

# ÖRGÜTSEL BAĞLILIK İLE DEMOGRAFİK ÖZELLİKLER ARASINDAKİ İLİŞKİNİN İNCELENMESİ: BİR UYGULAMA ÇALIŞMASI

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## ÖZET

**Problem Durumu:** Çalışanların örgütsel bağlılık seviyesinin düşük olması işten ayrılma, iş tatminsizliği ve motivasyon eksikliği gibi istenmeyen sonuçlara neden olabilmektedir. Bu durum işletmelerin verimliliklerinin yanı sıra hizmetin kalitesini ve müşterileri de olumsuz etkilemektedir. Çalışanların demografik özellikleri örgütsel bağlılığı etkileyen önemli faktörler arasındadır.

**Araştırmanın Amacı:** Bu çalışmada Edremit Körfezindeki konaklama işletmelerinde çalışan personelin örgütsel bağlılıklarının demografik özellikler tarafından etkilenip etkilenmediği tespit edilmeye çalışılmıştır

**Yöntem:** Çalışmada Edremit Körfezi'nde yer alan 24 konaklama işletmesinde daimi çalışan 120 personele anket yapılmış ve bunların değerlendirilmesinde istatistiksel analiz aracı olarak tek yönlü varyans analizi ve bağımsız t-testi kullanılmıştır.

**Bulgular ve Sonuçlar:** Yapılan çalışmada duygusal bağlılık en yüksek bağlılık çıkarken, en düşük bağlılık devam bağlılığı olarak tespit edilmiştir. Çalışanların örgütsel bağlılıklarının cinsiyetlerine, medeni durumlarına, otellerin yıldızlarına, işletmedeki ve meslekteki çalışma sürelerine bağlı olarak değiştiği görülmüştür.

**Öneriler:** Örgütsel bağlılığı güçlendirmek için alınabilecek birçok önlem bulunmaktadır. Bunlardan bazıları: Çalışanların takdir edilmesi ve ödüllendirilmesi, çalışanlara eğitim yoluyla işletme amaç ve değerlerinin benimsetilmesi, örgüt içi iletişimin ve bilginin şeffaf olması, çalışma koşullarının ve ücretlerinin iyileştirilmesidir.

**Anahtar Kelimeler:** Konaklama İşletmeleri, Örgütsel Bağlılık, Duygusal Bağlılık, Devam Bağlılığı, Normatif Bağlılık, Demografik Özellikler.

## ANALYZING THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND DEMOGRAPHIC CHARACTERISTICS: AN EMPIRICAL STUDY

### ABSTRACT

**Problem Statement:** Low organizational commitment of staff may cause undesirable results such as employee withdrawal, job dissatisfaction and lack of motivation. This situation can negatively affect service quality and customers as well

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as establishments' productivities. Demographic characteristics of staff are included in the important factors which affect organizational commitment.

**Research Aims:** In the study, it was aimed to determine whether demographic characteristics affect the organizational commitment of staff working at accommodation establishments in Edremit Bay.

**Method:** Questionnaires were applied to 120 permanent employees in 24 establishments existing in Edremit Bay and a statistical mean one-way analysis of variance and independent t-test were used to analyze them.

**Findings and Results:** Affective commitment was found to be the highest result while continuance commitment was the lowest in the study. It was found that organizational commitment varied depending on employees' gender, marital status, hotels' star rating, working time in establishment and working time as a professional.

**Proposals:** There are many actions to be taken for enhancing organizational commitment. Some of these are: rewarding and appreciating of employees, making employees adopt establishments' goals and values via education, making information and communication transparent inside organization and improving work conditions and wages of employees.

**Keywords:** Accommodation Establishments, Organizational Commitment, Affective Commitment, Continuance Commitment, Normative Commitment, Demographic Characteristics.

## 1. INTRODUCTION

It is expected that the tendency to leave the organization is higher for the employees whose commitment to their organizations is low. In case the employees leave the firm, it is a time consuming and costly period for the businesses to find and train employees. Indeed, personnel leaving the job will both cause an investment loss and an additional cost to make new investments for new personnel. On the other hand, the increasing competition conditions among businesses lead to a rise in demand for an educated and specialized workforce making it difficult to find qualified personnel (Durna and Eren, 2005). It is seen that people with a high level of commitment are easy-going and satisfied, have higher productivity and more developed feelings of loyalty and responsibility and bring cost advantages to the organization (Ayyıldız, Yüksel and Hançer, 2007; Yalçın and İplik, 2005). Therefore, it is essential that studies that aim at strengthening the organizational commitment of the personnel should be made in businesses.

