



Examining of Organizational Commitment, Identification, Job Satisfaction and Job Separation of Academicians: Research in the Field of Sport Sciences

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Abstract

This study examines the relationship between organizational commitment, organizational identification, job satisfaction, and turnover intention among academics. The research population consists of academics working in the Faculties of Sports Sciences, while the sample comprises 322 academics, including 108 women and 214 men, who voluntarily participated in the study. To collect the necessary data, a descriptive information form (including gender, marital status, title, and institution type) prepared by the researchers, the Organizational Identification Scale, the Kut Commitment Scale, the Job Satisfaction Scale, and the Turnover Intention Scale were utilized. Frequency and percentage analyses were conducted to determine the demographic characteristics of the obtained data. Skewness and kurtosis analyses were performed to assess the normal distribution of scale scores. Additionally, an independent samples t-test was used to examine differences between two independent variables, while ANOVA was employed to identify differences among three or more variables. Furthermore, correlation analyses were conducted to explore the relationships between variables. The findings indicate that academics exhibit high organizational identification, job satisfaction, and organizational commitment levels, while their turnover intentions remain low. The correlation analysis revealed statistically significant differences between organizational identification, commitment, job satisfaction, and turnover intention.

Keywords: Job satisfaction, Job separation, Organizational commitment, Organizational identification

Akademisyenlerin Örgütsel Bağlılık, Özdeşleşme, İş Tatmini ve İşten Ayrılma Eğilimlerinin İncelenmesi: Spor Bilimleri Alanında Bir Araştırma

Özet

Bu araştırmanın amacı, akademisyenlerin örgütsel bağlılık, örgütsel özdeşleşme, iş tatmini ve işten ayrılma eğilimleri arasındaki ilişkinin incelenmesidir. Araştırmanın evreni Spor Bilimleri Fakültelerinde görev yapan akademisyenlerden oluşurken, örnekleme ise çalışmaya gönüllü olarak katılan 108'i kadın 214'ü erkek olmak üzere toplamda 322 akademisyenden oluşmaktadır. Çalışmada gerekli verilerin toplanması amacıyla, araştırmacılar tarafından hazırlanan tanımlayıcı bilgi formu (cinsiyet, medeni durum, unvan, kurum türü), Örgütsel Özdeşleşme Ölçeği, Kut Bağlılık Ölçeği, İş Tatmini Ölçeği ve İşten Ayrılma Eğilimi Ölçeği kullanılmıştır. Elde edilen verilerin demografik özelliklerini belirlemek amacıyla frekans ve yüzde analizi gerçekleştirilmiştir. Ölçek puanlarının normal dağılıp dağılmadığını tespit etmek amacıyla çarpıklık (skewness) ve basıklık (kurtosis) analizi, iki bağımsız değişken arasındaki fark için t-testi, üç ve daha fazla değişken arasındaki farkı belirlemek için ANOVA ve değişkenler arasındaki ilişkinin incelenmesi amacıyla korelasyon analizleri gerçekleştirilmiştir. Ulaşılan sonuçlar doğrultusunda akademisyenlerin örgütsel özdeşleşme, iş tatmini ve örgütsel bağlılıklarının yüksek, işten ayrılma eğilimleri ise düşük olduğu bulunmuştur. Korelasyon analizi

sonucunda örgütsel özdeşleşme, örgütsel bağlılık, iş tatmini ve işten ayrılma eğilimi arasında istatistiksel açıdan anlamlı farklılıklar tespit edilmiştir.

Anahtar kelimeler: İş tatmini, İşten ayrılma eğilimi, Örgütsel bağlılık, Örgütsel özdeşleşme

INTRODUCTION

In today's work environment, employees' commitment to their organization, job satisfaction, and institutional belonging significantly influences their intention to leave. Organizational commitment, which is defined as individuals acting in line with the goals and values of the organization, is also described as the desire to maintain their membership within the organization (Örücü & Zeybek, 2023). Meyer and Herscovitch (2001) describe commitment as a force that directs individuals toward a specific course of action or approach. Organizational commitment determines employees' level of attachment to their jobs and institutions and explains their preference for continuity in their current workplace rather than seeking alternative career opportunities. Commitment is reinforced through consistent job performance, constructive work relationships, and a healthy work environment (Büyükyılmaz & Tunçbiz, 2016). Additionally, it strengthens individuals' sense of belonging to the organization (Dağlı et al., 2018), deepens their psychological bond with the institution, and contributes to organizational identification.

