

Hayri DEMİR<sup>1</sup>  
Selçuk BUĞDAYCI<sup>1</sup>

## LEVELS OF ORGANIZATIONAL COMMITMENT FOR FEDERATION EMPLOYEES

### Abstract

This paper deals with the levels of organizational commitment for general secretaries, sport experts and civil servants working in sport federations. 183 persons are included in the research. Data for the research have been collected through "Three Dimensional Organizational Commitment Scale" developed by Meyer, Allen and Smith (1993). In this paper, organizational commitment is examined in three different dimensions as emotional commitment, continuance commitment and normative commitment, and also the levels of commitment for federation employees to their organizations are determined. Moreover, this paper analyzes whether organizational commitment differs by federation employees' genders, duties, ages, educational background and working years in organization. In consequence of statistical analysis, federation employees have more emotional commitment at most. As some differences are found in gender, educational background variables and organizational commitment levels, no significant difference is found in variables of duty, age and working periods in organization.

**Key Words:** Organizational Commitment, Emotional Commitment, Normative Commitment.

### Özet

Bu araştırmanın amacı, spor federasyonlarında çalışan genel sekreter, spor uzmanı ve memurların örgütsel bağlılık düzeylerini belirlemektir. 183 kişiyi kapsayan araştırmanın verileri, Meyer, Allen ve Smith (1993) tarafından geliştirilen "Üç Boyutlu Örgütsel Bağlılık Ölçeği" aracılığıyla toplanmıştır. Çalışmada, örgütsel bağlılığın üç farklı boyutu olan duygusal bağlılık, devam bağımlılığı ve normatif bağlılık ele alınmış, federasyon çalışanlarının örgütlerine olan bağlılık düzeylerini belirlemeyi hedeflemiştir. Ayrıca federasyon çalışanlarının, cinsiyetlerine, görevlerine, yaşlarına, eğitim durumlarına ve kurumdaki çalışma yıllarına göre örgütsel bağlılığın farklılık gösterip göstermediği araştırılmıştır. Yapılan istatistikî analizler sonucunda, federasyon çalışanlarının en fazla gösterdiği bağlılık düzeyinin duygusal bağlılık olduğu belirlenmiştir. Ayrıca, cinsiyet ve eğitim durumu değişkenleri ile örgütsel bağlılık düzeyleri arasında anlamlı farklılığa rastlanırken, görev, yaş ve kurumdaki çalışma süreleri değişkeni arasında anlamlı bir farka rastlanmamıştır.

**Key words:** Örgütsel bağlılık, duygusal bağlılık, devam bağımlılığı, normatif bağlılık.

<sup>1</sup> Department of Sport Management, Selçuk University School of Physical Education and Sport, Konya, Turkey.  
E-mail:  
hdemir@selcuk.edu.tr

## **Introduction:**

From the birth of humanity to today, individuals make large efforts to maintain one's life and to have social status in societies concerning themselves. To this end, they spend most of their time in various organizations towards their personalities and capabilities as ones having a profession (Üzüm et.al., 2007). Organizations need effective and enough employees to survive (Kurşunluoğlu et.al., 2010).

Employees who have commitment to their organizations, are seen to be more productive. Also, stress related with release, non-continuance and workplace decreases in these persons (Ward and Davis, 1995). Employees who are highly committed to their organizations, do not only confine themselves to the required duties and make more effort beyond expectations (Casal, 1996). It is generally believed that employees having high level of organizational commitment have feelings of loyalty, productivity and responsibility at high level (Balci, 2003).

If the organization does not fulfill employees' needs, this causes release, corruption in organization environment and deviations from the organization aims. The low level of organizational commitment for employees negatively affects the amount and the quality of service and products produced in society (Wiener, 1982).

Organizational commitment is identified as the individual's commitment power to the organization by Grusky (1996), Özsoy at.al. (2004) defines organizational commitment for the individual as the priority of organization interests rather than one's interests. Kundi and Saleh (1993) state organizational commitment as giving more importance to the organization interests than individual and sub groups, and also as tendency for protecting these. According to Leong et al., organizational commitment is a combined power of identity union and commitment for

the individual with a certain organization (Leong at. al., 1996).

The reason for differences in the definitions of organizational commitment is that researchers have different disciplines and each one deals with it on their own expertise field (Bayram, 2005). The other reason for the split in opinion is the structure of the relations between employees and organization and how these relations develop (Mathieu and Zajac, 1990).