There are several studies with regards to organizational commitment. A part of these studies are directly related with organizational commitment and factors affecting it while another part is made for the purpose of examining the relationship between organizational commitment and terms such as quitting work, job satisfaction, career etc., which are affected by the former. One of the most important of the factors affecting organizational commitment is the demographic factors. As a result of the studies performed, it is found that in the tourism sector the demographic factors as gender, marital status, age, education period and time spent in the organization affect organizational commitment and that there are relationships between these factors and organizational commitment (Chen, 2007; Gümüş and Hamarat, 2006; Yalçın and İplik, 2005; Yalçın and İplik, 2007). Indeed, in a study by Feinstein and Vondrasek (2001) conducted with people working in food service, it was found that demographic factors such as education, age, marital status and working period determined job satisfaction and job satisfaction could provide an idea about organizational commitment.

However, different conclusions can be reached in studies examining the relationships between demographic characteristics and organizational commitment. While in some studies it was found that one or some of the demographic characteristics affect organizational commitment, in others there is no relationship found between the same demographic characteristics and organizational commitment. For instance, in studies conducted by Cohen (2009) and Iun and Huang (2007) it was concluded that employees' age made a significant difference in terms of organizational commitment while Brown (2003) put forth that organizational commitment did not change depending on age but level of education. In the study, no significant relationship was found between age and education and organizational commitment. This requires further research on the relationship between organizational commitment and demographic characteristics.

The purpose of the study is to put forth whether the organizational commitment of the employees working in accommodation organizations changes depending on the quality of the organization, gender, level of education, age, marital status and title of the employees, the department in which they work and how long they have worked there, how long they have been with the organization and in the same position as well as their current workplace.

The basic hypothesis developed in order to determine whether the organizational commitment of the employees working in hotel businesses and its sub

dimensions (affective, continuance and normative commitment) change depending on their demographical characteristics are as follow:

H1: Employees' organizational commitment changes depending on their demographical characteristics.

H2: Employees' affective commitment changes depending on their demographical characteristics.

H3: Employees' continuance commitment changes depending on their demographical characteristics.

H4: Employees' normative commitment changes depending on their demographical characteristics.

For this purpose, firstly, definitions and studies regarding organizational commitment were mentioned and next, the importance of the issue in terms of accommodation facilities was examined. Last of all, information with regards to the study made was given and research findings were assessed.

## **2. DEFINITIONS AND STUDIES REGARDING ORGANIZATIONAL COMMITMENT**

Theories regarding organizational commitment commenced with Becker's (1960) and Porter's (1974) handling the issue as single dimensional and proceeded up until today with the multi-dimensional approaches of O'reilly and Chatman (1986) and Meyer and Allen (1984) in the 1980s (WeiBo, Kaur and Jun, 2010). While "Mowday et al. (1979) defines organizational commitment as attitudinal commitment concept; Price and Mueller (1986) define it as behavioral commitment." (Gunlu, Aksarayli and Perçin, 2010).

With regards to the content of the concept of organizational commitment, researchers present different opinions. Boylu, Pelit and Güçer (2007) state that definitions regarding the concept have quite different contents; however, they add that definitions are based on an attitudinal or behavioral basis and Kara (2006) stresses that definitions on organizational commitment are in compliance with the issue of organizational commitment. Bayram (2005) points out that this concept could not be clearly defined by the academicians and practitioners and that there is a conceptual conflict in various aspects. On the other hand, it is indicated that there is a general idea that the concept can have different shapes and the concept can be led towards different selections in and out of the organization (Meyer and Parfyonova, 2010).

