

CORRELATES OF ORGANIZATIONAL COMMITMENT:
A SPECIAL EMPHASIS ON ORGANIZATIONAL COMMUNICATION

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Approval of the Graduate School of Social Sciences

Prof. Sencer Ayata
Director

I certify that this thesis satisfies all the requirements as a thesis for the degree of
Doctor of Philosophy

Prof. Nebi Sümer
Head of Department

This is to certify that we have read this thesis and that in our opinion it is fully
adequate, in scope and quality, as a thesis for the degree of Doctor of Philosophy.

Assoc. Prof. H. Canan Sümer
Co-Supervisor

Assoc. Prof. Reyhan Bilgiç
Supervisor

Examining Committee Members

Assoc. Prof. Reyhan Bilgiç (METU, PSY) _____

Assoc. Prof. H. Canan Sümer (METU, PSY) _____

Prof. Canan Ergin (BAHÇEŞEHİR U., PSY) _____

Prof. Deniz Şahin (HU, PSY) _____

Assoc. Prof. Bengi Öner-Özkan (METU, PSY) _____

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

Name, Last Name: A. Başak Ok

Signature :

ABSTRACT

CORRELATES OF ORGANIZATIONAL COMMITMENT: A SPECIAL EMPHASIS ON ORGANIZATIONAL COMMUNICATION

Ok, A. Başak

Ph.D., Department of Psychology

Supervisor: Assoc. Prof. Reyhan Bilgiç

Co-supervisor: Assoc. Prof. H. Canan Sümer

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The aim of this study was to examine the relationships among individual and organizational characteristics variables, several aspects of organizational communication, organizational commitment, organizational identification, job satisfaction, and turnover intentions. Furthermore, the influence of supervisor and workgroup commitment on organizational commitment was also examined. With these purposes, following two different pilot studies, questionnaires were administered to a sample of 321 white collar bank employees who are working in different branches of different banks in Ankara. The results of the study revealed that influence of individual and organizational characteristics variables on job satisfaction, organizational identification, organizational commitment, and turnover intentions were low and most of the time insignificant.

The results of both regression analyses and model test indicated that job satisfaction was significantly and positively predicted by downward instrumental communication and turnover intentions was found to be significantly predicted by upward instrumental and downward positive communication and organizational identification was found to be significantly predicted by downward instrumental communication in the model test.

Furthermore, both job satisfaction and organizational identification were found to be significant positive predictors of organizational commitment. In addition, organizational commitment was found to significantly and positively predicted by commitment to workgroup but not by commitment to supervisor. On the other hand, organizational commitment was found as a significant negative predictor of turnover intentions. However, when entered into the regression analysis together with organizational commitment, neither job satisfaction, nor organizational identification predicted turnover intentions significantly. However, significance of indirect effect of job satisfaction and organizational identification on turnover intentions through organizational commitment confirms the mediation of organizational commitment. The results of the present study, its limitations, and implications were discussed in more detail in the light of the relevant empirical evidence.

Keywords: Organizational Commitment, Organizational Communication, Organizational Identification, Job Satisfaction, Turnover Intentions.

ÖZ

KURUMA BAĞLILIĞIN İLİŞKİLİ OLDUĞU DEĞİŞKENLER: KURUMSAL İLETİŞİME ÖZEL BİR VURGU

Ok, A. Başak

Doktora, Psikoloji Bölümü

Tez Yöneticisi: Doç. Dr. Reyhan Bilgiç

Ortak tez yöneticisi: Doç. Dr. H. Canan Sümer

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Bu çalışmanın amacı bireye ve kuruma özgü özelliklerle ilgili değişkenlerle, kurumsal iletişimin farklı boyutları, kuruma bağlılık, kurumsal özdeşim, iş doyumu ve işten ayrılma niyeti arasındaki ilişkileri incelemektir. Ayrıca, amire ve iş grubuna bağlılığın kuruma bağlılık üzerindeki etkisi de incelenmiştir. Bu amaçlarla iki farklı pilot çalışmanın ardından araştırma sorularını içeren bir paket Ankara'daki farklı bankaların farklı şubelerinde çalışan 321 beyaz yaka çalışana uygulanmıştır.

Çalışmanın bulguları bireye ve kuruma özgü özelliklerin diğer değişkenler üzerinde düşük ve çoğu zaman anlamsız bir etkiye sahip olduğunu ortaya çıkarmıştır.

Hem regresyon analizleri hem de model testi sonuçları iş doyumunun anlamlı ve olumlu bir şekilde “aşağıya doğru işe yönelik iletişim” ve işten ayrılma niyetinin ise “yukarıya doğru işe yönelik iletişim” ve “aşağıya doğru olumlu iletişim”

değişkenleri tarafından anlamlı bir şekilde yordandığını göstermektedir. Model testinde kurumsal özdeşimin “aşağıya doğru işe yönelik iletişim” tarafından anlamlı bir şekilde yordandığı bulunmuştur. Ayrıca, hem iş doyumunun hem de kurumsal özdeşimin, kuruma bağlılığın anlamlı ve olumlu yordayıcıları olduğu bulunmuştur. Buna ilaveten, kuruma bağlılığın amire bağlılık tarafından çok iş grubuna bağlılık tarafından anlamlı ve olumlu bir şekilde yordandığı bulunmuştur. Diğer taraftan, kuruma bağlılığın işten ayrılma niyetinin anlamlı ve ters yönde yordayıcısı olduğu bulunmuştur. Ancak, iş doyumunu ve kurumsal özdeşimin işten ayrılma niyeti üzerinde doğrudan ziyade kuruma bağlılık üzerinden anlamlı dolaylı bir etkisi olduğu bulunmuştur ve bu etki sobel testi ile kanıtlanmıştır. Çalışmanın bulguları, sınırlılıkları ve ileriye yönelik etkileri, ilgili görgül kanıtlar ışığında daha detaylı bir şekilde tartışılmıştır.

Anahtar kelimeler: Kuruma Bağlılık, Kurumsal İletişim, Kurumsal Özdeşim, İş Doyumu, İşten Ayrılma Niyeti.

To My Parents

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TABLE OF CONTENTS

PLAGIARISM	iii
ABSTRACT	iv
ÖZ	vi
DEDICATION	viii
ACKNOWLEDGEMENTS	ix
TABLE OF CONTENTS	x
LIST OF TABLES	xiv
LIST OF FIGURES	xv
CHAPTER	
1. INTRODUCTION	
1.1. The Purpose of the Study	1
1.2. Organizational Commitment, Job Satisfaction and Organizational Identification	6
1.2.1. An Overview of Organizational Commitment Literature	6
1.2.2. Predictors and Consequences of Organizational Commitment in General	13
1.2.3. Predictors, Correlates and Consequences of Affective, Normative, and Continuance Commitment	17

1.3. Perceived Organizational Communication as a Predictor of Organizational Commitment, Job Satisfaction, and Organizational Identification	20
1.4. Targets of Commitment	31
1.5. An Overview of Organizational Identification Literature	33
1.6. An Overview of Job Satisfaction Literature	41
1.7. Turnover Intentions as a Critical Outcome Variable	44
2. METHOD	
2.1 Overview	56
2.2. Pilot Study 1	57
2.2.1. Participants	57
2.2.2. Measures	58
2.2.3. Procedure	62
2.3. Pilot Study 2	63
2.3.1. Participants	64
2.3.2. Measures	65
2.3.3. Procedure	67
2.4. Main Study	67
2.4.1. Participants	67
2.4.2. Measures	68
3. RESULTS	
3.1. Overview	70
3.2. Results of Pilot Study 1	70

3.2.1. Inter-Scale Correlations	73
3.3. Pilot Study 2	74
3.4. Results of the Main Study	75
3.4.1. Inter-Scale Correlations and Descriptive Statistics	79
3.4.2. Results of Regression Analyses	86
3.4.2.1. Predicting Job Satisfaction from Communication Variables	87
3.4.2.2. Predicting Organizational Identification from Communication Variables	88
3.4.2.3. Predicting Organizational Commitment from Communication Variables	90
3.4.2.4. Predicting Organizational Commitment from Commitment to Supervisor and Commitment to Workgroup Variables	93
3.4.2.5. Predicting Turnover Intentions from Communication Variables, Job Satisfaction, Organizational Identification, and Organizational Commitment	94
3.4.3. Model Test	97
4. DISCUSSION	
4.1. Summary of the Results	103
4.2. Practical Implications and Implications for Future Research	119
4.3. Limitations of the Present Study	121
4.4. Directions for Future Research	124
REFERENCES	127

APPENDICES

A: Summary Tables	138
B: Questionnaire of the Main Study.....	167
C: Confirmatory Factor Analyses Results Tables	183
D: Turkish Summary	187
E: Vita	205

LIST OF TABLES

TABLES

Table 1	Descriptive Statistics of the Scales Used in the Main Study	80
Table 2	Inter-Scale Correlations, Means, and Standard Deviations	83
Table 3	Hierarchical Regression Analysis Results of Predictors of Job Satisfaction	88
Table 4	Hierarchical Regression Analysis Results of Predictors of Organizational Identification	90
Table 5	Hierarchical Regression Analysis Results of Predictors of Organizational Commitment	92
Table 6	Hierarchical Regression Analysis Results of Predictors of Turnover Intentions	96
Table 7	Summary Results of the Significant Findings in the Present Study Relevant to Hierarchical Regression Analyses	101
Table 8	Summary Results of the Significant Findings in the Present Study Relevant to Model Test	102

LIST OF FIGURES

FIGURES

Figure 1	Proposed Model of Work Attitudes, Organizational Identification, and Turnover Intentions	54
Figure 2	Two Different Targets of Commitment in Relation with Organizational Commitment	55
Figure 3	Model Test Based on Standardized Solutions	99

CHAPTER I

INTRODUCTION

1.1. The Purpose of the Study

The aim of the present study was first to test the effects of organizational and individual characteristics as well as three different types of organizational communication (i.e., upward communication with the supervisor, downward communication with the subordinates, and lateral communication with the peers in the workgroup) on attitudes towards work and organizational identification; and second to examine how work-related attitudes (i.e., job satisfaction and commitment) and cognitive states (i.e., organizational identification) predict turnover intentions. Moreover, commitment to the supervisor and commitment to the workgroup as two different and relatively proximal targets/foci of commitment were also proposed as predictors of commitment to the organization which is a relatively distal target. With this purpose, a structural model was proposed and it was tested in a sample of bank employees working in different branches of different banks in Ankara. The sample consisted of only white-collar workers working in both public and private sector banks. In the following sections, while the word “organization” refers to the “global organization” (i.e., the organization / bank in general), the word “workgroup” refers to the “bank branch” worked in at the time of the study. Therefore, in the present study, the words “bank branch” and “workgroup” are used interchangeably.

There are six reasons for conducting the present study. First, the effects of individual and organizational characteristics along with organizational communication in predicting organizational commitment were examined. To date, influence of communication on organizational commitment has not been extensively studied; there are only few studies concerning the influence of communication variables on commitment.

Second, organizational commitment is one of the most studied topics/variable in industrial and organizational psychology because the results of many studies indicated that it is related to important work outcomes such as employee well-being (e.g., Siu, 2002), organizational citizenship behaviors (e.g., Meyer, Allen, & Smith, 1993), job performance (e.g., Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989; Ostroff, 1992), contextual performance (e.g., van Scotter, 2000), withdrawal cognitions (e.g., Tett & Meyer, 1993), turnover intentions (e.g., Tett & Meyer, 1993), and turnover (e.g., Tett & Meyer, 1993). Therefore, examination of the relationship between organizational commitment and organizational communication, job satisfaction, organizational identification, and turnover intentions is expected to contribute our knowledge on organizational commitment and its correlates.

Third, turnover intentions is also among the most studied variables in industrial and organizational psychology. It has been shown to be the strongest predictor of actual voluntary turnover (e.g., Griffeth, Hom, & Gaertner, 2000; Tett & Meyer, 1993). Turnover is an important outcome variable because it has important consequences for organizations (Griffeth & Hom, 2001). Therefore, using turnover intentions as a dependent variable in the present study and

investigating its relationship with organizational commitment as well as with job satisfaction and organizational identification is expected to contribute to our understanding of voluntary turnover process among bank employees in Turkey.

Fourth, although they are closely related, organizational commitment and organizational identification are different constructs (e.g., Ashforth & Mael, 1989). Mainly, while the former reflects an attitude toward work, the latter reflects a cognitive state (e.g., Ashforth & Mael, 1989; Van Knippenberg & Sleebos, 2006). Therefore, examining the relationship between these two different constructs as well as their relationship with job satisfaction and turnover intentions can contribute to our understanding of existing turnover models.

Fifth, there are relatively few studies examining commitment to different targets, such as workgroup and supervisor, and majority of these studies deal only with the affective component of commitment. However, in the present study all three components of commitment (i.e., affective, normative, and continuance) toward three foci (i.e., organization, supervisor, and workgroup) are examined.

Finally, most of the studies about organizational commitment have been conducted in North America, and there are only few studies related to organizational identification also. Although, Allen and Meyer's (1990) three-component model of commitment (affective commitment, normative commitment, and continuance commitment) is generally accepted, a limited number of studies conducted in different cultures indicated that the meaning and targets of commitment vary across cultures and affective, continuance, and normative components have different weights in different cultures (e.g., Wasti, 1998). For example, it is proposed that while affective and continuance commitment are

given much more weight in individualist cultures, normative commitment is much more important in collectivist cultures or for people with allocentric values (Wasti, 2003). In addition, in individualist cultures, people are committed to their careers rather than to their organizations, whereas in collectivist cultures, people are committed to their work-groups or managers (Wasti, 1998). Therefore, testing the three-component model of commitment in a relatively collectivist society (Hofstede, 2001) with the participation of employees from both public and private sector will hopefully contribute to both the cultural investigation and generalizability of the three-component model.

Based on the reviewed literature the relationships between the variables of interest were examined within an integrated framework. The literature review and the model are presented in the following pages. In the proposed model, the influence of both individual characteristics (i.e., age, gender, education, position, position tenure, tenure with the current supervisor, tenure in the current workgroup, tenure in the current organization, and overall tenure) and organizational characteristics (i.e., organizational side-benefits and size of the workgroup) on organizational identification, job satisfaction, and organizational commitment are examined in an exploratory fashion. Communication variables (upward communication with the supervisor, downward communication with the subordinates, lateral communication with the peers in the workgroup) may contribute to the prediction of job satisfaction, organizational commitment, and organizational identification. In addition, commitment to workgroup and supervisor are proposed as predictors of commitment to organization. Furthermore, organizational identification and job satisfaction are hypothesized to

predict organizational commitment. Also, the relationship between organizational commitment and job satisfaction is examined in an exploratory fashion.

Furthermore, the relation between communication and turnover intentions was also examined. Lastly, organizational commitment, job satisfaction, and organizational identification are all expected to contribute independently to the prediction of turnover intentions.

1.2. Organizational Commitment, Job Satisfaction and Organizational Identification

In the following sections, empirical evidence relevant to predictors and consequences of organizational commitment, job satisfaction, and organizational identification are presented. Furthermore, relevant hypotheses with these variables are formulated.

1.2.1. An Overview of Organizational Commitment Literature

Organizational commitment is one of the central variables in industrial and organizational psychology. Empirical evidence shows that organizational commitment is related to important work outcomes such as employee well-being (Harris & Cameron, 2005; Siu, 2002), organizational citizenship behaviors (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002), contextual performance (van Scotter, 2000), withdrawal cognitions (Tett & Meyer, 1993), turnover intentions (Tett & Meyer, 1993), and turnover (Tett & Meyer, 1993). In the literature there are different approaches in defining and measuring commitment based on different explanations about what commitment is. Each of these different definitions taps into a different aspect of the commitment construct. What is common to all is that commitment is a psychological state, explaining the attachment between the employee and the organization, and influential on employees' stay or leave decisions from their employed organization (Meyer &

Allen, 1997). Mowday, Porter, and Steers (1982) defined attitudinal and behavioral commitment as follows:

attitudinal commitment focuses on the process by which people come to think about their relationship with the organization. In many ways, it can be thought of as a mind set in which individuals consider the extent to which their own values and goals are congruent with those of the organization. Behavioral commitment, on the other hand, relates to the process by which individuals become locked into a certain organization and how they deal with this problem (p. 26).

In one of the earlier works, Becker (1960) defined organizational commitment as “commitments come into being when a person, by making a side-bet, links extraneous interests with a consistent line of activity” (p. 32). According to this view, commitment develops as a result of side-bets and it is closer to the definition of continuance commitment component of three-component model of commitment (Allen & Meyer, 1990; Meyer & Allen, 1997). Similarly, Hrebiniak and Alutto (1972) defined organizational commitment as a heavily cost based attitudinal construct. A different view was proposed by Wiener (1982) who defined commitment as “the totality of internalized normative pressures to act in a way that meets organizational interests” (p. 421). According to this definition, commitment is a moral construct, and it is proposed that one’s commitment to the organization is determined by pre-and post-employment socialization referring that commitment initially develops as a result of socialization in a specific culture and family and then in the organization. This view of commitment refers to the normative commitment.

By accepting the attitudinal approach, Mowday et al. (1982) defined commitment as “the relative strength of an individual’s identification with and involvement in a particular organization” (p. 27). Based on this definition

Mowday et al. (1982) identified three characteristics of a committed employee: “a) a strong belief in and acceptance of the organization’s goals and values, b) a willingness to exert considerable effort on behalf of the organization, and c) a strong desire to maintain membership in the organization” (p. 27). Their view of commitment refers to the affective component of commitment. Based on their definition of commitment Mowday, Steers, and Porter (1979) constructed an organizational commitment questionnaire including 15 items, which has been utilized widely (e.g., Varona, 1996).

It can be seen from the above literature that, all the earlier views viewed commitment as a uni-dimensional construct and they emphasized only one particular component of commitment (e.g., Wiener, 1982). By using Kelman’s earlier work on identification, O’Reilly and Chatman (1986) differentiated among identification, internalization, and compliance in explaining commitment construct. They defined commitment as “the psychological attachment felt by the person for the organization; it will reflect the degree to which individual internalizes or adopts characteristics or perspectives of the organization” (p. 493). These authors viewed commitment as a multi-dimensional construct including three dimensions, namely, identification, internalization, and compliance as it was stated above. However, it is argued that identification and internalization can be viewed as the bases of affective commitment rather than being viewed as dimensions of commitment (Meyer & Allen, 1997). That is, they foster the development of affective commitment. Therefore, O’Reilly and Chatman’s (1986) multi-dimensional commitment model is different from that of Allen and Meyer (1990). The other multi-dimensional view of commitment belongs to Allen and

Meyer (1990). They defined commitment as “a force that binds an individual to a course of action of relevance to one or more targets” (Meyer & Herscovitch, 2001, p. 301). Allen and Meyer (1990) proposed their three component model of commitment as an integrative approach including all these different definitions each tapping into a different aspect of the construct that exist in the literature. Allen and Meyer (1990) proposed that commitment is a three-component structure including affective, normative, and continuance commitment components.

According to their model affective commitment (AC) refers to “an emotional attachment to, identification with, and involvement in the organization,” normative commitment (NC) refers to “feelings of obligation to remain with the organization,” and continuance commitment (CC) refers to “commitment based on the costs that employees associate with leaving the organization” (Allen & Meyer, 1990, p. 1).

As can be seen, Meyer and Allen’s three-component model is an integrative model in that it includes Mowday et al.’s (1982) commitment view and O’Reilly and Chatman’s (1986) identification component in the affective component; Becker (1960) and Hrebiniak and Alutto’s (1972) view and O’Reilly and Chatman’s (1986) compliance component in the continuance component; and Weiner’s (1982) commitment view and O’Reilly and Chatman’s (1986) internalization component in the normative component.

According to Allen and Meyer’s (1990) definition, affective commitment refers to individual’s intrinsic motivation or desire to stay with the organization, normative commitment refers to an obligation to stay in the organization, and continuance commitment refers to cost-benefit analysis of leaving the

organization. Meyer, Allen, and Smith (1993) also constructed an organizational commitment scale (OCS) that consisted of 24-items tapping into all three components. After that, the antecedents, correlates and consequences of AC, NC, and CC were studied in various studies. In addition, although they are few in numbers, the validity of the model in other cultures was also investigated by different studies (e.g., Ko, Price & Mueller, 1997; Wasti, 1998).

Three components of commitment are said to be interrelated yet distinguishable (Meyer et al., 2002). Allen and Meyer (1990) found that although there is a clear distinction between affective and continuance commitment, affective and normative components seemed to be interrelated. Moreover, in addition to commitment to the work organization, individuals can be committed to different targets such as union (Angle & Perry, 1986), career (Goulet & Singh, 2002; Mc Elroy, Morrow, & Wardlow, 1999), occupation (Lee, Carswell, & Allen, 2000), work team (Ellemers, De Gilder, & Van Den Heuvel, 1998), supervisor (Bentein, Stinglhamber, & Vandenberghe, 2002), or they may have dual commitments (Angle & Perry, 1986).

The three component model of commitment originated in North America (Allen & Meyer, 1990; Meyer & Allen, 1991). Studies of organizational commitment in cultures other than North America are of two kinds. The first line of work tries to identify the structure of commitment across different cultures by collecting data from different cultures within the same investigation. For example, Vandenberghe, Stinglhamber, Bentein, and Delhaise (2001) conducted a study on translators from different countries working in European Community. They found that the multi-dimensional model of commitment is valid in different cultures.

However, they stated that their sample included individuals from Western cultures which are close to the individualistic end of the continuum. Therefore, they suggested that a comparison between individualistic and collectivist cultures may yield different results.

The second type of studies conducted outside North America involves testing the validity of the three component model in different cultural contexts. For example, Ko et al. (1997) tested Meyer and Allen's three-component model of commitment across two different organizations in South Korea. They found that, affective and normative commitments seemed to be indistinguishable. That is, normative commitment scale is problematic in regard to discriminant validity. Ko et al. (1997) argued that due to cultural differences between West and East, the three components might not be distinguishable in Asia. However, they also suggested that, there might be problems resulting from the translation of the scales. Lee, Allen, Meyer, and Rhee (2001) conducted another study in South Korea with the purpose of validating the three-component conceptualization of commitment in a non-western culture. After adaptation of the scales to the Korean culture, they found that the three-component model of commitment is applicable in Korea too.

Wasti (1998) argued that the meaning and the target of commitment might change across collectivist and individualistic cultures. In individualistic cultures, commitment refers to the career commitment, and individuals stay with their organization because it satisfies their self-fulfilment needs. However, in collectivist cultures, commitment refers to the loyalty to people (such as managers, owners, and peers) and the organization itself. Wasti (2000), examined

organizational commitment in the Turkish culture. She found that Meyer and Allen's (1991) three-component model was valid in Turkey. However, she argued that, while affective and continuance commitments were more important in individualist contexts, normative commitment was much more important in collectivist contexts.

There are other studies conducted in Turkey using the three-component approach to organizational commitment. These studies in general report the correlations between different components. For example, in their study Baysal and Paksoy (1999) reported a relatively higher correlation between AC and NC to the organization. Similarly, Yavuz (2005) reported significant correlations between AC and NC, AC and CC, and NC and CC. These higher correlations between different components of commitment, especially the ones between AC and NC support the view that although these components are different from each other they are also interrelated.

In a sample of academicians from five state universities in Istanbul, Baysal and Paksoy (1999) examined Meyer and Allen's (1991) model in terms of occupational and organizational commitment. According to the factor analyses they performed on each scale, they found that while the occupational commitment scale yielded in three factors namely affective, normative, and continuance commitment to the occupation, the organizational commitment scale yielded in two factors, which were named affective and normative commitment, and continuance commitment to the organization. Their findings regarding organizational commitment scale is in line with the assertion of Ko et al. (1997)

stating that in collectivist cultures it is difficult to distinguish affective and normative commitment.

1.2.2. Predictors and Consequences of Organizational Commitment in General

Although studies varied in terms of sample characteristics, sample size, and type, they indicated that organizational commitment has important predictors and consequences. Actually, the fact that these studies vary in many respects is encouraging because their results converged. Reviewed literature suggests that the predictors of commitment may be grouped under five headings. These are individual-level variables, organizational-level variables, job-level variables, role-level variables, and leader-member relations. Individual-level variables include demographic and background variables, such as age (Hrebiniak & Alutto, 1972; Mathieu & Zajac, 1990; Steers, 1977), sex (Hrebiniak & Alutto, 1972; Mathieu & Zajac, 1990), marital status (Hrebiniak & Alutto, 1972), education (Mathieu & Zajac, 1990; Steers, 1977), tenure (Hrebiniak & Alutto, 1972; Mathieu & Zajac, 1990). However, although relationships between demographic variables and organizational commitment were documented above, a study conducted in Turkey by Cengiz (2001), indicated that the influence of demographic variables on organizational commitment level was rather low and insignificant.

Organizational-level variables include variables such as dissatisfaction with the bases of organizational advancement (Hrebiniak & Alutto, 1972), organizational dependability (Steers, 1977), organizational size (Mathieu & Zajac, 1990), organizational centralization (Mathieu & Zajac, 1990), and organizational

side-benefits (Kopelman, Prottas, Thompson, & Jahn, 2006). Organizational side-benefits include health (Rousseau & Greller, 1994), pension (Rousseau & Greller, 1994), work/life balance programs, including flexible work hours (HR Focus, October, 2006; Lewison, 2006), telecommunicating (HR Focus, October, 2006; Lewison, 2006), job sharing (HR Focus, October, 2006; Lewison, 2006), working part-time (HR Focus, October, 2006; Lewison, 2006), paid-time off policy (including leave for medical reasons, travelling and etc.) (HR Focus, October, 2006). Information related to benefits may be important in determining employees' decisions whether to work in that organization (Rousseau & Greller, 1994). Since, most of the time the benefits are provided to all employees in the organization, independent from some criteria such as employees' performance level. Benefits have some characteristics such as being one-sided, permanent, and not accidental (Rousseau & Greller, 1994).

Job-level variables include variables such as skill variety (Mathieu & Zajac, 1990), task autonomy (Mathieu & Zajac, 1990), job challenge (Mathieu & Zajac, 1990), job scope (Mathieu & Zajac, 1990), task identity (Steers, 1977), opportunity for social interaction (Steers, 1977), feedback (Steers, 1977), increases in job rewards (Rusbult & Farrell, 1983), increases in investment size (Rusbult & Farrell, 1983), decreases in job costs (Rusbult & Farrell, 1983), decreases in alternative quality (Rusbult & Farrell, 1983).

Role-level variables consist of variables such as role ambiguity (Mathieu & Zajac, 1990), role conflict (Mathieu & Zajac, 1990), and role overload (Mathieu & Zajac, 1990). And leader-member relations variables include such as group cohesiveness (Mathieu & Zajac, 1990), task interdependence (Mathieu &

Zajac, 1990), leader initiating structure (Mathieu & Zajac, 1990), leader consideration (Mathieu & Zajac, 1990), leader communication (Mathieu & Zajac, 1990), and participative leadership (Mathieu & Zajac, 1990).

Although there are not many studies regarding the relation between organizational commitment and benefits, studies with relevant constructs and benefits relationship implies a linear relationship between the two. Although not directly related to organizational commitment per se, side-benefits were found to be related to the relevant concepts of organizational commitment such as loyalty and psychological contract (Rousseau & Greller, 1994). In one study it is stated that together with other human resource applications, benefits also serve as a tool for leading employees to believe in psychological contract with the employed organization (Rousseau & Greller, 1994). The authors stated that benefits are important for both organization and the employees. Because benefit relevant organizational policies were found as among the factors which have influence on employees' tenure decisions and motivation (Rousseau & Greller, 1994).

In an empirical study in a sample of 298 employees, Kopelman et al. (2006) reported a significant positive relationship between the number of work-family practices and affective commitment. In a similar vein, Kopelman et al. (2006) also reported a significant positive relationship between the number of work-life practices offered and affective commitment. Their results implied that there could be a linear relation between the number of benefits and affective commitment to the organization.

In the present study, organizational benefits and side-benefits provided to the employees by the organizations included were lodging, day care, bonuses

(incentives) and benefits, extra payments, rewarding of performance (e.g., promotion, pay etc.), training opportunity for individual career development, health insurance, overtime payment, transportation to workplace, travelling expenses for business trips, and opportunity for lunch at workplace (such as tickets or dining hall). These variables were included under the general heading of individual and organizational characteristics variable influencing employees' job satisfaction, organizational identification, organizational commitment, and turnover intentions. Hence, in the present study the relationship between these side-benefits and variables of interest are examined in an exploratory fashion.

