

Organizational Commitment and Turnover Intention in Private Banking Sector: The Case of Alanya

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ABSTRACT

Employee commitment with the impact of globalization and technological developments become the major problem for businesses. In Turkey also in Alanya, the banking sector experiences frequent layoffs and it is also highly sensitive to the economic crisis all around the world. Therefore, it is assumed that the employees have a tendency to leave the job in this sector.

This study investigates the relationship between organizational commitment and turnover intention in the private banking sector in Turkey. The study was conducted by private bank employees of 6 largest private banks in Alanya city in Turkey.

In the study factor analysis, reliability, t-test, variance, frequency, Kaiser-Meyer-Olkin test and regression analysis have been used. Correlation analysis has been used to analyze the relationship between organizational commitment and intention to leave. Findings of the study indicate which affective and continuance commitment have positive relationship with intention to leave. However, normative commitment negatively influences the turnover intention.

Keywords: Organizational Commitment, Intention to Leave, Banking Sector.

ÖZ

Küreselleşme ve teknolojik gelişmelerin de etkisi ile çalışan bağlılığı iş yerleri için önemli bir sorun haline gelmiştir. Bankacılık sektörü tüm dünyada ekonomik krize son derece duyarlıdır ve Türkiye Alanya'da da sık sık işten çıkarmaların yaşandığı bir sektördür. Bu nedenle, bu sektörde çalışanların işten ayrılma eğilimi olabileceği varsayıldı.

Bu çalışmanın amacı bankacılık sektöründe örgütsel bağlılık ve işten ayrılma eğiliminin ilişkisini incelemektir. Çalışma Alanya'daki 6 büyük özel bankanın çalışanları üzerinde uygulanmıştır.

Bu çalışmada faktör analizi, güvenirlik testi, t test, varyans, Kaiser Meyer Olkin testi ve regresyon analizlerinden yararlanılmış ve işten ayrılma niyeti ile örgütsel bağlılık arasındaki ilişki olup olmadığının belirlenmesine yönelik korelasyon analizi uygulanmıştır. Araştırma bulguları duygusal ve devam bağlılığı arasında pozitif yönlü bir ilişki olduğunu gösterirken, normatif bağlılık ile negatif yönlü bir ilişki olduğunu ortaya çıkarmıştır.

Anahtar Kelimer: örgütsel bağlılık, işten ayrılma isteği, bankacılık sektörü

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Chapter 1

INTRODUCTION

Today businesses are looking for ways to demonstrate a wide variety of activities that can offer superior skills in order to maintain their existence and competitiveness in the market place. In accordance with these purposes, there is a dynamic environment in terms of business activities changing from day to day. The businesses should be more flexible than their competitors, and they should be open to creating new organizational models in order to produce goods and services with higher quality and lower costs. The businesses should also seek to attract wider customer interests through the goods and services produced by the new organizational model they have created.

To achieve their goals in a constantly evolving and changing world, businesses must invest more on their employees to survive in tough competition. Creating qualified and productive workforce that are satisfied within their needs, brings success for the businesses in their activities. Intellectual capital every day becomes important to keep the current employees in the organization and ensuring their loyalty is of utmost importance. Because employees who do not feel loyalty to the organization will have a negative impact on the organization's success and outcomes. This will increase the costs in organizations. This study is focusing on banks that are experiencing intense human relationships through high stress and intense working standards which affect their physical and mental exhaustion of life and organizational commitment.

Therefore, in this research, the writer aims to identify the emotional, continuance and normative commitment's impact on the employee satisfaction.

Working life affect individuals negatively in terms of psychological, mental, economic and social sense. In example, precarious working environment, companies that are employing employees illegally, bad working hours and conditions, extension of working hours and many other changes will obviously affect the performance of the employees in any sector as well as the employees of the banking sector.

Emerging new banking services and functions, cause distractions for bank employees who work on specific tasks. Computerization and automation is put into service by most of the banks, thus the working conditions of employees in the banking sector in Alanya, have undergone some substantial changes. These periodic changes create separate effects in whole system. One of the most important issues in developing countries for instance Turkey is involving into technological progress, human force became a real concern as to how to satisfy their needs to make them more productive for the company. In the light of these developments, implementation of wrong strategies resulted employees to lose their jobs and face with job insecurity.

In Turkey also in Alanya, the banking sector experiences frequent layoffs and it is also highly sensitive to the economic crisis all around the world. Therefore, it is assumed that the employees have a tendency to leave the job in this sector. This study is investigating the perception of turnover intention of employees within this sector in Turkey mainly in a touristic place of Alanya.

1.1 Aim of the Study

The aim of this research is to measure the employee's turnover intention and organizational commitment. Turnover intention and organizational commitment are considered as very important two different variables. Low level of commitment causes psychological, sociological, economic and social wounds. In particular, individuals have negative repercussions on family and social lives so deeply affects relations and communications to reflect the organization's effective, efficient and is an obstacle to doing quality work. The downside of this process can go on until the damage to the brand and image of the organization. Many studies show negative relationship between organizational commitment and intention to leave but positive relationship has also been observed in some studies. Therefore, the main goal of this study is to identify the relationship between job satisfaction and organizational commitment variables and to identify determinants of the direction between the two variables also examine the relationship between two variables and differences in demographic characteristics to identify emerging issues and to provide solutions in this regard.

1.2 Scope of the Study

How organizational commitment and turnover intention affect employees in the private banks is the scope of the study. Banking sector is chosen due to lack of alternative job choices in Alanya. Because Alanya is a small city and its main attraction is tourism. Research will be done on the impact of organizational commitment and intention to leave in the private banking sector of Alanya.

1.3 Methodology of the Study

The descriptive research method has been used on employees' organizational commitment and turnover intention. According to the survey frequency and

percentage distributions will be discussed with the findings and comments. The study covers private banks in Alanya. The population size of survey consisted of 6 private bank employees. Survey method has been used to collect data in this study. "Meyer and Allen Organizational Commitment Scale" and "Camman, Fichman, Jenkins and Klesch Intention to Leave Scale" has been used. Furthermore, 13 questions was used to determine demographic characteristics. Thus, survey consists of 44 questions and the survey is based on 5 point Likert scale.

1.4 Limitations of the Study

In order to implement the questionnaire of this study; due to workload of employees, experienced difficulties in getting permission from relevant authorities. A sample is limited to bank employees and the survey is limited to questions of the data collected, time and financial resources emerges as the limiting factors. The information obtained in the survey, respondents' perceptions are considered to reflect fully, data collection instruments reflect adequate and valid for the purposes of research.

1.5 Structure of the Study

This study consists of five chapters. In the first chapter, basic information to the study and its goals and objectives, scope of the study, methodology, structure and limitations have been described. In the second chapter, one of the most important problems in banking sector that is organizational commitment and the employee intention to leave their jobs in Alanya has been described. In the third chapter of this research, in order to answer the main research questions, intention to leave and organizational commitment issues will be examined theoretically. In the fourth chapter, it is aimed to evaluate the results of the quantitative survey. Finally, within the last part, it is aimed to conclude the research by identifying the main findings of

the research and their connections within the quantitative survey conducted in Alanya.

Chapter 2

LITERATURE REVIEW

2.1 Organizational Commitment

Commitment refers to an emotional attachment towards the organization which means goals and values that encourage individuals to exert highest effort to attain the organizations' goals (Meyer and Allen, 1997). Over the last 20 years, the public and private sectors have shown an interest in the issue of organizational commitment regardless of the lack of consensus and some methodological uncertainties (Awamleh, 1996; Suliman and Iles, 2000). Theory and research has been significantly improved with the increasing interest in the commitment issue. (Meyeretal.1993).