The most accepted definition of organizational commitment is stated as “the strong and confident acceptance of the organization’s purposes, the desire to work for the organization and the determination to continue membership with the organization” (Uygur, 2007). Similar to this definition, it was asserted that organizational commitment was characterized by at least three factors, which are a) strongly adapting the values and purposes of the organization; b) being eager to make an effort that is in favor of the organization and c) being determined to stay in the organization (Mowday, Steers and Porter, 1979). There are also writers defining the organizational commitment as attitudinal commitment. Organizational commitment plays an important role in determining several behaviors, such as absence, quitting work, job satisfaction and work motivation (Pool and Pool, 2007). All these definitions stress positive emotions and form positive energy for obtaining and conducting the purposes of the business (Chen, 2007).

Meyer and Allen (1991) conceptualize organizational commitment three dimensionally as affective, continuance and normative commitment and stress that these three forms of commitment reflect a psychological status that a) characterizes the relationships of the employees with the business and b) ensures that employees decide upon the continuance of organizational membership. According to the writers, affective commitment implies that the employee integrates with the organization and feels emotionally attached to the organization; continuance commitment demonstrates that the employee is attached to the organization by realizing the cost that may emerge in case the employee leaves the organization. Normative commitment is a kind of commitment which is related to the feeling of being obliged to stay in the organization (loyalty).

The factors affecting and determining organizational commitment and its scopes (affective, continuance and normative commitment) are various. While personal characteristics affect organizational commitment and all that this encompasses, experiences related to the work play a determining role in affective commitment, and investments in work play a determining role in continuance commitment. Social experiences and organizational investments are effective in affective commitment (Meyer, Stanley, Herscovitch and Topolnytsky, 2002).

Balay (1999) stated role conflict, job insecurity, organizational communication, personality, job satisfaction, policy and using authority, personal policies and practices, promotion opportunities, commitment to the occupation, occupational stages, status, justice distribution, meeting inner and outer needs and

other variables coming to the front as the determinants of organizational commitment. These variables result in important conclusions both for the employees and for the business by causing different effects on the staff in the organization. According to the researchers, a person working can experience all three forms of organizational commitment at different degrees (Meyer and Allen, 1991; Wasti, 2005). These three forms are not kinds of organizational commitment but elements that can be separated from each other and there is a relationship among them (Allen and Meyer, 1990). However, the undesired type of commitment in terms of organizations is generally the continuance commitment. Indeed, employees stay at the organization as per the conditions since the perceived work alternatives are so few and they present a minimum level of performance (Uyguç and Çımrın, 2004).

There is a considerable number of studies in both domestic and foreign literature in various sectors regarding organizational commitment. For instance, Durna and Eren (2005), Uyguç and Çımrın (2004) dealt with the health sector while Baysal and Paksoy (1999) and Boylu et al. (2007) examined the education sector and Uygur (2007) made research in the banking sector. There is also a large amount of studies in the tourism sector with regards to this issue (For instance, Ayyıldız et al., 2007; Chen, 2007; Kazlauskaitė, Buciniene, and Turauskas, 2006; Gunlu et al., 2010; Gümüş and Hamarat, 2006; Üngüren and Doğan, 2010; Yalçın and İplik, 2007; Yalçın and İplik, 2005).

In some studies only the organizational commitment of the administrators were discussed (i.e. Chow, 1994; Özkaya et al., 2006; Pool and Pool, 2007), whereas in others employees' organizational commitment was examined (i.e. Gunlu et al., 2010; Uyguç and Çımrın, 2004). Yet some studies were conducted on both employees and administrators (for instance, Gümüş and Hamarat, 2006; Üngören and Doğan, 2010).

### **3. THE IMPORTANCE OF ORGANIZATIONAL COMMITMENT IN THE TOURISM SECTOR**

The tourism sector is the fourth biggest sector of the world following the petrol, chemical and automobile sectors (UNWTO, 2010). A total of 210 million people worldwide are working in this sector and this number makes up 7.6 % of the total employment. Regarding Turkey, there are 1.7 million people working in the tourism sector and 7.2% of the total employment of the country is provided by this sector (ISPAT, 2010).