Summary of the studies that were covered in this section and included information regarding the predictors and correlates of organizational commitment are presented in Table 1 and Table 2 respectively in the Appendix A.

Consequences of organizational commitment are fairly consistent across studies. Turnover intentions (Mathieu & Zajac, 1990), actual turnover (Farrell & Rusbult, 1981; Mathieu & Zajac, 1990; Porter, Steers, Mowday, & Boulian, 1974; Porter, Crampon, & Smith, 1976; Rusbult & Farrell, 1983; Steers, 1977), job performance (Mathieu & Zajac, 1990), job satisfaction (Bateman & Strasser, 1984), attendance (Mathieu & Zajac, 1990; Steers, 1977), intent and desire to remain (Steers, 1977), perceived job alternatives (Mathieu & Zajac, 1990), intention to search another job (Mathieu & Zajac, 1990), and lateness (Mathieu & Zajac, 1990) are among the most common consequences of organizational commitment. The results of the above studies regarding the consequences of organizational commitment are consistent with Meyer and Herscovitch's (2001) assertion that individuals who show strong commitment towards their

organization will be less likely to exhibit withdrawal behaviors and may be inclined to show that they are performing well to exhibit their concern for the organization. Summary of the studies that were covered in this section and included information regarding the consequences of organizational commitment is presented in Table 3 in the Appendix A.

1.2.3. Predictors, Correlates and Consequences of Affective, Normative, and Continuance Commitment

The previous section briefly presented the literature relevant to the predictors of organizational commitment in general, this section provides literature relevant to specific dimensions of organizational commitment. A number of predictors of affective commitment have been identified. These are contextual performance (Van Scotter, 2000), tenure, position tenure, organizational tenure (Beck & Wilson, 2000; Meyer et al., 2002), job challenge, role clarity, goal clarity, goal difficulty, management receptiveness, peer cohesion, organizational dependability, equity in the organization, personal importance (i.e., the extent to which employees felt that they are important to the organization), feedback, employee participation (Allen & Meyer, 1990), age, external locus of control, task self-efficacy, role conflict (outside North America) (Meyer et al., 2002; Ko et al., 1997), job autonomy, routinization, role ambiguity, role conflict, resource inadequacy, supervisory support, distributive justice, legitimacy, promotional chances, job security, job hazards, and pay (i.e., several rewards and punishments) (Ko et al., 1997). In addition, overall job satisfaction,

job involvement, and occupational commitment were also found as correlates of affective commitment (Meyer et al., 2002).

According to the literature several predictors of normative commitment were identified. These are organizational commitment norm (i.e., organization's expectation of commitment from its employees) (Allen & Meyer, 1990), demographic variables such as age, position tenure, organizational tenure (Meyer et al., 2002), perceived organizational support (outside North America) (Meyer et al., 2002), social and organizational rewards (except co-worker support) (Ko et al., 1997).

Finally, predictors of continuance commitment are skills transfer (i.e., whether there is an opportunity to use skills in another organization and job), education (Allen & Meyer, 1990; Meyer et al., 2002), relocation, self-investment, pension, community, alternatives (Allen & Meyer, 1990), age, position tenure, organizational tenure, role conflict (in North America), availability of alternatives, investment variables (Meyer et al., 2002), supervisory support, co-worker support, opportunity (i.e., available alternatives) (Ko et al., 1997).

Among these predictors, position tenure, organizational tenure (Beck & Wilson, 2000; Meyer et al., 2002), and age (Meyer et al., 2002; Ko et al., 1997) were found to be common predictors of all three components of commitment. On the other hand, role conflict (Meyer et al., 2002; Ko et al., 1997) and supervisory support (Ko et al., 1997) were found to be common predictors of both affective and continuance commitment components.

It was found that age and tenure are related to different components in different cultures (Meyer et al., 2002). For example, studies conducted outside

North America indicated a strong positive relation between age and continuance commitment but, a weak relationship with normative commitment. Also, in North American samples, role conflict was found to be positively related to continuance commitment while it was found to be negatively related to affective commitment in studies conducted outside North America (Meyer et al., 2002). Summary of the studies that were included in this section regarding the predictors of affective, normative, and continuance components of organizational commitment are presented in Table 4 in the Appendix A.

Several consequences of different components of commitment have also been investigated. Turnover intentions (Vandenberghe et al., 2001), absenteeism, self-reported stress, work-family conflict (Meyer et al., 2002), turnover (Meyer et al., 2002), job performance (Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989), prosocial behaviors, organizational citizenship behaviors (Meyer et al., 2002; Moreland & Levine, 2001), intent to stay, search behaviors (Ko et al., 1997) were considered to be consequences of affective commitment. In a similar way, withdrawal cognition (i.e., turnover intention), turnover (Meyer et al., 2002), job performance, prosocial behaviors, organizational citizenship behaviors (Meyer et al., 2002; Moreland & Levine, 2001), intent to stay, search behaviors (Ko et al., 1997) emerged as consequences of normative commitment. In addition, both job performance and prosocial behaviors were found to be negatively correlated with CC (Moreland & Levine, 2001). Finally, Ko et al. (1997) found that job search behaviors were found to be consequences of continuance commitment (i.e., negatively related). In terms of consequences, affective, normative, and continuance components were found to be strongly and negatively related to the

withdrawal cognition and turnover (Meyer et al., 2002). AC seemed to be negatively related to absenteeism, self-reported stress and work-family conflict. However, there is a positive relationship between the last two and CC (Meyer et al., 2002). Summary of the studies that were included in this section regarding the consequences of affective, normative, continuance organizational commitment are presented in Table 5 in the Appendix A.

Overall, all three components were related to withdrawal cognition, intention, and behaviors (Meyer et al., 2002), job performance, prosocial behaviors, (Meyer et al., 1989; Meyer et al., 2002; Moreland & Levine, 2001), job search behaviors (Ko, Price, & Mueller, 1997). Moreover, intent to stay (Ko et al., 1997) and organizational citizenship behaviors were found to be common consequences of affective and normative commitment components. On the other hand, while AC seemed to be negatively related to self-reported stress and work-family conflict, CC seemed to be positively related to both variables (Meyer et al., 2002).

1.3. Perceived Organizational Communication as a Predictor of Organizational Commitment, Job Satisfaction, and Organizational Identification

The reviewed literature points out that, there are several tangible (e.g., salary) and non-tangible predictors of organizational commitment. Perceived organizational communication is one of the non-tangible and attitudinal predictors of organizational commitment.

Organizational communication is an important aspect of organizational life. It effects the flow of information from up to down, down to up, and laterally among the employees. It is important that employees perceive this phenomena positively. Positive organizational communication climate may be related to organizational commitment because employees see the communication climate as means on the part of the organization to send the message that employees are valuable for the organization and they respect them as individual to the extent that they share the necessary information.

The results of several empirical studies have indicated that organizational communication is not only important for organizational commitment but it is also important for organizational identification, job satisfaction, and turnover intentions. More specifically, there is empirical evidence (e.g., Sias, 2005) for the view that high quality organizational communication may enhance organizational commitment, organizational identification, and job satisfaction. On the other hand, while there is a negative relationship between high quality organizational communication and turnover intentions, poor quality organizational communication is associated negatively with organizational commitment (e.g., Tepper, 2000), organizational identification, and job satisfaction, and positively with turnover intentions (Tepper, 2000).

The term communication satisfaction was first used by Downs and Hazen (cited in Varona, 1996). Downs and Hazen proposed communication satisfaction as a multidimensional construct, and developed a Communication Satisfaction Questionnaire including items tapping into eight dimensions which were named as *organizational perspective, personal feedback, organizational integration,*

supervisory communication, communication climate, horizontal communication, media quality, and subordinate communication. Later on, Downs (1990) added two more factors, *top management communication* and *interdepartmental communication*, and this expanded version of the scale is called as the Communication Audit Questionnaire – CAQ (cited in Varona, 1996).

Through in-depth interviews conducted with 29 employees, Sias and Jablin (1995) examined how differential treatment of subordinates by supervisors, subordinates' fairness perceptions, and co-worker relationships were related. The results of the study revealed that, differential positive unfair treatment or differential negative unfair treatment might contribute to increased group cohesiveness. The quality of relationship with the supervisor was also influential in terms of co-workers' memories. Co-workers were more likely to remember unfair and negative differential treatment of their supervisor if they had a low-quality relationship with their supervisor. Differential treatment of supervisors to their subordinates were detrimental for communication among co-workers, because it undermined trust among co-workers.

Results of several studies also (e.g., Mathieu & Zajac, 1990) indicated that leader consideration, leader communication, group cohesion and peer cohesion, and perceived organizational support contributed to the prediction of organizational commitment. Communication as having a function of establishing affiliation with supervisor and peers in the workgroup is likely to support cohesion which in turn might increase loyalty to the workgroup/organization. Results of the studies (e.g., Postmes, Tanis, & de Wit, 2001) also indicated that, within the organization, vertical and horizontal communication may lead to

commitment to different foci (Postmes et al., 2001). For example, while vertical communication might lead to commitment to the organization, horizontal communication might lead to commitment to the subgroup. In addition, perceived support from supervisor and organization were found to be influential in determining employees' commitment to their supervisor and organization respectively (Stinglhamber & Vandenberghe, 2003).

Mayfield and Mayfield (2002) emphasized the influence of leader communication on employee commitment. According to these authors, leader communication is a critical factor in constructing trust which fosters employee commitment. They stated that although communication skills can be learned or can be improved through training, organizational context is also important for their application. In the light of previous research examining the relation between communication practices and commitment, they documented several leader communication practices including active listening, feedback, guidance and listening, and information sharing. They offered a communication framework "Motivating Language Theory" as an effective communication strategy. They proposed motivating language as an important tool for the reconstruction of loyalty in case of downsizing or mergers. Based on the organizational context, selecting an appropriate strategy from among the direction giving language, empathetic language, and mean-making language in their oral communication with subordinates, supervisors can foster trust and commitment of their employees.

Several empirical studies investigated the relationship between the communication-related variables and their work outcomes. Leader-member

exchange, quality of information received from both supervisor and co-workers (e.g., Sias, 2005), communication satisfaction (e.g., Brunetto & Farr-Wharton, 2004; Putti, Aryee, & Phua, 1990; Varona, 1996), horizontal and vertical communication (e.g., Postmes et al., 2001), adequacy of information employees receive about both their organization and their personal roles in the organization (e.g., Smidts, Pruyn, & van Riel, 2001), communication direction (e.g., Goris, Vaught, & Pettit, 2000), supervisor's communication practices (e.g., Johlke & Duhan, 2000), abusive supervision (Tepper, 2000), indicators of communication (Scott et al., 1999), and differential treatment of employees by the supervisors (Sias & Jablin, 1995) are among the communication related variables that were proposed to be associated with important work outcomes. These work-outcomes include job satisfaction (e.g., Sias, 2005), job performance (e.g., Goris et al., 2000), organizational commitment (e.g., Sias, 2005), organizational identification (e.g., Smidts et al., 2001), reduced employee role ambiguity (e.g., Johlke & Duhan, 2000), life satisfaction, work-family conflict, psychological distress, turnover intentions (e.g., Scott, Connaughton, Diaz-Saenz, Maguire, Ramirez, Richardson, Shaw, & Morgan, 1999) and turnover (e.g., Tepper, 2000).

Postmes et al. (2001) examined the effects of horizontal (i.e., non-work related communication with peers) and vertical communication (i.e., work-related communication with superiors) on commitment in two different studies and in two different samples. Results revealed that organizational and unit level commitments were predicted by different kinds of communication, vertical communication with the senior management for the former and vertical communication with the unit for the latter. Results also revealed that compared to

horizontal communication, vertical communication was superior in predicting organizational commitment. Moreover, it was also found that vertical communication was not only superior in terms of predicting organizational commitment but it was also superior in predicting the unit-level commitment. To the extent that employees perceived higher level of communication satisfaction they became highly committed to both their organization and their unit.

Sias (2005) found that supervisor information quality and co-worker information quality for all three different groups of peer relationships, (namely, information, collegial, and special peer relationships) emerged as significant predictors of organizational commitment. The results of this study supported the view that quality of information received from both the supervisor and the co-workers is important for determining veteran employees' organizational commitment as well as improving employees' relationship quality with both targets.

Brunetto and Farr-Wharton (2004) examined how some communication related variables such as satisfaction with communication climate, satisfaction with superiors, satisfaction with media quality, and satisfaction with personal feedback were associated with the three components of organizational commitment (i.e., AC, NC, and CC) in three different samples including nurses employed in the public sector, and administrative staff employed in both public and private sectors. Results regarding affective, normative, and continuance commitment revealed that communication variables were positively related to both AC and NC in three samples. However, with respect to CC significant differences emerged between nurse and private sector administrative staff groups.

That is, CC was found to be positively and significantly related to communication variables in the nurse and private sector administrative staff samples but not in public sector administrative staff sample.

Putti et al. (1990) investigated how communication relationship satisfaction (CRS) and organizational commitment were associated with each other in a sample of 122 white-collar employees. CRS was defined as the degree of overlap/fit between the provided and desired information related to both tasks and organization's activities in general. They found that among the CRS composite, supervisor relationships, and top management relationship variables (i.e., vertical communication), the highest positive correlation was between organizational commitment and top management relationships, followed by global CRS, and supervisor relationships. Putti et al. (1990) claimed that although antecedents of commitment as well as its consequences were investigated in many empirical studies, there was a lack of empirical research on how organizational process variables such as CRS and organizational commitment were associated. The authors concluded that satisfaction with the communication relationships in an organization can increase identification with the organization and in turn employees' commitment to their organization.

Using a sample of 307 employees working in three different organizations in Guatemala, Varona (1996) investigated how employees' tenure, position, organizational commitment and communication satisfaction were related. Participants' communication satisfaction level was measured by using Down's Communication Audit Questionnaire (CAQ). Participants' organizational commitment was assessed by using two different instruments: Cook and Wall's

Organizational Commitment Instrument (OCI), and Mowday, Porter, and Steers's Organizational Commitment Questionnaire (OCQ). Varona found that the level of employees' communication satisfaction and organizational commitment was moderately correlated. Furthermore, employees who were higher in terms of communication satisfaction tended to have higher organizational commitment.

Smidts et al. (2001) examined how organization's perceived external prestige and content of communication (adequacy of information employees receive about their company via about their personal roles in the organization) are related to employees' organizational identification. They also tested whether communication climate acts as a mediator between the communication content and the organizational identification. The strong support was found for the mediation.

Sias (2005) stated that most of the research on communication in the workplace were conducted with the newcomer employees, however, communication is also crucial for veteran employees. For this reason, she conducted a cross-sectional study with 190 veteran employees. At the end of the regression analyses conducted for both the supervisor-provided information amount and quality and the co-worker-provided information amount and quality separately, it was found that employees' job satisfaction was positively predicted by supervisor-provided information quality, leader-member exchange, and co-worker-provided information quality. As it is seen, for both supervisor and co-worker groups, quality of the information received emerged as a significant predictor of employee job satisfaction. The results of this study supported the view that quality of information received from both the supervisor and the co-

workers is important for determining employees' job satisfaction as well as improving employees' relationship quality with both targets.

Johlke and Duhan (2000) examined the influence of supervisor's communication practices including communication frequency, communication mode (formal vs. informal), communication content (direct vs. indirect), and communication direction (unidirectional vs. bidirectional) on job satisfaction. They found that there was a positive relationship between high communication frequency and job satisfaction. They reported negative relationships between indirect communication content and ambiguity regarding the supervisor; bidirectional supervisor-employee communication and ambiguity regarding all four targets; service employee role ambiguity regarding customers and ethical situations and job satisfaction. Consistent with Goris et al.'s (2000) findings, Johlke and Duhan (2000) also found a curvilinear relationship between amount of communication and job satisfaction meaning that both insufficient and too much amount of communication is negatively related to desirable work outcomes.

In another study conducted in Turkey, Tütüncü (2000b) investigated the factors affecting job satisfaction in a sample of 109 service sector employees working in a university's cafeterias. Results indicated that among the proposed variables, only communication was found to be positively and significantly predicting the job satisfaction.

There is empirical evidence indicating that abusive supervision as an evidence of negative communication is negatively related to job satisfaction, organizational identification, and organizational commitment, and it is positively related to voluntary turnover. For example, in an empirical study, Tepper (2000)

examined the effects of abusive supervision on several work outcomes such as voluntary turnover, job satisfaction, affective, normative, and continuance commitment. She reported that employees' perceptions towards abusive supervision was significantly correlated with AC, NC, CC, and job satisfaction. Also, results of a logistic regression analysis indicated that higher levels of abusive supervision was associated with higher levels of tendency for voluntary turnover. As a result, abusive supervision was found to undermine positive work outcomes such as AC and NC commitment, and job satisfaction and to foster voluntary turnover.

Scott et al. (1999) examined how several communication variables, multiple foci/targets of identification (identification with division, agency, state government, and occupation), and multiple dimensions of job satisfaction were related to turnover intention. Communication variables including job information received, agency information received, pay/benefits information received, total information sent, co-worker relations, and supervisor relations were found to be related to the prediction of turnover intentions. When all variables entered into the equation and controlling for control variables, among the communication variables, co-worker relations and supervisory communication relationships emerged as the most significant predictors of turnover intention. The other communication variable that emerged as a significant predictor of turnover intention was the adequacy of information sent. Apart from the survey study, the data obtained from the employees through interviews also implied the existence of a negative relationship between communication adequacy and turnover intentions.

Goris et al. (2000) examined how communication direction is (including upward, downward, and lateral communication) related to both job performance and job satisfaction. The results of Goris et al.'s study also revealed that communication direction was not linearly related to both job performance and job satisfaction. Rather, the relationship was an inverted U-shape implying that both lack of and excessive level of communication were detrimental in organizations. The results yielded evidence for the necessity of an optimal level of communication in all three directions. On the other hand, abusive supervision (e.g., Tepper, 2000) and differential treatment of supervisors to their subordinates (e.g., Sias & Jablin, 1995) are factors undermining the quality of communication and trust among co-workers. Table 6 in the Appendix A presents the summary of studies related to the relationship between organizational communication and organizational commitment, organizational identification, job satisfaction, and turnover intentions.

The literature reviewed provided some evidence for the existence of relationship between the quality of communication variable and organizational commitment, job satisfaction, organizational identification, turnover intentions, and turnover. Although the relationship between organizational communication and some organizational outcomes are quite well-established, there is a lack of consensus over the measure of organizational communication. Therefore, in the present study an attempt was made to design a scale related to organizational communication. In the light of the accumulated empirical evidence summarized above, the following prediction is made in the present study:

Hypothesis 1: Quality of organizational communication including upward, downward, and lateral aspects of organizational communication predicts:

a) organizational commitment, b) organizational identification, c) job satisfaction, and d) turnover intentions.

1.4. Targets of Commitment

Most commitment studies dealt with commitment in general terms without considering its targets. There is a need to investigate the relation between targets of commitment and commitment in general.

Reichers (1985) stated that an organization is a combination of different parts such as departments and customers and therefore employee commitment can best be understood by examining employees' commitment toward different targets such as workgroup and customers. Recently, several studies indicated that employees may be committed to various foci including organization, occupation, supervisor, workgroup, and customers (e.g., Bentein, Stinglhamber, & Vandenberghe, 2002; Cheng, Jiang, & Riley, 2003; Stinglhamber, Bentein, & Vandenberghe, 2002; Stinglhamber & Vandenberghe, 2003; Vandenberghe, Bentein, & Stinglhamber, 2004). The results of these studies supported Reichers's (1985, 1986) assertion that because organizations are composed of different entities and these entities may have conflicting goals and values, it is more rational to talk about commitments towards these entities (i.e., multiple commitments) rather than talking about commitment to a global organization.

Recently, antecedents and consequences of commitment related to each foci were investigated. Several studies indicated that the multiple foci of commitment were distinct from each other and have different predictors and outcomes. For example, commitment to these targets was found to be negatively related to turnover intentions and actual turnover (Cheng et al., 2003; Stinglhamber et al., 2002; Stinglhamber & Vandenberghe, 2003; Vandenberghe et al., 2004). Affective commitment to immediate supervisor and workgroup influences affective commitment to organization and as a result determines behavioral work outcomes (Bentein et al., 2002; Cheng et al., 2003; Vandenberghe et al., 2004). Both organizational and supervisory commitments were positively related to job satisfaction (Cheng et al., 2003). Commitment to the supervisor was also positively related to job performance (Cheng et al., 2003).

The studies briefly mentioned above provide evidence for existence of multiple foci of commitment, their related predictors and consequences. However, to date, to the knowledge of the researcher, no study has examined different components of commitment towards different targets. Studies which investigated commitment to other foci (such as commitment to supervisor and workgroup) deal only with the affective component of commitment. In the proposed study, by using Meyer et al.'s (1993) commitment scale, affective, normative, and continuance commitment towards the organization, supervisor, and workgroup are examined. Table 7 in the Appendix A presents summary of the studies relevant to different targets of commitment.

As it is stated above, literature provided evidence for the existence of multiple commitment targets. Thus, beside individual and organizational

predictors of AC, NC, and CC towards organization, the present study also aimed to examine the contribution of commitment to workgroup and supervisor in the prediction of organizational commitment. Therefore, the following prediction was made:

Hypothesis 2: Commitment to a) supervisor and b) workgroup/bank branch predicts organizational commitment.

1.5. An Overview of Organizational Identification Literature

Individuals need to identify themselves with different significant foci due to the need to belong to an entity. This identification defines the self (Ashforth & Mael, 1989; Hogg & Terry, 2000). Although there is an identification concept in commitment in general, identification was studied as a different construct. There are several definitions of OID. Ashforth and Mael (1989) stated that “identification is viewed as a perceptual cognitive construct” (p. 21). Dutton, Dukerich and Harquail (1994) defined organizational identification as “the degree to which a member defines him- or herself by the same attributes that he or she believes define the organization” (p. 239). They stated that “when a person’s self-concept contains the same attributes as those in the perceived organizational identity, we define this cognitive connection as organizational identification” (p. 239). Rousseau (1998) defined identification as “a psychological state wherein an individual perceives himself or herself to be part of a larger whole (work group, firm, church, etc.)” (p. 217). The common point in all definitions is that identification is viewed as a cognitive construct. Organizational identification

(OID) is referred to as “a specific form of social identification where the individual defines him or herself in terms of their membership in a particular organization” (Mael & Ashforth, 1992, p. 105). Hence, organizational identification is rooted in two theories namely the Social Identity Theory (SIT) of Tajfel and its extension Self Categorization Theory (SCT) proposed by Turner (Ashforth & Mael, 1989). According to these theories, being identified with a social group requires categorizing or classifying himself or herself within that group. Individuals derive part of their identity from the social groups that they belong (Oakes, Haslam, & Turner, 1994). That is, the self-concept of an individual is shaped by both his or her personal identity and social identity. According to these theories, social identity is context-dependent and requires comparison with and identification relative to the other group. That is, because social identity is based on category membership, it requires the existence of and awareness toward an out-group or different categories (Oakes et al., 1994; Turner & Haslam, 2001).

Work is important aspect of one’s identity. In the literature, there are efforts towards application of social identity theory and also its extension self-categorization theory to organizational relevant issues such as OID (e.g., Ashforth & Mael, 1989; Dutton et al., 1994; Hogg & Terry, 2000; Mael & Ashforth, 1992). For example, Dutton et al. (1994) emphasized the importance of self-categorization on the formation of OID. In a similar vein, Hogg and Terry (2000) reviewed the influence of self-categorization theory on several organization related issues such as cohesion and deviance, leadership, and group structure. In the light of the basic propositions of SIT and SCT, they made suggestions related

to organizational behavior. That is, they explained the acts of individuals in organizations by applying the propositions of SIT and SCT to organizations which are large social groups including sub-units. For example, Dutton et al. (1994) suggested that individuals who highly identify with their organization will behave in a way to be beneficial for and serve the organization's interest.

In their review, Dutton et al. (1994) offered a model of organizational identification including two organizational images (i.e., perceived organizational identity and construed external image) as antecedents of employees' OID. They differentiated between perceived organizational identity and construed external image. Perceived organizational identity refers to employees' perceptions toward their employed organization as distinctive, central, and enduring. On the other hand, construed external image refers to employees' perceptions towards the image of organization among non-members. They proposed a positive relationship between these two organizational images and the strength of OID.

Ashforth and Mael (1989) identified group distinctiveness, prestige of the group, salience of the out-groups, factors that were influential in group formation such as interpersonal interaction, similarity, liking, proximity, shared goals or threat, common history as the antecedents of social identification in organizations. Ashforth and Mael (1989) also identified several factors as consequences of social identification in organizations and commitment was among the consequences of identification.

Mael and Ashforth (1992) proposed a different model from that of Ashforth and Mael (1989). They proposed that different from the model focusing the salience of the outgroup, in the recent model the focus is on inter-group

competition. Additionally, different from the recent model, the former model includes factors related to group formation (e.g., interaction, similarity, liking) or its consequences (e.g., cohesion, internalization of values, altruism). Finally, the recent model includes individual antecedents of OID. They identified both organizational and individual antecedents of identification as well as outcomes of identification in an empirical study conducted with alumni of a school. Mael and Ashforth (1992) identified organizational distinctiveness, organizational prestige, and intra-organizational competition as organizational antecedents of identification as the former two positively and the last one is negatively related to OID. The proposed individual antecedents of identification are satisfaction with the organization, organizational tenure, and sentimentality all having a positive relationship with identification. The individual and organizational antecedents were found to explain 35 % of the variance in OID.

As Reicher's argument on the existence of multiple commitments in the organization, Ashforth and Mael (1989) also suggested that there are multiple identifications in the organization such as identification with the sub-units. In literature, there are also efforts to develop a more comprehensive models of OID (Ashforth & Kreiner, 2004) as well as developing multi-dimensional models of OID (Harris & Cameron, 2005).

Rousseau (1998) explained the reasons behind employees' identification with their organizations. According to her, identification can be either at situated (i.e., elemental level) or deep structure (i.e., higher level). She differentiated between situated and deep structure identifications and documented antecedents of each separately. She defined situated identity as an "elemental form of identity"

(p. 218) whereas deep structure identity as a “higher level of identification” (p. 221), and also documented the differences between these two types of identity. Situated identity requires existence of common interests of both individual and organization which are strong enough to inhibit difference of each parties from each other. It requires situational cues and endures as long as the cues exist (i.e., it is relatively short termed and temporary limited to the existence of cues in the context). It can also be facilitated by communication regarding information which is organization relevant. On the other hand, deep structure identity leads changes in terms of self-related mental models in such a way to “incorporate” the organization itself. It makes work-related self and self-concept parallel to each other. It is a relatively long termed and permanent identity. Rousseau (1998) also mentioned that employees’ OID is shaped both by individual and organizational forces (i.e., both of them give rise to OID). Although situated identification can be considered as an initial step for deep structure identification, it may or may not lead to deep structure identification.

Several authors emphasized the existence of discrepancy between OID and organizational commitment (e.g., Ashforth & Mael, 1989; Gautam, van Dick, & Wagner, 2004; Mael & Ashforth, 1992; Mael & Ashforth, 1995; Mael & Tetrick, 1992; Meyer, Becker, & van Dick, 2006; van Knippenberg & van Schie, 2000; van Knippenberg & Sleebos, 2006).

OID and commitment are different constructs although they are related to each other (Ashforth & Mael, 1989). According to several authors (Ashforth & Mael, 1989; Mael & Ashforth, 1995) social identification can develop independently from interpersonal relation or cohesion. Different from OID,

commitment and internalization does not specific to one particular organization. One can transfer his or her commitment from one organization to another. Another difference from the OID, commitment and internalization does not require to have a common fate with other group members. In addition, contrary to OID, in case of internalization and commitment an individual does not experience a feelings of “psychic loss” when he or she leaves the organization. Mael and Ashforth (1995) suggested that one’s commitment does not necessarily bring identification. In the light of the differences between OID and commitment, Ashforth and Mael (1989) suggested that OID is likely to be an antecedent to organizational commitment.

There are also some other differences between these two constructs. For example, Meyer et al. (2006) compared and contrasted these two constructs in regard with several dimensions. Social identity refers to a collective self, whereas commitment does not. Social identity requires a social foci, however the foci of commitment does not necessarily have to be social, it may or may not be social. While the mindsets of both includes both cognitive and affective aspects, mindsets of social identity is based on the reactions towards group membership, but, mindsets of commitment is based on reasons behind commitment with a specific target. Similar with Ashforth and Mael (1989), Meyer et al. (2006) also viewed identification as an antecedent of commitment. Hence, they suggested that identification brings commitment. Through a series of confirmatory factor analyses Gautam et al. (2004) found evidence for the discrepancy of OID and commitment although these two constructs are highly correlated.

