense of belonging to my organization.					

Psychological Empowerment questionnaire

Please tick the appropriate point with regard to how you feel empowered by your organization. They range from strongly disagree, disagree, neutral, agree and strongly agree.

1. The work I do is very important to me.

Strongly agree   Agree   Neutral   disagree

strongly disagree

2. My work activities are personally meaningful to me.

Strongly agree   Agree   Neutral   disagree

strongly disagree

3. The work I do is meaningful to me.

Strongly agree   Agree   Neutral   disagree

strongly disagree

4. I am confident about my ability to do my jobs.

Strongly agree   Agree   Neutral   disagree

strongly disagree

.5. I am self-assured about my capabilities to perform my work activities.

Strongly agree   Agree   Neutral   disagree

strongly disagree

6. I have mastered the skills necessary for my job.

Strongly agree   Agree   Neutral   disagree

strongly disagree

7. I have significant autonomy in determining how I do my job.

Strongly agree   Agree   Neutral   disagree

strongly disagree

 8. I can decide on my own how to go about doing my work.

Strongly agree   Agree   Neutral   disagree

strongly disagree

9. I have considerable opportunity for independence and freedom in how I do my

job.

Strongly agree   Agree   Neutral   disagree

strongly disagree   10.

10. My impact on what happens in my department is large.

Strongly agree   Agree   Neutral   disagree

strongly disagree

11. I have a great deal of control over what happens in my department.

Strongly agree   Agree   Neutral   disagree

strongly disgree

12. I have significant influence over what happens in my department.

Strongly agree   Agree   Neutral   disagree

strongly agree

Turnover intention

1. I often think about quitting my present job.

Strongly disagree   Agree   Neutral   disagree   strongly agree

2. I will probably look for a new job in the next year.

Strongly disagree   Agree   Neutral   disagree   strongly agree

3. As soon as I can find a better job,I will leave the organization.

Strongly disagree   Agree   Neutral   disagree   strongly agree

Please tick the right box.

AGE:

18-27 ◯   28-37 ◯   38-47 ◯   48-57◯   58-67 ◯

Gender:

Male◯

Femal**Educational level:**

      High School ◯   2-year Collage   Degree◯   Graduate   Degree

◯

Material statuse: Single ◯   Married

Appendix B: questionnaires Turkish copy

DOĞU AKDENİZ ÜNİVERSİTESİ

Anketimizicevaplamakiçinzamanayırdığınıziçinteşekkürederiz.DAÜ İşletmeBölümündeYüksekLisansTeziiçinkullanılacakolanbuanketsadeceakadem ikaraştırmaiçinkullanılacaktır.Verilentümcevaplarkesinlikgizlitutulacaktır.An ketverileribireyseldüzeydedeğiltümanketingenelidüzeyindetartışılacaktır. Dolayısıyla ne kurumlar ne de kişilerbelirlenemeyecektir.

Amir-MemurEtkileşimDüzeyiAnketi.

Amirinizleolançalışmailişkinizinhanginoktadaolduğunubiliyormusunuz. ...... amirinizin, geneldesizinyapmışolduğunuzişten ne kadarmemnunolduğunubiliyormusunuz?

1.Amirinizleolançalışmailişkinizinhanginoktadaolduğunubiliyormusunuz. ...... amirinizin, geneldesizinyapmışolduğunuzişten ne kadarm

a-NadirenBilirimb-BazenBilirim   c-AraSıraBilirim

d-OldukçaSıkBilirim   e-ÇoksıkBilirim

2. Amiriniz, iştekiproblemleriniziveyaihtiyaçlarınızı ne kadariyianlar?

a- HiçAnlamaz   b-BirazAnlar   c-Kabul EdilebilirOrandaAnlar

d-ÇoğunluklaAnlar   e-TamamıylaAnlar

3. Amiriniz, sahipolduğunuzpotansiyelinfarkındamı?

 a-HiçFarkındaDeğil   b-AzFarkındadır   c-OrtaDüzeydeFarkındadır

d-ÇoğunluklaFarkındadır   e-TamamıylaFarkındadır

4. Amirinizin, makamındakiresmiotoritesininbüyüklüğünebakılmaksızın, sizinişinizdekiproblemleriniziçözmekamacıylagücünükullanmasıihtimalinedir?

a-Hiç   b-Az   c-Orta   d-Yüksek   e-ÇokYüksek

5. Amirinizin, makamındakiresmiotoritesininbüyüklüğünebakılmaksızın, kendisinriskeataraksizidüştüğünüzzordurumdankurtarmaihtimalinedir?

a-Hiç   b-Az   c-Orta   d-Yüksek   e-ÇokYüksek

6. Amirimeyeterincegüvenirim. Kendisininbulunmadığıortamlarda bile onunalmışolduğukararlarısavunurveonaylarım.

 a- TamamenKatılmam   b-Katılmam   c-Nötr   d-Katılırım   e-TamamenKatılırım

7. Amirinizleolançalışmailişkinizinasıldeğerlendirirsiniz?

    a-HiçEtkinDeğil   b-OrtadanDahaKötü   c-Orta

d-OrtadanDahaİyi   e-ÇokEtkin

Kurumunuzakarşıduyduğunuzbağlılığıaşağıdakisorularadüşükbağlılıkiçin 1 yüksekbağlılıkiçin 5 işaretleyerek 1-5 arasındabelirtiniz.