Hotel businesses are the units with the highest labor intensive employment among all businesses. Furthermore, the quality perception of the service provided by the hotel businesses is determined by the quality of the staff more than the physical material. Thus, attitudes and behaviors of the employees serving the customers affect both customer satisfaction and service quality (Gallardo, Sanchez-Canizares, Lopez-Guzman and Jesus, 2010). It is a commonly accepted fact by most customers that good humored, sympathetic, helpful and kind personnel affect and contribute to customers' tolerating several problems occurring at the hotels. This shows that the level of quality and quantity of human resources at the hotels has a direct effect on the service quality besides the physical factors at the hotel. Thus, the administration of the business demands that employees have a high level of commitment to the organization. Indeed, it is expected that employees with a high level of commitment stay at their organization and become more successful (Chow, 1994).

It is generally stated that employees working in the accommodation sector, which is a locomotive sub-sector of the tourism sector, have lower job morale and that the sector has a higher labor turnover ratio (Ayyıldız et al., 2007; Yalçın and İplik, 2005). The labour turnover ratio was found to be 60 % on average in a study by Wasmuth and Davis conducted in five departments of 20 hotels in North America and Europe in 1983, which took three years (Hinkin and Tracey, 2000). Foley (1996) states that this ratio is expected to change between 60 and 300% in hotels (Milman, 2003). It is also stated that the tourism sector forms a peculiar labor turnover culture and that there is a normative belief among the employees that a high level of labor turnover ratio is ordinary. Thus, people working in this sector generally begin with an expectation of a short term job (Iverson and Deery, 1997).

The cost of high labor turnover is high in accommodation facilities. Based on a study conducted at four different hotels in the USA the cost of labor turnover of a front desk personnel ranges approximately from 6000 dollars to 12000 dollars (Hinkin and Tracey, 2000). In a study made in six Hotels in Turkey, it was found that labor turnover cost changes from 411 TL to 7650 TL and as the rank increases the cost increases as well (Aksu, Tarcan and Atılğan, 2000). One of the reasons why labor turnover ratios are high in accommodation facilities is that the organizational commitment of the employees is weak. There are several factors causing the dissatisfaction of the employees working in the accommodation sector and thus causing them to leave the business. Pizam and Ellis (1999) indicate these factors as the seasonal characteristics of the sector, the dominance of small businesses in

the sector, bad working conditions, inappropriate working hours, lack of career opportunities and low salaries (DiPietro, 2008). Chalkiti and Sigala (2010) add low job satisfaction, emotional workforce and unsatisfactory work relations to these factors and categorize them in three main groups as business, individual and sector.

In a study, it was revealed that 37% of the people working in four and five-star hotels works more than 16 hours a day and 29% works between 13 – 15 hours a day. In the same study, more than half of the employees were found to be working for the minimum wage (Yenipinar, 2005). In another study, it was revealed that 30% of the employees had a moderate level of job satisfaction and 40 % was found to have low job satisfaction (Akıncı, 2002). Naturally, it is not expected that employees with moderate or low job satisfaction as well as heavy work load and low salaries have high organizational commitment. In brief, it is closely related to high quality human resources as well as employees' level of commitment to the firm whether hotel businesses reach their economic and social purposes.

## **4. RESEARCH**

### **4.1. Selecting the Data Gathering Instrument**

A survey form was used in the study as the data gathering instrument. In order to determine to what extent the respondents agree with the statements, a five-point Likert type scale including the options as “strongly disagree”, “disagree”, “not decided”, “agree” and “strongly agree” was used. The survey form is composed of two parts. In the first part, there is information about demographic characteristics of the people answering the survey and in the second part there is the organizational commitment survey. The questions used in the study are taken from the PhD dissertation by Ertan completed in 2008.

### **4.2. Sample Selection in the Study**

Accommodation facilities located in the districts Ayvalık, Burhaniye and Edremit, which are on the northern Aegean coast of Balıkesir, were selected for the study. The reason why Edremit Bay was chosen for the study is that there has not been any study made regarding this issue in this region before. Studies conducted in the tourism sector are generally focused on the Mediterranean, Southern Aegean and Marmara regions.

Based on the data of Balıkesir City Culture and Tourism Directorate, in Ayvalık there are 18, in Burhaniye there are three and in Edremit there are 13 tourism certificated hotel businesses in 2011, which makes 34 tourism certificated hotels in the bay area. In Ayvalık there are two five-star hotels, one four-star hotel, five three-star hotels and two one-star hotels. In Burhaniye, there are two four-star and one two-star hotels. In Edremit, there are three four-star, five three-star, two two-star and three one-star hotels.