Commitment theory and research has been the subject of a lot of research in recent years (Griffin and Bateman, 1986; Mathieu and Zajac, 1990; Meyer and Allen, 1991; Morrow, 1983; Mowday, Porter and Steers, 1982; Reichers, 1985; Meyer et al., 1993). The concept of organizational commitment was first discussed in 1956 by Whyte, then has been developed by many researchers for instance Mowday then namely Porter, Steers, Allen Meyer, and Becker. (Gül, 2012). Increasing interest to the organizational commitment issue from various disciplines for instance organizational psychology, social psychology and organizational behavior and researchers from the field who bring their own perspective to this issue makes it difficult to understand the concept behind the organizational commitment. In this

context, Morrow indicates that there are over twenty-five different explanations and definitions about organizational commitment (Oliver, 1990). Development process of organizational commitment is as follows.

Table 1: Evolution of Organizational Commitment

Year	Researcher	Findings
1956	Whyte	Defined the organization addicted person and worked on the damage that might be for the organization.
1958	March, Simon	Adapted the transformational model of organizational commitment.
1958	Morris, Sherman	Done research on the variational model of commitment to the organization.
1960	Gouldner	Found the importance of confusion to strengthen its commitment to the organization.
1961	Etzioni	The first person who categorized the commitment.
1964	Lodahi	Find out that social relations have positive impact on organizational commitment.
1964	Katz	Find out the importance of commitment to the organization for a well-functioning organization.
1966	Grusky	Investigate the relationship between education, gender and commitment. Examined the impact of rewarding and expectations on employee commitment.
1967	Downs	Describe the people who are more committed to the organization as "fanatic" and examined the damage to the organization.
1968	Mintzer	Found that utilitarian organizations reduce the commitment of employees.
1970	Patchen	The word "identification with organization" is used to describe the organizational commitment. Patchen find out that the group attitudes towards organizations related to organizational commitment.
1970	Schein	Found that organizational productivity is one of the most important indicators of organizational commitment.
1970	Steers	Found that organizational productivity is one of the most important indicators of organizational commitment like Schein.
1970	Campbell, Dunettle	Found that organizational climate has Lawlerand and Weick effect on organizational commitment.
1971	Lee	Found that positive top-subordinate relations increase the organizational commitment
1971	Sheldon	Stated that the impact of organizational commitment on integrity of goals and values.
1972	Herbiniak, Alutto	They adapted variational model of commitment.
1974	Buchanan	Adapted attitudinal model of organizational commitment.

1974	Porter	Suggested attitudinal approach model on organizational commitment.
1974	Herbiniac	Worked on age, seniority and organizational commitment relations.
1974	Modway, Porter, Dubin	Worked on the performance and commitment relationship.
1975	Dubin	Personal interests have a relationship with organizational commitment.
1975	Etzioni	Stated the bad effects of utilitarian organizations.
1975	Steers	Stated that the organizational commitment is one of the indicators of organizational productivity.
1976	Steers	Analyzes the relationship between employee turnover and organizational commitment.
1977	Steers	He has developed a model for organizational commitment.
1977	Steers	Committed employees provide permanent and safe work force to organizations.
1977	Salancik	Find out that role ambiguity reduce the responsibility and therefore reduce the organizational commitment.
1977	Salancik, Staw	The process of communicating that giving information to employees about the values of the organization, increase the commitment of the employee to the organization.
1978	Salancik, Pfeffer	Monitoring on employees is associated with the organizational commitment.
1978	Kidron	Strong personal work ethic is associated with the to the organizational commitment.
1978	Koch, Steers	The content of the task, feedback, responsibility and autonomy associated with the organizational commitment.
1979	Mowday	Adapted psychological approach to organizational commitment.
1979	Mowday, McDade	Specify that previous knowledge of start to study is important to determine the organizational commitment.
1979	Bartol	Role conflict, role ambiguity and severe role responsibility has a relationship with organizational commitment.
1979	Gould	Used the word “organizational integration” in the meaning of organizational commitment.
1979	Morris, Koch	Worked on role conflict, role ambiguity and severe role responsibility and the effects on organizational commitment.
1980	Morris, Steers	Worked on education and its impact on organizational commitment.
1980	Morris, Steers	Found that organizational commitment has no relationship with the size of organization and control areas.
1980	O’Reilly, Caldwell	Choosing to work in that organization is important to determine the organizational commitment.
1980	Pfeffer and Lawler	Emphasize the importance of alternative works in the beginning of career.
1981	Korman	Investigate the commitment and private relationships.

1981	Rowan	Emphasize the damages of more loyalty to the organizations.
1981	Rhodes, Steers	Examined the relationship between perceived pay equity and loyalty.
1979	Morris, Sherman	Examined the impact of achievement need, sense of achievement and most important needs on organizational commitment.
1981	Angle, Perry	Pointed out that innovation and creativity are crucial factors to be committed to organizations.
1981	Angle, Perry	Examined the impact of age-seniority relationship on organizational commitment.
1981	Scholl	Defined how commitment occurs independently in expectations and equality conditions.
1981	Morris, Sherman	Examined the impact of age-seniority relationship on commitment.
1981	Mowday	Developed a process model of organizational commitment.
1982	Morris, Sherman	Adapted the psychological model of organizational commitment.
1982	Morrow	Revised theories and researches related to commitment.
1983	Rusbult, Farrell	Developed an authority model of organizational commitment.

Source: Ernst and Young, 2001, web.4

There is consensus that is a direct relationship or link between the company and employee commitment to the company, but also there are differences of opinions about the structure of this relationship. These differences are reflected in the definition of organizational commitment has led to the emergence of different concepts and definitions.

Grusky (1966) described the organizational commitment as “the power of person’s commitment to the organization” (Wahn, 1998).

Organizational commitment is a term often used and studied by academics and business world today. But still not clear, satisfactory, and could not be reached a definition of concept to reduce the confusion. Despite this situation, the most important point about the accepted organizational commitment plays a vital role in

terms of continuity and success of the organizational affiliation of the organization. Although there are many factors that connect employees to the organization; for instance wages, material benefits, premiums, organizational culture and leadership, balance between private and work life, personal characteristics, general and administrative policies, issues (i.e., training and development opportunities) (Stum, 1999). Commitment can be evaluated in a multi-dimensional structure, primarily as a connecting bond in workplace for individuals and groups, on the other hand as a motive that led to the formation of commitment (Beem, 2007).

Committed employees are less likely to leave organizations to another job, and have higher performance in their work.

Organizations which has strong committed employees relatively has lower level of absenteeism, work delays and employee turnover, but productivity rate is considerably high (Angle and Perry, 1981).

Perhaps the most widely accepted definition of organizational commitment is done by Porter, Steers and Mowday. According to this definition of organizational commitment is when organizations and individuals identified and arises when they make an effort to organizational goals and values (Çöl, 2004).

- A belief and acceptability of the values and goals of the organization,
- Extra efforts towards achieving the goals, and
- A strong desire to stay as a member of the organization.

Several scales developed to measure the organizational commitment but the most frequently used scale in the literature has been developed by Meyer and Allen.

There are three different elements of commitment in the organizational commitment literature which are affective, normative and continuance commitment. Organizational commitment can be called on this model as "three-dimensional model of organizational commitment" and considered as a multidimensional concept. Although this approach usually consists of a link between employee and organizations, however it is clear that these are different characteristics of the link (Allen and Meyer, 1990).