In their study, van Knippenberg and Sleebos (2006) compared and contrasted OID and organizational commitment with respect to their relationships with job satisfaction and turnover intentions. They found that affective organizational commitment (AC) is superior to OID in predicting job satisfaction, and turnover intentions. Moreover, the magnitude of the relationship in correlations between these variables are also in line with this finding. That is, although organizational commitment and OID were closely and significantly related to each other, and the direction of their relationship with other variables are same, organizational commitment was found to have higher correlations with job satisfaction, and turnover intentions than the correlations between OID and these variables. After controlling for organizational commitment, the relation between OID and turnover intentions was found to be positive and significant, although it was not significant before this control. After controlling for OID, the relationship between organizational commitment and job satisfaction was found to be positive and significant and turnover intention was found to be negative and significant. This results also support the view that identification leads commitment.

For example, Mael and Tetrick (1992) claimed that although both OID and organizational commitment are related to each other and they are both related to job satisfaction, job involvement, and organizational satisfaction, in fact they are different constructs. They compared and contrasted identification with a psychological group (including perceived shared experiences and perceived shared characteristics dimensions) and affective organizational commitment in an empirical study. They found that compared with OID, organizational commitment

was much more related to job satisfaction, job involvement, and organizational satisfaction.

In a recent meta-analysis Riketta (2005) also found that organizational identification (OI) and attitudinal organizational commitment (AOC) are two distinct constructs and although they are related to same variables the strength of their relationship with these variables changes.

One of the most popular measures of OID is Mael's Organizational Identification Scale (Riketta, 2005). The Organizational Identification Scale was developed by Mael and Ashforth (1992) and it includes 6-items. This scale is used in the present study also. In the same study, Riketta stated that beside the Mael Scale, also the Organizational Identification Questionnaire (OIQ) which was developed by Cheney is popular in use. However, the 25-item OIQ of Cheney was criticised as being more closer to affective component of organizational commitment and organizational commitment as measured by Porter et al.'s (1979) OCQ. It is concluded that use of Mael's identification scale is more reasonable in studies including both identification and commitment measures (Riketta, 2005). Table 8 presents the summary of OID related studies that were covered in this section.

Whether it is accepted as a uni-dimensional or a multi-dimensional construct, both the review and empirical studies reflects the acceptance of identification as a cognitive construct. The studies mentioned above all accepts that OID is rooted in SIT and SCT theories. The literature reviewed / summarized above indicated that although they are related, OID and organizational commitment are distinct constructs and OID is likely to be an antecedent of

organizational commitment. Therefore, in the light of the reviewed literature the following prediction is made concerning the relationship between OID and organizational commitment:

Hypothesis 3: Organizational identification contributes significantly to organizational commitment.

1.6. An Overview of Job Satisfaction Literature

Job satisfaction is another work attitude. It is defined as “degree to which an employee has positive emotions toward the work role” (Locke, 1976, p. 1304). As can be understood from the definition, job satisfaction is an affective employee attitude toward work. An employee may feel either satisfied with his or her job in general (i.e., global satisfaction) or he or she may feel satisfied with several aspects of his or her job (i.e., facet satisfaction including dimensions such as satisfaction with pay, supervision, work etc.) (Tett & Meyer, 1993).

There are different views concerning the measurement of job satisfaction (e.g., global vs. facet satisfaction; single-item vs. multi-items). For instance, one view claims that it will be better to use the global measure of job satisfaction, whereas the other view claims rather than measuring it with a global measure it will be better to measure its facets. Examples for the multi-facet job satisfaction scales can be Job Descriptive Index (JDI) of Smith, Kendall, and Hulin (cited in Spector, 1996) and Job Satisfaction Survey (JSS) of Spector (cited in White & Spector, 1987), both including satisfaction with several aspects of job. The JDI consists of 72-items that are grouped under five dimensions, namely, satisfaction

with work, pay, promotion opportunities, supervision, and co-workers (Smith, Kendall, & Hulin, 1969). The JSS includes nine facets related to job satisfaction, namely, satisfaction with pay, promotion opportunities, fringe benefits, supervision, coworkers, job conditions, work itself, communication, and security (cited in Spector, 1996). Minnesota Satisfaction Questionnaire (MSQ) is also among the multi-facet job satisfaction scales (cited in Spector, 1996). The MSQ has both long (100-items) and short versions (20-items) both including items related to 20 different aspects of job satisfaction, such as, activity, independence, variety, social status, supervision, and moral values. The final example is Job in General Scale (JIG) which consists of 18-items measuring global job satisfaction (Ironson, Smith, Brannick, Gibson, & Paul, 1989).

As a work attitude job satisfaction was found to be associated with several variables including gender (Akınaltuğ, 2003), organizational image, inclusion-nonexclusion perception, leader-member exchange, job image, and level of met expectations (Şenyüz, 2003), distributive justice, promotional chances, supervisory support, peer support, workload, role conflict, role ambiguity, autonomy, routinization (Gaertner, 1999), and work-stress (Akınaltuğ, 2003).

Several authors also related job satisfaction to organizational commitment (e.g., Bateman & Strasser, 1984; Farkas & Tetrick, 1989; Mowday, Porter, & Steers, 1982). According to some authors job satisfaction is an antecedent of organizational commitment (Mowday et al., 1982). Some others, however, claim that organizational commitment is a predictor of job satisfaction (Bateman & Strasser, 1984). Yet, some other author proposed the existence of a bidirectional relationship between these two work attitudes.

In a sample of 244 managers in public sector Akınaltuğ (2003) found a positive significant relationship between organizational commitment and job satisfaction. In a sample of 83 employees from two different organizations one having a TQM implementation and the other without a TQM implementation, Yahyagil (1999) investigated how total quality management (TQM) culture elements, job satisfaction, and organizational commitment (including job commitment, belief in organizational goals, and desire to remain with the organization) were related by using a quasi-experimental (i.e., field experiment) design. He reported a positive significant relationship between organizational commitment and job satisfaction in both organizations.

In terms of consequences, job satisfaction was found to be a significant predictor of turnover intentions although the literature suggests the superiority of organizational commitment to job satisfaction in the prediction of turnover intentions or turnover. Due to the result of being a global measure (Porter et al., 1974; Mowday et al., 1979), commitment is said to be superior to job satisfaction in predicting turnover (Porter et al., 1974; Farrel & Rusbult, 1981). Another difference between job satisfaction and organizational commitment is that, when compared with organizational commitment, job satisfaction is not stable over time (Mowday et al., 1979).

Similarly, in a field study in Turkey, Tütüncü (2000a) examined the relations between job satisfaction and turnover intentions in a sample of 228 sales office employees working in transportation sector. Results indicated that, job satisfaction was a negative significant predictor of turnover intentions.

The literature presented above (e.g., Bateman & Strasser, 1984) provided evidence for the relationship between job satisfaction and organizational commitment. Although some studies suggested that commitment precedes job satisfaction, there is convincing evidence that job satisfaction predicts commitment (e.g., Bateman & Strasser, 1984). Table 9 in the Appendix A presents summary of the studies related to antecedents and consequences of job satisfaction. Therefore, although in the present study the relationship between job satisfaction and organizational commitment is examined in an exploratory fashion, in the light of some of the empirical evidence the following proposition was also made:

Hypothesis 4: Job satisfaction predicts organizational commitment.

1.7. Turnover Intentions as a Critical Outcome Variable

Turnover is proposed to be an important work outcome because employers want a stable workforce due to some practical and ideological reasons. To date, there are many studies trying to explain the mechanism underlying behind the voluntary turnover process (e.g., Griffeth & Hom, 2001; Kammeyer-Mueller, Wanberg, Glomb, & Ahlburg, 2005) and the antecedents of voluntary turnover (e.g., Griffeth & Hom, 2001). There are also efforts to develop models or to improve the existent models in order to have a more comprehensive knowledge on the turnover process (e.g., Griffeth & Hom, 2001; Hom & Kinicki, 2001).

Several studies indicated that the strongest predictor of actual voluntary turnover is turnover intentions (e.g., Griffeth, Hom, & Gaertner, 2000; Tett &

Meyer, 1993). In their meta-analytic study Griffeth et al. (2000) reported that the relation between intention to quit and actual turnover is .38. Tett and Meyer (1993) reported a much more higher relationship between turnover intentions/withdraw cognitions and turnover ($r = .45$). Several researchers stated that to the extent that the time lag between the measurement of turnover intention and turnover is short the obtained relationship between these two variables will be enhanced (e.g., Farkas & Tetrick, 1989).

One of the models of turnover is Mobley, Horner, and Hollingsworth's model (cited in Hom, Caranikas-Walker, Prussia, & Griffeth, 1992). According to Mobley et al.'s (1978) model, employees' thoughts related to quitting from their job fosters job search decisions and this gives rise to turnover intentions and actual turnover. In a meta-analytic study, Hom et al. (1992) compared and contrasted several early proposed turnover models by using structural equation modelling approach. They identified turnover base rates, time lags between turnover and model assessments, unemployment rates, and occupational differences as moderator variables for the models. They found evidence for the superiority of the Mobley et al.'s model (1978) proposing a process of turnover that starts with thoughts of quitting, continues with decisions related to search for alternatives and intentions of quitting, and ends with turnover over the other models.

A different explanation to voluntary turnover was proposed by Lee and Mitchell (1994) as the unfolding model of turnover. In this model, it is proposed that employee's experience of a critical event which was named as a "shock" (p. 60) lead employee to elaborate the event in terms of its effects on his or her job

(Lee & Mitchell, 1994). This event may be positive, negative, or neutral, it may be expected or unexpected, and it may or may not be work-related (e.g., job rotation or taking a job offer as examples for the work-related shocks, marriage or pregnancy as examples for the non-work related shocks). However, in order to be accepted as a shock an event must have consequences related to one's job (e.g., voluntary turnover). In their model Lee and Mitchell (1994) proposed four different paths leading employees to decide staying or leaving their employed organization. In the first three paths the decision process started with an experience of a critical event / shock that may or may not be work-related. But in all four paths after an elaboration of the situation employee decides whether to stay or leave the organization.

In line with Lee and Mitchell's (1994) "the unfolding model of turnover", Kammeyer-Mueller et al. (2005), also found evidence for the importance of critical events in the turnover process. They found that among the contextual, work attitude, and critical events variables as proposed to be predicting turnover, perceived financial costs of turnover, organizational commitment, and critical events measured immediately after the employment (i.e., few months after the employment) significantly contributed to the explanation of turnover.

Many studies investigated the relationship between job satisfaction, turnover intentions, and/or turnover (e.g., Farkas & Tetrick, 1989; Slattery & Selvarajan, 2005; Tett & Meyer, 1993; van Dick et al., 2004), organizational commitment (e.g., Cole & Bruch, 2006; Farkas & Tetrick, 1989; Haris & Cameron, 2005; Slattery & Selvarajan, 2005; Tett & Meyer, 1993), and organizational identification (e.g., Cole & Bruch, 2006; Haris & Cameron, 2005;

Mael & Ashforth, 1995; van Dick et al., 2004). Accumulated empirical research supported the evidence that although they differ in terms of their strengths as being predictors, all these variables are significant predictors of voluntary turnover.

Many studies investigated the relationship among job satisfaction, organizational commitment, organizational identification, and turnover intentions and actual turnover. There is an extensive amount of accumulated research indicating that organizational commitment is one of the most important predictor of turnover (e.g., Farrel & Rusbult, 1981; Mathieu & Zajac, 1990; Meyer et al., 2002; Porter et al., 1974; Rusbult & Farrel, 1983). Most of the studies investigating the relationship among job satisfaction, organizational commitment, and turnover indicated that although both job satisfaction and commitment are among the predictors of turnover, however may be as a result of being a more global measure (Porter et al., 1974; Mowday et al., 1979), commitment is said to be superior to job satisfaction in predicting turnover (Porter et al., 1974; Farrel & Rusbult, 1981).

In many studies organizational commitment was also found as a significant predictor of turnover (e.g., Farrel & Rusbult, 1981; Israel, 1993; Mathieu & Zajac, 1990; Meyer et al., 2002; Porter et al., 1974; Rusbult & Farrel, 1983) and turnover intentions. Mathieu and Zajac (1990) reported that the relation between organizational commitment and intent to leave was $-.46$ and the relation between organizational commitment and actual turnover was $-.28$. In addition, they stated that when organizational commitment was examined as grouping it as attitudinal and calculative commitment, the relation between attitudinal commitment and

turnover intentions and the relation between attitudinal commitment and turnover were reported as $-.52$ and $-.28$. The relation between turnover intentions and turnover with calculative commitment were $-.22$ and $-.25$ respectively. Furthermore, different components of commitment are differently associated with turnover intentions.

As discussed in the above sections, there is empirical evidence indicated that turnover intentions (Vandenberghe et al., 2001), turnover (Meyer et al., 2002), intent to stay, and search behaviors (Ko et al., 1997) were consequences that can be associated with affective commitment. Empirical evidence obtained from empirical research also indicated that withdrawal cognition (i.e., turnover intention), turnover (Meyer et al., 2002), intent to stay, and search behaviors (Ko et al., 1997) were consequences related to normative commitment. Finally, Ko et al. (1997) found that search behaviors were found to be consequences of continuance commitment. In her empirical study in which she investigated the role of cultural values and social factors in the explanation of commitment-turnover intentions relationship, Wasti (2003) also found that independent from the influence of two proposed moderator variables (i.e., idiocentrism and allocentrism) among the three components of commitment only the affective commitment emerged as crucial in the prediction of turnover intentions. Furthermore, AC was found to be the strongest predictor of turnover intentions also independent from the influence of moderating variables.

In a recent study Slattery and Selvarajan (2005) examined the relations among job satisfaction, organizational commitment, and turnover intention and reported both job satisfaction and organizational commitment were negatively

related to turnover intention. Compared to job satisfaction, organizational commitment was found to be superior in the prediction of turnover intention.

In a sample of 66 sales employees in advertisement sector, Özbenli (1999) found that both job satisfaction and organizational commitment were inversely associated with turnover intention. Organizational commitment was found to be superior to job satisfaction in the prediction of turnover intention. In a similar vein, in another empirical study, Elçi (2003) reported job satisfaction and organizational commitment as negative significant predictors of turnover intentions. Also in this study the organizational commitment was better than job satisfaction in predicting turnover intentions.

In a sample of 225 insurance sector employees working in different firms, Şenyüz (2003) reported that both organizational commitment and job satisfaction were negatively related to intent to quit and they contributed to the explanation of turnover intentions. Results also provided evidence for the superiority of organizational commitment to job satisfaction in the prediction of turnover intentions.

In their meta-analysis Tett and Meyer (1993) compared three models trying to explain the relationship among job satisfaction, commitment, and turnover intentions. These three models were “satisfaction to commitment mediation model” (i.e., commitment mediates the relation between job satisfaction and turnover intention and turnover), “commitment to satisfaction mediation model” (i.e., job satisfaction mediates the relation between commitment and turnover intention and turnover), and “independent effects model” (both job satisfaction and organizational commitment have influence on turnover intention

and turnover, and their influence is independent from each other). Results provided support for the independent effects model, and while organizational commitment related more strongly to turnover, job satisfaction related more strongly to withdrawal cognitions. In addition, turnover intentions were found to be the strongest predictor of turnover.

Griffeth et al.'s (2000) study also found negative relationships between organizational commitment and turnover and overall job satisfaction and turnover. The results of Griffeth et al.'s (2000) meta-analytic study are consistent with the results of accumulated empirical research indicating that organizational commitment is superior to job satisfaction in the prediction of turnover intentions.

Organizational identification also emerged as a significant predictor of turnover intentions (e.g., Scott et al., 1999) and voluntary turnover (e.g., Mael & Ashforth, 1995). However, similar with the results of the studies reporting the superiority of organizational commitment over job satisfaction in predicting turnover intentions, when compared with attitudinal organizational commitment, organizational identification was found to have a weaker predictive power in explaining turnover intentions and intent to stay (e.g., Riketta, 2005).

However, in a recent meta-analytic study, the relationship between organizational identification and turnover intentions was found to be $r = -.48$, whereas the relation between attitudinal organizational commitment (i.e., AC) and turnover intentions was found to be $r = -.56$ for ACS-based measurement of commitment and $r = -.53$ for OCQ-based measurement of commitment (Riketta, 2005). Riketta (2005) also found that the magnitude of relationship between organizational identification and turnover intentions varied across two different

measures of organizational identification ($r = -.35$ for the Mael scale and $r = -.64$ for the Cheney scale – OIQ). Although results of the study indicated a higher relation between organizational identification (when measured with Cheney's Organizational Identification Questionnaire – OIQ) and turnover intentions when compared to the relation between attitudinal organizational commitment (AOC) and turnover intentions, but the difference was insignificant.

In another recent meta-analysis Ricketta and van Dick (2005) compared workgroup attachment (WAT) and organizational attachment (OAT) in terms of their predictive power of turnover intentions. They used the term attachment in order to capture both identification and commitment. They found that OAT has a more strong relation with intent to leave than WAT, and the difference between mean correlations of these two variables in the prediction of turnover intention was found to be significant.

In another empirical study, van Dick, Christ, Stellmacher, Wagner, Ahlswede, Grubba, Hauptmeier, Höhfeld, Moltzen, and Tissington (2004) found that job satisfaction is a mediator variable between organizational identification and turnover intentions. They reported that the correlations between turnover intentions and job satisfaction as well as the correlations between turnover intentions and organizational identification were all significant, moderate in magnitude, and in negative direction across four different samples, the first two samples were bank employees working two different banks, call-center agents, and hospital employees respectively.

In a recent study Harris and Cameron (2005) examined the role of three component models of organizational identification (i.e., centrality, in-group ties,

and in-group affect) and organizational commitment (affective, normative, and continuance commitment) in the prediction of turnover intentions. They found that all three dimensions of organizational identity were significantly and negatively related to turnover intention. On the other hand, in terms of the relationship between the three components of commitment and turnover intentions only the AC and NC were both found to be significantly and negatively associated with turnover intention. As it is seen all above correlations were negative and moderate to high in strength. In addition, among the dimensions of both organizational identity and commitment, affective components were found to have the highest negative correlations with the turnover intentions. The regression analysis also yielded significant results. Similar with the correlation patterns, again affective components of both organizational identification and commitment negatively contributed to the prediction of turnover intentions the best. In addition, tenure was also found to make a negative significant contribution to the prediction of turnover intentions.

To sum up, accumulated research identified the antecedents of turnover intentions and actual voluntary turnover. Table 10 presents the summary of the studies related to turnover intentions and actual voluntary turnover. According to this, although other predictors differ in terms of their predictive power accumulated empirical research indicates that the best predictor of turnover is turnover intentions. In addition, organizational commitment, job satisfaction, and organizational identification are also proposed as important predictors of both turnover intentions and voluntary turnover. Therefore, in the present study organizational identification, job satisfaction, and organizational commitment

variables are all included as predictors of turnover intentions. However, several studies indicated that when compared with organizational identification and job satisfaction, organizational commitment and turnover are much more related to each other. However, among the last three, the best predictor of turnover intentions and actual voluntary turnover is organizational commitment. Therefore, in the present study the following predictions are made:

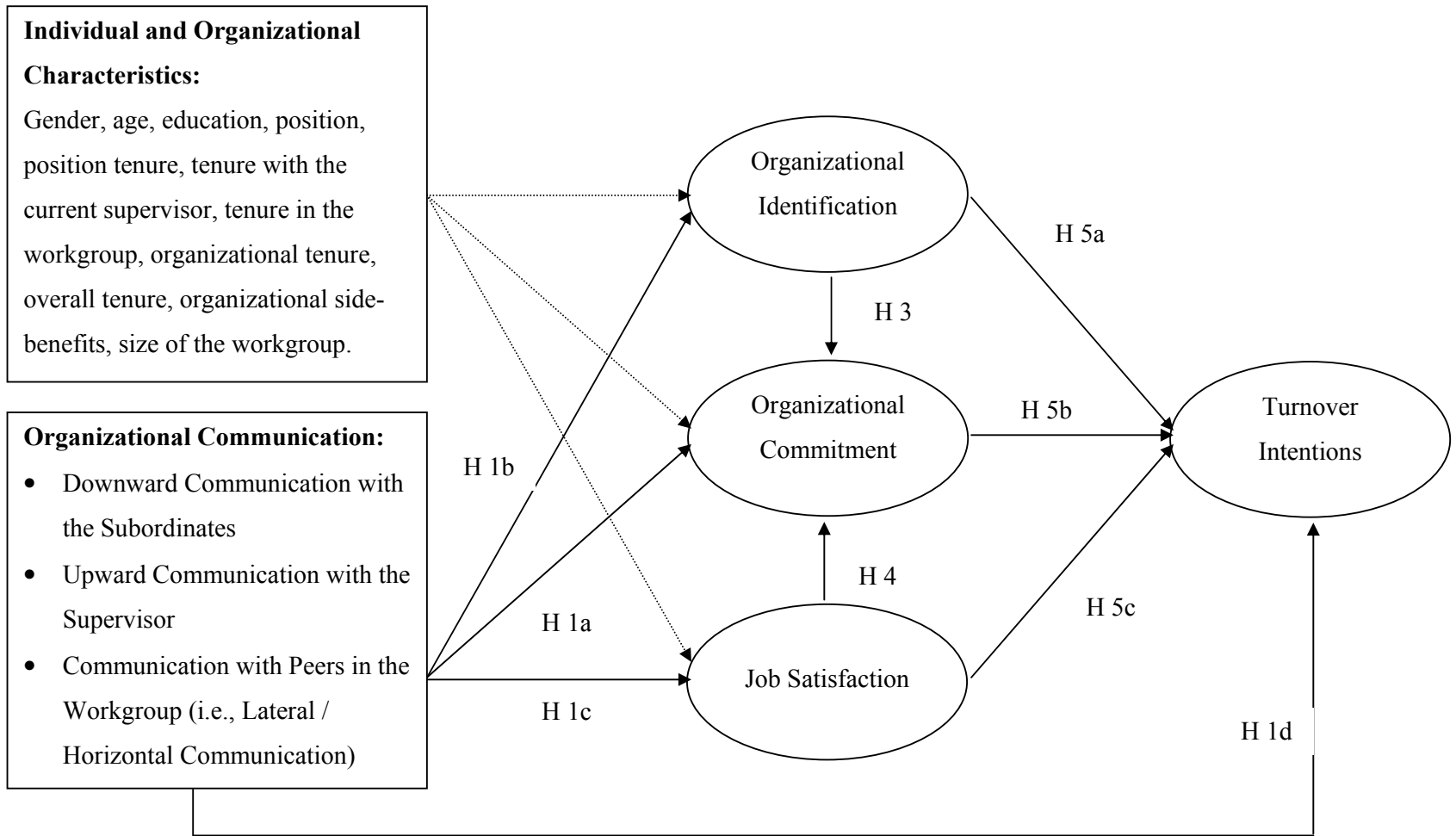
Hypothesis 5: a) Organizational identification, b) organizational commitment, and c) job satisfaction are all independent and significant negative predictors of turnover intentions.

Hypothesis 6: Organizational commitment is a stronger predictor of turnover intentions than a) organizational identification and b) job satisfaction.

Hypothesis 7: Organizational commitment mediates the relationship between a) organizational identification and turnover intentions and b) job satisfaction and turnover intentions.

The hypotheses of the present study are depicted in Figure 1 and Figure 2.

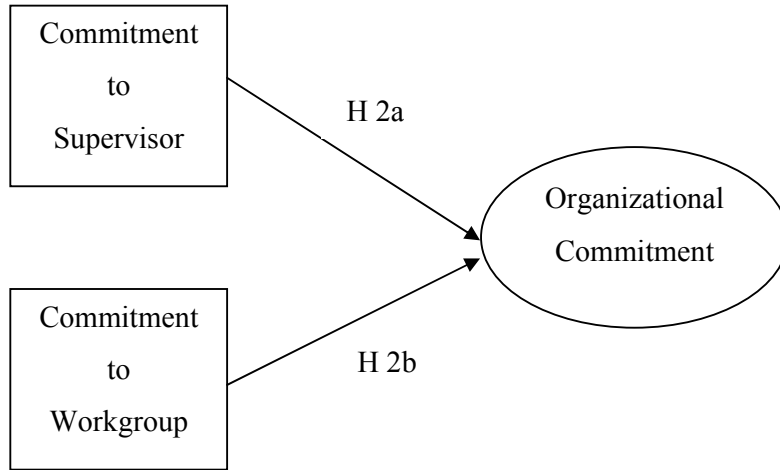
Figure 1. *Proposed Model of Work Attitudes, Organizational Identification, and Turnover Intentions*



Note: Dotted lines represent exploratory analysis of the relationship among individual and organizational characteristics variables and the JS, OID, OC, and TI variables.

Figure 2.

Two Different Targets of Commitment in Relation with Organizational Commitment



CHAPTER II

METHOD

2.1. Overview

The main purpose of this study was to examine the antecedents and consequences of organizational commitment. More specifically, three different types of organizational communication (i.e., upward communication with the supervisor, downward communication with the subordinates, and horizontal / lateral communication with the peers), two different targets of commitment (i.e., supervisor and workgroup commitment), organizational identification, and job satisfaction were proposed to be antecedents of organizational commitment. Additionally, the relationship between individual and organizational variables (i.e., gender, age, educational level, position, different measures of tenure, workgroup size, and organizational side-benefits) and organizational identification, job satisfaction, organizational commitment were examined in an exploratory fashion. Finally, how organizational communication, organizational identification, job satisfaction, and organizational commitment were associated with the critical outcome variable turnover intentions was also examined.

With the purpose of investigating the psychometric qualities of the measures used in the present study, first of all two pilot studies using two independent samples were conducted. Then, in the main study the proposed models were tested.

2.2. Pilot Study 1

The aim of the first pilot study was to develop and test communication measures (upward communication with the supervisor, downward communication with the subordinates, lateral communication with co-workers in the workgroup, and communication with the global organization). The scales were constructed after a detailed examination of the relevant literatures. Then, the psychometric qualities of the communication scales were examined. In addition to the newly created communication scales, the other scales (i.e., organizational commitment, supervisor commitment, workgroup commitment, and job satisfaction scales) to be used in the present study were also examined in terms of their psychometric properties.

2.2.1. Participants

Participants of the first pilot study consists of 314 white-collar bank employees working in different branches/offices of a private bank in Ankara (the return rate was 79.09 %). Of the participants, 232 were female (73.9 %), 76 were male (24.2 %), and six participant did not indicate their sex (1.9 %). The mean age of the participants was 31.07 years (SD = 4.67 years, ranging from 22 to 49). Among the participants, 6.4 % graduated from high school, 15 % graduated from two-year colleges, 71.7 % of the participants graduated from a university, and 3.8 % of the participants had a masters degree. They had a mean tenure of 35.47 months in their current position (SD = 29.21 months, ranging from 1 month to 168

months), 21.64 months with their current supervisor (SD = 19.45 months, ranging from 1 month to 132 months), 38.87 months in the organization (SD = 33.18 months, ranging from 1 month to 211 months), and 97.43 months total work experience including both this organization and previous employment experience (SD = 57.63 months, ranging from 7 months to 301 months). Of the participants, 153 (48.7 %) had a female supervisor, whereas 144 (45.9 %) had a male supervisor.

2.2.2. Measures

The questionnaire package used in the first pilot study was composed of nine sections: demographic information, organizational side-benefits, upward and downward communication, communication with co-workers in the workgroup, communication with organization, organizational commitment, commitment to supervisor, commitment to workgroup, and job satisfaction.

Demographic Information. The demographic information section of the instrument included questions on age, gender, educational level, position/title and gender of current supervisor. Additionally, information on participants' tenure with their current position, supervisor, organization, and total tenure (including both tenure in their current organization and in previous workplaces) were obtained.

Organizational Side-Benefits. This section included a list of side-benefits which can be provided by an organization to its employees. The list included

lodging, day care, bonuses (incentives) and benefits, extra payments, rewarding of performance (e.g., promotion, pay etc.), training opportunity for individual career development, health insurance, overtime payment, transportation to workplace, travelling expenses for business trips, and opportunity for lunch at workplace (such as tickets or dining hall). There was also an “other” option that was designed to enable employees to write down side-benefits that are not included in the list. The side-benefit scale consisted of two parts. The first part was a present/not present scale where a check mark was made. The second part was a 5-point (1 = not important, 5 = very important) importance scale, aiming to measure the perceived importance of the side-benefits. The presence (1) or absence (-1) of each side benefit was multiplied with its importance level varying between 1 and 5. Through this way a weighted mean was calculated for each side-benefits which is changing between -5 and 5.