In the study, the surveys were handed out to 34 tourism certificated accommodation facilities in total, which are located in the Edremit Bay Area and 24 of these replied the surveys. Four of these businesses have one star, six of them have two, nine of them have three and five of them have four stars. Two five-star hotels did not reply. Therefore, the surveys were collected from one, two, three and four-star hotels. A total of 157 of the 204 permanent personnel working in the facilities returning the surveys were reached. More than 15% of the questions in the 37 of the surveys returned were missing so were left out of the assessment and 120 surveys in total were included in the assessment. This number constitutes 59% of the target population. Since in the spring months when the survey was administered, most of the businesses are getting ready for the season, they did not hire temporary staff. Thus, the numbers indicated as temporary staff are estimated numbers. Sinclair, Martin and Michael (1999) found that organizational commitment of part-time and full-time personnel changes depending on their demographical characteristics. The results of another study revealed that seasonal or temporary workers working at the hotels do not care about their jobs (Lee-Ross, 1999).

### **4.3. Factor and Reliability Analysis**

Since the questions are a mixture of the scales developed by Meyer (1991) and Wasti (2000) (Ertan, 2008), factor analysis is needed. 0.50 coefficient was determined as the factor load of the questions. In order to test the convenience of data structure for factor analysis in terms of the sample size, the result of KMO and Bartlett's test was found to be 0.852. This value is considered as "good" (Çokluk, Şekercioğlu and Büyüköztürk, 2010). The questions asked and the results of the factor analysis are shown in Table 1. As a result of the factor analysis, five of the 22 questions in total were taken out of the analysis. The questions taken out are separately shown in table. 7, and the rest of the 17 questions were found to be related to affective attachment, five of them with continuance attachment and five with

normative attachment. Next the scale was subject to the normality test and the result of the Kolmogorov-Smirnov test was found to be 0.200. Since the result of this test, which is used in cases where the number of observations are 29 and higher, is greater than 5%, it is accepted that data is normally distributed (Kalaycı, 2008). Lastly, the reliability analysis was done with the data and the Cronbach Alpha coefficient was found to be high (0.894).

**Table 1.** Survey questions and factor analysis

QUESTIONS	Rotated Component Matrix <sup>a</sup>			
	Component			
	Dimension	1	2	3
6. I feel as if my job here in this organization was my personal job.	Affec.	,833		
1. I feel as if the problems of this organization were my own.	Affec.	,813		
7. I think it is proud to be an employee of this organization.	Affec.	,800		
5. I feel that I am a part of a family in this organization.	Affec.	,790		
2. I have a strong feeling of belonging to this organization.	Affec.	,777		
4. This organization has a very special meaning for me.	Affec.	,719		
3. I feel affectively attached to this organization.	Affec.	,576		
20. I feel guilty if I leave this organization now.	Norm.		,819	
16. I wouldn't want to leave this organization because I feel responsible to the people here.	Norm.		,721	
21. It wouldn't be right if I left my job here and disrupted the relationships I formed here.	Norm.		,662	
17. I owe a lot to this organization.	Norm.		,582	
22. I think it is necessary to show loyalty to this organization.	Norm.		,561	
12. It would be difficult to get used to a new work place.	Cont.			,833
14. I wouldn't like to leave this organization and start again from the beginning at somewhere else.	Cont.			,726
11. If I had given so much to this organization, I might think about working in somewhere else.	Cont.			,625
13. I feel that it is getting harder to leave this organization as time passes by.	Cont.			,622
15. There is no guarantee that another firm is better than here; at least I know here.	Cont.			,534
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 5 iterations.				
<b>Questions taken out as a result of the factor analysis</b>				
<i>8. I adapt the purposes of this organization. (Affective)</i>				
<i>9. If I wanted, it would be so difficult for me to leave this organization. (Continuance)</i>				
<i>10. A major part of my life would be upside down if I decided to leave the organization now. (Continuance)</i>				
<i>18. Although it might be advantageous for me, I feel that it is not right to leave this organization now. (Normative)</i>				
<i>19. This organization deserves my loyalty. (Normative)</i>				

#### 4.4 The Change in Organizational Commitment of the Employees Depending on Demographic Characteristics

SPSS 16 statistical packet program was used in order to determine whether employees' organizational commitment and the sub dimensions of the organizational commitment which are affective, continuance and normative commitment change depending on the demographic characteristics. The number of stars hotels have,

gender, age, education, marital status department, title of the employees, working time at the business and working time in profession were selected as the control variables. Independent t-test was used for the gender variable and for the others single-way variance analysis (Anova) was used. Moreover, LSD test, which is one of the multiple comparison (post-hoc) tests, were applied in order to put forth the differences among the tests.