There are three different items of commitment in organizational commitment literatures. These are emotional, continuance and normative commitments (Mayer ve Allen 1997), (Wasti, 2003). Emotional commitment represents employees' satisfaction due to being a member of the organization and results from agreement between individual and organizational values (Wiener, 1982). Continuance commitment is a type of commitment based on an employee's economic interest and a perception of requirement to work in organization considering investments and activities an employee makes in organization in a certain period of time (Bergman, 2006). In this situation, an employee thinks one makes effort and spends time more than enough for the organization, so one has to work in this organization. Normative commitment is a feeling of obligation for persons to remain with an organization in a moral aspect. The persons who have high level of normative commitment, think they ought to stay with the organization (Meyer and Allen, 1997).

Sport federations are sport organizations assigned with promoting a given sport field at a world level and representing our country in international fields successfully. As in all organizations, achieving aims and surviving for sport organizations are closely associated with employees' organizational commitment. Developing sport at national level and reaching success in international fields are also closely associated with federation employees' high level of organizational

commitment. In this regard, the study seeks to determine whether the levels of emotional, continuance and normative commitments differ for general secretaries, sport experts and civil servants working in federations to their organizations with some demographic features.

## **MATERIAL AND METHOD**

In this study, total 183 persons were included as general secretaries, sport experts and civil servants working in 40 different sport federations.

### **Data Collection Tool**

With the aim of determining individuals' commitments to the organizations, three-dimensional organizational commitment scale developed by Meyer, Allen and Smith (1993) was used in this study. The scale has three different sub-segments involving emotional commitment, continuance commitment and normative commitment. For this study, while the general coefficient of internal consistence for the scale was found to be 81, the coefficients of internal consistence were calculated as 91 for emotional commitment, 75 for continuance commitment and 81 normative commitment on sub-dimensions of the scale. General and internal consistence values of the scale show that the scale was enough for reliability. Total points were used in giving points to each sub-dimension of the scale.

In the questionnaire form, federation employees were asked to have demographic information including gender,

age, duty, educational background and working period in organization.

### **Data Collection and Analysis**

Data were collected from federation employees in 2011, these employees took part in this reseach voluntarily and were required not to write their names in the questionnaire. The research forms were delivered by the researchers in peer to peer contact with the participants. In analysis of data, descriptive statistical methods such as frequency, arithmetic average, percent and standard deviation were used for personal information. T-test to determine the participants' organizational commitments to their genders and One Sided Variance analysis to determine their organizational commitments to duties, ages, educational backgrounds and working periods in organization were used. In the result of the analysis, Tukey test was used in case of any difference in groups to find how this difference occurred. The results were evaluated at significance level of 0.05.

### **RESULTS:**

Individual characteristics such as gender, duty, age, educational background and professional title are determinants for organization employees as well as subjects such as cost, management policies, job satisfaction in organizational commitment. In our paper, relations between sport managers' individual characteristics and organizational commitment were researched.

**Table 1: Personal Information**

Factor	Variable	Frequency	Percent
Gender	Female	82	44.8
	Male	101	55.2
	Total	183	100
Duty	General Secretary	17	9.3
	Sport Expert	63	34.4
	Civil Servant	103	56.3
	Total	183	100
Age	30 and below	59	32.2
	31-35	55	30.1
	36-40	20	10.9
	41-45	20	10.9
	46 and over	29	15.9
	Total	183	100
Working Periods in Organization	1-5 years	86	47
	6-10 years	53	29
	11-15 years	11	6
	16-20 years	12	6.5
	21-25 years	14	7.7
	26 and over	7	3.8
	Total	183	100
Educational Background	High school and equivalent	46	25.1
	Bachelor's degree	121	66.2
	Post graduate-Doctorate	16	8.7
	Total	183	100

Looking at Table 1, federation employees are generally younger than 35 years, work in organization less than 10

years, consist of men civil servants and have education at bachelor's degree.

**Table 2: Descriptive Statistical Values Determining Federation Employees' Commitment Levels**

Commitment Dimension	Mean	SD
Emotional Commitment	20.96	5.93
Continuance Commitment	16.92	4.83
Normative Commitment	15.97	4.74

At Table 2, mean and standard deviation values are given about managers' emotional, continuance and normative commitments. By comparison

with three levels of commitment, federation employees have emotional commitment at most and normative commitment at least.

**Table 3: Comparison of Federation Employees' Commitment Levels to Genders**

Commitment Dimension	Gender	N	Mean	SD	t	p
Emotional Commitment	Female	82	21.51	5.09	1.13	0.26
	Male	101	20.51	6.53		
Continuance Commitment	Female	82	15.81	3.94	-2.80	0.00*
	Male	101	17.82	5.40		
Normative Commitment	Female	82	15.54	4.61	-108	0.27
	Male	101	16.31	4.84		

\*p<0.05

T-test was applied to determine whether federation employees' organizational commitment levels differ by gender variables.