According to this model there are four common characteristics of the organizational commitment which is composed of affective, continuance and normative commitment (Meyer and Allen, 1997).

- a. Reflects the psychological state.
- b. Shows the relationship between the organization and the individual.
- c. Related to the decision to maintain membership in the organization.
- d. Reducing effect on the employee turnover.

These emotional attachments (affective commitment) to the organization have the perceived cost of leaving the organization (continuance commitment) and have an obligation to remain in the organization (normative commitment) (Allen and Meyer, 1990).

2.2 Components of Organizational Commitment

2.2.1 Affective Commitment

Affective commitment is an organization that connects people emotionally and therefore allows them to be happy to be a member of this organization, arise from a compromise between individual and organizational values (Wiener, 1982).

Affective commitment is a phenomenon related to the attitudinal traits and work related factors and is based on the voluntary support of the employees towards organizational goals (Mir et al., 2002).

In order to examine the affective commitment and variables associated with affective commitment a lot of research has been made. Examined variables in the researches; organizational characteristics, personal characteristics and work-related characteristics can be summarized (Meyer and Allen, 1997).

Affective commitment “I am working here because the people here are great and funny” is a sense of emotional intimacy as reflected in the sentence. The continuance commitment “if I could find another job which i can get the same salary i would leave immediately” as reflected in the sentence to move on another job situation may lead to many problems which is a feeling that manifests itself. Commitment to the values and goals of the organization represents the normative commitment “I work here because they hired me that I need to work in a period, I owe them”. It is a sense of obligation as reflected in the sentence (Stup, 2006).

2.2.2 Normative Commitment

This concept is the moral dimension of organizational commitment (Liou and Nyhan, 1994). Normative commitment represents the values and obligations of an employee to stay in the organization. Thus, employees who have high normative commitment continue to work thinking it was the right and moral to remain in the organization (Meyer and Allen, 1997).

In other words, normative commitment is to devote himself to the organization and within a culture that promotes fidelity due to provide socialization, affiliated

institutions and organizations and emphasizes tend to be loyal. In addition, normative commitment, encompasses organizational mission, goals, policies and activities consistent with the style and the belief that internalized by individuals. Harmony between the individual and organizational values in this figure, reveals the "organizational identity" process (Wiener, 1982). The reason for such a commitment of employees, they believe that it is right and ethical.

Allen and Meyer were also added the continuance commitment to the scale on affective and normative commitment (Liou ve Nyhan, 1994). Also, normative commitment is certain investments which have been made to the employees on the basis of the organization. Based on the psychological contract between employee and organization normative commitment may develop. Unlike the formal agreements it is multilateral agreements and may be perceived differently for both side (Meyer and Allen, 1991).

2.2.3 Continuance Commitment

The continuance commitment is a desire to remain in the organization due to personal investments made by the employees in the organization. These investments; close social relationships with colleagues, pension rights, severance, career and special abilities are obtained to be working for many years in the organization. Furthermore, uncertainties in obtaining better job opportunities elsewhere contribute to this commitment. These three elements of the commitment affect the employees of the organization that connects and reflects a psychological condition which influence their decision to stay or leave (Obeng and Ugboro, 2003). A person with affective commitment wants to stay in the organization, a person with continuance commitment needs to remain in the organization and a person with normative commitment has to stay in the organization (Allen and Meyer, 1990). So in this case,

respectively, “desire” (emotional), “need” (continuity) and “obligation” (normative) will be evaluated on the axis (Meyer and Allen, 1991). Affective, continuance and normative commitment, is seen as distinguishable elements rather than type of commitment. They experience psychological state of a changing rate in each of these elements (Wasti, 2003).

Another factor which influences the continuance commitment is alternative job choices. Employees who believe that they have many alternatives have weaker continuance commitment than employees who believe that they have few alternatives. In other words, the perceptibility of the alternatives has a negative correlation between continuance commitment. Alternative perceptibility also affected by the efforts to finding a job and their consequences (Meyer and Allen, 1997).

Various studies have been done on these three dimensions of organizational commitment. Affective commitment is more connected with job performance with respect to continuance and normative commitment. It has been found that there is no relationship between gender and affective commitment (Suliman and Iles, 2000). It has been reported that there is a significant relationship among affective, continuance, and normative organizational commitment, age and working hours of employees (Suliman and Iles, 2000). There is a negative relationship between the affective, continuance, normative and organizational commitment with education level (Suliman and Iles, 2000). Normative level of commitment is higher than the affective level of commitment among employees. High level of normative commitment causes a high level of emotional exhaustion (Tan and Akhtar, 1998).

The high perception of organizational commitment is a highly desirable condition in an organization because it is a factor that reduces the turnover intention and increases the performance of the employees.

The relationship between organizational commitment and individual traits has been subject to a lot of research.

2.3 Sources of Organizational Commitment

Factors affecting organizational commitment attracted the attention of many researchers, correspondingly to the importance it has been the subject of much research. Factors affecting commitment is determined by the personal factors, organizational factors and external factors of the organization (Suliman, 2002).

It was reported that there is an indirect relationship between demographic factors and organizational commitment (Meyer and Allen, 1991). It has been stated that the most effective 14 of them have addressed (Balay, 2000). These factors are summarized as follows; role conflict, job insecurity, organizational communication, personality, job satisfaction, policies and authorization to use personal policies and practices, advancement opportunity, career commitment, career stage, status, distribution of justice, fulfillment of internal requirements, the fulfillment of external needs. Bayram is simplifying the Balay and Cetin's work as the factors affect the employee's commitment to the organizations are as follows (Bayram, 2005; 134).

- 1- Age, gender and experience,
- 2- Organizational justice, trust, job satisfaction,
3. Role specificity, role conflict,
- 4- The importance of the work done, get support,

- 5- Participation in decision-making processes, taking place in the business,
6. Job security, recognition, alienation,
- 7- Marital status, provided rights except wages,
- 8- Desperation, business hours, awards, routines,
- 9- Promotion opportunities, wages, other employees,
- 10- Leadership behaviors, outside job opportunities, showing interest to employees.

When all the studies analyzed, it is noted that there are many factors affecting organizational commitment. Even when looking at this point, Mathieu and Zajac (1990) mentioned the presence of 48 variables. However, which one of these factors are effective or not could not be expressed, if so it would be misleading and wrong. Because the commitment vary on the structures of organizations and also some of the new ones will be added or deleted to these mentioned factors depending on the culture of the organization.

2.4 Outcomes of Organizational Commitment

The real importance of organizational commitment for organizations is crucial in the way of outcomes. These factors include organizational commitment, job satisfaction, absenteeism, employee turnover, and other factors for instance loyalty. The factors are important and can play a key role towards ensuring the commitment to the organization. A high level of commitment to the organization is generally a positive factor for both organizations and employees. Among these positive results; employees remaining for a long time in the organization, work release decreased, low employee turnover and high job satisfaction involved. High organizational commitment has a strong correlation with job satisfaction.

Job satisfaction is an attitude towards work to the employee's job while organizational commitment is an attitude towards organizations. The main difference between organization commitment and job satisfaction is an organizational commitment is an emotional reaction which has developed towards the workforce of the organization while job satisfaction is a reaction that has developed against a specific job. Both variables are expected to be in high correlation with each other. So, while employees have positive feelings to the values and goals of the organization, may be unhappy because of his work in the organization. Finally, according to the researchers, it is considered that organizational commitment is a better indicator for predicting the employee turnover compared to the job satisfaction (Mowday et al., 1982).