Based on the descriptive statistics, employees' level of organizational commitment was found to be 3.71, level of continuance commitment was 3.42 and level of normative commitment was 3.64. It can be said that level of commitment was found to be above the average and continuance commitment was relatively low. The affective commitment of the employees is higher than the other aspects.

#### 4.4.1. Testing the Hypothesis

Findings of the independent t-test and single way variance analysis are shown in Table 2. Accordingly, it is seen that the organizational commitment of employees working in accommodation facilities located in Edremit Bay Area does not change depending on gender ( $p=0.195$ ), age ( $p=0.198$ ), level of education ( $p=0.936$ ), department ( $p=0.496$ ), title ( $p=0.449$ ), the quality of the hotel they work at ( $p=0.210$ ), working time in profession ( $p=0.307$ ) and number of workplaces they have worked at ( $p=0.830$ ); on the other hand; it changes depending on the employees' marital status ( $p=0.057$ ) and working time in the organization ( $p=0.052$ ). Therefore, H1 hypothesis "organizational commitment of employees changes depending on demographic characteristics" was partially accepted.

Since it is seen that affective commitment of the employees does not change depending on any control variable ( $p > 0.10$ ), the H2 hypothesis "employees' affective commitment changes depending on demographic characteristics" was rejected. The continuance commitment of employees was seen to change depending on gender ( $p=0.026$ ), marital status ( $p=0.029$ ) and the quality of the hotel they work at ( $p=0.077$ ), the H3 hypothesis "continuance commitment of the employees changes depending on the demographic characteristics" was partially accepted.

Since the normative commitment of the employees was seen to change depending on the quality of the hotel they work at ( $p=0.088$ ) and the working time in the profession ( $p=0.050$ ), the H4 hypothesis "the normative commitment of employees changes depending on demographic characteristics" was partially accepted.

**Table 2.** Descriptive statistics, independent t-test and results of ANOVA

Demographic Characteristics		Survey Participants (%)	Descriptive statistics related with commitment				F				Sig.				
			Affective	Continuance	Normative	Organizat.	Affective	Continuance	Normative	Organizat.	Affective	Continuance	Normative	Organizat.	
Gender (t-test)	Female	41,7	4,0171	3,6708	3,6449	3,8223									
	Male	58,3	3,8918	3,2588	3,6500	3,6278									
	Total	100,0					4,658	8,039	7,929	7,032	,463	,026**	,977	,195	
Marital Status	Single	57,6	3,8445	3,2364	3,5281	3,5797									
	Married	38,1	4,0592	3,6326	3,7524	3,8644									
	Widow(er)	4,2	4,3429	4,1600	4,2000	4,2471									
	Total	100,0	3,9436	3,4263	3,6432	3,7116	1,206	3,641	1,769	2,953	,303	,029**	,175	,057*	
Age	15-21	20,2	3,9702	3,3130	3,6667	3,7265									
	22-28	38,7	3,9336	3,2800	3,6533	3,6571									
	29-35	19,3	3,6957	3,5333	3,4000	3,4737									
	36-42	11,8	4,3265	3,5857	3,6154	3,9683									
	43 +	10,1	4,1169	3,8167	4,0667	4,0749									
	Total	100,0	3,9590	3,4261	3,6482	3,7200	1,178	,935	1,010	1,533	,325	,447	,406	,198	
Education	Primary School	18,3	3,7347	3,3091	3,6632	3,6438									
	High School	47,5	3,9709	3,4655	3,6444	3,7299									
	Associate Degree	18,3	4,1104	3,5100	3,6762	3,7895									
	Undergraduate+	15,8	3,9173	3,3789	3,6105	3,6687									
	Total	100,0	3,9458	3,4293	3,6478	3,7148	,634	,190	,019	,139	,594	,903	,966	,936	
Department	Front Desk	26,7	4,0783	3,4667	3,5562	3,7748									
	Floor Service	17,5	4,1701	3,6381	3,9368	3,9195									
	Restaurant	18,3	3,5519	3,3000	3,4526	3,4272									
	Kitchen	11,7	4,0330	3,3714	3,5385	3,7108									
	Accounting	5,8	3,9184	3,7000	3,5429	3,8235									
	Other	20,0	3,8961	3,2783	3,7913	3,6765									
	Total	100,0	3,9458	3,4293	3,6478	3,7148	1,272	,468	,776	,882	,281	,799	,569	,496	
	Title	Employee	53,0	3,8905	3,5639	3,6561	3,7723								
Lower Level Man.		14,5	4,0840	3,0625	3,2533	3,4580									
Middle Level Man.		23,9	4,0317	3,4923	3,7857	3,8024									
Top Level Man.		8,5	3,8714	3,1200	3,5200	3,5471									
Total		100,0	3,9511	3,4372	3,6218	3,7150	,298	1,467	1,193	,891	,827	,228	,316	,449	