Looking at Table 3, while there is no statistically significant difference at levels of emotional commitment and normative

commitment for managers ( $p>0.05$ ), there is a statistically significant difference at level of continuance commitment ( $p<0.05$ ).

**Table 4: Comparison of Federation Employees' Commitment Levels to Duties in Organization**

Commitment Dimension	Duty	n	Mean	SD	F	p
Emotional Commitment	General Secretary	17	16.94	5.77	0.00	0.99
	Sport expert	63	16.90	4.82		
	Civil Servant	103	16.93	4.83		
Continuance Commitment	General Secretary	17	22.23	6.15	0.43	0.65
	Sport expert	63	20.79	6.28		
	Civil Servant	103	20.85	5.71		
Normative Commitment	General Secretary	17	16.17	4.65	1.68	1.88
	Sport expert	63	16.80	4.47		
	Civil Servant	103	15.42	4.88		

Table 4 reports that there is no statistically significant difference between federation employees' organizational commitments in organization and dimensions of organizational commitment ( $p>0.05$ ).

**Table 5: Comparison of Federation Employees Commitment Levels to Age Variables**

Commitment Dimension	Age	n	Mean	SD	F	p
Emotional Commitment	30 and below	59	21.41	5.37	1.85	0.10
	31-35	55	20	6.93		
	36-40	20	19.9	5.77		
	41-45	20	23.45	5.98		
	46and over	29	19.86	5.38		
	Total	183	20.96	5.93		
Continuance Commitment	30and below	59	17.43	5.13	2.22	0.54
	31-35	55	17.16	3.69		
	36-40	20	14.9	4.86		
	41-45	20	19.6	6.91		
	46and over	29	17.13	4.57		
	Total	183	16.92	4.89		
Normative Commitment	30and below	59	17.65	4.34	1.77	0.12
	31-35	55	16.09	4.29		
	36-40	20	15.5	4.97		
	41-45	20	15.9	4.96		
	46and over	29	13.93	5.29		
	Total	183	15.97	4.74		

One-sided variance analysis was made to determine whether federation employees' organizational commitments differ by age variables, and the results are given at Table 5. As a result of this, no significant difference is not found between employees' organizational commitments and age variables ( $p>0.05$ ).

**Table 6: Comparison of Federation Employees' Commitment Levels to Working Years**

Commitment Dimension	Working Period	n	Mean	SD	F	p
Emotional Commitment	1–5 years (1)	86	21.10	5.66	1.18	0.31
	6–10 years (2)	53	20	6.50		
	11–15 years (3)	11	24.54	5.52		
	16–20 years (4)	12	21.75	6.82		
	21–25 years (5)	14	20.78	5.23		
	26 and over(6)	7	19.85	4.37		
	Total	183	20.96	5.93		
Continuance Commitment	1–5 years (1)	86	16.82	5	8.19	0.53
	6–10 years (2)	53	16.92	4.81		
	11–15 years (3)	11	18.27	6.16		
	16–20 years (4)	12	18.50	5.48		
	21–25 years (5)	14	15.07	3.24		
	26 and over (6)	7	17	3.74		
	Total	183	16.92	4.89		
Normative Commitment	1–5 years (1)	86	16.79	4.67	4.57	0.63
	6–10 years (2)	53	16.32	4.14		
	11–15 years (3)	11	16.63	5.08		
	16–20 years (4)	12	15.50	4.88		
	21–25 years (5)	14	11.21	4.70		
	26 and over (6)	7	12.57	3.30		
	Total	183	15.97	4.74		

At Table 6, federation employees' organizational commitments are compared in working periods in their organizations. No significant difference is not seen in employees' emotional, continuance and normative commitments and working periods ( $p>0.05$ ).