Researchers has found a strong negative correlation between the employee turnover and organizational commitment. High level of organizational commitment brings low employee turnover. In this context, positive attitudes towards organization destroy the desire to leave from organization (Miner, 1992). One of the main reasons, according to Allen and Meyers' organizational commitment to be the most important research topic is the thought of quitting and quitting has strong relations with each other (Deloria, 2001).

It was found a significant negative relationship between tardiness, absenteeism and organizational commitment (Mowday, et al., 1982). Work participation is meant to be about enthusiasm and desire to do his job. Work participation and availability behaviors in the workplace indicate that the highest positive correlation dimension of affective commitment (DeLoria, 2001).

Commitment will have positive impact on business performance (Camilleri, 2002). Although the inconsistency between researches that the performance is one of the consequences of organizational commitment would not be wrong to think that commitment is a determinant of the high performance.

The relationship between organizational commitment and motivation is an important area of study. Individuals can be motivated towards goals and expectations. The behavior of individuals is determined by factors that motivate them, and performances with their capabilities are the product of motivation (Mullins, 1999).

2.5 Intention to Leave

Intention to leave takes part in many industrial and organizational psychologists, management scientists and the center of the sociologist's interest. Employees' intention to leave the work has been one of the main issues for researchers and academics. Intention to leave defined as the employee's desire to quit the job and their ideas about quitting (Moblely, 1982).

It was stated that employees express destructive and active factors when they are unsatisfied with the working conditions. Workplaces with a high level of injustice cause higher labor turnover rate in terms of social and motivational aspects of the work for instance wages, job security, working conditions (Rusbelt, 1988).

Intention to leave despite of less information on the current job has some effects on working conditions, job satisfaction, and looking for job (Hellman, 1997). Employees intention to leave occur when they fear job layoffs and in general it is cause to stress. Under these circumstances, as a result of employee's unrealized

expectations and therefore job satisfaction and performances decrease and employees intend to leave their job (Bicer, 2005).

2.6 Sources of Intention to Leave

There are many factors that influence people's intention of leaving the banks in the literature. Factors affecting intention to leave the organization can be characterized as environmental, internal and personal characteristics of employees (Cotton and Tuttle, 1986).

It is important to understand the factors that underlying the intention of leaving because organization's investments to an employee is an also investment to the future and the cost of the employee's organization has a significant amount of money in total costs (Alexander et al., 1994).

Factors affecting the employees' intention to leave between employees' relationship with their manager or leader are also important components (Bauer and Green, 1996; Cotton and Tuttle, 1986; Gerstner and Day, 1997).

The intention to leave the job turn into dismissal behavior follows a specific process and this process can be affected by many factors (Hom et al., 1992). Experimental studies have analyzed how work process and leaving job process, working conditions or job characteristics affects employees' work time and possibility to intention of leaving.

Studies examining the relationship between the factors that affect the dismissal behaviors, effects on various external factors, organizational factors and personal factors showed that the effect of this behavior (Cotton and Tuttle, 1986).

There are many factors that employees who leave their current jobs is reason to; the lack of opportunities to improve themselves, work stress, lack of job satisfaction, lack of job security and low self-esteem (Bowen, 1982).

The quality of the manager-employee interactions is associated with individual and organizational results (Gerstner and Day, 1997).

2.6.1 Personal Factors

Factors related to personal standards of living of workers have a significant impact on the intention to leave. These factors can be explained as follows (Hwang and Kuo, 2006):

- Changes in living conditions,
- Be interested in a different work,
- Changes in family relations for instance marriage, death,
- Age-related obligations,
- Education and training needs,
- Health, psychological and physical reasons,
- Unrealized expectations about the work.

There are many important factors that indicate the intention to leave the job and determine the behavior of employees. Some of these factors are performance of employees, potentials, skills and career developments (Dreher, 1982).

However it was concluded that an increased experience with age decrease the intention to leave, increase in educational level and professional level of work increase the intention to leave (Weisberg and Kirschenbaum, 1991). Furthermore, singles were found to be more likely to leave their jobs compared to married

individuals. Similarly it was found that people who have a high level of education have more alternative job opportunities for young workers and therefore intention to remain in the workplace is less (Hayden and Madsen, 2008).

There are other factors that influence the individual's intention to leave. For example number of children or age, dependents, marital status etc. which are referred to as the individual's obligation to immediate surroundings (Blegen et al., 1988).

2.6.2 Organizational Factors

Individuals who decide to leave the organization change their behavior to job and seek alternative job opportunities from the external environment (Hwang and Kuo, 2006).

Intra-organizational factors occur in the production and management processes of the organization. Management role is so crucial to eliminate these problems. The reasons are as follows (Connick and Stilwell, 2004):

- Being away from the center of the town or city where the organization serves,
- The opportunity to take advantage of transport or private vehicles to reach the workplace,
- The type and difficulty degree of the job,
- Adverse organizational conditions,
- Lack of justice in the pricing system.

Internal reasons cause more employees to leave work at their own request. Hence, it can be called preventable reasons as well. Some of these based on organizational and some is on work-organization-employee relationship (Simsek, et al., 2005).

- Insufficient wages and promotion system,
- Work and working conditions,
- Working hours, rest and recreation time,
- Insufficient oversight,
- Lack of information and communication,
- Job dissatisfaction,
- Inadequate or lack of social services in the workplace,
- Poor pricing system,
- Poor administrative practices.

To summarize the most important factors that affect intention to leave in the organizations are; adverse business conditions, excessive difficulty in terms of psychological, physiological, professional knowledge and skills, unfair behaviors, lack of development and advancement opportunities, lack of social service organizations, incompetent staff, excessive workload and deficiencies in tools and equipment (Schwepker, 2001).

2.6.3 Environmental Factors

Macro-economic and social factors affect the employees' intention to leave. For the reasons stated below to prevent the employee's intention to leave is often not possible for organizations (Simsek et al., 2005).

Environmental factors are listed as follows (Varol, 2010):

- General economic situation and its effect on the labor market,
- General economic situation and the increase in prosperity,

- Automation, due to the increase of mechanization and standardization easily adapt to other jobs, skipping facilities,
- Other business areas provide better and more attractive facilities,
- Seasonal effects of work (especially in agriculture),
- Seasonal fluctuations and conjectural factors for instance economic recession or expansion,
- Materials absence or lack of orders as the market changes,
- The high cost of severance pay.

Chapter 3

METHODOLOGY AND DATA ANALYSIS

This part of the study includes employees of private banks operating in Alanya town center and survey research conducted on the basis of the study. This section focuses on the purpose of the study, research hypotheses, methods and results of research, scope and limitations.

3.1 Sample and Data Collection

This study has been conducted to all workers from down to top in order to maintain the accurate results.

3.1.1 Sample Population

The population of the research consist of 6 private banks employees which operate in Alanya city in Turkey. The questionnaires have been distributed to the Yapı Kredi Bank, TEB Bank, Fiba Bank, Ak Bank, Finans Bank and Garanti Bank. Questionnaires were distributed randomly to select the different ranges of respondents from workers to top managers. The questionnaire consists of two sections which are section A and section B. Section A consists of questions on demographic information. The purpose of demographic information is to gather basic information of the respondents. The questions included respondents' age, gender, race, income level, education level and marital status. Section B is formed by questions in order to analyze the perception of respondents toward commitment and turnover. This section helps to identify the most significant factor with the employees' turnover intention in the banking industry.