Scale values: 1=Strongly disagree, 5=Strongly agree.

Level of significance: \*p<.10, \*\*<.05

**Table 2 contd:**

working time at the org.	Less than a year	28,3	3,7532	3,1212	3,4250	3,4196									
	1-5 Years	41,7	3,8571	3,4417	3,6553	3,7045									
	6-10 Years	18,3	4,1688	3,7429	3,8000	3,9845									
	11-15 Years	7,5	4,3492	3,6667	3,6667	3,9477									
	16 Years and more	4,2	4,3429	3,6000	4,3600	4,1294									
	Total	100,0	3,9458	3,4293	3,6478	3,7148	1,528	1,529	1,388	2,431	,199	,199	,243	,052*	
in the profession	Less than a year	12,5	3,5918	3,3000	3,8933	3,5566									
	1-5 Years	40,8	3,9058	3,4958	3,7111	3,7633									
	6-10 Years	22,5	3,9947	3,2720	3,2000	3,4859									
	11-15 Years	10,0	4,3452	3,3333	3,6000	3,8284									
	16 Years and more	14,2	3,9911	3,6471	3,9750	3,9765									
	Total	100,0	3,9458	3,4293	3,6478	3,7148	1,174	,499	2,458	1,222	,326	,736	,050*	,307	
mainth work place	First	22,0	3,9643	3,6348	3,5769	3,8039									
	Second	18,6	4,0136	3,4818	3,7238	3,7500									
	Third	22,9	3,9451	3,4667	3,7167	3,7263									
	Four +	36,4	3,8638	3,2762	3,5900	3,6214									
	Total	100,0	3,9311	3,4333	3,6396	3,7070	,146	,688	,189	,293	,932	,561	,904	,830	

Working time in the profession	Less than a year	12,5	3,5918	3,3000	3,8933	3,5566												
	1-5 Years	40,8	3,9058	3,4958	3,7111	3,7633												
	6-10 Years	22,5	3,9947	3,2720	3,2000	3,4859												
	11-15 Years	10,0	4,3452	3,3333	3,6000	3,8284												
	16 Years and more	14,2	3,9911	3,6471	3,9750	3,9765												
	Total	100,0	3,9458	3,4293	3,6478	3,7148		1,174	,499	2,458	1,222	,326	,736	,050*	,307			
How much work place	First	22,0	3,9643	3,6348	3,5769	3,8039												
	Second	18,6	4,0136	3,4818	3,7238	3,7500												
	Third	22,9	3,9451	3,4667	3,7167	3,7263												
	Four +	36,4	3,8638	3,2762	3,5900	3,6214												
	Total	100,0	3,9311	3,4333	3,6396	3,7070		,146	,088	,189	,293	,932	,561	,904	,830			

Scale values: 1=Strongly disagree, 5=Strongly agree.