**Table 7: Comparison of Federation Employees' Commitment Levels to Educational Backgrounds**

Commitment Dimension	Educational Background	n	Mean	SD	F	p
Emotional Commitment	High school and its equivalent	46	22.53	6.26	5.48	0.00*
	Bachelor's Degree	121	20.82	5.90		
	PostGraduation-Doctorate	16	16.56	5.05		
	Total	183	20.96	5.73		
Continuance Commitment	High school and its equivalent	46	17.35	6.08	3.32	0.02*
	Bachelor's Degree	121	16.76	4.39		
	PostGraduation-Doctorate	16	15.50	3.24		
	Total	183	16.57	4.59		
Normative Commitment	High school and its equivalent	46	16.04	4.79	2.32	0.87
	Bachelor's Degree	121	15.99	4.78		
	PostGraduation-Doctorate	16	15.31	3.84		
	Total	183	15.79	4.49		

\* $p<0.05$

At Table 7 federation employees' organizational commitments are compared in educational backgrounds. Some significant differences are found in employees' educational backgrounds and emotional, continuance commitments ( $p < 0,05$ ). To determine which groups this difference occurs in, Tukey test was made,

this difference was for two types of commitment including graduates from high school and its equivalents and persons having master education. There is no significant difference between the participants' educational backgrounds and normative commitments ( $p > 0,05$ ).

## **DISCUSSION AND CONCLUSION:**

The aim of the study is to determine organizational commitments of general secretaries, sport experts and civil servants having a duty in sport federations of Turkey.

To the findings of the study, federation employees' views are examined in organizations and the highest level for participation is seen to be related with emotional commitment. According to Boylu et al. (2007) and Brown (2003), emotional commitment is the most required one. According to Mayer and Allen (1991), the most preferred one is emotional commitment among three types of commitment for employees and managers, the following type of commitment may change towards the aims of organization. These support our study.

Secondly, managers' commitment levels are examined in variables such as gender, duty, age, professional title and educational background. While there is a significant difference in the participants' genders and continuance commitments to the organization, there is no significant difference in emotional and normative commitments. By analysing data, it is seen to have more emotional commitment for men rather than women. Considering the studies dealing with the difference between organizational commitment and gender, there is no consensus on organizational commitment degrees of men and women, and different opinions are available. (Alotaibi 2001, McClurg 1999, Boylu et al., 2007, Aven and Parker 1993, Yalçın and İplik 2008, Angle and Perry 1981, Mathieu and Zajac 1990). The cause of emotional commitment being more for men is that men

are more interested in sport than women, they adopt sport too much.

No difference is found between duty variables and sub-dimensions of organizational commitment for the participants mentioned in this research. The reason of this may be few status differences between general secretaries, sport experts and civil servants.

There is no significant difference between federation employees' ages and sub-dimensions of organizational commitment. As some researchers find meaningful differences between age and organizational commitment (Kurşunoğlu et al., 2010, Meyer and Allan 1984, Morris and Sherman, 1981), some find no differences (Cohen 1992, Özcan, 2008, Karahan, 2008). This one can be said to arise from the difference in organization aims.

Any difference is not found between the participants' working periods in organizations and their emotional, continuance and normative commitments. Similarly, Williams and Hazer (1986) do not find any direct relation between title and commitment. Suliman and Iles (2000) suggest that continuance commitment increases when a new title is assumed, other types of commitment do not change. Considering nearly half of federation employees work in organizations less than 5 years and are younger than 35 years, it can be thought to have organization culture for employees.

The main point in this study is the difference between the participants' educational backgrounds and organizational commitments. To the results

of the research, high school graduates are more committed to their organizations than graduates having master degrees. This situation may be related with job satisfaction for high school graduates and low level of job satisfaction for graduates having master degrees.

Finally, the findings of study make clear that for individuals working in sport federations organizational commitment and its sub-dimensions do not differ by duty, age and working period in institution, but there is a relation between gender, educational background and organizational commitment.

In particular, as a necessity of activity field sport federations, which are organizations interested in persons, fulfill an important function to raise future generations in a healthy way. From this point of view, in these institutions employees' commitment levels to organizations will surely both contribute to the development of organizations and make sport be loved by large mass of people.