Organizational identification refers to the degree to which individuals integrate themselves with their workplace and the intensity of their sense of belonging to the organization (Haslam, 2004; Schuh et al., 2016). Kerse and Karabey (2017) define organizational identification as the process in which an individual adopts the organization's goals and values and identifies with them. A fundamental aspect of identification is the perception of the organization as part of one's identity and the adoption of an understanding that aligns with institutional values. The relationship between organizational commitment and identification significantly influences employee motivation and job performance. The coexistence of these two factors also plays a decisive role in job satisfaction and increases the likelihood of employees remaining in their organizations in the long term (Bashir & Gani, 2020; Karanika-Murray et al., 2015; Özgedik & Güyey, 2023; Yorulmaz et al., 2020).

Job satisfaction is defined by the positive feelings individuals derive from their job experiences (Akoğlu et al., 2022; Ugboro & Obeng, 2000). It is explained as individuals' emotional responses toward their jobs, where positive reactions indicate job satisfaction, while negative reactions reflect job dissatisfaction. High job satisfaction enhances employee motivation and productivity, whereas low job satisfaction can be a contributing factor to stress, burnout, and job separations (Solmaz & Çolakoğlu, 2019; Sökmen & Bıyık, 2016). Research has found that job dissatisfaction triggers employees' thoughts of leaving their jobs (Hellman, 1997; Ramoo et al., 2013).

Job separation relates to the cues and conscious planning individuals exhibit when considering ending their relationship with their current workplace (Lambert, 2006). Kaya (2010) states that job separation is directly linked to individuals' dissatisfaction with their work environment. Gül et al. (2008) emphasize that the mismatch between workplace conditions and personal expectations strengthens this intention. Tett and Meyer (1993) define job separation as an individual's deliberate and voluntary decision to leave their job, whereas Özgöç (2019) highlights that individual, organizational, and external factors influence this process.

Factors such as organizational commitment, identification, and job satisfaction are critical elements that shape employee experiences and significantly influence job separations. The relationship between these factors and academics working in the field of sports sciences is a crucial issue in ensuring the continuity of academic activities and maintaining the quality of education. This study aims to understand the key factors related to the working conditions of academics in the field of sports sciences and contribute to creating a more efficient academic environment. The hypotheses of the study are as follows:

H1: There is a significant negative relationship between academics' levels of organizational identification and their job separations.

H2: There is a significant negative relationship between academics' levels of organizational commitment and their job separations.

H3: There is a significant negative relationship between academics' job satisfaction levels and their job separations.

H4: There is a significant difference in organizational identification, organizational commitment, job satisfaction, and job separations based on the gender of academics.

H5: There is a significant difference in organizational identification, organizational commitment, job satisfaction, and job separations based on the marital status of academics.

H6: There is a significant difference in organizational identification, organizational commitment, job satisfaction, and job separations among academics based on the type of institution.

H7: There is a significant difference in organizational identification, organizational commitment, job satisfaction, and job separations among academics based on their academic title.

METHOD

Research Model

This research was conducted using a quantitative research method based on the general survey model. The survey model is a type of research aimed at describing an existing or past situation, focusing on systematic analysis by examining phenomena in their natural state. General survey models are used to evaluate the general characteristics of a broad population and can be applied to the entire population or a selected sample group (Karasar, 2024).

Research Group

The research population consists of 2,164 academic staff members working in the Faculties of Sports Sciences in Turkey. The sample size was calculated as 317, considering a 95% confidence level and a 5% margin of error. The research sample comprised 108 female and 214 male academicians who voluntarily participated in the study. The data were collected online via Google Forms, and the academicians were given 30 days to complete the survey. At the end of the period, the collected data were recorded in the online environment.

Ethics Committee Approval

The ethics committee approval for this study was obtained from the Institute of Social Sciences Ethics Committee at Mugla Sıtkı Kocman University on 30.05.2024, with protocol number 220080 and decision number 82.