Level of significance: \* $p < .10$ , \*\* $p < .05$

## 5. RESULTS AND EVALUATION

The findings demonstrate that employees' affective commitment is high while their continuance commitment is relatively lower. In another study conducted in luxurious hotels in Lithuania, the employees' affective commitment was found to be higher than their continuance commitment (Kazlauskaitė et al., 2006).

It was found that there is a relationship between the total organizational commitment, continuance commitment and normative commitment in the suggested hypothesis and demographic characteristics while no relationship was found between affective commitment and demographic characteristics.

According to the results of the independent t-test in terms of gender variable, it is seen that female employees have higher organizational commitment in all aspects than the male employees.

The independent variables marital status of the employees and the quality of the hotels, which are the demographic characteristics found to have a significant difference based on Anova results, were also subjected to the LSD test, which is one of the multiple comparison (post-hoc) technique and differences among groups were revealed. Based on the findings obtained, significant differences were found among single and married and widow(er) employees in terms of continuance and organizational commitment aspects. Accordingly, it is seen that married and widow(er) employees have higher organizational, affective and normative commitment than single employees. This can be explained with the fact that married and widow(er) employees have a greater responsibility than single employees. However, in a study by Üngüren and Doğan (2010) made at five-star accommodation facilities, the level of job satisfaction of single and young employees as well as the ones in managerial positions is higher than that of other groups. A higher level of job satisfaction affects organizational commitment positively. This may be a result of the fact that the hotel

is a five-star hotel and shows that there can be different results in organizational studies and related studies, creating the necessity that more research should be done in this field.

When the quality of the hotels was considered, there are differences between one-star hotels and three and four-star hotels and also differences between two-star hotels and three-star hotels. The level of continuance commitment working at one-star and two-star hotels was found to be lower than three and four-star hotels. Particularly, the continuance commitment of the employees working at one-star hotels is the lowest value in all the study. On the other hand, interestingly, people working at one-star hotels have higher normative commitment than the people working at three and four-star hotels. This can be interpreted as the fact that permanent staff is less because single-star hotels are small and there are tight relations between the business/owner of the business and the employees. Hence, the moral responsibility the permanent staff working in small touristic regions, where finding job opportunities are relatively difficult, feel towards the business and to the owner of the business may be well developed.

When the working time at the business is considered, there is a significant difference between the people with experience of one year or less and people with experience of 6-10 years, 11-15 years and more. As the working time in business increases, level of organizational commitment is seen to apparently increase. Varona (1996) stated that employees' organizational commitment changes depending on their working time. Staff who have worked less than a year in the organization could not develop the feeling of organizational commitment sufficiently. The reason for this can be stated as the short period of time and the compliance problems experienced intensely in the first year between the business and the personnel member. In terms of the working period in the profession, an interesting result emerged among groups in the normative commitment aspect. The level of normative commitment of people with 6-10 years of experience was found to be lower than that of the people with 1-5 year of experience and with experience more than 16 years.

When results are interpreted based on descriptive statistics, it is seen that young personnel members' level of commitment is lower in terms of age groups whereas commitment increases with age. It is found that the highest level of affective commitment based on the education level of the employees belongs to graduates of an associate degree while the lowest level of commitment belongs to the graduates of primary school in the continuance commitment dimension. Another striking finding

is that employees who have changed four or more workplaces have lower level of commitment compared to the ones who have not worked in anywhere else before.

The following can be suggested as some precautions in order to form and develop organizational commitment in accommodation facilities: Directing and enlightening the employees in line with the goals of the organization, training the employees, providing transparency in information and communication, ensuring the participation of employees in decision making, improving working conditions, providing financial support, rewarding successful people, giving importance to cooperation and team work, approaching diversity among employees with tolerance and avoiding attitudes and behaviors that may affect employees' motivation negatively.

Although in the study 70 % of the businesses located in the Edremit Bay Area and 59 % of the staff working at these businesses were reached, it made it impossible to assess the five-star hotels as no five-star hotel had given feedback to the study. However, while only two five-star hotels were present during the period the study was conducted, new five-star hotels that may be opened soon are in question. Assessing these within the scope of similar studies to be done in the future will provide a broader assessment and discussion setting. On the other hand, since there can be different results of such studies, it will be beneficial that such studies are repeated at certain intervals in both the Edremit Bay area and other regions of Turkey in terms of comparing the results.

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