3.1.2 Data Collection

Required data has been obtained by the survey method and questionnaires gathered by face to face meetings. 150 questionnaires were distributed to the respondents from the private banking sector, 140 questionnaires were returned and only 136 of them were analysed by the researcher. Data obtained from this research is "IBM SPSS 20.0" package program; factor analysis, reliability, correlation and regression, t-test and Anova analyzes were performed.

3.2 Questionnaire Measures

The survey was conducted to 2 techniques of data collection;

1. Organizational commitment questionnaire (OCQ) has been questioned the impact on affective, continuous and normative commitment (Meyer et al., 1993).
2. Intention to leave scale focused on the level of intention to leave in organizations (Camman et al., 1983).

3.2.1 Demographic Questionnaire

The purpose of demographic questions was acquired some basic information of the respondents. In the questions included respondents' gender, age, education level, marital status, position, and income level.

3.2.2 Organizational Commitment Questionnaire

This variable has been measured using the organizational commitment scale which was developed by Meyer, Allen and Smith (1993). This scale, mainly consist of three components and 18 items, affective commitment (six items), normative commitment (six items), and the continuous commitment (six items). Those employees who responded to the survey rated by 5 point likert scale; 1=strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=agree, 5=strongly agree.

Sample questions for affective commitment are “I would be very happy to spend the rest of my career in this organization”, “I really feel as if this department’s problems are my own”, “I do not feel like part of the family at my organization”, “I do not feel emotionally attached to my organization”, “This organization has a great deal of personal meaning for me”, “I do not feel a sense of belonging to my organization”.

Sample questions for continuous commitment are “I feel that I have too few options to consider leaving this organization”, “Too much of my life would be disrupted if I decided I wanted to leave my organization now”, “Right now, staying with my organization is a matter of necessity as much as desire”, “I feel that I have too few options to consider leaving this organization”, “One of the few negative consequences of leaving this organization would be the scarcity of available alternatives”, “I do not feel any obligation to remain with my current employer”.

Lastly, sample questions for normative commitment are “Even if it were to my advantage, I do not feel it would be right to leave my organization now”, “I would feel guilty if I left my organization now”, “This organization deserves my loyalty”, “I would not leave my organization right now because I have a sense of obligation to the people in it”, “I owe a great deal to my organization”, “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”.

3.2.3 Intention to Leave Questionnaire

In order to measure the employees’ intention to leave the questionnaire developed by Camman et al (1983) was used in this study. Intention to leave scale consist of 3 items and responses were recorded on 5 point Likert scale from 1 (Strongly

Disagree) to 5 (Strongly Agree). Sample questions of intention to leave are “I often think about quitting”, “It is quite likely that I will look for a new job within the next year”, “I frequently think about quitting my job”. This scale translated by the Mimaroglu, (2008), Gul et al. (2008), Ozyer (2010) and it was used for this study.

3.3 Hypotheses of the Research

Based on the literature review in Chapter 2, the following hypotheses has been prepared. The main purpose of the study was to examine the relationship between organizational commitment and intention of leaving a job. In this context, our basic hypotheses of the research are as follows:

H1: Affective Commitment is associated with turnover intention negatively.

H2: Normative Commitment is associated with turnover intention negatively.

H3: Continious Commitment is associated with turnover intention negatively.

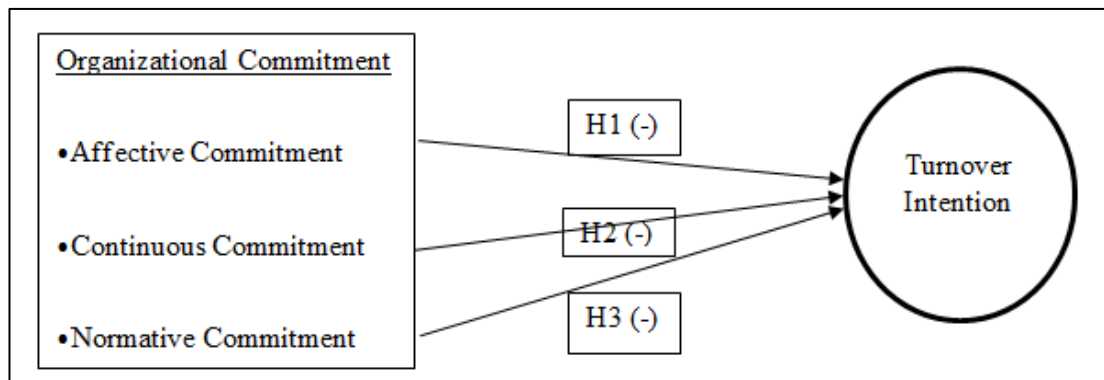


Figure 1: Hypothesis Model - Commitment and Turnover.

3.4 Data Analysis

3.4.1 Factor Analysis

Factor analysis can be defined as multivariate statistics in order to obtain a smaller number of meaningful variables from a larger number of variables intended to measure the same structure or a particular property. It is designed to measure many

properties for instance affective, cognitive and personality traits in behavioral sciences may be examined using factor analysis (Buyukozturk, 2002).

3.4.2 Mean Scores

The mean value or score of a certain set of data is equal to the sum of all the values in the data set divided by the total number of values. The mean value corresponds to the arithmetic mean (Wonnacott and Wonnacott, 1972).

3.4.3 Reliability

This method measures the statements whether if there is consistency with each other and revealed by measuring the relationship between statements. Reliability coefficient takes values between 0 and 1. When the ratio is close to 1 reliability increases (Ural and Kilic, 2006).

This method also used to determine the internal consistency of the utilized scale. There are also different methods for reliability analysis (Rajashekhar and Ellingwood, 1993). In this study in order to measure the reliability Cronbach's alpha coefficient was used.

3.4.4 Correlation

Correlation analysis helps to measure the relationship between two variables and is a statistical method to measure the degree of the relationship. The goal is to see when independent variable (X) change, how direction of dependent variable will change. To perform the correlation analysis is required both variables must be continuous and normally distributed (Cohen J, Cohen J, West S, Aiken L, 2003).

3.4.5 Linear Regression

Linear regression is an approach to modeling the association between a numeric dependent variable (y) and one or more independent variables (x). The case of one explanatory variable in regression model is called simple linear regression. If there

are more than one explanatory variable the model is referred to as the multiple linear regression. The dependent variable should be a numeric variable in linear regression. It is recommended at least 10 times as many cases as the number of independent variables in regression model. And a statistically significant regression analysis does not imply causal relationship between independent and dependent variables (Kilic, 2013).

3.4.6 Kaiser-Meyer Olkin (KMO)

KMO is used to test the suitability of the sample size in the factor analysis. If the KMO value lower than 0,50 factor analysis cannot be continued. Depending on the sample size made the following comments about KMO;

- -0.50-0.60 "bad"
- -0.60-0.70 "weak"
- -0.70-0.80 "medium"
- -0.80-0.90 "good"
- -0.90 and over "excellent".
- If KMO value is less than 0.50, more survey must be added to the study (Dziuban and Shirkey, 1974).