Data Collection Tools

The data collection tools consist of five sections. The first section includes descriptive information (gender, marital status, institution type, and academic title). The second section uses the "KUT Commitment Scale," the third section includes the "Organizational Identification Scale," the fourth section uses the "Job Satisfaction Scale," and the fifth and final section uses the "Intention to Quit Scale."

The KUT Commitment Scale, developed by Klein et al. (2014) and adapted into Turkish by Şenel et al. (2020), consists of 8 items on a 7-point Likert scale. The internal consistency coefficient for this scale was found to be 0.92. The "Organizational Identification Scale," developed by Mael and Ashforth (1992) and translated into Turkish by Melikoğlu (2009), consists of 6 items with a single subscale and uses a 7-point Likert scale. The internal consistency coefficient for this scale was determined to be 0.81. The "Job Satisfaction Scale," developed by Cammann et al. (1979) and adapted into Turkish by Çevirgen and Üngüren (2009), is a 7-point Likert scale with 3 items. The internal consistency coefficient for this scale was found to be 0.65.

Data Analysis

The collected data was transferred to the SPSS (Statistical Package for the Social Sciences) software, and a missing data analysis was conducted. Skewness and kurtosis values were examined to determine whether the data met the assumption of normal distribution. Since the skewness and kurtosis values were within the range of -2 to +2, parametric tests were preferred. An independent samples t-test was used to investigate differences between two variables, while a one-way ANOVA test was applied to analyze three or more variables. Additionally, Pearson correlation analysis was conducted to evaluate the relationships between variables.

FINDINGS

In this section, tables present the statistical analysis results of the data obtained by the study's subject, purpose, and method.

Table 1. Demographic information of the participants

Variables		n	%
Gender	Female	108	33.5
	Male	214	66.5
Marital Status	Married	113	35.1
	Single	209	64.9
Title	Research Assistant	77	23.9
	Lecturer	37	11.5
	Assistant Professor	90	28.0
	Associate Professor	79	24.5
	Professor	39	12.1
Institution Type	State University	257	79.8

Foundation University	65	20.2
Total	322	100

$\bar{X}_{age}=41.06\pm11.19$; $\bar{X}_{workexperience}=14.44\pm11.84$; $n=322$

Table 1 presents the demographic characteristics of the participants. Among the 322 participants, 108 (33.5%) were female, and 214 (66.5%) were male. It was determined that 113 (35.1%) of the academicians were married, while 209 (64.9%) were single. Regarding academic titles, 77 (23.9%) participants were research assistants, 37 (11.5%) were lecturers, 90 (28%) were assistant professors, 79 (24.5%) were associate professors, and 39 (12.1%) were full professors. Additionally, 257 (79.8%) participants were employed at public universities, while 65 (20.2%) worked at private universities. The participants' average age was 41.06 ± 11.19 years, and their average years of experience were 14.44 ± 11.84 .

Table 2. Score distribution of the scales

Variables	Mean	Standard Deviation	Skewness	Kurtosis	Min.	Max.
Organizational Identification	5.22	1.16	-1.120	1.678	1.00	7.00
Job Separation	2.18	1.63	1.347	.672	1.00	7.00
Job Satisfaction	5.56	1.29	-1.032	.617	1.00	7.00
Organizational Commitment	5.58	1.36	-1.261	1.437	1.00	7.00

In Table 2, the descriptive analysis results regarding the research variables are presented. Examining the mean and standard deviation values, organizational identification was determined as 5.22 ± 1.16 , job separation as 2.18 ± 1.63 , job satisfaction as 5.56 ± 1.29 , and organizational commitment as 5.58 ± 1.36 . The skewness and kurtosis values calculated within the range of -2 to +2 indicate that the data follow a normal distribution (George & Mallery, 2010). Initial analyses revealed that participants' levels of organizational identification, job satisfaction, and organizational commitment were significantly above average, whereas job separation was found to be quite low. The measurement tools were evaluated on a 1 to 7 scale.