## REFERENCES

1. Angle HL, Perry JL (1981). An Empirical Assessment of Organizational Commitment and Organizational Effectiveness. *Administrative Science Quarterly*. 26(1): 1–14.
2. Alotaibi AG (2001) Antecedents of organizational citizenship behavior a study of public personel in kuwait, *Public Personel Management*. 30 (3), Fall. Pp. 363–376.
3. Aven FF, Parker B, Mcenvoy GM (1993). Gender and Attitudinal Commitment to Organizations: A Meta Analysis *Journal of Applied Psychology* 72: 642–648.
4. Balcı A (2003). *Organizational Socialization, Theory, Strategy and Tactics*. Pegem A. Publishing. Ankara.
5. Bayram L (2005). New Paradigm in Management. *Organizational Commitment*. *Court of Account Journal*. 59, 125–139.
6. Bergman M. (2006), "The Relationship Between Affective and Normative" Commitment: Review And Research Agenda", *Journal of Organizational Behavior*, 27: 645–663.
7. Boylu Y, Pelit E, Güçer E (2007). Study on Academics' Organizational Commitment Levels" *Financial, Political & Economic Comments* 44 (511), 55–74.
8. Casal JC (1996). "Shoot for Stars" *Journal of Health Care Marketing*. 16 (2): 22-26.
9. Cohen A (1992). Antecedents of Organizational commitment across occupational groups. A Meta-Analysis. *Journal of Organizational Behavior*, 13(6): 539-558.
10. Grusky O (1996) "Career Mobilty and Organizational Commitment. *Administrative" Science Quarterly*. 10 (4). 488–503.
11. Karahan A (2008). Effect of status differences on organizational commitment in working environment. *Afyon Kocatepe Institute Social Sciences Bulletin*, 10 (3): 231–246.
12. Kunti BAT, Saleh SD. (1993) "A Model of Organizational Commitment: Instrumental and Intrinsic Motivation and Beyond" *Canadian Journal of administrative Sciences*. 10(2): 154–166.
13. Kurşunluoğlu A, Bakay E, Tanrıoğen A (2010). Teachers' organizational commitment levels in primary school. *Pamukkale University education faculty bulletin*. 28 (3): 101–115.
14. Leong, CS., Furnham, A., Cooper, CL.(1996): "The Moderating Effect of Organizational Commitment on the Occupational Stress Outcome Relationship". *Human Relations*, 49, (10):1345-1361.
15. Mathieu JE, Zajac DM (1990). A Review and Meta-Analysis of the Antecedents, Correlates and Consequences of Organizational Commitment. *Psychological Bulletin*, 108 (2): 171–194.
16. McClurg LN (1999). Organizational Commitment in the Temporary- Help Service Industry. *Journal of Applied Management Studies*. 8 (1): 5–26.
17. Meyer JP, Allen NJ (1984). Testing the Side Bet Theory of Organizational Commitment Some Methodological Considerations. *Journal of Applied Psychology*. 69: 372–378
18. Meyer JP, Allen NJ (1991). "A Three Component Conceptualization of Organizational Commitment" *Human Resources Management Review*, 1: 61–89.
19. Meyer JP, Allen NJ (1997) *Commitment in the Workplace: Theory, research and application*. Thousand Oaks Sage Publications, CA.
20. Meyer JP, Allen NJ and Smith, CA (1993). "Commitment to organizations and occupations: extension and test of a three-component conceptualization" *Journal of Applied Psychology*. 78 (4): 538–551.
21. Morris JH, Sherman JD (1981). Generalizability of an Organizational Commitment Model. *Academy of Management Journal*, 24 (3): 512–526.
22. Özcan EB (2008). *Relation Between Organizational Commitment and Work Values. Study in Adana Province*. Unpublished Postgraduate Thesis. Çukurova University, Social Science Institute, Adana.
23. Özsoy S, Ergül Ş, Bayık A (2004). "Study on Commitment to Organization for School Employees". *Public Resources and Industry Relations Bulletin*, 6 (2).
24. Üzüm H., Yalçın HB., Yüktaşır B. "Organizational Commitment of the Sport Experts of General Youth and Sport Directorate". *Journal of Sports Management and Information Technology*. 2(2): 5-15.
25. Suliman A, Iles P (2000). "Is Continuance Commitment Benefical to Organizations? Commitment-Performance Relationship a New Look". *Journal of Managerial Psychology*, 15 (5): 407–426.
26. Yalçın A, İplik FN (2007) Study on Factors Affecting Employees' Organizational Commitments in Group a Travel Agents. Example of Adana Province. Selçuk

- University Social Sciences Institute Bulletin. 18: 483–500.
27. Ward EA, Davis E. (1995). "The Effect of Benefit Satisfaction on Organizational Commitment" *Compensation and Benefits Management* 11(3) 35–40.
28. Wasti N, Arzu S. (2003), "Organizational Commitment, Turnover Intentions and the Influence of Cultural Values", *Journal of Occupational and Organizational Psychology*, 76: 303–321.
29. Wiener Y. (1982). "Commitment in Organization A Normative View", *Academy of Management Review*, 7(3): 418–428.
30. Williams, L.J. and Hazer, J.T. (1986), "Antecedents and Consequences of Satisfaction and Commitment Turnover Models: A Reanalysis Using Latent Variable Structural Equation Methods", *Journal Of Applied Psychology*, Vol. 71, pp.219–231.