3.4.7 Explained Variance

Explained variance rate shows the power of the factor structure of the scale. The variables included in the analysis 2/3 of the first number of factors that include the amount of factors considered as of important factors. In practice, especially in the behavioral sciences, it is difficult to reach the expected amount in the scale. In order to increase the explained total variance there are two ways: increase the number of factors and seeking for items which is higher loaded factors. Keeping the high number of factors in multi factored scales, increases the rate but it can be difficult in

assigning names to the factors in this case. The explained variance in multi-factored patterns in social science from 40% to 60% is sufficient (O'Grady, 1982).

Chapter 4

RESEARCH FINDINGS AND DISCUSSION

4.1 Demographic Analysis

Gender, position and working hours distributions based on demographic characteristics of workers who participated in the study presented in Table 2.

This study consist of 59 male (44%) and 77 female (56%) bank employees. 4,4% of the employees are graduated from high school, 8,1% associate degree, 85,3% undergraduate and 2,2% master and PhD graduates. 54,4% of employees were single, 45,6% were married. 14% of the employees have been working for the company less than a year, 32,4% between 2-4 years, 22,8% between 5-7years, 22,8% 8-10 years and the rest (8,1%) more than 11 years.

Descriptive statistics on the demographics of the employees participating in the study are shown in the table below.

4.2 Data Analysis and Discussion

The obtained data has been evaluated with IBM SPSS 20.0 statistical program. In the analysis of data factor, reliability, mean scores, Kaiser-Meyer-Olkin (KMO) and regression analysis for testing the correlation and the main study hypotheses were used.

Table 2: Demographic Variable of Bank Employees

Demographic Variables		N	Percent (%)
Age			
	23-27	35	25,7
	28-32	56	41,2
	33-37	33	24,3
	38-42	9	6,6
	43 and over	3	2,2
	Total	136	100
Gender	Woman	77	56,6
	Man	59	43,4
	Total	136	100
Education	High School	6	4,4
	Associate Degree	11	8,1
	Undergraduate	116	85,3
	Master and Phd	3	2,2
	Total	136	100
Marital Status	Married	62	45,6
	Single	74	54,4
	Total	136	100
Year of Service	1 and less	19	14,0
	2-4	44	32,4
	5-7	31	22,8
	8-10	31	22,8
	11 and over	11	8,1
	Total	136	100

4.2.1 Analysis of Factors Related to the Commitment Type and Turnover Intention.

Bank employees are used to measure organizational commitment and turnover intention. The scale of commitments consists of 18 statements, turnover intention

consist of 3 statements. Factor analysis was conducted by Principal Component Analysis method, and was performed by Varimax Rotation method. The resulting factor loadings are presented in Table 3.

Table 3: Factor Loadings Related to Commitment Types and Turnover Intention of Bank Employees

	Scales	Factor Loadings	Eigen Values	Variance (%)
TURNOVER INTENTION	Turnover Intention		5,045	24,025
1. I often think about quitting .	TI1	-,643		
2. It is quite likely that I will look for a new job within the next year.	TI2	-,627		
3. I frequently think about quitting my job.	TI3	-,592		
AFFECTIVE COMMITMENT	Affective Commitment		2,644	12,592
4. I would be happy to spend the rest of my career with my organization.	AC1	,701		
5. I really feel as if this department's problems are my own.	AC2	,628		
6. I do not feel like part of the family at my organization.	AC3	,750		
7. I do not feel emotionally attached to the organization.	AC4	,676		
8. This organization has a great deal of personal meaning for me.	AC5	,620		
9. I do not feel a strong sense of belonging to my organization.	AC6	,436		
CONTINUANCE COMMITMENT	Continuance Commitment		1,766	8,410
10. It would be very hard for me to leave my organization right now, even if I wanted to.	CC1	,467		
11. Too much of my life would be disrupted if I decided I wanted to leave my	CC2	,546		

organization now.				
12. Right now, staying with my organization is a matter of necessity as much as desire.	CC3	,632		
13. I feel that I have too few options to consider leaving this organization.	CC4	,562		
14. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	CC5	,665		
15. 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.	CC6	,619		
NORMATIVE COMMITMENT	Normative Commitment		1,667	7,984
16. I do not feel any obligation to remain with my current employer.	NC1	,499		
17. Even if it were to my advantage, I do not feel it would be right to leave my organization now.	NC2	,730		
18. I would feel guilty if I left my organization now.	NC3	,666		
19. This organization deserves my loyalty.	NC4	,659		
20. I would not leave my organization right now because I have a sense of obligation to the people in it.	NC5	,499		
21. I owe a great deal to my organization.	NC6	,604		

Table 3 shows each factor loadings, eigenvalues and variance percentages. In this study factor analysis was used and conducted by Principal Component Analysis method and it was performed by Varimax Rotation method.

One-way Anova variance analysis was used in the study in order to calculate the differences regarding the organizational commitment of the bank employees participating in the study.

According to the Principal Component Analysis (PCA) results, the first factor turnover intention consist of 3 items and the load values ranged from -0,643 to -0,592 and explains the 24% of the total variance. The second factor has 6 items which affective commitment, the load values ranged from 0.701 to 0.436 and explains the 12,5% of the total variance. The third factor consisted of 6 items which continuance commitment and the load values ranged from 0,467 to 0,619 and explains the 8,4% of the total variance. The last factor has also 6 items which is normative commitment, the load values are between 0,499 to 0,604 and this factor explains the 7% of the total variance. In total, these four factors explain 53% of the variance, which is an acceptable percentage.

This value should not be too low because low total variance indicates that gathered information from the scale is also low. Many sources say that cumulative variance should not be less than 50%. As seen in the table above, almost all factors in the factor loadings observed for all statements greater than 0.5. Emergence of high load factors, statements of the scale that share a common variance and the three groups regarding the types of commitment show that they are associated with each other.

Eigen value means basically correlation between two variables. It shows the amount of factors explained by the variance and number of factors to take into account before deciding on the values. It must be greater than one (Kaiser, 1991). As it can be seen from table 3, the result of analysis showed that the eigenvalues of the scale consisted of four factors which is greater than 1. Eigenvalues of these four factors, and variance values are demonstrated in Table 3.

When table 3 is analyzed, the scale is divided into four factors which eigenvalues are greater than 1. The first component of the scale explains the 24,025% of the variance while second component 12,592%, third component 8,410% and the fourth component explains 7,984% of the variance.

4.2.2 Descriptive Statistics Regarding Variables and Correlation Analysis

Affective commitment, continuance commitment, normative commitment and intention to leave correlations have been examined and 1% and 5% levels statistically significant relationships have been identified.

In order to determine the reliability of the scale Cronbach's alpha reliability coefficient and to determine the distinctive characteristics of items t-test, and Pearson correlation coefficient were calculated for sub-factors.

Alpha coefficients have been used in order to determine the reliability of the scale. In the questions form reliability rate of intention to leave questions of Cronbach's alpha was calculated 0,884. The reliability rate of questions about organizational commitment was found 0,324 for affective commitment. The reliability rate of continuous commitment is 0,762 and normative commitment is 0,692.

As seen in Table 4, Cronbach's alpha reliability analyzes of commitment types were performed separately in SPSS. Except affective and normative commitment, reliability indicators are acceptable. Cronbach's alpha levels are above 0.70 (Hair et al., 1995).

Table 4: Mean values, Cronbach's and Correlations.

Variable	Mean	Cronbach's alpha	TI	AC	CC	NC
TI	2,2701	0,884	1			
AC	3,1178	0,324	-,265**	1		
CC	2,9885	0,762	-,130**	-,130	1	
NC	3,2184	0,692	-,316**	,259	-,316	1

n=136, **p < 0.001 (two-tailed); TI: Turnover intention; AC: Affective Commitment; CC: Continuance Commitment; NC: Normative Commitment.