Table 3. Distribution of research variables by gender

	Gender	n	Mean	Standard Deviation	t	p
Organizational Identification	Female	108	5.03	1.06	-2.137	0.033*
	Male	214	5.32	1.20		
Job Separation	Female	108	2.45	1.68	2.088	0.038*
	Male	214	2.05	1.59		
Job Satisfaction	Female	108	5.15	1.28	-4.089	0.000**
	Male	214	5.76	1.26		
Organizational Commitment	Female	108	5.31	1.24	-2.525	0.009**
	Male	214	5.72	1.4		

* $p<0.05$, ** $p<0.01$

Table 3 presents the distribution of research variables by gender. Significant differences were found between genders in terms of organizational identification, job separation, job satisfaction, and organizational commitment. The results indicate that men have higher organizational identification levels compared to women ($p=0.033$). Additionally, women exhibit a higher job separation rate than men ($p=0.038$). Furthermore, men scored higher in job satisfaction and organizational commitment than women ($p=0.000$, $p=0.009$).

Table 4. Distribution of research variables by marital status

	Marital Status	n	Mean	Standard Deviation	t	p
Organizational Identification	Single	113	5.17	1.13	-0.599	0.550
	Married	209	5.25	1.18		
Job Separation	Single	113	2.58	1.81	3.067	0.002**
	Married	209	1.97	1.49		
Job Satisfaction	Single	113	5.26	1.34	-3.043	0.003**
	Married	209	5.72	1.24		
Organizational Commitment	Single	113	5.34	1.53	-2.178	0.031*
	Married	209	5.71	1.24		

* $p < 0.05$, ** $p < 0.01$

Table 4 shows statistically significant differences among marital statuses in terms of job separation, job satisfaction, and organizational commitment. Singles have a higher job separation rate than married individuals ($p=0.002$). In contrast, married academics exhibit higher job satisfaction and organizational commitment compared to their single counterparts ($p=0.003$, $p=0.009$).

Table 5. Distribution of research variables by institution type

	Institution Type	n	Mean	Standard Deviation	t	p
Organizational Identification	State University	257	5.22	1.15	-0.020	0.984
	Foundation University	65	5.22	1.24		
Job Separation	State University	257	1.92	1.39	-4.715	0.000**
	Foundation University	65	3.21	2.07		
Job Satisfaction	State University	257	5.67	1.19	2.579	0.012*
	Foundation University	65	5.13	1.57		
Organizational Commitment	State University	257	5.65	1.30	1.832	0.068
	Foundation University	65	5.31	1.54		

* $p < 0.05$, ** $p < 0.01$

According to the results presented in Table 5, statistically significant differences were found between institution types in terms of job separation and job satisfaction ($p=0.000$, $p=0.012$). The findings indicate that employees at private universities have a higher job separation compared to those at public universities. Additionally, it was determined that the job satisfaction scores of employees at public universities are higher than those of employees at private universities.

Table 6. Distribution of research variables by academic title

		n	Mean	Standard Deviation	f	Post Hoc
Organizational Identification	Research Assistant ¹	77	5.27	1.01	0.329 ($p=0.859$)	-
	Lecturer ²	37	5.31	1.24		
	Assistant Professor ³	90	5.11	1.28		
	Associate Professor ⁴	79	5.23	1.17		
	Professor ⁵	39	5.29	1.11		
Job Separation	Research Assistant ¹	77	2.35	1.79	1.357 ($p=0.249$)	-
	Lecturer ²	37	2.31	1.76		
	Assistant Professor ³	90	2.24	1.58		
	Associate Professor ⁴	79	2.16	1.67		
	Professor ⁵	39	1.64	1.08		
Job Satisfaction	Research Assistant ¹	77	5.34	1.45	2.294 ($p=0.059$)	-
	Lecturer ²	37	5.81	1.33		
	Assistant Professor ³	90	5.54	1.11		
	Associate Professor ⁴	79	5.45	1.45		
	Professor ⁵	39	6.02	0.84		
Organizational	Research Assistant ¹	77	5.28	1.43	4.104	5>4

Commitment	Lecturer ²	37	5.85	1.22	(p=0.003)**	5>1
	Assistant Professor ³	90	5.59	1.36		
	Associate Professor ⁴	79	5.41	1.42		
	Professor ⁵	39	6.25	0.92		

** $p < 0.01$

Table 6 presents the distribution of research variables by academic title. While no statistically significant differences were found in terms of organizational identification, job separation, and job satisfaction, organizational commitment varies by academic title ($p=0.003$). The results indicate that professors have higher organizational commitment scores compared to associate professors and research assistants.