Upward and Downward Communication. Respective communication scales developed for this research by the author. This measure had 63-items rated on a 5-point Likert scale (1 = Strongly disagree, 5 = Strongly agree). The scale was comprised of two parts one of which included 40 items related to supervisor’s communication with his/her subordinates (downward communication with the subordinates) and the second part included 20 items related to subordinate’s communication with his/her supervisor (upward communication with the supervisor). Both upward and downward communication scales included items related to instrumental (related to work) and socio-emotional (related to interpersonal relations) aspects of communication.

Communication with Co-workers in the Workgroup / Bank Branch. This measure had 13-items rated on a 5-point Likert scale (1 = Strongly disagree, 5 = Strongly agree). It included items related to both instrumental and socio-emotional communication with other employees in the workgroup as in the other communication measure.

Communication with Organization. This measure consisted of 14-items rated on a 5-point Likert scale (1 = Strongly disagree, 5 = Strongly agree). It was developed with the aim of examining the communication of employees with their organization in general.

Organizational Commitment. This instrument was originally developed by Meyer, Allen, and Smith (1993) and included 24 items related to affective, normative, and continuance commitment components of commitment to the current organization rated on a 7-point Likert scale (1 = Strongly disagree, 7 = Strongly agree). Meyer et al. (1993) reported the reliability values as .82 for the affective component, .83 for the normative component, and .74 for the continuance component of the scale. Later the scale was adapted to Turkish by Wasti (1999) and this adapted version of the scale has 33-items as a result of addition of emic (i.e., culture-specific) items by her rated on a 7-point scale (1 = Strongly disagree, 7 = Strongly agree). In one study Wasti (2003) reported reliability values of the scale as .84 for the affective component, .82 for the normative component, and .70 for the continuance component of the scale with a total of 25-items. In this study this adapted version of the scale included 33-items and rated on a 7-point Likert scale (1 = Strongly disagree, 7 = Strongly agree) was used.

Commitment to Supervisor. This instrument was a 7-point Likert type scale (1 = Strongly disagree, 7 = Strongly agree) including 26 items related to employee's affective, normative, and continuance commitment to his/her current supervisor. The items were constructed by examining eligible items related to the supervisory sphere from the adapted version of the Organizational Commitment Scale (Wasti, 1999) and by replacing the word "organization" with the word "supervisor."

Commitment to Workgroup / Bank Branch. This instrument was a 7-point Likert type scale (1 = Strongly disagree, 7 = Strongly agree) including items related to affective, normative, and continuance commitment dimensions of commitment to the current workgroup / bank branch of the employee. It was constructed by replacing the word "organization" with the word "branch" in the adapted version of the Organizational Commitment Scale (Wasti, 1999) and it has 33 items.

Job Satisfaction. Participants' job satisfaction was measured by using a short version of the Minnesota Satisfaction Questionnaire (Weiss, Davis, England, & Lofquist, 1967) which was translated to Turkish by Bilgiç (1998). The scale has 20 items and participants indicate their general satisfaction level with different aspects of their job by using a 5-point Likert type scale (1 = Very dissatisfied, 5 = Very satisfied).

It is important to discuss two points regarding these measures. First, several items from some of the measures (i.e., communication with the supervisor, communication with peers, and supervisor commitment) and the organizational communication scale as a whole were eliminated based on the results of a series

of exploratory factor analyses and reliability concerns at the end of the first pilot study. Second, in the first pilot study the commitment items were rated on a 7-point scale. However, in the both the second pilot study and the main study these items were transformed into a 5-point scale.

2.2.3. Procedure

Data were collected by the researcher from different branches in different neighbourhoods of the same private bank in Ankara. First, the author contacted the training department of the bank. In addition to assuring the confidentiality of the individual responses, an assurance was made to the management that the bank's name would not be released to the third parties.

Then, the training department of the organization informed the branch managers regarding the purpose of the study and visiting date of the researcher by e-mail prior to the visit. During the visit by the researcher the branch managers were informed about the purpose of the study. The branch managers were informed that after completing the survey, participants would turn it back to the branch manager (or to a person who would be responsible for this task) in a sealed envelope in order to protect confidentiality of the responses. The branch managers were also told that the survey package would be collected on the same day of the following week. The survey package was distributed and employees returned them back according to the procedures explained to the branch managers. The scales in the questionnaire were counterbalanced. Meaning, not all individuals saw the scales in the same order, to reduce order effect.

2.3. Pilot Study 2

The second pilot study was conducted with the aim of testing the reliability of the organizational identification and turnover intentions scales added to the study. To examine the properties of the newly added scales (i.e., organizational identification scale and turnover intentions scale) and the scales that were used in Pilot Study 1, a group of different employees were administered the survey package. These two scales (i.e., organizational identification scale and turnover intentions scale) have not been used extensively in the Turkish context, therefore there was a need to examine the face validity of the scales with the working individuals prior to second pilot study.

Before including the two newly added instruments to the second pilot study, the two scales were administered to five university employees (i.e., two were secretaries and three were research assistants) and five bank employees. The participants both completed the questionnaire and indicated whether the items were clear or not by answering questions related to scale items. As a result, it was seen that several items in both scales were not clear to the participants. Therefore, these items were revised/reworded and the scales were administered to five other bank employees. The revised items were “When someone criticizes (name of organization), it feels like a personal insult” [it was reworded as “When someone outside the organization criticizes (name of organization), it feels like a personal insult”] from the organizational identification scale and “It is highly likely that I will leave the job within next year” [it was reworded as “It is highly likely that I will leave my job in this bank within next year (for the reasons other than

retirement etc.)”] from the turnover intentions scale. Additionally, two new items “I would like to continue working in this bank even when I’m eligible to retire” and “I would like to work in this bank even when I’ve other alternatives” tapping into employees’ turnover intentions were included into the turnover intentions scale.

2.3.1. Participants

In order to test the reliability of the organizational identification and turnover intentions scales, the questionnaire including all the scales to be used in the main study was administered to 70 white-collar bank employees working in six different banks in Ankara. Of the distributed questionnaires, 54 questionnaires were found to be eligible for the analyses (a return rate was 77.14 %). Of the participants, 37 were female (68.5 %), whereas 15 were male (27.8 %), and two (3.7 %) did not indicate their sex. The participants had a mean age of 33.70 years (SD = 6.61 years, ranging from 24 to 49). The education level of the participants were as follows: 5.9 % high school, 11.8 % two-year college, 76.5 % university graduate, and 5.9 % had a master’s degree. They had a mean tenure of 62.80 months with their current position (SD = 61.55 months, ranging from 1 month to 288 months), 27.02 months with their current supervisor (SD = 21.25 months, ranging from 1 month to 84 months), 39.80 months with their current workgroup/bank branch (SD = 27.65 months, ranging from 1 month to 120 months), 118.5 months in the organization (SD = 88.56 months, ranging from 9 months to 349 months), and 141.18 months in total including both the current

organization and previous work experience (SD = 89.10 months, ranging from 12 months to 349 months). In addition, 33 (71.7 %) of the participants reported that they were currently working with a female supervisor whereas 13 (28.3 %) of the participants reported that their current supervisor was male. The size of the workgroup/bank branches varied from eight and 20 employees (Mean = 14.52, SD = 4.52).

2.3.2. Measures

In addition to the scales of the first pilot study, organizational identification and turnover intentions scales were added.

Demographic Information. This section was similar to the demographic information section included in the first pilot study, except an additional item of tenure (i.e., tenure in the workgroup). The bank branch managers were asked to report the size of the branch in which they were working by answering this item: “How many employees are there working in your branch/office?”

Organizational Identification. Participants’ identification with their current organization was measured by using the Organizational Identification Questionnaire developed by Mael and Ashforth (1992) and translated to Turkish by Güldal (2005). Only one item “When someone criticizes (name of organization), it feels like a personal insult” was not found to be clear by the participants. Therefore, it was reworded at the end of first face validity study conducted prior to the second pilot study as “When someone outside the

organization criticizes (name of organization), it feels like a personal insult.” The original scale had 6-items. However, in this study three more items were taken from Mael and Tetrick (1992) in order to measure participants’ identification with their organization. These additional three items were translated to Turkish by the researcher, an academician (i.e., the co-advisor), and a research assistant in the psychology department. Originally, Mael and Tetrick (1992) developed four additional items in order to measure identification with a psychological group (IDPG), yet, because one item “The limitation associated with (name of organization) people apply to me also” was problematic in terms of adaptation to Turkish, it was not included in this study. Therefore, participants’ identification with their employed organization was measured by 9-items. Participants were required to indicate their responses to each item by using a 5-point Likert type scale (1 = Strongly disagree, 5 = Strongly agree).

Turnover Intentions. Participants’ turnover intentions were measured by using turnover intentions scale developed by Walsh, Ashford, and Hill (1985). The original scale had 5 items. However, two items, which were written as a result of several revisions were also added to the original scale. Therefore, employees’ intentions toward turnover were measured by seven items, rated on a 5-point Likert type scale (1 = Strongly disagree, 5 = Strongly agree). In one study conducted in Albania, Buka (2005) reported the reliability of the scale as .81.

At the end of the second pilot study one item (i.e., “People working in this bank often think of quitting”) from the turnover intentions scale was eliminated due to reliability concerns. Additionally, one item [i.e., “I don’t act like a typical (name of organization) person”] from the organizational identification scale was

excluded in the analysis of the main study again due to reliability concerns at the end of the second pilot study although it was included in the main study questionnaire. Detailed information regarding eliminated items and scale reliabilities will be provided in the results section.

2.3.3. Procedure

Questionnaires were distributed to the several branches of the different banks based on availability (i.e., a convenient sample was used). Subjects were informed about the voluntary nature of the participation in the study and they were given a week to complete the questionnaire. Anonymity and confidentiality of the responses were again assured.

2.4. Main Study

The aim of the main study was to test the proposed hypotheses and the proposed models.

2.4.1. Participants

Participants of the main study consisted of 344 white-collar employees working in different branches of several public and private banks in Ankara. After the elimination of univariate outliers the sample size decreased to 321. Of the 321 participants, 205 (63.9 %) were women, 96 (29.9 %) were men, and 20 (6.2 %)

did not indicate their sex. The mean age of the participants was 35.49 years (SD = 7.20 years, ranging from 22 to 51). Of the participants, 19.3 % graduated from high school, 13.6 % graduated from two-year college, 63.5 % graduated from a university, and 3.7 % had a graduate/master's degree. They had a mean tenure of 71.69 months with their current position (SD = 66.17 months, ranging from 1 month to 329 months), 20.29 months with their current supervisor (SD = 18.91 months, ranging from 0.50 month to 120 months), 43.11 months with their current workgroup / bank branch (SD = 46.45 months, ranging from 1 month to 264 months), 139.38 months in the organization (SD = 92.45 months, ranging from 3 months to 349 months), and 154.93 months in total including both the previous work experience and the current organization (SD = 91.23 months, ranging from 3 months to 349 months). Finally, 56.1 % of the participants reported that they were currently working with a female supervisor, whereas 31.2 % of the participants reported that they were currently working with a male supervisor.

2.4.2. Measures

Measures of the main study included: demographic information, organizational side-benefits, upward and downward communication, communication with co-workers in the workgroup, organizational commitment, commitment to supervisor, commitment to workgroup, organizational identification, job satisfaction, and turnover intentions. The scales that were used in the main study are also provided in the Appendix B.

Demographic Information. The demographic information section of the instrument was the same as the second pilot study.

CHAPTER III

RESULTS

3.1. Overview

In this section the analyses relevant to model and hypotheses testing are presented. Before the results of the main study, results regarding the two pilot studies that were conducted with the aim of examining the factor structures and reliabilities of the scales are presented. Following this, results regarding factor analyses, confirmatory factor analyses, reliability analyses, regression analyses, and model testing are provided.

3.2. Results of Pilot Study 1

Descriptive statistics concerning the individual and organizational characteristics variables of the Pilot Study 1 was presented in the participants part of the method section.

In order to identify the factor structures of the scales, Principal Component Factor Analyses with varimax rotation were conducted on each communication scale (i.e., upward communication with the supervisor, downward communication with the subordinates, lateral/horizontal communication with peers in the workgroup/bank branch, and organizational communication). The general

principle employed in all factor analyses were to eliminate both the cross-loaded items and items which had a factor loading below .40.

A Principal Component Factor Analysis with varimax rotation was performed on the 40-item downward communication with the subordinates scale. A 3-factor solution was found to be meaningful. The first factor included 25 items, explaining 33.38 % of the variance, and it was named as “instrumental communication.” The second factor included seven items and explained 14.95 % of the variance and it was named as “socio-emotional communication.” Finally, the third factor included three items, explaining 4.94 % of variance, and it was named as “respect/regard.” Among the 40 items, five cross-loading items were not included in the reliability analyses. The first two factors were found to have higher reliabilities, .95 and .85, respectively. However the last factor was problematic in terms of its reliability, it had an alpha value of .30 which was very low, hence items under this factor were also eliminated. In order to further examine the downward communication with the subordinates scale, the squared multiple correlation of items in the scale were also examined. By eliminating a total of 14 items (i.e., seven with highest and seven with lowest squared-multiple correlation), the number of downward instrumental communication with the subordinates scale items were decreased from 25 to 11.

To establish the factor structure of the upward communication with the supervisor scale a Principal Component Factor Analysis with varimax rotation was conducted on the 20-items subordinate’s communication with supervisor (i.e., upward communication with the supervisor) scale. Similar to the downward communication scale, a 3-factor solution was found to be meaningful. The factors

included six, four, and four items, explaining 18.18 %, 17.82 %, and 13.14 % of the variance, respectively. The factors were named as “indirect-instrumental communication with the supervisor,” “socio-emotional communication,” and “respect and distance.” Again, five cross-loaded items were eliminated from the reliability analyses and except for the last factor, scales were found to have higher reliabilities .83 for “indirect-instrumental communication with the supervisor”, .79 for “socio-emotional communication”, and .52 for “respect and distance” dimensions.

Another factor analysis was performed on lateral communication with the co-workers in the workgroup scale. A 2-factor solution was found to be meaningful. The factors were labelled as “socio-emotional communication with peers” (30.84 %) and “instrumental communication with peers” (23.84 %). These two factors together explained 54.68 % of the variance. Two items did not load under any factor. Reliability of the factors were satisfactory, .89 for “socio-emotional communication with peers” and .80 for “instrumental communication with peers.”

There is clear evidence from the literature that Organizational Commitment Scale measures affective, normative, and continuance commitment components. Therefore, commitment scales were each expected to have a three-factor structure, representing affective, normative, and continuance commitment to the relevant targets. The reliabilities of the scales were quite satisfactory. The reliability values of Organizational Commitment Scale were .88 (9-items) for the affective, .71 (10-items) continuance, and .91 (14-items) normative commitment scales.

Commitment to Supervisor Scale was formed through selecting appropriate items from the Organizational Commitment Scale and changing the word “organization” with the word “supervisor.” Through this process 26 items were selected. The reliabilities of the scales were found to be satisfactory: .88 (7-items) for the affective, .77 (8-items) continuance, and .90 (11-items) normative commitment scales.

Commitment to Workgroup / Bank Branch Scale was constructed by replacing the word “organization” in the Organizational Commitment Scale with the word “branch.” The reliabilities of the scale were found to be satisfactory as well: .88 (with 9-items), .81 (with 10-items), and .92 (with 14-items) for the affective, continuance, and normative commitment to workgroup/bank branch, respectively.

No factor analysis was conducted on the Job Satisfaction Scale and it was treated as uni-dimensional scale. Because it was expected to have a single factor. The scale’s internal consistency reliability was found to be satisfactory ($\alpha = .91$ with 20-items).

Pilot Study 1 results showed that scales had acceptable psychometric qualities and proper factor structures.

3.2.1. Inter-Scale Correlations

After factor and reliability analyses, the scales were computed and inter-scale correlations were examined by using Pearson correlation. The highest significant correlation was between affective and normative commitment to

organization supporting the literature (Ko, Price, & Mueller, 1997) that in collectivist cultures it is difficult to make a clear distinction between affective and normative commitment components ($r = .81, p < .01$). Normative commitment also significantly correlated with continuance commitment ($r = .66, p < .01$). Although there was a significant correlation between affective and continuance commitment to organization relationship was lower than the above correlation ($r = .55, p < .01$). The similar pattern was also valid for correlations between affective and normative commitment to workgroup/bank branch ($r = .77, p < .01$) and normative and continuance commitment to workgroup/bank branch ($r = .68, p < .01$). The higher significant correlation between normative commitment to organization and normative commitment to workgroup/bank branch ($r = .75, p < .01$) may be an evidence for proximity and/or distal hypotheses which propose that commitment to a proximal target will lead to commitment to distal foci vice versa. Another significant high correlation was between affective and normative commitment to supervisor and instrumental (i.e., work-related) communication with the supervisor ($r = .72, p < .01$). The correlations were in the expected direction.

3.3. Pilot Study 2

The second pilot study was conducted to examine the validity of two newly added scales, namely, organizational identification scale and the turnover intentions scale. The questionnaires were administered to 54 white-collar bank employees working in six different banks in Ankara.

A single factor solution was found to be meaningful regarding the 9-item Organizational Identification Scale. The reliability of the scale was also found to be satisfactory ($\alpha = .80$). One of the items, “I don’t act like a typical (name of organization) person” – the only reverse item of the Organizational Identification Scale – was found to be problematic in terms of reliability, so it is not included in the analyses of the main study. As it is also mentioned in the method section, in this study participants’ identification with their current organization was measured by combination of two scales, namely the six item Organizational Identification Scale (Mael & Ashforth, 1992) and three items developed by Mael and Tettrick (1992). Therefore, in addition to the above analyses, reliabilities of these two scales were also investigated separately ($\alpha = .80$ for the 6-item Organizational Identification scale and $\alpha = .67$ for the three-items scale).

Turnover intentions scale was accepted as a single factor scale, so no factor analysis was conducted on this scale. The scale had an alpha value of .76 with six items that can be acceptable.

3.4. Results of the Main Study

The purpose of the main study was to test the proposed models and contribute to understanding of how all these variables are related to each other and to what extent the proposed model was strong to explain participants’ turnover intentions.

An index of organizational side-benefits with only the present side-benefits was constructed and importance scores were considered. Together with

the other individual and organizational characteristic variables (i.e., gender, age, education, position, position tenure, tenure with the supervisor, tenure with the workgroup, organizational tenure, total tenure, size of the workgroup) the mean of the organizational side-benefits that were present in the organization per individual was also used as a relevant variable in the analyses.

The factor structures of the scales were checked with procedures similar to the pilot study. Results regarding the factor structures of upward communication with the supervisor scale consisted of two factors and these factors were named as instrumental communication and socio-emotional communication. These two factors of the upward communication scale together explained 54.88% of the variance. According to this two factor solution while the instrumental communication factor was found to have an alpha value of .73 with 4-items and explaining 19.22% of the variance, the socio-emotional communication factor was found to have an alpha value of .81 with 5-items and explaining 35.66% of the variance. The confirmatory factor analyses conducted on this scale comparing single versus two factor structure of upward communication scale seemed to favor the two factor solution. Hence the two factor solution was adopted. The confirmatory factor analyses results of single versus two factor solutions of upward communication scale are presented in Table 11 in the Appendix C.

For the downward communication with the subordinates scale, a three factor solution yielded better results. The factors of downward communication with the subordinates scale were named as instrumental communication, socio-emotional communication, and positive communication (i.e., lack of negative communication) with the subordinates. The factors were found to have good

reliability values .87 (7-items) for the instrumental communication, .83 (5-items) for the socio-emotional communication, and acceptable reliability .70 (4-items) for the positive (lack of negative) communication with the subordinates. The confirmatory factor analyses conducted on this scale comparing single- versus three-factor structure of downward communication scale favored the three-factor solution. Different from the Pilot Study 1, in the main study for the downward communication scale 3-factor solution emerged. The confirmatory factor analyses results of single- versus three-factor solutions of downward communication scale was presented in Table 12 in the Appendix C. The three-factor solution of downward communication with the subordinates scale was consistent with the pilot study results.

The factor analysis related to lateral communication was consistent with the Pilot Study 1 and the scale consisted of two factors: instrumental communication and socio-emotional communication with the co-workers in the workgroup. The reliabilities of the factors were good .81 (5-items) for the instrumental communication and .85 (6-items) for the socio-emotional communication scale. The confirmatory factor analyses of the lateral communication with the co-workers scale comparing single versus two factor structure is presented in Table 13 in the Appendix C.

Additionally, chi-square difference test was conducted for comparing the organizational communication scale including scale items in single factor and organizational communication scale consisted of seven factors. This test is also presented in Table 14 in the Appendix C.

The results of both principal component factor analyses and confirmatory factor analyses performed on commitment scales related to commitment towards three targets (i.e., organization, supervisor, and workgroup) indicated that single-factor solution would be better for these scales. Therefore, commitment scales were treated as consisted of single factor. Reliabilities of the scales were found to be higher: .92 for the organizational commitment scale (33-items), .92 for the supervisor commitment scale (25-items), and .93 for the workgroup commitment scale (33-items). Because at the end of the factor analyses no clear factor solutions were obtained regarding the commitment scales, confirmatory factor analyses comparing single vs. three-factor solutions of each commitment scale were performed. At the end of the confirmatory factor analyses both single and three factor solutions were found to have poor fit. Therefore, single factor solutions were preferred. Table 15 presents confirmatory factor analyses results relevant to organizational commitment. Table 16 presents confirmatory factor analyses results relevant to workgroup commitment. Table 17 presents confirmatory factor analyses results relevant to supervisor commitment. Table 15 through 17 are presented in the Appendix C.

The factor analyses results of the main study regarding the three communication scales and commitment to organization, workgroup, and supervisor scales were found to be consistent with the factor analyses results of Pilot Study 1.

Job satisfaction, organizational identification, and turnover intention scales were also treated as consisted of single factor. Their reliabilities were found to be

as follows: .90 for the job satisfaction scale (20-items), .79 for the organizational identification scale (6-items), and .81 for the turnover intentions scale (4-items).

3.4.1. Inter-Scale Correlations and Descriptive Statistics

Number of items, reliabilities, means, standard deviations, and minimum and maximum values regarding the scales of the main study are presented in Table 1. In terms of all three commitment scales (i.e., organizational commitment, supervisor commitment, and workgroup commitment) the single factor commitment scale was found to have the highest correlation with the normative component.

It was seen that the correlations between individual and organizational characteristics variables and job satisfaction, organizational identification, organizational commitment, and turnover intentions were low and most of the time insignificant. The significant correlations were obtained between education and turnover intentions ($r = .161, p < .05$); supervisor tenure and organizational identification ($r = -.192, p < .05$), and organizational commitment ($r = -.160, p < .05$); workgroup size and organizational identification ($r = .275, p < .01$), organizational commitment ($r = .329, p < .01$), supervisor commitment ($r = .155, p < .05$), workgroup commitment ($r = .210, p < .01$), and turnover intentions ($r = -.271, p < .01$). The correlation between mean organizational side-benefits and organizational identification ($r = .318, p < .01$), organizational commitment ($r = .205, p < .01$), and turnover intentions ($r = -.184, p < .05$) were also significant.

Table 1.

Descriptive Statistics of the Scales Used in the Main Study

Scale	Number of items	Mean	Standard Deviation	Alpha	Min. – Max.
Upward Instrumental Communication	4	3.59	.85	.73	1.00-5.00
Upward Socio-Emotional Communication	5	3.34	.78	.81	1.00-5.00
Downward Instrumental Communication	7	3.70	.68	.87	1.57-5.00
Downward Socio-Emotional Communication	5	3.26	.81	.83	1.00-5.00
Downward Positive Communication	4	3.44	.80	.70	1.00-5.00
Peer Instrumental Communication	5	3.99	.53	.81	2.00-5.00
Peer Socio-Emotional Communication	6	3.42	.70	.85	1.17-5.00
Org. Commitment	33	3.42	.55	.92	1.76-4.88
Supervisor Commitment	25	3.08	.63	.92	1.00-4.96
Workgroup Commitment	33	3.18	.56	.93	1.55-4.88
Job Satisfaction	20	3.49	.58	.90	2.00-5.00
Org. Identification	6	3.72	.67	.79	1.83-5.00
Turnover Intentions	4	2.17	.88	.81	1.00-5.00

* All scales were 5-point Likert type.

Among the organizational communication variables it was found that downward instrumental communication was significantly and positively related to job satisfaction ($r = .391, p < .01$), organizational identification ($r = .262, p < .01$), organizational commitment ($r = .267, p < .01$), and negatively related to turnover

intentions ($r = -.186, p < .05$). Similarly, instrumental communication with co-workers was found to be significantly and positively related to job satisfaction ($r = .169, p < .05$), organizational identification ($r = .289, p < .01$), organizational commitment ($r = .235, p < .01$), and negatively related to turnover intentions ($r = -.280, p < .01$). Job satisfaction was found to significantly related to socio-emotional aspects of both upward ($r = .332, p < .01$) and downward communication ($r = .306, p < .01$). Socio-emotional aspect of co-worker communication was also found to be significantly and positively related to both job satisfaction ($r = .160, p < .05$) and organizational identification ($r = .173, p < .05$). Finally, turnover intentions was found to be significantly but negatively related to upward instrumental communication ($r = -.375, p < .01$) and downward positive communication ($r = -.360, p < .01$).

Job satisfaction, organizational identification, organizational commitment, supervisor commitment, workgroup commitment, and turnover intentions were all found to be significantly related to each other (with the insignificant relationship between supervisor commitment and turnover intentions as an exception). Among these variables the highest correlation was found between organizational identification and organizational commitment ($r = .730, p < .001$). The next highest correlation was between job satisfaction and organizational commitment ($r = .575, p < .001$). This finding was consistent with the literature. Results of correlations, scale means and standard deviations were provided in Table 2.

Correlations regarding the single factor solutions of commitment scales and their affective, normative, and continuance components yielded following results. Single factor solution organizational commitment was found to be

significantly and highly correlated with its affective ($r = .852, p < .001$), normative ($r = .945, p < .001$), and continuance ($r = .798, p < .001$) components. Single factor solution workgroup commitment was found to be significantly and highly correlated with its affective ($r = .829, p < .001$), normative ($r = .948, p < .001$), and continuance ($r = .830, p < .001$) components. Finally, single factor solution supervisor commitment was found to be significantly and highly correlated with its affective ($r = .900, p < .001$), normative ($r = .959, p < .001$), and continuance ($r = .866, p < .001$) components. As it is seen, in all three commitment targets the normative component had the highest correlation with the single factor. On the other hand, single factor had the lowest correlation with the continuance component.

Table 2.

Inter-Scale Correlations, Means, and Standard Deviations

Variables	1	2	3	4	5	6	7	8	9	10	11
1. Gender	1.000										
2. Age	.200**	1.000									
3. Education	-.140	-.349**	1.000								
4. Position	-.080	.317**	.294**	1.000							
5. Position Tenure	.137	.455**	-.383**	-.141	1.000						
6. Supervisor Tenure	.009	.152	-.118	.173*	.236**	1.000					
7. Workgroup Tenure	.098	.314**	-.237**	.084	.296**	.344**	1.000				
8. Organizational Tenure	.098	.886**	-.347**	.446**	.400**	.222**	.333**	1.000			
9. Total Tenure	.175*	.944**	-.360**	.358**	.486**	.177*	.341**	.940**	1.000		
10. Workgroup Size	-.074	-.178*	.055	-.245**	-.088	-.201**	-.010	-.191*	-.187*	1.000	
11. Mean Org. Side-Benefits	-.166*	-.205**	.220**	-.059	-.155*	-.186*	-.099	-.156*	-.187*	.088	1.000
Mean	-	35.22	-	-	68.45	19.25	40.65	137.68	152.62	16.61	4.40
Standard Deviation	-	6.96	-	-	64.02	17.33	44.51	85.48	86.47	9.97	.53

Note. * $p < .05$, ** $p < .01$, *** $p < .001$. Correlation Matrix is based on listwise deletion.

Therefore, sample size decreased from 321 to 165.