As seen in Table 4, affective commitment and turnover intention were significantly correlated in the positive direction ($r = -0,265$, $p < 0.05$). In other words, when affective commitment increases turnover intention increases. Second, normative commitment has a positive statistically significant effect on turnover intention ($r = -0,130$, $p < 0.05$). Unexpectedly, this means that while normative commitment increases, turnover intention increases. Lastly, normative commitment and turnover intention were significantly correlated in the negative direction ($r = -0,316$, $p < 0.05$). Expectedly when affective commitment increases turnover intention decreases. Among the components of organizational commitment also observed significantly strong correlation.

4.2.3 Regression Analysis

Affective commitment, continuance commitment and normative commitment are considered to have an impact on intention to leave variables. Having examined correlations and statistically significant relationships have been revealed. Finally, in the regression model it has decided to review these relationships.

Table 5: Regression results

	Beta	T	Sig
AC	-,335	-1,966	,051
CC	-,081	,517	,606
NC	-,364	-2,727	,007

AC: Affective Commitment; CC: Continuance Commitment; NC: Normative Commitment.

Table 5 shows the regression analysis results. The results show that the affective commitment positively influences the turnover intention ($B=-0,335$; $p=0,051$). Therefore, H1 is rejected. The results also show that the continuance commitment positively influences the turnover intention ($B=-0,81$; $p=0,606$). As a result, H2 is rejected. Finally, normative commitment negatively influences the turnover intention ($B=-0,364$; $p=0,007$). So that, hypothesis 3 is accepted.

4.2.4 Kaiser-Meyer Olkin (KMO) Result

Factor analysis may not be suitable for all data structures. Kaiser-Meyer Olkin (KMO) coefficient is important to show that it is relevant for factor analysis of the data. KMO value indicates that is suitable for factor analysis of the data is greater than 0.60. On the adequacy of the scale sample Kaiser-Meyer-Olkin sampling adequacy test implemented and detected as $p = 0.000$. and $KMO = 0.730$ So that, OC scale was in the significant level. In other words, the data is suitable for factor analysis.

4.2.5 Multiple Determination Coefficient

Multiple determination coefficient (R^2) explains the total amount of variance on a dependent variable with two or more independent variables. It is computed to squared (r^2) of multiple correlation coefficient (Vogt and Johnson, 2011).

In the study, simple regression analysis was performed to test the hypotheses. Within this study the relationship between organizational commitment and the intention of employees to leave their jobs as a result of conflicting interest in comparison with the organizational commitment will be analyzed.

Table 6: R square.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,358 ^a	,128	,108	1,07375

In order to analyze the relationship between organizational commitment and intention to leave conducted a simple regression analysis and computed R squared as 0,128. This means organizational commitment which explains 12.8% of the variance on intention to leave but 87.2% of the variance (1-R²) cannot be explained by these two variables. In other words, the impact of organizational commitment on intention to leave or explanation level which means R² value have been found 0,128. So, only 12,8% of the organizational commitment (12,8% of the total variance) describes the intention to leave.

4.3 Hypothesis Testing

The first hypothesis states that “affective commitment is associated with turnover intention negatively. Beta coefficient -0,335, $p < 0,01$ in significance level indicates a negative relationship. With this result, the existence of the relationship between affective commitment and intention to leave the first hypothesis was rejected.

The second hypothesis is “continuous commitment is associated with turnover intention negatively”. Beta coefficient is -0,81 (0,081) with $p < 0,01$ which means that there is a negative and insignificant association. Therefore, H2 is rejected.

The third hypothesis is “Normative Commitment is associated with turnover intention negatively”. Beta coefficient -0,364 $p < 0,01$ in significance level, shows that a negative and significant association. With this result, considered the existence of the relationship between affective commitment and intention to leave, last hypothesis was accepted.

Based on the regression results the following table has been prepared to show the results of the hypothesis.

Table 7: Hypothesis Results

Hypothesis	Result
H1: Affective Commitment is associated with turnover intention negatively.	Rejected
H2: Continuous Commitment is associated with turnover intention negatively.	Rejected
H3: Normative Commitment is associated with turnover intention negatively.	Accepted

The results of the analysis indicate affective commitment and continuous commitment are negatively related with turnover intention but the relationships are significant. Therefore, hypothesis 1 and hypothesis 2 were rejected. In contrast, normative commitment is associated with intention to leave negatively and significantly. Therefore, hypothesis 3 was accepted.

It has been observed that affective and continuous commitment have positive relationship with intention to leave. However, affective commitment has strongest relationship from those three types of commitment (Meyer et al., 2001).

Chapter 5

CONCLUSION

5.1 Conclusion

In this study organizational commitment model of Meyer and Allen which is affective commitment, normative commitment and continuance commitment analyzed and intention to leave effect on these dimensions examined.

Organizational commitment defined comprehensively through a lot of different conceptual meanings and it is thought to be with the concepts mentioned in the relevant sources.

However, the effects of intention to leave on organizational commitment components investigated and some striking findings have been obtained. Analyses was firstly started by factor analysis and performed on variables. The reliability values and the correlations between variables for each variable were revealed.

This study was carried out on the dimensions of organizational commitment of employees, provides understanding the commitment of individuals to the organization and presents important information to people who are interested.

Significant correlations have been determined between affective commitment, continuance commitment and normative commitment but revealed the strongest relationship between affective and normative commitment.

According to these findings continuous and normative commitment increases due to employees' cannot afford to leave the organization. Intention to leave negatively related with all the variables. Accordingly affective commitment and continuous commitment of employees increases, intention to leave increases, normative commitment increases, intention to leave decreases.

In order to have more information about commitment to the organization, future studies tends to relationships between individual and organizational variables with different dimensions of organizational commitment may be useful.

Also, considering the dimensions of organizational commitment as an independent variable, investigating the effect on the performance of the employees are also recommended to conduct in the future studies.

Besides, increasing the number of samples in studies, comparing the level of organizational commitment of male and female employees, and including the sample context of employees from public sector may be useful.

5.2 Implications for Managers

As a result, the study have tried to demonstrate the effect of organizational commitment and intention to leave the work of private bank employees. However, it offers significant findings to managers who wants to increase the commitment of bank employees and their tendency to remain in the organization. In future studies,

making analysis based on the type of bank may reveal different results. In addition, due to time and cost constraints this research was conducted on bank employees operating in Alanya town center, in future studies different provinces and districts may be included.

The suggestions can be offered to the organizations based on the research results are as follows:

- In order to reduce the employee turnover organizations must take measures, increase the job satisfaction and internal cohesion of individuals'.
- Organizations' aims to perform effectively and efficiently organizational goals, objectives, vision and goals of the employees should play an active role in achieving this objective, harmonization of requirements and expectations.
- Examining the employee turnover rate in certain periods to investigate the cause of the intention of leavings.
- Strengthening the staff.
- Establishing an effective compensation and performance appraisal system.
- Employees should be rewarded for the effort they have made to the organizations' goals and objectives.
- Observance of the psychological contract between organizations and workers.
- Making them feel valuable for the organization and informing them about their contribution to the organization.
- Allowing employees to develop themselves, the creation of learning organization structure.

- In order to contribute to the learning activities of employees, in-service trainings, courses and seminars should be provided.