Table 7. Correlation Analysis, mean, and standard deviation values of research variables

	1	2	3	4
Organizational Identification	-	-.300**	.390**	.519**
Job Separation		-	-.756**	-.485**
Job Satisfaction			-	.645**
Organizational Commitment				-

** $p < 0.01$

According to the results, significant negative and positive relationships were observed between organizational identification and job separation, job satisfaction, and organizational commitment. Specifically, the relationship between organizational identification and job separation is negative ($r=-.300$, $p<.01$). This result indicates that as academic staff's levels of organizational identification increase, their job separation decreases. Consequently, it can be stated that individuals with a strong sense of organizational identity are more committed to their institutions and have lower job separations.

The relationship between organizational identification and job satisfaction is positive ($r=.390$, $p<.01$), suggesting that as organizational identification increases, job satisfaction levels also rise. Additionally, a strong negative relationship exists between job separation and job satisfaction ($r=-.756$, $p<.01$). This finding shows that academic staff with higher job satisfaction have lower job separations, implying that in an environment with high job satisfaction, individuals' desire to remain at the institution increases.

The positive relationship between job satisfaction and organizational commitment ($r=.645$, $p<.01$) indicates that as job satisfaction increases, organizational commitment levels also rise. This finding suggests that when academic staff are satisfied with their jobs, they become more committed to their organizations, thereby increasing their motivation to stay within the organization in the long term.

DISCUSSION AND CONCLUSION

The findings indicate that there are statistically significant differences in organizational identification, job satisfaction, organizational commitment, and turnover intention based on gender (Table 3). The results revealed that men's organizational identification scores were higher than those of women ($p=0.033$). The higher organizational identification scores of men compared to women may be related to their greater presence in leadership positions. Women, who are less represented in leadership roles, may develop lower levels of organizational identification due to this situation. A review of the literature revealed studies that found significant differences between organizational identification and gender (Alcan, 2018; Polat,

2009). In addition, some studies did not find significant differences between organizational identification and gender, yielding different results from our study (Barutçu, 2015). The findings indicated that women had higher job separations than men ($p=0.038$). This may be due to women facing more professional challenges than men or not perceiving gender equality. Studies conducted by Munasinghe et al. (2008) and Şahin (2011) found that women had higher job separations than men, which aligns with the results of our study. Furthermore, it was found that men had higher job satisfaction and organizational commitment compared to women ($p=0.000$, $p=0.009$). A review of the literature reveals studies that have identified significant differences between gender, job satisfaction, and organizational commitment, consistent with our findings. These studies have concluded that men exhibit higher job satisfaction compared to women (Alcan, 2018; Çetin, 2006). The lower job satisfaction and organizational commitment scores of women compared to men may be due to their inability to balance work and family roles, a stronger perception of opportunity inequality, or a lack of perceived support.

Significant differences were found in job satisfaction, organizational commitment, and job separation based on marital status (Table 4). Upon examining the results, it was found that married individuals had higher job satisfaction and organizational commitment compared to single individuals ($p=0.003$, $p=0.031$). It was also found that single individuals had higher job separations compared to married individuals ($p=0.000$). The lower job separation of married individuals compared to singles may be due to their greater responsibilities. Particularly, the obligations arising from family and financial responsibilities in married individuals may have contributed to their lower job separations. A review of the literature identified studies that found married individuals had higher job satisfaction and organizational commitment compared to singles, which aligns with the results of our study (Irshad & Naz, 2011; Mosadeghrad et al., 2008). Additionally, studies were found that concluded married individuals had lower job separations compared to singles, supporting our findings (Bajrami et al., 2021; Du Plooy & Roodt, 2013).

The relationship between organizational identification, job satisfaction, organizational commitment, and job separation of academics based on the type of institution was examined (Table 5). According to the analysis results, significant differences were found in job satisfaction and job separation among academics based on the type of institution ($p=0.012$, $p=0.000$). The results indicate that those working in private universities have higher job separations and lower job satisfaction compared to those working in public universities. This outcome may be due to factors such as academics in private universities having a higher workload, feeling a lack of job security, and disparities in salaries compared to their counterparts in public universities.