Table 2 *continued*

Variables	1	2	3	4	5	6	7	8	9	10	11
12. Upward Inst. Communic.	.010	-.001	-.099	-.211**	-.061	-.056	.011	.006	-.001	.193*	.124
13. Upward Soce. Communic.	.014	.013	.020	-.050	.011	.170*	.051	-.027	-.019	.078	.088
14. Downward Inst. Com.	-.020	-.040	.033	-.085	-.004	.018	.022	-.024	-.040	.122	.182*
15. Downward Soce. Com.	.015	-.026	-.016	.015	.034	.233**	.046	-.013	-.033	.016	.042
16. Downward Pos. Com.	.058	.012	-.160*	-.315**	-.110	-.124	-.032	-.024	.004	.165*	.117
17. Peer Inst. Communication	.009	.107	-.039	-.068	.173*	.142	.138	.126	.121	.199*	.212**
18. Peer Soce. Com.	-.105	.062	-.039	.138	.147	.333**	.181*	.094	.076	.000	.084
19. Job Satisfaction	-.016	.106	.025	.137	.007	.008	.011	.135	.127	.132	.086
20. Org. Identification	-.152	.080	.054	.126	.033	-.192*	-.029	.078	.096	.275**	.318**
21. Org. Commitment	-.094	.130	-.049	.059	.072	-.160*	.038	.115	.140	.329**	.205**
22. Supervisor Commitment	.060	-.056	-.032	-.132	-.057	-.073	-.026	-.105	-.103	.155*	.096
23. Workgroup Commitment	-.049	.087	-.134	-.011	.035	-.047	.120	.029	.046	.210**	.052
24. Turnover Intentions	.063	-.059	.161*	.082	-.013	.038	-.105	-.107	-.067	-.271**	-.184*

Note. * $p < .05$, ** $p < .01$, *** $p < .001$. Correlation Matrix is based on listwise deletion.

Therefore, sample size decreased from 321 to 165.

Table 2 *continued*

Variables	12	13	14	15	16	17	18	19	20	21	22	23	24
12. Upward Inst. C.	1.000												
13. Upward Socio-E. C.	.312**	1.000											
14. Downward Inst. C.	.411**	.610**	1.000										
15. Downward Soce. C.	.267**	.777**	.568**	1.000									
16. Downward Positive C.	.741**	.252**	.366**	.197*	1.000								
17. Peer Instrumental C.	.249**	.211**	.238**	.183*	.123	1.000							
18. Peer Socio-E. C.	-.071	.181**	-.073	.263**	-.176*	.578**	1.000						
19. Job Satisfaction	.053	.332**	.391**	.306**	-.032	.169*	.160*	1.000					
20. Org. Identification	.035	.143	.262**	.137	.005	.289**	.173*	.388**	1.000				
21. Org. Commitment	-.044	.138	.267**	.090	-.045	.235**	.131	.575**	.730**	1.000			
22. Supv. Commitment	.274**	.605**	.637**	.525**	.336**	.064	-.073	.336**	.198*	.328**	1.000		
23. Workgr. Commitment	-.012	.379**	.398**	.331**	.040	.123	.122	.485**	.390**	.656**	.630**	1.000	
24. Turnover Intentions	-.375**	.019	-.186*	.020	-.360**	-.280**	-.012	-.224**	-.389**	-.460**	-.107	-.190*	1.000
Mean	3.68	3.34	3.73	3.23	3.51	4.00	3.42	3.47	3.72	3.41	3.04	3.12	2.02
Standard Deviation	.81	.78	.69	.83	.76	.55	.72	.57	.68	.58	.67	.56	.83

Note. * $p < .05$, ** $p < .01$, *** $p < .001$. Correlation Matrix is based on listwise deletion.

Therefore, sample size decreased from 321 to 165.

3.4.2. Results of Regression Analyses

To test the hypotheses, several regression analyses were performed. For all dependent variables (i.e., organizational commitment, job satisfaction, organizational identification, and turnover intentions) in order to identify the control variables, first linear regression analyses were conducted. All 11 individual and organizational characteristics variables including gender, age, education, position, position tenure, tenure with the supervisor, tenure with the workgroup, organizational tenure, total tenure, size of the workgroup, and mean of the organizational side-benefits that were present in the organization were entered as predictors of job satisfaction, organizational identification, organizational commitment, and turnover intentions.

The hypotheses related to the organizational communication variable stated not as a multi-dimensional construct, but quality of organizational communication as a global construct. However, factor analyses yielded support for the multi-dimensionality of the upward, downward, and lateral communication scales each having an instrumental and socio-emotional components, and additionally, downward communication scale with a positive (i.e., lack of negative) communication with the subordinates dimension. Therefore, perceived quality of organizational communication variable consisted of 7-factors and the influence of seven factors of the construct on organizational commitment, job satisfaction, organizational identification, and turnover intentions were examined in the regression analyses. Hence, for each of the organizational commitment, job satisfaction, organizational identification, and turnover intentions; the influence of

each communication factor were examined through hierarchical regression analyses relevant to upward, downward, lateral organizational communication.

In the hierarchical regression analyses, the relevant individual and organizational characteristics variables were entered in the first step and organizational communication variables were entered in the second step. In the prediction of organizational commitment, beside the above two steps, in the third step organizational identification and job satisfaction variables were entered. Finally, in the prediction of turnover intentions, in the third step, organizational commitment, job satisfaction, and organizational identification variables were entered to test the unique influence of these three variables in the prediction of turnover intentions.

3.4.2.1. Predicting Job Satisfaction from Communication Variables

The result of linear regression analysis for the job satisfaction variable indicated that among the 11 individual and organizational characteristics variables, only workgroup size was found to significantly predicted job satisfaction ($\beta = .190$). Hence, only workgroup size was included at the first step in the prediction of job satisfaction.

Hypothesis 1c of the study proposed that: “Quality of organizational communication including upward, downward, and lateral aspects of organizational communication predicts job satisfaction.” In order to test whether quality of organizational communication predicts job satisfaction, a hierarchical regression analysis was performed in which seven organizational communication factors entered at the second step.

In the first step, the only control variable workgroup size was not found to be a significant predictor of job satisfaction ($\beta = .104, p > .05$). In the second step, organizational communication variables were entered into the analysis. It was found that only downward instrumental communication with the subordinates ($\beta = .313$) variable significantly contributed to the prediction of job satisfaction ($R^2_{change} = .181$). Results related to this regression analysis is presented in Table 3.

Table 3.

Hierarchical Regression Analysis Results of Predictors of Job Satisfaction

Variables	<i>R</i>	<i>R</i> ²	<i>F</i>	<i>F change</i>	β	<i>t</i>
		<i>change</i>				
Step 1	.104	.011	2.729	2.729		
Workgroup Size					.104	1.652
Step 2	.438	.181	7.170***	7.731***		
Dw. Inst. C.					.313***	3.968***

Note. * $p < .05$, ** $p < .01$, *** $p < .001$. Dw. Inst. C. = Downward Instrumental Communication

3.4.2.2. Predicting Organizational Identification from Communication Variables

Result of linear regression analysis for the organizational identification variable indicated that among the 11 individual and organizational characteristics variables, gender ($\beta = -.144$ meaning that women were higher in OID), position ($\beta = .315$), workgroup size ($\beta = .300$) and organizational mean side-benefits ($\beta = .283$) were found to predict organizational identification significantly. Therefore, these variables were included as control variables in the prediction of organizational identification in the hierarchical regression analyses.

Hypothesis 1b stated that: “Quality of organizational communication including upward, downward, and lateral aspects of organizational communication predicts organizational identification.” In order to test whether quality of organizational communication predicts organizational identification, a hierarchical regression analysis with again seven organizational communication variables was performed.

Result of the hierarchical regression analysis for the organizational identification variable yielded following results. In the first step, among the control variables, workgroup size ($\beta = .276$), position ($\beta = .214$), and organizational mean side-benefits ($\beta = .270$) were found to be significant ($R^2 = .191$). In the second step, organizational communication variables were entered to the analysis. It was found that again workgroup size ($\beta = .260$), position ($\beta = .212$), and organizational mean side-benefits ($\beta = .231$) significantly predicted organizational identification. But, none of the organizational communication variables significantly contributed to the prediction of organizational identification ($R^2_{change} = .061$). Only upward instrumental communication with the supervisor variable was found to marginally predict organizational identification ($\beta = .231, p < .058$). Results related to this regression analysis was presented in Table 4.

Table 4.

Hierarchical Regression Analysis Results of Predictors of Organizational Identification

Variables	<i>R</i>	<i>R</i> ²	<i>F</i>	<i>F change</i>	β	<i>t</i>
		<i>change</i>				
Step 1	.437	.191	10.550***	10.550***		
Workgroup Size					.276***	3.982***
Position					.214**	3.088**
Mean						
Organizational					.270***	3.949***
Side-Benefits						
Step 2	.502	.061	5.273***	2.017		
Workgroup Size					.260***	3.744***
Position					.212**	3.028**
Mean						
Organizational					.231***	3.299***
Side-Benefits						

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Therefore, no support for Hypothesis 1b was obtained. From these results, it seemed that in the prediction of organizational identification, rather than organizational communication, some of the individual and organizational characteristics variables were more important.

3.4.2.3. Predicting Organizational Commitment from Communication Variables

The result of linear regression analysis for the organizational commitment variable indicated that among the 11 individual and organizational characteristics variables, position ($\beta = .254$), workgroup size ($\beta = .360$), and organizational mean

side-benefits ($\beta = .201$) were significant and positive predictors of organizational commitment. Hence, they were included as control variables in the prediction of organizational commitment in the hierarchical regression analyses.

To test the hypotheses stating that: “Quality of organizational communication predicts organizational commitment”(Hypothesis 1a), “Organizational identification leads to organizational commitment” (Hypothesis 3) and “Job satisfaction leads to organizational commitment” (Hypothesis 4) a hierarchical regression analysis including all organizational communication scales were performed.

The result of three steps hierarchical regression analysis for the organizational commitment variable yielded following results. In the first step, workgroup size ($\beta = .323$), position ($\beta = .153$), and organizational mean side-benefits ($\beta = .174$) variables were all found to be significant ($R^2 = .141$).

In the second step, organizational communication variables were entered to the analysis. It was found that the contribution of workgroup size ($\beta = .311$) and position ($\beta = .147$) variables were still significant. But, among the organizational communication variables only the contribution of upward instrumental communication with the supervisor ($\beta = -.220$) and downward instrumental communication with the subordinates ($\beta = .277$) variables were found to be significant ($R^2_{change} = .089$).

In the third step, job satisfaction and organizational identification variables were entered. In this step workgroup size ($\beta = .105$), upward instrumental communication with the supervisor ($\beta = -.148$), job satisfaction ($\beta = .379$), and organizational identification ($\beta = .563$) variables were found to significantly

predict organizational commitment ($R^2_{change} = .423$). Fourty two percent of the variance in organizational commitment was explained by job satisfaction and organizational identification variables alone. Results of regression analysis are presented in Table 5.

Table 5.

Hierarchical Regression Analysis Results of Predictors of Organizational Commitment

Variables	<i>R</i>	<i>R</i> ² <i>change</i>	<i>F</i>	<i>F change</i>	β	<i>t</i>
Step 1	.376	.141	9.768***	9.768***		
Workgroup Size					.323***	4.512***
Position					.153*	2.137*
Mean Org. Side-Benefits					.174***	2.501**
Step 2	.480	.089	5.122***	2.830**		
Workgroup Size					.311***	4.409***
Position					.147*	2.066*
Upw. Inst. C.					-.220*	-2.082*
Dw. Inst. C.					.277**	2.855**
Step 3	.809	.423	26.608***	103.371***		
Workgroup Size					.105*	2.119*
Upw. Inst. C.					-.148*	-2.066*
Job Satisfaction					.379***	7.102***
Organizational Identification					.563***	10.474***

Note. * $p < .05$, ** $p < .01$, *** $p < .001$. Upw. Inst. C. = Upward Instrumental Communication, Dw. Inst. C. = Downward Instrumental Communication

In sum, the result of the regression analysis for organizational commitment entering organizational communication variable as consisted of seven factors revealed that among these seven communication factors only upward instrumental communication with the supervisor predicted organizational commitment significantly and negatively. Fourty-two percent of the variance in organizational commitment was found to be explained by job satisfaction and organizational identification variables. Therefore, results did not provide support for Hypothesis 1a because the relationship was not in the expected direction. But, both Hypothesis 3 and Hypothesis 4 were fully supported.

3.4.2.4. Predicting Organizational Commitment from Commitment to Supervisor and Commitment to Workgroup Variables

Hypothesis 2 proposed that: “Commitment to a) supervisor and b) workgroup / bank branch predicts organizational commitment.” In order to test this hypothesis a linear regression analysis was performed.

The linear regression analysis treating the organizational commitment as an outcome variable and workgroup commitment ($\beta = .621$) and supervisor commitment ($\beta = -.065$, non-significant) as predictors indicated that only commitment to workgroup significantly predicted organizational commitment ($R^2 = .338, p < .001$), yielding support for Hypothesis 2b.

3.4.2.5. Predicting Turnover Intentions from Communication Variables, Job Satisfaction, Organizational Identification, and Organizational Commitment

The result of linear regression analysis for the turnover intentions variable indicated that among the 11 individual and organizational characteristics variables, only workgroup size ($\beta = -.275$) and organizational mean side-benefits ($\beta = -.222$) were found to predict turnover intentions significantly. Hence, they were included as control variables in the prediction of turnover intentions in the hierarchical regression analyses.

In order to test the following four hypotheses stating that: “Quality of organizational communication predicts turnover intentions” (Hypothesis 1d), “a) Organizational identification, b) organizational commitment, and c) job satisfaction are all independent and significant negative predictors of turnover intentions” (Hypotheses 5a, 5b, and 5c), “Organizational commitment is a stronger predictor of turnover intentions than a) organizational identification and b) job satisfaction” (Hypothesis 6), and “Organizational commitment mediates the relationship between a) organizational identification and turnover intentions and b) job satisfaction and turnover intentions” (Hypothesis 7) a hierarchical regression analyses including all communication variables was performed.

Result of three steps hierarchical regression analysis for the turnover intentions variable yielded following results. In the first step, only workgroup size ($\beta = -.283$) variable was found to be significant ($R^2 = .091$). However, the contribution of organizational mean side-benefits was not significant.

In the second step, organizational communication variables were entered into the equation. It was found that the contribution of workgroup size ($\beta = -.201$),

upward instrumental communication with the supervisor ($\beta = -.248$), downward socio-emotional communication with the supervisor ($\beta = .185$), and downward positive (lack of negative) communication with the subordinates ($\beta = -.245$) variables were significant ($R^2_{change} = .235$).

In the third step, job satisfaction, organizational identification, and organizational commitment variables were entered. It was found that upward instrumental communication with the supervisor ($\beta = -.314$), upward socio-emotional communication with the supervisor ($\beta = .172$), and downward positive (lack of negative) communication with the subordinates ($\beta = -.253$) and organizational commitment ($\beta = -.374$) variables were significant predictors of turnover intentions ($R^2_{change} = .147$). However, neither job satisfaction nor organizational identification were found as significant predictors of turnover intentions. Results presented in Table 6 also indicated that 15% of the variance in turnover intentions was found to be explained by organizational commitment variable.

Table 6.

Hierarchical Regression Analysis Results of Predictors of Turnover Intentions

Variables	<i>R</i>	<i>R</i> ²	<i>F</i>	<i>F change</i>	β	<i>t</i>
Step 1	.301	.091	12.039***	12.039***		
Workgroup Size					-.283***	-4.603***
Step 2	.570	.235	12.542***	11.624***		
Workgroup Size					-.201***	-3.639***
Upw. Inst. C.					-.248**	-2.875**
Dw. Soce. C.					.185*	1.996*
Dw. Positive C.					-.245**	-2.905**
Step 3	.687	.147	17.226***	21.426***		
Upw. Inst. C.					-.314***	-4.054***
Upw. Soce. C.					.172*	2.119*
Dw. Positive C.					-.253***	-3.367***
Organizational Commitment					-.374***	-4.800***

Note. * $p < .05$, ** $p < .01$, *** $p < .001$. Upw. Inst. C. = Upward Instrumental Communication, Dw. Soce. C. = Downward Socio-Emotional Communication, Dw. Positive C. = Downward Positive Communication, Upw. Soce. C. = Upward Socio-Emotional Communication

In sum, the hierarchical regression analysis for the turnover intentions variable revealed that among the seven organizational communication variables only upward instrumental communication with the supervisor (negatively), upward socio-emotional communication with the supervisor (positively), and downward positive (lack of negative) communication with the subordinates (negatively) variables predicted turnover intentions significantly. Neither the organizational identification, nor the job satisfaction variables were significant

predictors of turnover intentions. On the other hand, organizational commitment was found to be a significant predictor of turnover intentions.

Therefore, results of hierarchical regression analyses provided support for Hypothesis 1d. Additionally, both Hypothesis 5b and Hypothesis 6 were fully supported. On the other hand, Hypotheses 5a, 5c, and 7 were not supported. Summary results of the significant findings in the present study relevant to hierarchical regression analyses are presented in Table 7.

3.4.3. Model Test

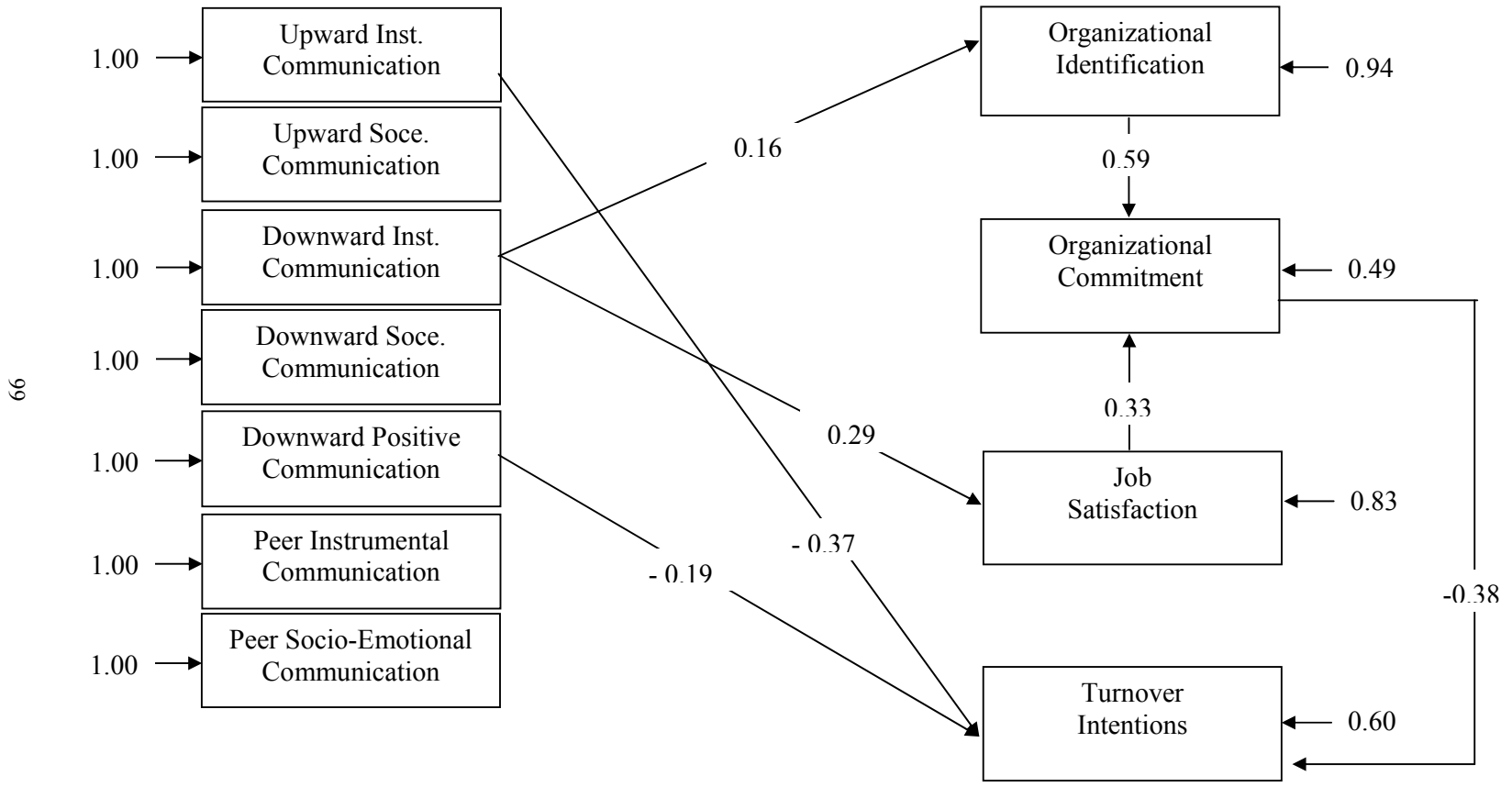
Similar with the hierarchical regression analyses, the proposed relationships among different aspects of organizational communication variable, job satisfaction, organizational identification, organizational commitment, and turnover intentions were tested using LISREL (Jöreskog & Sörbom, 1988). The model tested was based on covariance matrix. Figure 3 presents the fitted model and fit statistics.

The model test indicated the following results. Downward instrumental communication was found as significant and positive predictor of both job satisfaction ($\beta = 0.29$, $t = 4.16$) and organizational identification ($\beta = 0.16$, $t = 2.14$). None of the organizational communication variables significantly predicted organizational commitment. Among the seven organizational communication variables it was found that only upward instrumental ($\beta = -0.37$, $t = -5.48$) and downward positive ($\beta = -0.19$, $t = -2.81$) communication variables significantly predicted turnover intentions. The results were consistent with the regression analyses with the exception of upward socio-emotional communication.

Organizational commitment was found to be significantly and positively predicted by both job satisfaction ($\beta = 0.33, t = 7.51$) and organizational identification ($\beta = 0.59, t = 14.54$). However, none of the communication variables predicted organizational commitment significantly. On the other hand, both job satisfaction and organizational identification were significantly predicted by downward instrumental communication. Effects of downward instrumental communication through job satisfaction and organizational identification on organizational commitment was .19. The Sobel Test also confirmed the mediating effect of both job satisfaction $Sz(282) = 5.66, p < .001$ and organizational identification $Sz(287) = 3.21, p < .001$ in the relationship between downward instrumental communication and organizational commitment. Therefore, both job satisfaction and organizational identification mediated the relationship between downward instrumental communication and organizational commitment. Neither job satisfaction nor organizational identification significantly predicted turnover intentions. Turnover intentions was found to be significantly negatively predicted by organizational commitment variable ($\beta = -0.38, t = -6.03$). Results relevant to relationships among job satisfaction, organizational identification, organizational commitment, and turnover intentions revealed a mediator effect of organizational commitment in explaining the relationship between job satisfaction and turnover intentions as well as organizational identification and turnover intentions.

Figure 3.

Model Test Based on Standardized Solutions



Chi-square = 31.16, df = 1, P-value = 0.00000, GFI = 0.983, AGFI = -0.148, NFI = 0.978, NNFI = -0.219, CFI = 0.978

The mediation tests that were based on model test yielded following results. For the relationship among job satisfaction, organizational commitment, and turnover intentions, it was found that the indirect effect of job satisfaction on turnover intentions was significant and in the expected direction (-.12). Hence, organizational commitment was found to be a full mediator between job satisfaction and turnover intentions. For the relationship among organizational identification, organizational commitment, and turnover intentions, it was found that the indirect effect of organizational identification on turnover intentions was -.22. Therefore, organizational commitment was found to be a full mediator between organizational identification and turnover intentions.

The mediating role of organizational commitment was also confirmed by the Sobel Test. Again, organizational commitment was found as a full mediator between both job satisfaction and turnover intentions $Sz(314) = -5.675, p < .001$ and between organizational identification and turnover intentions $Sz(320) = -4.247, p < .001$.

Summary results of the significant findings in the present study relevant to model test are presented in Table 8.

Table 7.

Summary Results of the Significant Findings in the Present Study Relevant to Hierarchical Regression Analyses

Significant Predictors	Outcome Variable
Downward Instrumental Communication (+)	Job Satisfaction Partial support for communication relevant hypothesis
Position (+) Workgroup size (+) Mean Organizational Side-Benefits (+)	Organizational Identification No support for communication relevant hypothesis
Workgroup size (+) Upward Instrumental Communication (-) Job Satisfaction (+) Organizational Identification (+)	Organizational Commitment No support for communication relevant hypothesis Full support for hypotheses related to job satisfaction and organizational identification
* Workgroup Commitment (+)	* Organizational Commitment Partial support for commitment targets relevant hypothesis
Upward Instrumental Communication (-) Upward Socio-Emotional Communication (+) (unexpected result for Upward Socio-Emotional Communication) Downward Positive Communication (-) Organizational Commitment (-)	Turnover Intentions Partial support for communication relevant hypothesis No support for hypotheses related to job satisfaction and organizational identification Full support for organizational commitment relevant hypothesis

Note. * This hypothesis was tested through a linear regression analysis.

Table 8.

Summary Results of the Significant Findings in the Present Study Relevant to Model Test

Proposed Relationships	Result
Downward Instrumental Communication – JS (+)	Partial support for relevant hypothesis
Downward Instrumental Communication – OID (+)	Partial support for relevant hypothesis
Upward Instrumental Communication – TI (-)	Partial support for relevant hypothesis
Downward Positive Communication – TI (-)	Partial support for relevant hypothesis
JS – OC (+)	Full support for relevant hypothesis
OID – OC (+)	Full support for relevant hypothesis
OC – TI (-)	Full support for relevant hypothesis
JS – OC – TI	Full support for relevant hypothesis
OID – OC – TI	Full support for relevant hypothesis

Note. JS = Job Satisfaction, OID = Organizational Identification, OC = Organizational Commitment, TI = Turnover Intentions

CHAPTER IV

DISCUSSION

4.1. Summary of the Results

This study revealed several findings related to relations among individual and organizational characteristics, organizational communication, job satisfaction, organizational identification, organizational commitment, commitment to supervisor, commitment to workgroup, and turnover intentions.

An examination of the correlations among the study variables indicated that demographic variables (i.e., age, gender, education, position, position tenure, tenure with the supervisor, tenure in the workgroup, organizational tenure, and total tenure) and job satisfaction, organizational identification, organizational commitment, and turnover intentions correlations were not significant. Significant relationships obtained were between education and turnover intentions, tenure with the supervisor and organizational communication, tenure with the supervisor and organizational identification, and tenure with the supervisor and organizational commitment. Moreover, some organizational variables (i.e., workgroup size and mean of the organizational side-benefits) were found to be significantly related to organizational identification, organizational commitment, and turnover intentions. In addition, workgroup size was also found to be significantly related to commitment to

supervisor and workgroup. Some of the correlation results were relevant to literature. For example, the negative relationship between organizational commitment and education and the positive relationship between organizational commitment and tenure were in line with the empirical findings (e.g., Mathieu & Zajac, 1990).

The results of factor analyses related to organizational commitment, workgroup commitment, and supervisor commitment scales were not yielded in clear factor solutions. Rather, for all commitment scales single factor solution emerged as better solution. Although confirmatory factor analyses results proved the three-factor solution to be better, however, both single- and three-factor solutions had poorer fit. This may be showing that different components of commitment is not separate in the minds of Turkish bank workers. Moreover, in most of the studies conducted on commitment in Turkey, rather than three component scale, Mowday et al.'s Organizational Commitment Questionnaire or other types of commitment scales were used. Therefore, no comparison could be made with the studies conducted previously in Turkey.

For job satisfaction, organizational identification, organizational commitment, and turnover intentions none of the demographic variables contributed significantly to the explanation of these four variables in the hierarchical regression analyses. The only exception was the positive significant relationship between position and organizational identification. On the other hand, two variables tapping into organizational characteristics variables, namely, workgroup size and mean of the organizational side-benefits were both found to be positive significant predictors of organizational identification. Workgroup size was also found to be a positive

significant predictor of organizational commitment. However, organizational side-benefits failed to predict organizational commitment significantly. This finding related to side-benefits is in contradiction with the available literature which provides support for a significant relationship between organizational side-benefits and organizational commitment (e.g., Kopelman et al., 2006; Rousseau & Greller, 1994).

Significant positive relationship between position and organizational identification might be interpreted as follows: as individuals occupy higher level positions in organization have opportunity to contribute in decision-making processes, they may feel more like they are part of the organization.