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APPENDICES

Appendix A: Research Questionnaire

Kişisel Bilgiler:

Lütfen İSİM BELİRTMEDEN kişisel özelliklerinizle ilgili bilgi edinmek için hazırlanmış bu bölümdeki sorulara eksiksiz cevap veriniz.

1. Doğum Tarihiniz ? _____ / _____ / _____
2. Cinsiyetiniz Kız _____ / Erkek _____
3. Mezuniyet dereceniz nedir?
 - a. Lise
 - b. Önlisans
 - c. Lisans
 - d. Master
 - e. Doktora
 - f. Diğer _____
4. Medeni Durumunuz
 - a. Evli
 - b. Bekar
5. Çocuğunuz var mı? Var ise sayısını yazınız.
 Evet Hayır
6. Ne kadar süredir bankacı olarak görev yapmaktasınız? _____
7. Ne kadar süredir şuan çalıştığınız bankada çalışıyorsunuz? _____
8. Hangi birimde çalışıyorsunuz ? (Eğer birden fazla birimde çalışıyorsanız lütfen en çok çalıştığınız birimi yazınız.

9. Ne kadar süredir şuan çalıştığınız birimde çalışıyorsunuz?

10. Birden fazla birimde çalışıyor musunuz ?
 Evet Hayır
11. Çalışma düzeniniz
 - a. Kadrolu
 - b. Sözleşmeli
 - c. Diğer _____
12. Haftada kaç saat çalışıyorsunuz ? _____
13. Aylık geliriniz _____

Örgütsel bağlılık ve işten ayrılma:

Örgütsel bağlılık ve işten ayrılma eğilimi ile ilgili aşağıdaki faktörler sizin için ne kadar önemli. Örgütsel bağlılık ve işten ayrılma eğilimi ile ilgili görüşlerinizin belirlemesi amacıyla size en uygun rakamı işaretleyiniz. (5-Kesinlikle katılıyorum / 1-Kesinlikle katılmıyorum)

	KESİNLİKLE KATILMIYORUM			KESİNLİKLE KATILYORUM	
	☹		☺		☺
<u>İşten Ayrılma Eğilimi</u>					
1. Sık sık işten ayrılmayı düşünürüm.	1	2	3	4	5
2. Gelecek yıl yeni iş aramayı düşünüyorum.	1	2	3	4	5
3. Gelecek yıl bu işi bırakacağım.	1	2	3	4	5
<u>Duygusal Bağlılık</u>					
4. Meslek hayatımın kalan kısmını bu kuruluştaki geçirmek beni çok mutlu eder.	1	2	3	4	5
5. Bu kuruluşun meselelerini gerçekten de kendi meselelerim gibi hissediyorum.	1	2	3	4	5
6. Kendimi kuruluşumda “ailenin bir parçası” gibi hissetmiyorum.	1	2	3	4	5
7. Bu kuruluşa kendimi “duygusal olarak bağlı” hissetmiyorum.	1	2	3	4	5
8. Bu kuruluşun benim için çok kişisel (özel) bir anlamı var.	1	2	3	4	5
9. Kuruluşuma karşı güçlü bir aitlik hissim yok.	1	2	3	4	5
<u>Devam Bağlılığı</u>					
10. İstesem de, şu anda kuruluşumdan ayrılmak benim için zor olurdu.	1	2	3	4	5
11. Şu anda kuruluşumdan ayrılmak istediğime karar versem, hayatımın çoğu alt üst olur.	1	2	3	4	5
12. Şu anda kuruluşumda kalmak istek meselesi olduğu kadar mecburiyetten.	1	2	3	4	5
13. Bu kuruluşu bırakmayı düşünemeyeceğim kadar az seçeneğim olduğunu düşünüyorum.	1	2	3	4	5
14. Bu kuruluştan ayrılmanın az sayıdaki olumsuz sonuçlarından biri alternatif kıtlığı olurdu.	1	2	3	4	5

15. Mevcut işverenimle çalışmaya devam etmek için hiçbir manevi yükümlülük hissetmiyorum.	1	2	3	4	5
<u>Normatif Bağlılık</u>					
16. Benim için avantajlı da olsa kuruluşumdan şu anda ayrılmanın doğru olmadığını hissediyorum.	1	2	3	4	5
17. Kuruluşumdan şimdi ayrılırsam kendimi suçlu hissederim.	1	2	3	4	5
18. Bu kuruluş benim sadakatimi hak ediyor.	1	2	3	4	5
19. Buradaki insanlara karşı yükümlülük hissettiğim için kuruluşumdan şu anda ayrılmayı düşünmem.	1	2	3	4	5
20. Kuruluşuma çok şey borçluyum.	1	2	3	4	5
21. Eğer bu kuruluş kendimden bu kadar çok vermiş olmasaydım, başka yerde çalışmayı düşünebilirdim.	1	2	3	4	5

Appendix B: Research Questionnaire

Additional Information:

Please answer the following questions in this section in order to know about your personal characteristics without specifying names.

1. What is your birth date? _____/_____/_____
2. What is your gender? Female _____ / Male _____
3. What is your education level?
 - a. High school
 - b. Associate degree
 - c. Undergraduate
 - d. Master
 - e. PhD
 - f. Other _____
4. What is your marital status?
 - a. Married
 - b. Single
5. Do you have any children? If yes, how many?
 Yes No
6. How long have you been working as a banker? _____
7. How long have you been working at your current bank? _____
8. What unit do you work on? (If more than one, please specify the unit that you worked most).

9. How long have you been working in your current unit?

10. Do you work in other units?
 Yes No
11. What is your working status?
 - d. Regular
 - e. Contracted
 - f. Other _____
12. How many hours do you work in a week? _____
13. What is your monthly income? _____

Organizational Commitment and Turnover Intention: Please determine your opinion each of the following factors on the organizational commitment and turnover intent in order to demonstrate the most appropriate figure for you. **(5-Strongly Agree / 1-Strongly Disagree)**

	KESİNLİKLE KATILMIYORUM			KESİNLİKLE KATILYORUM	
	☹		☺		☺
<u>Turnover Intention</u>					
1. I often think about quitting.	1	2	3	4	5
2. It is quite likely that I will look for a new job within the next year.	1	2	3	4	5
3. I frequently think about quitting my job.	1	2	3	4	5
<u>Affective Commitment</u>					
4. I would be happy to spend the rest of my career with my organization.	1	2	3	4	5
5. I really feel as if this department's problems are my own.	1	2	3	4	5
6. I do not feel like part of the family at my organization.	1	2	3	4	5
7. I do not feel emotionally attached to the organization.	1	2	3	4	5
8. This organization has a great deal of personal meaning for me.	1	2	3	4	5
9. I do not feel a strong sense of belonging to my organization.	1	2	3	4	5
<u>Continuance Commitment</u>					
10. It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5
11. Too much of my life would be disrupted if I decided I wanted to leave my organization now.	1	2	3	4	5
12. Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5
13. I feel that I have too few options to consider leaving this organization.	1	2	3	4	5
14. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	1	2	3	4	5

15. 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.	1	2	3	4	5
<u>Normative Commitment</u>					
16. I do not feel any obligation to remain with my current employer.	1	2	3	4	5
17. Even if it were to my advantage, I do not feel it would be right to leave my organization now.	1	2	3	4	5
18. I would feel guilty if I left my organization now.	1	2	3	4	5
19. This organization deserves my loyalty.	1	2	3	4	5
20. I would not leave my organization right now because I have a sense of obligation to the people in it.	1	2	3	4	5
21. I owe a great deal to my organization.	1	2	3	4	5