The relationship between organizational identification, job satisfaction, organizational commitment, and job separation based on the academic titles of academics was examined (Table 6). According to the results, no significant differences were found in terms of organizational identification, job satisfaction, and job separation based on academic titles. However, significant differences were found in organizational commitment ($p=0.003$). The analysis results indicated that professors have higher organizational commitment compared to associate professors and research assistants. This may be because the professor title represents

a specific career stage and offers stable job security, which leads to higher organizational commitment compared to individuals with other titles. In a study conducted by Bozkurt and Yut (2013), a significant difference was also found between academic titles and organizational commitment, which is in line with the findings of our study.

According to the findings, it was determined that organizational identification has a negative relationship with job separation ($r=-0.30$, $p<0.01$). Additionally, a positive relationship was found between organizational identification and both job satisfaction and organizational commitment ($r=0.39$, $p<0.01$, $r=0.51$, $p<0.01$). This result suggests that when academics feel a sense of belonging to their institutions and integrate with them, they decrease their job separation levels. This may be due to the increased alignment with organizational values through the sense of attachment and belonging created by organizational identification (Karanika-Murray et al., 2015; Lee et al., 2015). Upon reviewing the literature, studies have been identified that show organizational identification negatively affects job separation (Çeticeli, 2024), and positively and significantly affects organizational commitment (Altaş, 2021; Cicero & Pierro, 2007; Marique & Stinglhamber, 2011; Meyer et al., 2004; Sökmen, 2019; Tyler & Blader, 2001) and job satisfaction (Avanzi et al., 2023; Riketta & Van Dick, 2005; Yorulmaz et al., 2020), which are consistent with our findings.

The results showed that job separation has a negative relationship with job satisfaction and organizational commitment ($r=-0.75$, $p<0.01$, $r=-0.48$, $p<0.01$). Organizational commitment is associated with employees' strong attachment, loyalty, and motivation toward their organizations. This result indicates that organizational commitment is a crucial factor in reducing job separation and that as commitment to the organization increases, job separation decreases. The results emphasize that when employees' job satisfaction is high, their job separation decreases as well. With the formation of job satisfaction, an increase in the level of satisfaction and, consequently, employees' more positive outlook toward their jobs may support this outcome. A literature review on the subject revealed studies that found a negative relationship between job satisfaction, organizational commitment, and job separation, which are consistent with our findings (Primasheila et al., 2022; Saragih & Hendy, 2022). Additionally, a positive relationship between job satisfaction and organizational commitment was identified ($r=0.64$, $p<0.01$). Reviewing the studies on this topic, there were similar studies that showed a significant positive relationship between job satisfaction and organizational commitment, aligning with our findings (Brown & Barker, 2019; Çelik et al., 2015; Çini et al., 2023; Duygulu, 2019; Eş et al., 2023; Hadiyat et al., 2021; Leite et al., 2014; Kaplan & Demirağ, 2024; Lim, 2010; Shurbagi & Zahari, 2014).

As a result, it was found that academics have high levels of organizational identification, job satisfaction, and organizational commitment, while their job separation is low. Additionally, the correlation analysis revealed statistically significant differences between organizational identification, job separation, job satisfaction, and organizational commitment. Organizational identification is a highly beneficial situation for organizations. In employees who identify with their organization, situations such as commitment and satisfaction are observed, while negative situations such as job separation are not encountered.

Suggestions

- Developing equitable policies to support women's access to leadership positions and involving them in decision-making processes within institutions may reduce gender disparities.
- Providing the necessary financial support to academics working in private universities, ensuring job security, and adjusting the workload to fair conditions could reduce job separations and positively affect job satisfaction.
- Regardless of academic titles, involving all academics in the decision-making processes of their institutions and ensuring a fair distribution of workload can help individuals feel valued. This can foster stronger connections with the institution and reduce disparities between academic titles.
- Organizing social activities and academic meetings among academics, enhancing incentive and reward mechanisms, improving the physical and psychological aspects of the work environment, and ensuring that career development is evaluated fairly and objectively can contribute to the development of important factors such as organizational identification, organizational commitment, and job satisfaction, thereby reducing job separations.
- In addition Besides studies utilizing quantitative data, more in-depth analyses can be conducted using qualitative data

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