The results of the hierarchical regression analyses conducted indicated that for job satisfaction, organizational identification, organizational commitment, and turnover intentions variables, the contribution of demographic variables were generally insignificant. Although the influence of 11 individual and organizational characteristics variables were examined in an exploratory fashion and some of them were included as control variables in the regression analyses, the findings regarding the relationships between workgroup size and organizational commitment, workgroup size and organizational identification, position and organizational identification, and mean organizational side-benefits and organizational identification were important. For example, for job satisfaction none of the 11 individual and organizational characteristics variables was found to be a significant predictor. However, in literature there is evidence for the significant relationship between several demographic variables and job satisfaction. For example, in one study, position was found to have a significant influence on job satisfaction (Bilgiç, Karaca,

Ünalın, & Savlı, 2001). That is, people in the higher positions tended to be more satisfied with their jobs than people in the lower level positions.

In terms of organizational identification, among the 11 individual and organizational characteristics variables position was found to be a significant predictor. In addition, both workgroup size and mean of the organizational side-benefits were found as significant predictors of organizational identification. Since workgroup size was a significant predictor of organizational identification, the optimum workgroup size was examined in an exploratory fashion through scatter plot. Significant positive relationship between workgroup size and organizational identification is inconsistent with the literature (Riketta & Van Dick, 2005). In the present study, exploratory analyses that were conducted with the aim of examining the relationship between workgroup size and organizational identification indicated that workgroups consisted of either 10 or 20 individuals might be suitable for higher levels of organizational identification.

Workgroup size might be a critical factor in determining individual's identification with the organization because in many organizations people work in units, departments, teams, and some other workgroups and it is possible that identification with a workgroup may both foster and facilitate identification with the global organization. In the banks surveyed, larger branches may allow employees to work as a group, whereas in the small branches they work by themselves and they may not have opportunity to work as a group. This finding is inconsistent with the literature. In their meta-analysis comparing attachment to workgroup and attachment to organization, Riketta and Van Dick (2005) emphasized the importance of

preference for small workgroup size on identification with a group by relying Brewer's Optimal Distinctiveness Theory.

In terms of organizational side-benefits it can be said that there might be a linear relationship between the fringe benefits and employees' perceptions toward their organization. That is, employees may perceive the fringe benefits that are provided by their organization as an indicator of to what extent their organization care about them (Kopelman et al., 2006).

Organizational commitment was also found to be significantly predicted by workgroup size. But none of the demographic variables and mean organizational side-benefits variable were found as significant predictors of organizational commitment. Similar conclusions regarding the influence of workgroup size on organizational commitment can be made. Employees are not only committed to their global organizations, but also to other entities within their employed organizations (Reichers, 1985, 1986). Such commitments might foster group cohesiveness. Group cohesiveness was reported as positively associated with organizational commitment (e.g., Mathieu & Zajac, 1990). This is also consistent with the finding in the present study that commitment to workgroup predicts commitment to organization significantly. Similar with the reason for organizational identification, fringes might be perceived as an evidence for organization's consideration of its employees. Therefore, a significant relationship between mean organizational side-benefits and organizational commitment was expected. In one study, a positive relationship was found between the number of side-benefits provided by the organization and affective organizational commitment (Kopelman et al., 2006). However, in the present study,

in contradiction with the literature, insignificant relationships between mean organizational side-benefits and organizational commitment was observed. Furthermore, in the present study, in contradiction with the literature, education did not emerge as a significant predictor of commitment.

The results regarding organizational communication variables as predictors of job satisfaction, organizational identification, organizational commitment, and turnover intentions were as follows. Downward instrumental communication was found to make a positive and significant contribution to the job satisfaction. This finding is also consistent with the literature stating that if there is a positive communication individuals are more feel satisfied with their job (e.g., Brunetto & Farr-Wharton, 2004). This finding is similar to a study conducted in Turkey (Tütüncü, 2000b). In a similar vein, there is empirical evidence relevant to the positive relationship between downward communication and job satisfaction (e.g., Goris et al., 2000). Several studies provided support for the several aspects of downward communication and job satisfaction. For example, job satisfaction was found to be positively and significantly related to downward communication (Goris et al., 2000), amount of supervisor-employee relationship (Johlke & Duhan, 2000), quality of supervisor-employee relationship (Sias, 2005), and negatively related to abusive supervision (Tepper, 2000). In one study, it was found that downward communication significantly predicted job satisfaction and none of the organizational communication variables significantly contributed to the explanation of organizational identification. Turnover intention was found to be negatively and significantly predicted by upward instrumental communication. Additionally,

turnover intention was also found to be negatively predicted by downward positive communication.

The finding regarding the relationship between communication variables and turnover intentions is consistent with the literature also (e.g., Scott et al., 1999). In one study, both qualitative and quantitative information indicated the importance of supervisor-subordinate relationship on turnover intentions (Scott et al., 1999). More specifically, Scott et al. (1999) stated that relationship with the supervisor is among the significant predictors of turnover intentions. Tepper (2000) also reported a positive relationship between abusive supervision and turnover providing evidence for the influence of supervisor-employee relationship on quit decisions.

The finding indicating the importance of several aspects of vertical communication in the prediction of turnover intentions can also be explained by existence of significant relationship between supervisor-subordinate relationship and turnover intentions (Scott et al., 1999). In the literature it is also stated that compared to both global communication relationship satisfaction and supervisor relationships, relationships with top management was found to be superior in the prediction of organizational commitment (e.g., Putti et al., 1990). This might explain the reason behind the lack of significant relationship between communication variables and organizational commitment in the model test. In the present study, neither communication with the global organization nor communication with the top management were assessed. Rather, scales tapping into vertical communication (i.e., upward and downward communication) included questions regarding the communication with the immediate supervisor. Communication with the immediate

supervisor might be a more distal predictor of organizational commitment than communication with the top management.

In the present study, a direct relationship could have been observed between vertical communication and organizational commitment if the present study had been included communication with the upper-level management or communication with the global organization which are more proximal antecedents of organizational commitment. There is empirical evidence stating that communication with a specific target is more powerful in the prediction of commitment to this target (Postmes et al., 2001). Therefore, in the present study it can be inferred that communication with the immediate supervisor might emerge as a significant predictor of commitment to supervisor rather than commitment to organization and it might exert its effect on organizational commitment through supervisor commitment. More specifically, supervisor commitment might act as a mediator in the relationship between communication with the immediate supervisor and organizational commitment. However, since such a hypothesis was not included in the present study this pattern of relationships was not examined.

This last point can also be a rational explanation for the lack of significant relationship between organizational identification and communication variables in the regression analysis. Since employees' identification with their workgroup and supervisor were not assessed in the present study, neither upward nor lateral aspects of communication emerged as significant predictors of organizational identification in the regression analysis. This might also be a reason why organizational identification was not significantly predicted by communication with co-workers. However, in the

model test, downward instrumental communication emerged as a significant predictor of organizational identification. This finding is consistent with the literature proposing vertical communication as informative for the mission of the organization (Postmes et al., 2001).

As consistent with the regression analyses results, model tests revealed that job satisfaction was significantly predicted by downward instrumental communication. Inconsistent with the hierarchical regression analysis results, organizational identification was also found to be significantly predicted by downward instrumental communication and none of the communication variables significantly predicted organizational commitment. Turnover intentions was found to be significantly predicted by both upward instrumental communication and downward positive communication in the expected direction.

The expected finding of negative relationship between upward instrumental communication and turnover intentions can be explained as follows. In the existence of a healthy upward instrumental communication environment, employees are able to get adequate information and this reduces frustration related to work performance. In one study Scott et al. (1999) reported a significant negative relationship between relationship with supervisor and turnover intentions, relationship with co-workers and turnover intentions.

Job satisfaction was significantly and positively predicted by downward instrumental communication. Furthermore, consistent with the results of regression analyses, organizational commitment was found to be significantly and positively predicted by both job satisfaction and organizational identification. The significant

relationship between job satisfaction organizational commitment is also consistent with the literature (e.g., Akınaltuğ, 2003; Tütüncü, 2000a; Yahyagil, 1999). Additionally, organizational commitment significantly and negatively predicted turnover intentions. But, both job satisfaction and organizational identification failed to predict turnover intentions directly, as consistent with the results of the hierarchical regression analyses. The finding related to insignificant direct relationship between job satisfaction and turnover intentions is in contradiction with the literature (e.g., Özbenli, 1999; Tett & Meyer, 1993). However, it was found that they were mediated by organizational commitment. The significant relationship between organizational commitment and turnover intentions is consistent with the literature (e.g., Özbenli, 1999). Since, job satisfaction and organizational identification are leading to organizational commitment (e.g., Ashforth & Mael, 1989; Meyer & Allen, 1997), it might be understandable that these two variables did not come out as significant predictors of turnover intentions.

In the model test, both job satisfaction and organizational identification were found to be significantly predicted by downward instrumental communication. In organizations communication functions as a tool for socialization of newcomers and uncertainty reduction. Therefore, a significant relationship between communication variables and organizational identification as well as job satisfaction was expected. This is consistent with Sias (2005). However, organizational commitment was not significantly predicted by any of the communication variables. The significant relationships between downward instrumental communication and job satisfaction and downward instrumental communication and organizational identification were

interpreted as the mediator effect of these two variables in explaining the relationship between downward instrumental communication and organizational commitment. Sobel tests confirmed the mediating role of both job satisfaction and organizational identification. Meaning downward instrumental communication leading to satisfaction with job that in turn leads to organizational commitment.

The above findings provided partial support for the first hypothesis of the study that “Quality of organizational communication predicts: a) organizational commitment, b) organizational identification, c) job satisfaction, and d) turnover intentions.”

The final result regarding the organizational communication variables is that lateral communication with the peers in the workgroup was not found to be significantly related to organizational identification, job satisfaction, organizational commitment, and turnover intentions. In one study, it was found that compared to lateral communication, vertical communication was superior in predicting organizational commitment (Postmes et al., 2001). Postmes et al. (2001) concluded that this pattern of relationship can be explained by the existence of hierarchical structures in organizations lead vertical communication as being more critical. They also found that while communication with management predicted organizational commitment, communication with peers predicted workgroup commitment. This might be the reason behind the lack of significant relationship between lateral communication and organizational identification, job satisfaction, organizational commitment, and turnover intentions. Postmes et al.’s (2001) study revealed results regarding organizational and unit commitment.

Some cultural explanation relevant to lateral communication can be made. In one study, Sias (2005) obtained partial support for the quality of information received from co-workers vary across different friendship categories. In a collectivist culture in which the in-group and out-group distinction is severe her findings could received full support. Therefore, it is expected that the content and amount of communication among friends varies according to whether the co-worker was from the in-group or not. However, because participants were not required to classify their co-workers even at least close friend or not the examination of how communication patterns among the participants differ accross close and distant friends and how these relationships predicted variables of interest (i.e., job satisfaction, organizational identification, organizational commitment, and turnover intentions) were not possible.

Another finding related to communication is the nature of superior-subordinate relationship. In one study, Paşa (2000) found that Turkish employees prefer their managers to be good at communication with their subordinates and have good interpersonal relationships beside being authoritarian. She concluded that this finding can be explained by the several factors that the Turkish culture has, such as high power distance, high collectivism, and high paternalism. This might explain the significant relationship between downward instrumental communication and job satisfaction. In a similar vein, Gibson made propositions relevant to preference for formal versus informal communication channels across low and high power distance cultures. The finding that vertical aspects of communication, including upward and

downward dimensions within it, was found to be relatively superior to lateral communication is consistent with the proposition made by Gibson (1997).

Gibson proposed that preference for formal and informal channels of communication can be explained by power distance. More specifically, individuals of high power distance cultures show preference for the use of formal communication channels whereas the opposite is valid for the individuals of low power distance cultures. Because Turkey is a high power distance culture it is reasonable to expect preference for the use of formal channels of communication especially in an organizational context which includes a hierarchical structure. Significance of lateral communication was weak in the present study. On the other hand, two significant predictors of organizational commitment, namely, job satisfaction and organizational identification, were found to be significantly predicted by downward instrumental communication. This might imply a mediation effect of both job satisfaction and organizational identification in the relationship between downward instrumental communication and organizational commitment. Therefore, it can be concluded that rather than the subordinate's communication with their superiors (i.e., upward communication), supervisor's communication and attitudes towards their subordinates (i.e., downward communication) are more critical in the prediction of employees' organizational commitment. For example, a supervisor who acts as a mentor in work related issues may facilitate and foster employee commitment to organization. Additionally, Gibson's proposition might be an explanation for the insignificant relationship between lateral communication and job satisfaction, organizational identification, organizational commitment, and turnover intentions.

Results regarding the second hypothesis stating that “Commitment to a) supervisor and b) workgroup / bank branch predicts organizational commitment” also gained partial support. Results of regression analysis revealed that it is not the commitment to the supervisor but commitment to workgroup that significantly predicts organizational commitment. This may be explained based on the importance of peer relationships in organizational contexts in collectivistic culture. More specifically, employees may give more importance to their relationships with other employees who are in similar status with themselves because they might have more frequent contact with them than they have with their supervisors. Additionally, the physical context of the workplace (i.e., not having separate offices etc.) might permit the peers work more closely with each. On the other hand, at least for the employees who stated their branch managers as their immediate supervisor, a physical distance exists. While being physically distant from other employees (i.e., working in a separate office) might decrease the importance given to the relationships, being physically closer might increase the importance given to the relationships between the foci in question.

The third hypothesis of the study “Organizational identification leads to organizational commitment” gained support from both regression analyses and model tests. This finding is consistent with the literature which states that organizational identification precedes organizational commitment (e.g., Ashforth & Mael, 1989; Meyer et al., 2006; van Knippenberg & Sleebos, 2006).

Organizational identification and organizational commitment are proposed as two close but distinct constructs. Organizational identification is proposed to have some

common features with organizational commitment. In line with these arguments, in the present study the highest correlation were obtained between organizational identification and organizational commitment. In addition, also as it was proposed in the literature, results of both regression analyses and model tests revealed that organizational identification is a significant positive predictor of organizational commitment.

Similarly, the fourth hypothesis of the study “Job satisfaction leads to organizational commitment” was also supported both by regression analyses and model tests. This is also consistent with the literature which classifies job satisfaction among the antecedents of organizational commitment (e.g., Mathieu & Zajac, 1990; Meyer & Allen, 1997; Mowday et al., 1982). In the present study, job satisfaction was measured through a 20-item short form of Minnesota Satisfaction Questionnaire (MSQ) which is a global measure of job satisfaction. The MSQ is a scale tapping into the satisfaction with work itself dimension of job satisfaction and this dimension was found to be more strongly related to several outcomes.

However, partial support was obtained for the fifth hypothesis stating that “a) organizational identification, b) organizational commitment, and c) job satisfaction are all independent and significant negative predictors of turnover intentions.” Although organizational commitment was found to be a significant predictor of turnover intentions, neither job satisfaction nor organizational identification significantly contributed to the prediction of turnover intentions. This finding can be explained by the support obtained for both the sixth and seventh hypotheses of the present study, stating that: “Organizational commitment is a

stronger predictor of turnover intentions than a) organizational identification and b) job satisfaction” and “Organizational commitment mediates the relationship between a) organizational identification and turnover intentions and b) job satisfaction and turnover intentions.” In the present study, it was found that the relationship between organizational commitment and turnover intentions was stronger than the relationship between job satisfaction and turnover intentions. Therefore, organizational commitment was found as a significant and the strongest predictor of turnover intentions. The superiority of commitment to job satisfaction in the prediction of turnover is also widely acknowledged in the relevant literature (Porter, et al., 1974; Farrel & Rusbult, 1981; Mathieu & Zajac, 1990).

More specifically, existence of significant and strong relationship between organizational commitment and turnover intentions, and lack of significant relationship between turnover intentions and job satisfaction as well as turnover intentions and organizational identification might be accepted as an evidence for the mediating role of organizational commitment between turnover intentions and these two variables. More specifically, both job satisfaction and organizational identification exhibited their influence on turnover intentions through organizational commitment. That is, while organizational commitment might have direct effect on employees' turnover intentions, both job satisfaction and organizational identification might have indirect influence on turnover intentions. It might be also treated as an evidence for the antecedent role of both job satisfaction and organizational identification for the organizational commitment.

4.2. Practical Implications and Implications for Future Research

This study indicated that among the organizational communication, job satisfaction, organizational identification, and organizational commitment variables, the best predictor of turnover intentions was organizational commitment. Furthermore, it was also found that job satisfaction and organizational identification were the best predictors of organizational commitment. Therefore, practitioners should focus on finding out ways for increasing employees' job satisfaction, organizational identification, to improve organizational commitment, since it seems to be a critical variable in predicting intention to quit. For practitioners, efforts towards enhancing employees' job satisfaction, organizational identification, workgroup commitment, and organizational commitment would diminish employees' turnover intentions which is accepted as the best predictor of actual voluntary turnover (e.g., Griffeth et al., 2000; Tett & Meyer, 1993). It is important to decrease turnover because turnover is very costly for organizations (Griffeth & Hom, 2001). For the researchers, efforts towards revealing factors affecting employees' job satisfaction, organizational identification, workgroup commitment, and organizational commitment are also important for understanding and explaining the process behind turnover intentions and actual voluntary turnover. This will contribute to our knowledge about reasons behind actual voluntary turnover and also it will enable us to find out factors in order to prevent it.

For example, one consistent significant predictor of organizational identification in the present study was size of the workgroup. Importance of

workgroup size was also emphasized in literature. Brewer's Optimal Distinctiveness Theory, for instance emphasizes the importance of establishing a balance between one's individual identity and group identity. According to this, although individuals need to belong to several groups, they prefer groups that enable them to feel both as individuals and a group member. Therefore, very large groups are not preferred by individuals because they experience feelings of lost in large groups. In this study, the largest group consisted of 38 employees. This might be the reason why in the present study in most of the analyses lateral communication did not emerge as a significant predictor of job satisfaction, organizational identification, organizational commitment, and turnover intentions. The exploratory analyses for the optimum workgroup size revealed that workgroups consisted of either 10 or 20 individuals might be suitable for the development of organizational identification.

Another important point is that organizational commitment is predicted by workgroup commitment. This is also important for practitioners. These two findings regarding the significant influence of workgroup size and workgroup commitment imply that workgroups are important for both organizational identification and organizational commitment. Therefore, practitioners working in the field should consider the ways improving relationship with employees working in the same workgroup. Also, they have to provide a supportive work environment for teams. The finding that both workgroup size and workgroup commitment are important for organizational commitment implied that employers should be supportive for teamwork and harmony in workgroups.

The last implication is related to emergence of downward instrumental communication as a significant predictor for all job satisfaction (in both hierarchical regression analysis and model test), organizational identification (in the model test), and organizational commitment (had an indirect effect on organizational commitment). This implies that employees expect their superiors to inform themselves about work and organization related issues. This kind of information is informative about the mission and vision of the organization as well as informative about the expectations from the employees. Therefore, through downward instrumental communication employees have opportunity to gain awareness about the values and mission of their organization and what is expected from them. Hence, practitioners should give importance to build and perpetuate healthy downward communication in order to foster positive work outcomes such as job satisfaction, organizational identification, and organizational commitment and diminish undesirable work outcomes such as turnover intentions and actual voluntary turnover. It would be a good strategy for organizations to provide their employees a communication network which transcends the barriers on information flow.

4.3. Limitations of the Present Study

It is important to note that there are several limitations to the present study. To begin with, the present study had a cross-sectional design. Therefore, no strong causal inferences could be made by based on the findings. The results only indicates the

existence of relationships between the proposed variables but not provide strong evidence for which one is the antecedent and which one is the consequence.

Another limitation is the use of self-report measures. This may cause inflation of common method variance. Collecting data relevant to both independent and dependent variables at the same time may also be a reason for inflation of common method variance. Another defect of self-report measure may be the higher levels of social desirability.

Third, in the present study communication variables only included the direction (upward, downward, and lateral) and content (instrumental/work-related vs. socio-emotional/non-work related) of the communication, objective measures of quality of communication were not included. However, literature emphasized the measures of adequacy and quality of communication as important variables (e.g., Sias, 2005). Moreover, no classification of friendship categories such as information friendship, collegial friendship, and special friendship were identified in the examination of lateral communication with the peers in the workgroup (cited in Sias, 2005). However, at least one empirical study provided support for the importance of these variables on job satisfaction and organizational commitment (Sias, 2005). Therefore, the findings of the present study do not enable to make any comparisons related to how communication patterns differ in regard with different co-worker groups. Furthermore, although supervisor and peer communication variables were assessed, there was no measure of organizational communication (i.e., communication with the global organization). On the other hand, in the present study, participants' perceptions regarding several aspects of communication were assessed.

As, perceptions are closely related to communication climate in the organization, the present study is believed to capture the communication climate of the organizations in some sense.

Fifth, in the present study, although commitment to all three parties (supervisor, workgroup, and organization) were measured by using a multi-dimensional scale including different commitment components (affective, normative, and continuance), job satisfaction and organizational identification were measured as uni-dimensional constructs. However, according to empirical literature several aspects of job satisfaction were found to be related to different outcomes and they also varied in terms of their predictive strengths. In addition, recent literature considers organizational identification as a multi-dimensional construct (e.g., Harris & Cameron, 2005) and spend efforts for developing psychometrically sound scales tapping into the different dimensions of organizational identification. Furthermore, although commitment toward multiple targets including immediate supervisor, workgroup, and the global organization were measured, identification was only measured in terms of organizational foci. That is, no measure of identification with the workgroup and identification with the supervisor was included in the present study.

The final limitation is related to the outcome variable of the study. In the present study as being proposed as the strongest predictor of actual voluntary turnover (e.g., Griffeth et al., 2000; Tett & Meyer, 1993), turnover intentions was used as the dependent variable. However, although the existence of higher relationship between these two variables while turnover intentions reflects an attitude

toward one's job, turnover is a behavior. Yet, according to the attitude literature, attitudes do not necessarily predict actual behavior (e.g., Fishbein & Ajzen, 1972). In one study, it was found that several variables, namely, self-monitoring and locus of control, moderated the relationship between turnover intention and actual voluntary turnover (Allen, Weeks, & Moffitt, 2005). Therefore, it can be concluded that the relationship between turnover intention and actual voluntary turnover is a more complex process that can not be limited to the link between attitude and behavior. This limitation is also related to the cross-sectional design of the present study. Therefore, it would be better to measure actual voluntary turnover rather than measuring turnover intentions.

4.4. Directions for Future Research

Longitudinal studies should be used in order to explore the causal nature of the relationship between the variables of interest. In addition, longitudinal designs enable us to observe the changes occurred in the predictive power of the variables in time. That is, longitudinal studies are needed in order to investigate how attitudes and communication patterns changes during time. So, repeated measures taken at different times are needed in order to catch the differences between leavers and stayers as it was the case in Kammeyer-Mueller et. al.'s (2005) study.

In order to deal with the disadvantages of self-report measures mentioned above, it would be better to collect data from multiple sources such as immediate supervisors and co-workers as well as the employees.

The present data were collected from white-collar employees. Future research should also include employees working in blue-collar jobs. More data is needed from other sectors and occupations even in the service sector in order to increase the generalizability of the results.

It would be better for future research to examine the communication with the global organization in addition to supervisor and co-worker communication. Furthermore, beside the direction and content of communication with the supervisor and co-workers, it would also be better to include measures related to adequacy and quality of communication as well. Further research needed for the relation between different components of organizational communication and outcome variables such as job satisfaction, organizational identification, organizational commitment, and turnover intentions. The communication measure used in the present study was a subjective one. That is, in the present study, the quality of communication was measured through participants' perceptions. More objective measures asking the facts about the amount and quality of communication in the organization rather than employee perceptions could have been used. This might be a potential avenue for the future research.

As discussed above, scales including multiple dimensions of both job satisfaction and organizational identification is expected yield better results. They may provide a much more detailed information about which aspects of these two constructs are related to which outcomes, as well as the direction and magnitude of the relationship between the outcome variables and each dimension. Furthermore, as it was the case in commitment, it will be better to measure multiple foci of

identification including identification with the supervisor and the workgroup as well as organizational identification. This will enable researchers to understand identification with which target is associated with which outcomes to what extent as well as informing them about the direction of the relationship.

Finally, it would be better for future research to use actual voluntary turnover instead of turnover intentions for the reasons discussed above.

All the above suggestions toward future research is expected contribute to our understanding of the relations among communication, commitment, job satisfaction, identification, and turnover variables as well as providing a complete understanding of the network of relationships among these variables.

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APPENDICES

APPENDIX A

SUMMARY TABLES

Table 1.

Summary table for studies examining predictors of organizational commitment in general

Study	Design	Participants	Sample size (N)	Predictors
Hrebiniak & Alutto (1972)	One-shot study	Teachers & Nurses	713	<ul style="list-style-type: none"> • Individual - level variables: sex [female (+), male (-)], marital status [single (-), married (+)], father's occupation [white-collar (+), blue-collar (-)], age (+), years of experience in the organization (+) • Role-level variables: role tension (-) • Organizational-level variables: dissatisfaction with the bases of organizational advancement (-)
Steers (1977)	Cross-validation study (One-shot study)	Hospital employees & Engineers and scientists	382 119	<ul style="list-style-type: none"> • Individual-level variables: need for achievement (+), age (+), education (-), • Job-level variables: task identity (+), opportunity for social interaction (+), and feedback (+), and personal importance (+) • Organizational-level variables: group attitudes (+), organizational dependability (+)

Table 1 *continued*

Study	Design	Participants	Sample size (N)	Predictors
Farrell & Rusbult (1981)	Experiment & Cross-sectional survey	Students & Industrial workers	128 163	<ul style="list-style-type: none"> Job-level variables: job reward value (+), job cost value (-), alternative value (-), investment size (+)
Rusbult & Farrell (1983)	Longitudinal study	Accountants & Nurses	88	<ul style="list-style-type: none"> Job-level variables: increases in job rewards (+), increases in investment size (+), decreases in job costs (+), decreases in alternative quality (+)
Mathieu & Zajac (1990)	Meta-analysis	Various	23 – 1935	<ul style="list-style-type: none"> Individual-level variables (personal characteristics): age (+), sex (being women more +), education (-), marital status (+), position tenure (+), organizational tenure (+), perceived personal competence (+), ability/skill level (+), salary (+), Protestant work ethic (+), and job level (+) Role-level variables (role states): role ambiguity (-), role conflict (-), and role overload (-) Job-level variables (job characteristics): skill variety (+), task autonomy (+), challenge (+), and job scope (+) Leader-member relations (group/leader relations): group cohesiveness (+), task interdependence (+), leader initiating structure (+), leader consideration (+), leader communication (+), and participative leadership (+) Organizational-level variables (organizational characteristics): organizational size (-) and organizational centralization (-)

Table 2.

Summary table for studies examining correlates of organizational commitment

Study	Design	Participants	Sample size (N)	Correlates
Mathieu & Zajac (1990)	Meta-analysis	Various	23 – 1935	<ul style="list-style-type: none"> • Individual-level variables (job-related): motivation [overall (+) vs. internal (+), job involvement (+), stress (-), occupational commitment (+), and union commitment (+)], and • Individual-level variables (job-related): job satisfaction [overall (+), intrinsic (+) vs. extrinsic (+), satisfaction with supervision (+), co-workers (+), promotion (+), pay (+), and work itself (+)]
Meyer, Stanley, Herscovitch, & Topolnytsky (2002)	Meta-analysis	Various	50146	<ul style="list-style-type: none"> • Individual-level variables (job-related): overall job satisfaction (correlate of AC) (+) • Job-level variables: job involvement (correlate of AC) (+), • Occupational commitment (correlate of AC) (+)

Table 3.
Summary table for studies examining consequences of organizational commitment

Study	Design	Participants	Sample size (N)	Consequences
Porter, Steers, Mowday, & Boulian (1974)	Longitudinal study	Psychiatric technicians (health personnel)	60	<ul style="list-style-type: none"> • Turnover (-)
Porter, Crampon, & Smith (1976)	Longitudinal study	Managerial trainees	212	<ul style="list-style-type: none"> • Turnover (-)
Steers (1977)	Cross- validation study	Hospital employees & Engineers and scientists	382 119	<ul style="list-style-type: none"> • Intent to remain (+), • Desire to remain (+), • Attendance (for scientists and engineers) (+), • Turnover (hospital employees) (-) (no relationship between the performance and commitment)
Farrell & Rusbult (1981)	Experiment & One-shot study	Students & Industrial workers	128 163	<ul style="list-style-type: none"> • Turnover (-)
Rusbult & Farrell (1983)	Longitudinal study	Accountants & Nurses	88	<ul style="list-style-type: none"> • Turnover (-)
Bateman & Strasser (1984)	Longitudinal study	Nurses	129	<ul style="list-style-type: none"> • Job satisfaction (+)

Table 3 *continued*

Study	Design	Participants	Sample size (N)	Consequences
Mathieu & Zajac (1990)	Meta-analysis	Various	23 – 1935	<ul style="list-style-type: none"> • Job performance (including others' ratings and output measures) (+), • Perceived job alternatives (no relationship with OC), • Intention to search (-), • Intention to leave (-), • Attendance (+), • Lateness (-), • Turnover (-)

Table 4.