No.	Questions	1	2	3	4	5
1	Meslekyaşamımıngeriyekalanınıbukurumdageçirmektenmutlu olurum					
2	Kurumumlailgilikurumdışıkişilerlesohbetetmektenhoşlanırım					
3	Bu kurumunsorunlarıbenimsorunlarımgibidir.					
4	Bu kurumabağlandığımgibibaşkabirkuruma da bağlanabilirdim					
5	.Bu kurumdaaileninbirparçasıgibihissetmiyorum					
6	Bu kurumaduygusalolarakbağlıhissetmiyorum					
7	Bu kurumunbenimiçinbüyükşahsiönemivardır					
8	Bu kurumakarşıbiraidiyethissetmiyorum					

1.Yaptığımişbenimiçinçokönemlidir.

Kesinlikle katılıyorum   Katılıyorum   Çekimser   Katılmıyorum

Kesinliklekatılmıyorum

2. İşimdeyaptığımşeylerbenimiçinkişiselolarakanlamlıdır

Kesinlikle katılıyorum   Katılıyorum   Çekimser   Katılmıyorum

Kesinliklekatılmıyorum

3. İşimbana gore anlamlıdır

Kesinlikle katılıyorum   Katılıyorum   Çekimser   Katılmıyorum

Kesinliklekatılmıyorum

4. İşimiyapabilecekyeteneğesahipolduğumkonusundagüvenimvardır.

   Kesinlikle katılıyorum   Katılıyorum   Çekimser   Katılmıyorum

Kesinliklekatılmıyorum

5. İşimiçingerekenfaaliyetleriyürütebilecekbecerileresahipolduğumdaneminim

   Kesinlikle katılıyorum   Katılıyorum   Çekimser   Katılmıyorum

Kesinliklekatılmıyorum

6. İşimiçingerekenbecerilerikazanmışdurumdayım

   Kesinlikle katılıyorum   Katılıyorum   Çekimser   Katılmıyorum

Kesinliklekatılmıyorum

7. İşiminasılyapacağımkonusundaönemliyetkileresahibim

   Kesinlikle katılıyorum   Katılıyorum   Çekimser   Katılmıyorum

Kesinliklekatılmıyorum

8. İşiminasılyapacağımkonusundakendimkararverebilirim

Kesinlikle katılıyorum   Katılıyorum   Çekimser   Katılmıyorum

Kesinliklekatılmıyorum

9.İşiminasılyapacağımkonusundabağımsızkararvermeveözgürceuygulamakonusundaf

ırsatlarımvardır

Kesinlikle katılıyorum   Katılıyorum   Çekimser   Katılmıyorum

Kesinliklekatılmıyorum

10. Birimimdeolupbitenlerüzerindeönemlietkimbulunmaktadır

Kesinlikle katılıyorum   Katılıyorum   Çekimser   Katılmıyorum

Kesinliklekatılmıyorum

11. Birimimdeolanlarüzerindeönemilidüzeydekontrolesahibim.

Kesinlikle katılıyorum   Katılıyorum   Çekimser   Katılmıyorum

Kesinliklekatılmıyorum

12. Birimimdeolanlarönemliölçüdebenimtarafımdanetkilenmektedir.

Kesinlikle katılıyorum   Katılıyorum   Çekimser   Katılmıyorum

Kesinliklekatılmıyorum

Lütfenuygunolanıişaretleyiniz

Yaş   18-27 ◯   28-37 ◯   38-47 ◯   48-57◯   58-

67 ◯

Cinsiyet: Erkek ◯   Kadın   ◯

 Eğitim düzeyi: X Lise◯   X Önlisans◯   X Lisans◯   X

Lisansüstü◯

medeni durul : bekar ◯   evli ◯   boşanmı ◯   Dul ◯

Appendix C1: Age of respondent

		Frequency	Percent	ValidPercent	CumulativePer cent
Valid	1.00 18-27	58	54.7	54.7	54.7
	2.00 28-37	34	32.1	32.1	86.8
	3.00 48-57	10	9.4	9.4	96.2
	4.00	3	2.8	2.8	99.1
	5.00	1	.9	.9	100.0
	Total	106	100.0	100.0	

Appendix C2: Gender of respondent

		Frequency	Percent	ValidPercent	CumulativePer cent
Valid	1.00 Male	64	60.4	60.4	60.4
	2.00 Female	42	39.6	39.6	100.0
	Total	106	100.0	100.0	

Appendix C3: Educational level of Respondent.

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	1.00 High school	28	26.4	26.4	26.4
	2.00 Twoyearcollegedegree	34	32.1	32.1	58.5
	3.00 degree	29	27.4	27.4	85.8
	4.00 graduatedegree	14	13.2	13.2	99.1
	5.00	1	.9	.9	100.0
	Total	106	100.0	100.0	

Appendix C4: Marital status of respondent

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	1.00 single	65	61.3	61.3	61.3
	2.00 Married	37	34.9	34.9	96.2
	3.00 Divorced	2	1.9	1.9	98.1
	4.00 widower	2	1.9	1.9	100.0
	Total	106	100.0	100.0	