Summary table for studies examining predictors of affective, normative, and continuance commitment

Study	Design	Participants	Sample size (N)	Predictors	Consequence
Van Scotter (2000)	One-shot study (with follow-up) (Correlation and regression)	Air Force mechanics (Study1 – 1992) & Air Force mechanics (Study 2 – 1993)	419 991	<ul style="list-style-type: none"> Individual-level variables (job-related): contextual performance (+) 	Affective Commitment
Beck & Wilson (2000)	Cross-sequential	Police officers	479	<ul style="list-style-type: none"> Individual-level variables (background): tenure (-) 	Affective Commitment
Meyer, Stanley, Herscovitch, & Topolnytsky (2002)	Meta-analytic study	Various	50146	<ul style="list-style-type: none"> Individual-level variables (background - demographic variables): age (+), position tenure (+), organizational tenure (+), Individual-level variables (job-related): external locus of control (-), task self-efficacy (+), Role-level variables: role conflict (outside North America) (-) 	Affective Commitment

Table 4 *continued*

Study	Design	Participants	Sample size (N)	Predictors	Consequence
Allen & Meyer (1990)	One-shot study (Canonical Correlation)	Employees working in a retail department store, a hospital and in a university library occupying clerical, supervisory, and managerial, and technical positions	250	<ul style="list-style-type: none"> • Job-level variables: job challenge (+), feedback (+), goal clarity (+), goal difficulty (+), employee participation (+), peer cohesion (+), personal importance (+), • Role-level variables: role clarity (+), • Organizational-level variables: organizational dependability (+), equity in the organization (+), management receptiveness (+) 	Affective Commitment
Ko, Price, & Mueller (1997) (South Korea)	One-shot study (Survey)	Employees in research institute & Employees in airline company	278 589	<ul style="list-style-type: none"> • Job-level variables: job autonomy (+), routinization (-), supervisory support (+), job security (+), job hazards (-), • Individual-level variables (job-related): pay (several rewards and punishments) (+) • Role-level variables: role ambiguity (-), role conflict (-), 	Affective Commitment

Table 4 *continued*

Study	Design	Participants	Sample size (N)	Predictors	Consequence
Ko, Price, & Mueller (1997) (South Korea)	One-shot study (Survey)	Employees in research institute & Employees in airline company	278 589	<ul style="list-style-type: none"> Organizational-level variables: resource inadequacy (-), distributive justice (+), legitimacy (fairness / justice) (+), promotional chances (+), 	Affective Commitment
Kopelman, Prottas, Thompson, & Jahn (2006)	Cross- sectional study	Full-time employees from different organizations	298	<ul style="list-style-type: none"> Number of work-family practices (+) Number of work-life practices offered (+) Number of benefits (+) 	Affective Commitment
Allen & Meyer (1990)	One-shot study (Canonical Correlation)	Employees working in a retail department store, a hospital and in a university library occupying clerical, supervisory, and managerial, and technical positions	250	<ul style="list-style-type: none"> Organizational-level variables: organizational commitment norm (i.e., organization's expectation of commitment from its employees) (+) 	Normative Commitment

Table 4 *continued*

Study	Design	Participants	Sample size (N)	Predictors	Consequence
Meyer, Stanley, Herscovitch, & Topolnytsky (2002)	Meta-analytic study	Various	50146	<ul style="list-style-type: none"> • Individual-level variables (background - demographic): age, position tenure, organizational tenure (+), • Organizational-level variables: perceived organizational support (outside North America) (+) 	Normative Commitment
Ko, Price, & Mueller (1997) (South Korea)	One-shot study (Survey)	Employees in research institute & Employees in airline company	278 589	<ul style="list-style-type: none"> • Individual-level variables (job-related): pay (+) • Organizational-level variables: commitment norm (+), supervisory support (+), distributive justice (+), legitimacy (+), promotional chances (+), job security(+) • Job-level variables: job hazards (-) 	Normative Commitment

Table 4 *continued*

Study	Design	Participants	Sample size (N)	Predictors	Consequence
Allen & Meyer (1990)	One-shot study (Canonical Correlation)	Employees working in a retail department store, a hospital and in a university library occupying clerical, supervisory, and managerial, and technical positions	250	<ul style="list-style-type: none"> • Individual-level variables (background): education (-) • Individual-level variables (job-related): relocation (+), community (+) • Job-level variables: skills transfer (-), self-investment (+), alternatives (-) • Organizational-level variables: pension (+) 	Continuance Commitment
Meyer, Stanley, Herscovitch, & Topolnytsky (2002)	Meta-analytic study	Various	50146	<ul style="list-style-type: none"> • Individual-level variables (background – demographic): age, position tenure, organizational tenure (+), education • Role-level variables: Role conflict (in North America) • Job-level variables: availability of alternatives (-), investment variables (+), skill transfer (-) 	Continuance Commitment

Table 4 *continued*

Study	Design	Participants	Sample size (N)	Predictors	Consequence
Ko, Price, & Mueller (1997) (South Korea)	One-shot study (Survey)	Employees in research institute & Employees in airline company	278 589	<ul style="list-style-type: none"> • Organizational-level variables: supervisory support (+), co-worker support (+), friend support (-) • Job-level variables: opportunity (-) • Individual-level variables (background): general training (-) 	Continuance Commitment

Table 5.

Summary table for studies examining consequences of affective, normative, and continuance organizational commitment

Study	Design	Participants	Sample size (N)	Consequences	Component
Vandenberghe, Stinglhamber, Bentein & Delhaise (2001)	Longitudinal studies	Employees from various organizations,	199	<ul style="list-style-type: none"> • Turnover intentions (-) 	Affective Commitment
		Employees from various organizations,	316		
		Nurses	194		
Meyer, Stanley, Herscovitch, & Topolnytsky (2002)	Meta-analytic study	Various	50146	<ul style="list-style-type: none"> • Withdrawal cognition (-), • Turnover (-), • Absenteeism (-), • Self-reported stress (-), work-family conflict (-), job performance (+), • Organizational citizenship behaviors (+) 	Affective Commitment
Ko, Price, & Mueller (1997) (South Korea)	One-shot study (Survey)	Employees in research institute &	278	<ul style="list-style-type: none"> • Intent to stay (+), • Search behaviors (-) 	Affective Commitment
		Employees in airline company	589		

Table 5 *continued*

Study	Design	Participants	Sample size (N)	Consequences	Component
Meyer, Stanley, Herscovitch, & Topolnytsky (2002)	Meta-analytic study	Various	50146	<ul style="list-style-type: none"> • Withdrawal cognition (-), • Turnover (-), • Job performance (+), • Organizational citizenship behaviors (+) 	Normative Commitment
Ko, Price, & Mueller (1997) (South Korea)	One-shot study (Survey)	Employees in research institute & Employees in airline company	278 589	<ul style="list-style-type: none"> • Intent to stay (+), • Search behaviors (-) 	Normative Commitment
Meyer, Stanley, Herscovitch, & Topolnytsky (2002)	Meta-analytic study	Various	50146	<ul style="list-style-type: none"> • Withdrawal cognition (-), • Turnover (-), • Self-reported stress (+), • Work-family conflict (+), • Job performance (-), • Organizational citizenship behaviors (-) 	Continuance Commitment
Ko, Price, & Mueller (1997) (South Korea)	One-shot study (Survey)	Employees in research institute & Employees in airline company	278 589	<ul style="list-style-type: none"> • Search behaviors (-) 	Continuance Commitment

Table 6.

Summary Table for Studies Examining Organizational Communication as Predictor of Organizational Commitment, Job Satisfaction, Organizational Identification, and Turnover Intentions

Study	Design	Participants	Sample size (N)	Predictors	Consequence
Postmes, Tanis, & de Wit (2001)	Cross-sectional study	Employees from a distance learning institute & Employees from an insurance company	105 810	<ul style="list-style-type: none"> • Vertical communication (+) • Horizontal communication (+) 	<ul style="list-style-type: none"> • Organizational commitment • Subgroup / Unit commitment
Stinglhamber & Vandenberghe (2003)	Longitudinal study	Employees working in various organizations	238	<ul style="list-style-type: none"> • perceived support from supervisor (+) • perceived support from organization (+) 	<ul style="list-style-type: none"> • Supervisor commitment • Organizational commitment
Sias (2005)	Cross-sectional study	veteran employees	190	<ul style="list-style-type: none"> • supervisor-provided information quality (+) • leader-member exchange (LMX) (+) • co-worker-provided information quality (+) 	<ul style="list-style-type: none"> • Job satisfaction
Sias (2005)	Cross-sectional study	veteran employees	190	<ul style="list-style-type: none"> • supervisor information quality (+) • co-worker information quality (+) 	<ul style="list-style-type: none"> • Organizational commitment

Table 6 *continued*

Study	Design	Participants	Sample size (N)	Predictors	Consequence
Brunetto & Farr-Wharton (2004)	Cross-sectional study	Nurses	92	Communication related variables: <ul style="list-style-type: none"> • satisfaction with corporate perspective, (+) • satisfaction with communication climate, (+) • satisfaction with superiors, (+) • satisfaction with organizational integration, (+) • satisfaction with media quality, (+) • satisfaction with personal feedback (+) 	<ul style="list-style-type: none"> • Job satisfaction
		Public sector administrative staff	165		
		Private sector administrative staff	110		
Brunetto & Farr-Wharton (2004)	Cross-sectional study	Nurses	92	Communication related variables: <ul style="list-style-type: none"> • satisfaction with corporate perspective, (+) • satisfaction with communication climate, (+) • satisfaction with superiors, (+) • satisfaction with organizational integration, (+) • satisfaction with media quality, (+) • satisfaction with personal feedback (+) 	<ul style="list-style-type: none"> • AC (in three samples) • NC (in three samples) CC (in the nurse and private sector administrative staff samples but not in public sector administrative staff sample)
		Public sector administrative staff	165		
		Private sector administrative staff	110		

Table 6 *continued*

Study	Design	Participants	Sample size (N)	Predictors	Consequence
Smidts, Pruyn, & van Riel (2001)	Cross-sectional study	Employees from three organizations	402 482 1127	<ul style="list-style-type: none"> • Perceived external prestige (+) • Communication content (+) • Communication climate (+) 	<ul style="list-style-type: none"> • Organizational Identification (OID)
Goris, Vaught, & Pettit (2000)	Cross-sectional study	Employees from two organizations	302	Communication direction: <ul style="list-style-type: none"> • Upward communication (inverted U-shape) • Downward communication (inverted U-shape) • Lateral communication (inverted U-shape) 	<ul style="list-style-type: none"> • Job performance • Job satisfaction
Johlke & Duhan (2000)	Cross-sectional study	Service sector employees	119	Supervisor's communication practices: <ul style="list-style-type: none"> • Communication frequency (+) • Communication mode (formal vs. informal) • Communication content (direct vs. indirect) (- relationship for indirect communication) • Communication direction (unidirectional vs. bidirectional) (- relationship for bidirectional communication) • Amount of communication (Curvilinear relationship) 	<ul style="list-style-type: none"> • Job satisfaction

Table 6 *continued*

Study	Design	Participants	Sample size (N)	Predictors	Consequence
Tütüncü (2000b)	Cross-sectional study	Service sector employees working in a university's cafeterias	109	<ul style="list-style-type: none"> • Communication (+) 	<ul style="list-style-type: none"> • Job Satisfaction
Tepper (2000)	Longitudinal study	Employees	712 362	<ul style="list-style-type: none"> • Abusive supervision (employee perceptions related to abusive supervision) 	<ul style="list-style-type: none"> • Voluntary Turnover (+) • Job Satisfaction (-) • AC (-) • NC (-) • CC (+)
Scott, Connaughton, Diaz-Saenz, Maguire, Ramirez, Richardson, Shaw, & Morgan (1999)	Cross-sectional study	Employees	97	<p>Communication Variables:</p> <ul style="list-style-type: none"> • Job Information Received (+) • Agency Information Received (+) • Pay/Benefits Information Received (+) • Total Information Sent (+) • Co-Worker Relations (+) • Supervisor Relations (+) <ul style="list-style-type: none"> • Adequacy of information sent / Communication adequacy (-) 	<ul style="list-style-type: none"> • Turnover intention

Table 6 *continued*

Study	Design	Participants	Sample size (N)	Predictors	Consequence
Varona (1996)	Cross-sectional study	Employees from three different organizations	307	<ul style="list-style-type: none"> • Communication Satisfaction (+) 	<ul style="list-style-type: none"> • Organizational commitment
Putti, Aryee, & Phua (1990)	Correlational study	White-collar employees	122	Communication Relationship Satisfaction (CRS) variables: <ul style="list-style-type: none"> • CRS composite (+) • Supervisor relationships (+) • Top management relationships (+) 	<ul style="list-style-type: none"> • Organizational Commitment

Table 7.
Summary table for targets of commitment

Study	Design	Participants	Sample size (N)	Target of commitment	Predictors	Consequences
Stinglhamber, Bentein, & Vandenberghe (2002)	Longitudinal study	Employees working in various branches of industry & Registered nurses	478	• Organization	• Commitment to organization	<ul style="list-style-type: none"> • Decrease in turnover (except commitment to customer), • The strongest predictor of turnover is commitment to the organization
				• Occupation	• Commitment to occupation	<ul style="list-style-type: none"> • Decrease in turnover (except commitment to customer),
			• Supervisor	• Commitment to supervisor	<ul style="list-style-type: none"> • Decrease in turnover (except commitment to customer), 	
			• Workgroup	• Commitment to workgroup	<ul style="list-style-type: none"> • Decrease in turnover (except commitment to customer), 	
			186			

Table 7 continued

Study	Design	Participants	Sample size (N)	Target of commitment	Predictors	Consequences
Stinglhamber, Bentein, & Vandenberghe (2002) (continued)	Longitudinal study	Employees working in various branches of industry & Registered nurses	478	• Customers	• Commitment to customers	• No relation with turnover • Turnover intentions (-)
					• High personal sacrifice	• Turnover (-)
			186		• Affective organizational commitment	• Turnover (-)
Stinglhamber & Vandenberghe (2003)	Longitudinal study	Employees working in various organizations	238	• Organization • Supervisor	• AC to the supervisor	• Mediates the effect of perceived supervisor support (PSS) on voluntary turnover
					• Perceived organizational support (POS) and perceived supervisor support (PSS)	• Mediates effects of favorable job conditions on organizational AC and AC to supervisor

Table 7 *continued*

Study	Design	Participants	Sample size (N)	Target of commitment	Predictors	Consequences
Bentein, Stinglhamber, & Vandenberghe (2002)	Longitudinal study	Blue-collar workers & their supervisors	212 37	• Organization	• Affective commitment to organization	• Indirectly effects organization-directed OCB (mediated by AC to the workgroup)
				• Supervisor	• Affective commitment to supervisor	• Indirectly effects supervisor-directed (OCB) (mediated by AC to the workgroup)
				• Workgroup	• Affective commitment to the most proximal entity (i.e., workgroup)	• Commitment to the organization, • Commitment to the supervisor, • Organizational citizenship behavior (OCB)

Table 8.

Summary Table for Studies Examining Organizational Identification

Study	Design	Participants	Sample size (N)	Predictors	Consequence
Van Knippenberg & Van Schie (2000)	Cross-sectional study	Employees from two different organizations	76 163	<ul style="list-style-type: none"> • Work-Group Identification (WID) (+) (both in the first and second samples) • Organizational Identification (OID) (+) (in the second sample) 	<ul style="list-style-type: none"> • Job Satisfaction
Van Knippenberg & Van Schie (2000)	Cross-sectional study	Employees from two different organizations	76 163	<ul style="list-style-type: none"> • Work-Group Identification (WID) (-) (in the second sample) • Organizational Identification (OID) • WID & OID significantly correlated in the second sample 	<ul style="list-style-type: none"> • Turnover Intentions
Güldal (2005)	Cross-sectional study	Employees from different organizations	203	<ul style="list-style-type: none"> • Tenure (+) • Gender (females with a higher OID) (+) • Civic virtue (+) Dimensions of psychological contract variables <ul style="list-style-type: none"> • Employer-scope variable (+) • Employee-time variable (+) 	<ul style="list-style-type: none"> • Organizational Identification

Table 8 *continued*

Study	Design	Participants	Sample size (N)	Predictors	Consequence
Mael & Ashforth (1992)	Cross-sectional study	School alumni	297	<ul style="list-style-type: none"> • Tenure (+) • Satisfaction with the organization (+) • Sentimentality (+) • Organizational distinctiveness (+) • Organizational prestige (+) • Intra-organizational competition (-) • Making financial aid (+) • Advicing the organization to one's son and others (+) • Participating in activities of the organization (+) 	<ul style="list-style-type: none"> • Organizational Identification

Table 8 *continued*

Study	Design	Participants	Sample size (N)	Predictors	Consequence
Yavuz (2005)	Cross-sectional study	Employees from two different banks (one acquiring and the other was acquired by it)	237	<ul style="list-style-type: none"> • Employees' identification with the new organization (+) • Attractiveness of the out-group (i.e., acquiring organization) (+) • Increase in POS and organizational rewards (+) 	<ul style="list-style-type: none"> • Commitment to the new organization • Organizational Identification • Organizational commitment
Van Knippenberg & Sleebos (2006)	Cross-sectional study	Employees from university faculty	133	<ul style="list-style-type: none"> • Organizational Identification • Organizational Commitment (AC) <p>(Note: AC is superior to OID in predicting POS, job satisfaction, and turnover intentions. Organizational commitment and Organizational identification was found to be significantly correlated ($r = .67$) with each other).</p>	<ul style="list-style-type: none"> • Perceived organizational support (POS) (+) • Job satisfaction (+) • Turnover intentions (-) <p>(OID and TI relationship is not significant)</p>
Mael & Tetrick (1992)	Cross-sectional study	University students working in several organizations	263	<ul style="list-style-type: none"> • Organizational identification (+) • Organizational commitment (+) 	<ul style="list-style-type: none"> • Job satisfaction • Job involvement • Organizational satisfaction

Table 9.

Summary Table for Studies Examining Job Satisfaction

Study	Design	Participants	Sample size (N)	Predictors	Consequence
Tütüncü (2000a)	Field study	Sales office employees in transportation sector	228	<ul style="list-style-type: none"> • Tenure (+) • Job satisfaction (-) 	<ul style="list-style-type: none"> • Job satisfaction • Turnover intentions
Akınaltuğ (2003)	Cross-sectional study	Managers in public sector	244	<ul style="list-style-type: none"> • Organizational Commitment (+) 	<ul style="list-style-type: none"> • Job Satisfaction
Yahyagil (1999)	Quasi-experimental (i.e., field experiment) design	Employees from two different organizations	83	<ul style="list-style-type: none"> • Organizational Commitment (+) 	<ul style="list-style-type: none"> • Job Satisfaction

Table 10.

Summary Table for Studies Examining Turnover Intentions

Study	Design	Participants	Sample size (N)	Predictors	Consequence
Griffeth, Hom, & Gaertner (2000)	Meta-analysis			<ul style="list-style-type: none"> • Organizational Commitment (-) • Overall Job Satisfaction (-) • Work Satisfaction (-) • Met Expectations (-) • Instrumental Communication (-) • Perceived Alternatives (+) • Performance (-) • Lateness (+) • Absences (+) • Turnover Intentions (+) 	<ul style="list-style-type: none"> • Turnover
Tett & Meyer (1993)	Meta-analysis			<ul style="list-style-type: none"> • Turnover Intentions / Withdraw Cognitions (+) 	<ul style="list-style-type: none"> • Turnover
Israel (1993)	Cross-sectional study	Employees working in 11 different banks	283	<ul style="list-style-type: none"> • Education (+) • Tenure (+) • Organizational Commitment (AC) (-) 	<ul style="list-style-type: none"> • Turnover Intentions • Turnover Intentions • Intention to search alternative jobs

Table 10 *continued*

Study	Design	Participants	Sample size (N)	Predictors	Consequence
Özbenli (1999)	Cross-sectional study	Sales employees in advertisement sector	66	<ul style="list-style-type: none"> • Age (curvilinear relationships) • Marital status (single employees with higher turnover intentions) • Job Satisfaction (-) • Organizational Commitment (-) 	<ul style="list-style-type: none"> • Turnover Intentions
Elçi (2003)	Cross-sectional study	Employees	192	<ul style="list-style-type: none"> • Job Satisfaction (-) • Organizational Commitment (-) 	<ul style="list-style-type: none"> • Turnover Intentions
Şenyüz (2003)	Cross-sectional study	Insurance sector employees working in different firms	225	<ul style="list-style-type: none"> • Job Satisfaction (-) • Organizational Commitment (-) 	<ul style="list-style-type: none"> • Turnover Intentions
Scott et al. (1999)	Cross-sectional study	Employees	97	<ul style="list-style-type: none"> • Organizational Identification 	<ul style="list-style-type: none"> • Turnover Intentions
Mael & Ashforth (1995)	Cross-sectional study	Employees	2535	<ul style="list-style-type: none"> • Organizational Identification 	<ul style="list-style-type: none"> • Voluntary Turnover

Table 10 *continued*

Study	Design	Participants	Sample size (N)	Predictors	Consequence
Riketta (2005)	Meta-analysis	96 independent samples	20905	<ul style="list-style-type: none"> • Attitudinal Organizational Commitment • Organizational Identification 	<ul style="list-style-type: none"> • Turnover Intentions • Intent to stay
Riketta & Van Dick (2005)	Meta-analysis	40 independent samples		<ul style="list-style-type: none"> • Workgroup Attachment (WAT) (-) • Organizational Attachment (OAT) (-) 	<ul style="list-style-type: none"> • Turnover Intentions
Cole & Bruch (2006)	Cross-sectional study	Employees from officer, middle-management, and worker positions	10948	<ul style="list-style-type: none"> • Position (-) • Organizational Identity (-) • Organizational Commitment (-) • Organizational Identity Strength (-) 	<ul style="list-style-type: none"> • Turnover Intention
Harris & Cameron (2005)	Cross-sectional study	Employees	60	Three component models of OID: <ul style="list-style-type: none"> • Centrality (-) • In-group ties (-) • In-group affect (-) • Tenure (-) • AC (-) • NC (-) • CC 	<ul style="list-style-type: none"> • Turnover Intentions

Table 10 *continued*

Study	Design	Participants	Sample size (N)	Predictors	Consequence
Van Dick, Christ, Stellmacher, Wagner, Ahlsweide, Grubba, Hauptmeier, Höfeld, Moltzen, & Tissington (2004)	Cross- sectional study	Employees from four different samples: Bank employees working two different banks, Call-center agents, and Hospital employees	358 107 211 459	<ul style="list-style-type: none"> • Job Satisfaction (-) • Organizational Identification (-) • (Note: Job satisfaction was found to be a mediator variable between organizational identification and turnover intentions) 	Turnover intentions

APPENDIX B

QUESTIONNAIRE OF THE MAIN STUDY

AÇIKLAMA

Bu araştırma, servis sektörü çalışanlarının genel olarak çalıştıkları kuruma ve özel olarak da çalıştıkları banka şubesi ve amirlerine yönelik tutumlarına etki eden faktörleri belirlemeyi amaçlayan bir doktora tezi çalışmasıdır. **Lütfen anketi doldurmaya başlamadan önce ölçeklerin başında yer alan açıklamaları dikkatlice okuyunuz.** Anketi eksiksiz olarak doldurmanız ve sorulara içtenlikle cevap vermeniz araştırmamızdan sağlıklı bilgiler edinebilmemiz için çok önemlidir.

Ankete katılım, tamamiyle gönüllülük temelinde olup, katılımcılardan kimlik belirtici hiçbir bilgi istenmemektedir. **Bu çalışmadan elde edilen veriler tamamen bilimsel amaçlarla kullanılacaktır.** Bu araştırmaya yönelik sorularınızı aşağıda isimleri ve telefonları verilmiş olan kişilere yöneltebilirsiniz. **Katılımınız için şimdiden çok teşekkür ederiz.**

Doç. Dr. Reyhan Bilgiç Tel: (0312) 210 31 85 e-posta: rey@metu.edu.tr

Uzm. Psk. Başak Ok Tel: (0312) 210 31 34 e-posta: okbasak@metu.edu.tr

AÇIKLAMA

Aşağıda bir kurumun (bankanın) çalışanlarına sağladığı imkanların bir listesi yer almaktadır. Lütfen, öncelikle söz konusu imkanın kurumunuzda olup olmadığını (“**Var**” “**Yok**” seçeneklerinden birini işaretleyerek) belirtiniz. Daha sonra ise, her bir imkanın **sizin için ne derece önemli olduğunu** sunulan 5-basamaklı ölçekte ilgili rakamı daire içine alarak işaretleyiniz. Sunulan imkan kurumunuzca sağlansa da sağlanmasa da lütfen sizin için ne derece önemli olduğunu **mutlaka** belirtiniz.

	Benim için:				
	Hiç önemli değil	Önemli değil	Ne önemli ne önemli değil	Önemli	Çok önemli
Lojman Var ___ Yok ___	1	2	3	4	5
Kreş Var ___ Yok ___	1	2	3	4	5
İkramiye Var ___ Yok ___	1	2	3	4	5
Prim Var ___ Yok ___	1	2	3	4	5
Performansın ödüllendirilmesi (terfi, prim, ikramiye, izin, tatil vb. şekilde) Var ___ Yok ___	1	2	3	4	5
Bireysel kariyer gelişimi için eğitimlere katılmak Var ___ Yok ___	1	2	3	4	5
Özel sağlık sigortası Var ___ Yok ___	1	2	3	4	5
İş seyahatlerinde yolluk / harcırah ödemesi Var ___ Yok ___	1	2	3	4	5
İş yerinde öğle yemeği imkanı (yemekhane) ya da dışarıda yemek için kurum tarafından fiş verilmesi Var ___ Yok ___	1	2	3	4	5
İş yerine ulaşımı sağlamak için servis Var ___ Yok ___	1	2	3	4	5
Diğer (lütfen yazınız ve önemini değerlendiriniz): _____	1	2	3	4	5
Diğer (lütfen yazınız ve önemini değerlendiriniz): _____	1	2	3	4	5

AÇIKLAMA

Aşağıda çalıştığınız banka şubesindeki amiriniz ile iletişiminize yönelik bir takım maddeler yer almaktadır. Lütfen verilen beş dereceli ölçeği kullanarak her bir maddenin sizin durumunuza ne ölçüde uygun olduğunu ilgili rakamı daire içine alarak işaretleyiniz. İzleyen sayfalarda “**amir**” ile ilgili olan maddeleri lütfen **şu anda birlikte çalıştığınız amirinizi düşünerek** cevaplayınız.

	1 = Kesinlikle katılmıyorum	2 = Katılmıyorum	3 = Ne katılıyorum ne katılmıyorum	4 = Katılıyorum	5 = Kesinlikle katılıyorum
1. Amirim, yapmamı istediği işleri açık ve net olarak tanımlar/açıklar.	1	2	3	4	5
2. Amirim karşıdaki kişiyle empati kurar.	1	2	3	4	5
3. Amirim kendisine soru sorulmasına fırsat tanır.	1	2	3	4	5
4. Amirim bana yaptığım iş ile ilgili olarak her zaman geribildirimde/geri beslemede bulunur.	1	2	3	4	5
5. Amirim, her zaman işlerin yapılış biçimi ile ilgili olarak benim fikrimi sorar.	1	2	3	4	5
6. Amirim, kendisine bir şey anlatmaya çalıştığımda beni dinlerken sabırsızlandığını belli eder.	1	2	3	4	5
7. Amirim aile bireylerim hakkında bilgi sahibidir.	1	2	3	4	5
8. Amirim, iş dışında bir sorunla kendisine gittiğimde de beni sabırla ve ilgiyle dinler.	1	2	3	4	5
9. Amirim, iş ile ilgili konuşmam sırasında yol gösterici sorular sorar.	1	2	3	4	5
10. Amirime fikrimi açıkça söylemem.	1	2	3	4	5
11. Amirim, iş dışındaki (kişisel) konuları paylaşmaktan kaçınır.	1	2	3	4	5
12. Amirim beni dikkatle dinledikten sonra kendi fikrini söyler.	1	2	3	4	5
13. Amirim, ben konuşurken sık sık sözümü keser.	1	2	3	4	5

1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Ne katılıyorum ne katılmıyorum 4 = Katılıyorum 5 = Kesinlikle katılıyorum					
14. Zorunlu kalmadıkça amirimle iletişim kurmaktan kaçınırım.	1	2	3	4	5
15. Amirim ile iş dışındaki sorunlarımı da (özel sorunlar, ailevi problemler vb.) paylaşıyorum.	1	2	3	4	5
16. Amirim ailemdeki bireyleri tanır.	1	2	3	4	5
17. Konuşma sırasında amirim açık olarak söylemediği ya da söyleyemediği duygu ve düşüncelerini de anlarım.	1	2	3	4	5
18. Amirim iş dışındaki sorunlarımı da (özel sorunlar, ailevi problemler vb.) benimle paylaşır.	1	2	3	4	5
19. Amirim iş ile ilgili konularda bile isteklerini doğrudan değil, üçüncü şahıslardan öğrenmeye çalışırım.	1	2	3	4	5
20. Amirim aile bireyleri hakkında bilgi sahibiyim.	1	2	3	4	5
21. Amirim her zaman ulaşılabiliridir.	1	2	3	4	5
22. Amirim, emirlerini doğrudan kendisi söylemek yerine yardımcısı ya da başka bir kişi aracılığıyla bana iletir.	1	2	3	4	5
23. Amirim iş dışı sorunlarımı çözebilmem için bana yardımcı olur.	1	2	3	4	5
24. İş ile ilgili bir sorunla karşılaştığımda rahatlıkla amirime bu durumu iletibilirim.	1	2	3	4	5
25. Amirim aile bireylerini tanırım.	1	2	3	4	5
26. Amirime anlamadığım konularda rahatlıkla soru sorabilirim.	1	2	3	4	5
27. Amirim, o anda çok meşgul olsa bile kendisiyle konuşmak istediğimi söylediğimde bana zaman ayırır.	1	2	3	4	5
28. Amirim emirlerini doğrudan kendisinden öğrenmek yerine yardımcısı ya da başka bir kişiden öğrenmeye çalışırım.	1	2	3	4	5

AÇIKLAMA

Aşağıda çalıştığımız banka şubesindeki iş arkadaşlarınız ile iletişiminize yönelik bir takım maddeler yer almaktadır. Lütfen verilen beş dereceli ölçeği kullanarak her bir maddenin sizin durumunuza ne ölçüde uygun olduğunu ilgili rakamı daire içine alarak işaretleyiniz.

	1 = Kesinlikle katılmıyorum	2 = Katılmıyorum	3 = Ne katılıyorum ne katılmıyorum	4 = Katılıyorum	5 = Kesinlikle katılıyorum
1. İş arkadaşlarım iş ile ilgili konularda (verilen işin yapılış şekli hakkında kendilerine soru sorduğumda vs.) yardımcı ve yol gösterici bir tutum sergiler.	1	2	3	4	5
2. İş arkadaşlarım ile iş dışındaki sorunlarımı (ailevi problemler vb) paylaşıyorum.	1	2	3	4	5
3. İş arkadaşlarımızla iş hakkında bilgi alış-verişi yaparız.	1	2	3	4	5
4. İş arkadaşlarım iş dışındaki sorunlarımı (ailevi problemler vb) benimle paylaşır.	1	2	3	4	5
5. Çalıştığım şubedeki iş/takım arkadaşlarımla aram iyi.	1	2	3	4	5
6. İş arkadaşlarım iş dışı sorunlarımı çözebilmem için bana yardımcı olur.	1	2	3	4	5
7. İş arkadaşlarımızla zaman zaman birbirimizin işini yaptığımız olur.	1	2	3	4	5
8. Çalıştığım şubedeki arkadaşlarım aile bireylerim hakkında bilgi sahibidir.	1	2	3	4	5
9. Çalıştığım kurumdaki diğer çalışanlarla da iyi ilişkilerim var.	1	2	3	4	5
10. Çalıştığım şubedeki arkadaşlarım aile bireylerimi tanır.	1	2	3	4	5
11. İş arkadaşlarımla iş dışında da görüşürüz.	1	2	3	4	5

AÇIKLAMA

Aşağıdaki cümleler kişilerin çalıştıkları kuruluş hakkında çeşitli duygu ve fikirlerini yansıtmaktadır. Lütfen bu cümlelere **ŞU ANDA ÇALIŞTIĞINIZ KURULUŞ / BANKA** açısından ne ölçüde katıldığınızı belirtiniz. Her soru için, katılım derecenizi belirten rakamı daire içine alınız. **Sorularda boşluk olan yerlere kurumunuzun adını düşünerek / koyarak cevap veriniz.**

	1	2	3	4	5
1 = Kesinlikle katılmıyorum					
2 = Katılmıyorum					
3 = Ne katılıyorum ne katılmıyorum					
4 = Katılıyorum					
5 = Kesinlikle katılıyorum					
1. Meslek hayatımın kalan kısmını bu kuruluşta geçirmek beni çok mutlu eder.	1	2	3	4	5
2. Şu anda mecburiyetten bu kuruluşta çalışmaya devam ediyorum.	1	2	3	4	5
3. Daha iyi bir imkan çıkarsa, mevcut kuruluşumdan ayrılmamın ayıp olmadığını düşünüyorum.	1	2	3	4	5
4. Kurum dışından bir kişi, bu kurumu eleştirdiği zaman, bunu, kendime yapılmış bir hakaret olarak algıları.	1	2	3	4	5
5. Kuruluşuma karşı güçlü bir aidiyet duygum yok.	1	2	3	4	5
6. İstesem de, şu anda kuruluşumdan ayrılmak benim için çok zor olurdu.	1	2	3	4	5
7. Bu kuruluşun benim için çok kişisel (özel) bir anlamı var.	1	2	3	4	5
8. Başkalarının bu kurum hakkındaki düşünceleri benim için çok önemlidir.	1	2	3	4	5
9. Bu işyerinden ayrılıp burada kurduğum kişisel ilişkileri bozmam doğru olmaz.	1	2	3	4	5
10. Şu anda kuruluşumdan ayrılmak istediğime karar versem, hayatımın çoğu alt üst olur.	1	2	3	4	5
11. Yeni bir işyerine alışmak benim için zor olurdu.	1	2	3	4	5

1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Ne katılıyorum ne katılmıyorum 4 = Katılıyorum 5 = Kesinlikle katılıyorum					
12. Bu kurum hakkında konuşurken genelde “onlar” kelimesi yerine “biz” kelimesini kullanırım.	1	2	3	4	5
13. Bu kuruluşun meselelerini gerçekten de kendi meselelerim gibi hissediyorum.	1	2	3	4	5
14. Sıklıkla bu bankadaki işimi bırakmayı düşünüyorum.	1	2	3	4	5
15. Bu kuruluşa kendimi “duygusal olarak bağlı” hissetmiyorum.	1	2	3	4	5
16. Buradaki işimi kendi özel işim gibi hissediyorum.	1	2	3	4	5
17. Bu kurumun başarısı benim de başarımdır.	1	2	3	4	5
18. Başka bir işyerinin buradan daha iyi olacağını garanti yok, burayı hiç olmazsa biliyorum.	1	2	3	4	5
19. Kuruluşuma çok şey borçluyum.	1	2	3	4	5
20. Bu işyerinden ayrılp başka bir yerde sıfırdan başlamak istemezdim.	1	2	3	4	5
21. Büyük bir olasılıkla önümüzdeki yıl içinde bu işten ayrılacağım (emeklilik vb. dışındaki nedenlerle).	1	2	3	4	5
22. Herhangi bir kişi bu kurumu övdüğünde bunu, bana yapılmış bir iltifat olarak algıları.	1	2	3	4	5
23. Buradaki insanlara karşı yükümlülük hissettiğim için kuruluştan şu anda ayrılmazdım.	1	2	3	4	5
24. Biraz daha fazla para için mevcut işyerimi değiştirmeyi ciddi olarak düşünmezdim.	1	2	3	4	5
25. Kendimi kuruluştan “ailenin bir parçası” gibi hissetmiyorum.	1	2	3	4	5
26. Basında, bu kurumu eleştiren bir yazı gördüğümde utanırım.	1	2	3	4	5

1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Ne katılıyorum ne katılmıyorum 4 = Katılıyorum 5 = Kesinlikle katılıyorum					
27. Benim için avantajlı olsa da, kuruluşumdan şu anda ayrılmanın doğru olmadığını hissediyorum.	1	2	3	4	5
28. Bu kuruluşa sadakat göstermenin görevim olduğunu düşünüyorum.	1	2	3	4	5
29. Başka bir kurumda başka bir iş arıyorum.	1	2	3	4	5
30. Kuruluşum maddi olarak zor durumda olsa bile, sonuna kadar kalırdım.	1	2	3	4	5
31. Bu kuruluştan ayrılmanın az sayıdaki olumsuz sonuçlarından biri alternatif kıtlığı olurdu.	1	2	3	4	5
32. Büyük ölçüde bir ----'lı gibi davranıyorum.	1	2	3	4	5
33. Bu kuruluşa gönül borcu hissediyorum.	1	2	3	4	5
34. Bu kuruluşun bir çalışanı olmanın gurur verici olduğunu düşünüyorum.	1	2	3	4	5
35. Mevcut işverenimle kalmak için hiçbir manevi yükümlülük hissetmiyorum.	1	2	3	4	5
36. Başka bir iş bulur bulmaz bu bankadaki işimden ayrılacağım.	1	2	3	4	5
37. Bu kuruluşu bırakmayı düşünemeyecek kadar az seçeneğim olduğunu düşünüyorum.	1	2	3	4	5
38. Bir ----'lı gibi davranmam.	1	2	3	4	5
39. Bu kuruluşun amaçlarını benimsiyorum.	1	2	3	4	5
40. Bu kuruluş sayesinde ekmek parası kazanıyorum, karşılığında sadakat göstermeliyim.	1	2	3	4	5
41. Eğer bu kuruluşa kendimden bu kadar çok vermiş olmasaydım, başka yerde çalışmayı düşünebilirdim.	1	2	3	4	5

1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Ne katılıyorum ne katılmıyorum 4 = Katılıyorum 5 = Kesinlikle katılıyorum					
42. Mevcut kuruluşumdan ayrılıp birlikte çalıştığım insanları yarı yolda bırakmak istemem.	1	2	3	4	5
43. Kuruluşumdan şimdi ayrılısam kendimi suçlu hissederim.	1	2	3	4	5
44. ----'lılar için ortak olan bazı özelliklerim vardır.	1	2	3	4	5
45. Zaman geçtikçe mevcut kuruluşumdan ayrılmanın gittikçe zorlaştığını hissediyorum.	1	2	3	4	5
46. Bu kuruluş benim sadakatimi hak ediyor.	1	2	3	4	5
47. Emekliliğim gelse bile bu bankada çalışmaya devam etmek isterim.	1	2	3	4	5
48. Farklı alternatiflerim olsa bile yine bu bankada çalışmak isterim.	1	2	3	4	5

AÇIKLAMA

Aşağıdaki cümleler kişilerin birlikte çalıştıkları amirleri hakkında çeşitli duygu ve fikirlerini yansıtmaktadır. Lütfen bu cümlelere **ŞU ANDA BİRLİKTE ÇALIŞTIĞINIZ AMİR** açısından ne ölçüde katıldığınızı belirtiniz. Her soru için, katılım derecenizi belirten rakamı daire içine alınız.

	1 = Kesinlikle katılmıyorum	2 = Katılmıyorum	3 = Ne katılıyorum ne katılmıyorum	4 = Katılıyorum	5 = Kesinlikle katılıyorum
1. Meslek hayatımın kalan kısmını bu amir ile birlikte çalışarak geçirmek beni çok mutlu eder.	1	2	3	4	5
2. Şu anda mecburiyetten bu amirle çalışmaya devam ediyorum.	1	2	3	4	5
3. Daha iyi bir imkan çıkarsa, mevcut amirimden ayrılmamın ayıp olmadığını düşünüyorum.	1	2	3	4	5
4. Amirime karşı güçlü bir aidiyet duygum yok.	1	2	3	4	5
5. İstesem de, şu anda amirimden ayrılmak benim için çok zor olurdu.	1	2	3	4	5
6. Bu amirin benim için çok kişisel (özel) bir anlamı var.	1	2	3	4	5
7. Bu amirden ayrılıp burada kurduğum kişisel ilişkileri bozmam doğru olmaz.	1	2	3	4	5
8. Yeni bir amire alışmak benim için zor olurdu.	1	2	3	4	5
9. Bu amire kendimi “duygusal olarak bağlı” hissetmiyorum.	1	2	3	4	5
10. Başka bir amirin bundan daha iyi olacağının garantisi yok, bu amiri hiç olmazsa biliyorum/tanıyorum.	1	2	3	4	5
11. Amirime çok şey borçluyum.	1	2	3	4	5
12. Bu amirimden ayrılıp başka bir yerde sıfırdan başlamak istemezdim.	1	2	3	4	5

1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Ne katılıyorum ne katılmıyorum 4 = Katılıyorum 5 = Kesinlikle katılıyorum					
13. Kendisine karşı yükümlülük hissettiğim için amirimden şu anda ayrılmazdım.	1	2	3	4	5
14. Kendimi amirim yanıda “ailenin bir parçası” gibi hissetmiyorum.	1	2	3	4	5
15. Benim için avantajlı olsa da, birlikte çalıştığım amirden şu anda ayrılmanın doğru olmadığını hissediyorum.	1	2	3	4	5
16. Bu amire sadakat göstermenin görevim olduğunu düşünüyorum.	1	2	3	4	5
17. Bu amire gönül borcu hissediyorum.	1	2	3	4	5
18. Bu amirin bir çalışanı olmanın gurur verici olduğunu düşünüyorum.	1	2	3	4	5
19. Mevcut amirimle kalmak için hiçbir manevi yükümlülük hissetmiyorum.	1	2	3	4	5
20. Bu amiri bırakmayı düşünemeyecek kadar az seçeneğim olduğunu düşünüyorum.	1	2	3	4	5
21. Bu amirin amaçlarını benimsiyorum.	1	2	3	4	5
22. Mevcut amirimden ayrılıp birlikte çalıştığım insanları yarı yolda bırakmak istemem.	1	2	3	4	5
23. Amirimden şimdi ayrılısam kendimi suçlu hissederim.	1	2	3	4	5
24. Zaman geçtikçe mevcut amirimden ayrılmanın gittikçe zorlaştığını hissediyorum.	1	2	3	4	5
25. Bu amir benim sadakatimi hak ediyor.	1	2	3	4	5

AÇIKLAMA

Aşağıdaki cümleler kişilerin çalıştıkları banka şubesi hakkında çeşitli duygu ve fikirlerini yansıtmaktadır. Lütfen bu cümlelere **ŞU ANDA ÇALIŞTIĞINIZ BANKA ŞUBESİ** açısından ne ölçüde katıldığınızı belirtiniz. Her soru için, katılım derecenizi belirten rakamı daire içine alınız.

	1 = Kesinlikle katılmıyorum	2 = Katılmıyorum	3 = Ne katılıyorum ne katılmıyorum	4 = Katılıyorum	5 = Kesinlikle katılıyorum
1. Meslek hayatımın kalan kısmını bu şubede geçirmek beni çok mutlu eder.	1	2	3	4	5
2. Şu anda mecburiyetten bu şubede çalışmaya devam ediyorum.	1	2	3	4	5
3. Daha iyi bir imkan çıkarsa, mevcut şubemden ayrılmamın ayıp olmadığını düşünüyorum.	1	2	3	4	5
4. Şubeme karşı güçlü bir aidiyet duygum yok.	1	2	3	4	5
5. İstesem de, şu anda şubemden ayrılmak benim için çok zor olurdu.	1	2	3	4	5
6. Bu şubenin benim için çok kişisel (özel) bir anlamı var.	1	2	3	4	5
7. Bu şubeden ayrılıp burada kurduğum kişisel ilişkileri bozmam doğru olmaz.	1	2	3	4	5
8. Şu anda şubemden ayrılmak istediğime karar versem, hayatımın çoğu alt üst olur.	1	2	3	4	5
9. Yeni bir şubeye alışmak benim için zor olurdu.	1	2	3	4	5
10. Bu şubenin meselelerini gerçekten de kendi meselelerim gibi hissediyorum.	1	2	3	4	5
11. Bu şubeye kendimi “duygusal olarak bağlı” hissetmiyorum.	1	2	3	4	5
12. Bu şubedeki işimi kendi özel işim gibi hissediyorum.	1	2	3	4	5

1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Ne katılıyorum ne katılmıyorum 4 = Katılıyorum 5 = Kesinlikle katılıyorum					
13. Başka bir şubenin buradan daha iyi olacağını garanti yok, burayı hiç olmazsa biliyorum.	1	2	3	4	5
14. Şubeme çok şey borçluyum.	1	2	3	4	5
15. Bu şubeden ayrılp başka bir yerde sıfırdan başlamak istemezdim.	1	2	3	4	5
16. Buradaki insanlara karşı yükümlülük hissettiğim için şubemden şu anda ayrılmazdım.	1	2	3	4	5
17. Biraz daha fazla para için mevcut şubemi değiştirmeyi ciddi olarak düşünmezdim.	1	2	3	4	5
18. Kendimi çalıştığım şubede “ailenin bir parçası” gibi hissetmiyorum.	1	2	3	4	5
19. Benim için avantajlı olsa da, şubemden şu anda ayrılmanın doğru olmadığını hissediyorum.	1	2	3	4	5
20. Bu şubeye sadakat göstermenin görevim olduğunu düşünüyorum.	1	2	3	4	5
21. Gerekli olursa şubemde daha az maaşla çalışmaya razı olurdum.	1	2	3	4	5
22. Bu şubeden ayrılmanın az sayıdaki olumsuz sonuçlarından biri alternatif kıtlığı olurdu.	1	2	3	4	5
23. Bu şubeye gönül borcu hissediyorum.	1	2	3	4	5
24. Bu şubenin bir çalışanı olmanın gurur verici olduğunu düşünüyorum.	1	2	3	4	5
25. Mevcut şubemle kalmak için hiçbir manevi yükümlülük hissetmiyorum.	1	2	3	4	5

1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Ne katılıyorum ne katılmıyorum 4 = Katılıyorum 5 = Kesinlikle katılıyorum					
26. Bu şubeyi bırakmayı düşünemeyecek kadar az seçeneğim olduğunu düşünüyorum.	1	2	3	4	5
27. Bu şubenin amaçlarını benimsiyorum.	1	2	3	4	5
28. Bu şube sayesinde ekmek parası kazanıyorum, karşılığında sadakat göstermeliyim.	1	2	3	4	5
29. Eğer bu şubeye kendimden bu kadar çok vermiş olmasaydım, başka yerde çalışmayı düşünebilirdim.	1	2	3	4	5
30. Mevcut şubemden ayrılıp birlikte çalıştığım insanları yarı yolda bırakmak istemem.	1	2	3	4	5
31. Şubemden şimdi ayrılısam kendimi suçlu hissederim.	1	2	3	4	5
32. Zaman geçtikçe mevcut şubemden ayrılmanın gittikçe zorlaştığını hissediyorum.	1	2	3	4	5
33. Bu şube benim sadakatimi hak ediyor.	1	2	3	4	5

AÇIKLAMA

Aşağıda verilen her bir maddede işinizin bir yönü ele alınmıştır. **Kendinize “İşimin bu yönünden ne kadar tatmin oluyorum?” sorusunu sorun ve cevabınızı verilen ölçeği kullanarak belirtin.** İşinizin söz konusu yönünden ne kadar memnun olduğunuzu uygun rakamı daire içine alarak belirtiniz.

	1	2	3	4	5
1. Sürekli meşgul olabilme fırsatı	1	2	3	4	5
2. Kendi kendine çalışma fırsatı	1	2	3	4	5
3. Zaman zaman farklı şeylerle meşgul olma şansı	1	2	3	4	5
4. Toplumda bir yer edinme olanağı	1	2	3	4	5
5. Amirimin elemanlarına karşı davranış tarzı	1	2	3	4	5
6. Amirimin karar verme konusundaki yeterliliği	1	2	3	4	5
7. Vicdanıma ters düşmeyen şeyleri yapabilme olanağı	1	2	3	4	5
8. Sürekli bir işe sahip olma (iş güvenliği) şansı	1	2	3	4	5
9. Başka insanlar için bir şeyler yapabilme şansı	1	2	3	4	5
10. Başka insanlara ne yapacaklarını söyleme fırsatı	1	2	3	4	5
11. Yeteneklerimi kullanabilme olanağı	1	2	3	4	5
12. Kurum politikasının uygulamaya konulma tarzı	1	2	3	4	5
13. Yaptığım işe karşılık aldığım ücret	1	2	3	4	5
14. Bu işte ilerleme şansım	1	2	3	4	5
15. Kendi kararımı verme özgürlüğü	1	2	3	4	5
16. İş yaparken kendi yöntemlerimi deneme şansı	1	2	3	4	5
17. Çalışma koşulları	1	2	3	4	5
18. Çalışma arkadaşlarımla birbirleriyle anlaşması	1	2	3	4	5
19. Yaptığım işten dolayı aldığım övgü	1	2	3	4	5
20. İşimden elde ettiğim başarı duygusu	1	2	3	4	5

Cinsiyetiniz: K ___ E ___

Yaşınız: ____

Şu anda birlikte çalıştığınız amirinizin ünvanı nedir?: _____

Şu anda birlikte çalıştığınız amirinizin cinsiyeti: K ___ E ___

Eğitim düzeyiniz:

Lise ___

İki yıllık yüksekokul ___

Üniversite (dört yıllık fakülte) ___

Yüksek lisans ___

Doktora ___

İş yerinizdeki pozisyonunuz?: _____

Şu anki pozisyonunuzda kaç yıldır çalışmaktasınız?: ____ yıl ____ ay

Şu anki (mevcut) amirinizle ne kadar zamandır birlikte çalışıyorsunuz?:
____ yıl ____ ay

Bu şubede kaç yıldır çalışmaktasınız?: ____ yıl ____ ay

Bu kurumda / bankada kaç yıldır çalışmaktasınız?: ____ yıl ____ ay

Toplam kaç yıldır çalışıyorsunuz (bu kurumdaki ve daha önce çalıştığınız yerlerdeki süre dahil)? : ____ yıl ____ ay

APPENDIX C

CONFIRMATORY FACTOR ANALYSES RESULTS OF

COMMUNICATION AND COMMITMENT SCALES

Table 11.

Goodness of Fit Values for the Measurement Models of Upward Communication Scale

Model / Model Comparison Tests	χ^2	df	P	GFI	AGFI	NFI	NNFI	CFI
Model 1 Single-factor solution	385.15	27	.00	0.749	0.582	0.596	0.480	0.610
Model 2 Two-factor solution	277.67	26	.00	0.806	0.664	0.706	0.618	0.724
Model 1 vs. Model 2	107.48	1						

Note. χ^2 = Chi-square, df = Degrees of Freedom, GFI = Goodness of Fit Index, AGFI = Adjusted Goodness of Fit Index, NFI = Normed Fit Index, NNFI = Non-Normed Fit Index, CFI = Comparative Fit Index. ($\chi^2 = 3.84146$, df=1, p < .05).

Table 12.

Goodness of Fit Values for the Measurement Models of Downward Communication Scale

Model / Model Comparison Tests	X²	df	P	GFI	AGFI	NFI	NNFI	CFI
Model 1 Single-factor solution	673.00	104	.00	0.753	0.677	0.692	0.692	0.733
Model 2 Three-factor solution	255.53	101	.00	0.889	0.851	0.854	0.886	0.904
Model 1 vs. Model 2	417.47	3						

Note. χ^2 = Chi-square, df = Degrees of Freedom, GFI = Goodness of Fit Index, AGFI = Adjusted Goodness of Fit Index, NFI = Normed Fit Index, NNFI = Non-Normed Fit Index, CFI = Comparative Fit Index. ($\chi^2 = 7.81473$, df=3, p < .05).

Table 13.

Goodness of Fit Values for the Measurement Models of Lateral Communication with Co-workers Scale

Model / Model Comparison Tests	X²	df	P	GFI	AGFI	NFI	NNFI	CFI
Model 1 Single-factor solution	392.02	44	.00	0.782	0.673	0.719	0.681	0.745
Model 2 Two-factor solution	209.04	43	.00	0.871	0.802	0.840	0.833	0.870
Model 1 vs. Model 2	182.98	1						

Note. χ^2 = Chi-square, df = Degrees of Freedom, GFI = Goodness of Fit Index, AGFI = Adjusted Goodness of Fit Index, NFI = Normed Fit Index, NNFI = Non-Normed Fit Index, CFI = Comparative Fit Index. ($\chi^2 = 3.84146$, df = 1, p < .05).

Table 14.

Goodness of Fit Values for the Measurement Models of Single vs. 7-Factors

Organizational Communication Scale

Model / Model Comparison Tests	X²	df	P	GFI	AGFI	NFI	NNFI	CFI
Model 1 Single-factor solution	5289.45	594	.00	0.466	0.401	0.390	0.402	0.436
Model 2 Seven-factor solution	1689.66	573	.00	0.732	0.688	0.707	0.772	0.793
Model 1 vs. Model 2	3599.79	21						

Note. χ^2 = Chi-square, df = Degrees of Freedom, GFI = Goodness of Fit Index, AGFI = Adjusted Goodness of Fit Index, NFI = Normed Fit Index, NNFI = Non-Normed Fit Index, CFI = Comparative Fit Index. ($\chi^2 = 32.6705$, df = 21, p < .05).

Table 15.

Goodness of Fit Values for the Measurement Models of Organizational Commitment

Scale

Model / Model Comparison Tests	X²	df	P	GFI	AGFI	NFI	NNFI	CFI
Model 1 Three-factor model	1503.90	492	.00	0.737	0.700	0.645	0.720	0.739
Model 2 One-factor model	1774.33	495	.00	0.703	0.664	0.616	0.687	0.706
Model 2 vs. Model 1	270.43	3						

Note. χ^2 = Chi-square, df = Degrees of Freedom, GFI = Goodness of Fit Index, AGFI = Adjusted Goodness of Fit Index, NFI = Normed Fit Index, NNFI = Non-Normed Fit Index, CFI = Comparative Fit Index. ($\chi^2 = 7.81473$, df=3, p < .05)

Table 16.

Goodness of Fit Values for the Measurement Models of Workgroup Commitment Scale

Model / Model Comparison Tests	X²	df	P	GFI	AGFI	NFI	NNFI	CFI
Model 1 Three-factor model	2118.68	492	.00	0.669	0.623	0.636	0.687	0.708
Model 2 One-factor model	2430.89	495	.00	0.638	0.590	0.605	0.652	0.674
Model 2 vs. Model 1	312.21	3						

Note. χ^2 = Chi-square, df = Degrees of Freedom, GFI = Goodness of Fit Index, AGFI = Adjusted Goodness of Fit Index, NFI = Normed Fit Index, NNFI = Non-Normed Fit Index, CFI = Comparative Fit Index. ($\chi^2 = 7.81473$, df=3, p < .05)

Table 17.

Goodness of Fit Values for the Measurement Models of Supervisor Commitment Scale

Model / Model Comparison Tests	X²	df	P	GFI	AGFI	NFI	NNFI	CFI
Model 1 Three-factor model	1359.35	272	.00	0.714	0.658	0.717	0.747	0.770
Model 2 One-factor model	1539.14	275	.00	0.688	0.631	0.701	0.732	0.754
Model 2 vs. Model 1	179.79	3						

Note. χ^2 = Chi-square, df = Degrees of Freedom, GFI = Goodness of Fit Index, AGFI = Adjusted Goodness of Fit Index, NFI = Normed Fit Index, NNFI = Non-Normed Fit Index, CFI = Comparative Fit Index. ($\chi^2 = 7.81473$, df=3, p < .05).

APPENDIX D

TURKISH SUMMARY

Giriş:

Bu çalışmanın amacı bireye ve kuruma özgü değişkenler ile kurumsal iletişim, kurumsal özdeşim, iş doyumu, kuruma bağlılık ve işten ayrılma niyeti arasındaki ilişkileri incelemektir.

Çalışmanın başlıca altı tane amacı vardı. Bunlardan ilki şimdiye kadar pek fazla çalışılmamış olan iletişim ve bağlılık ilişkisini incelemektir.

İkinci olarak, kuruma bağlılık değişkeninin iş performansı (e.g., Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989; Ostroff, 1992), iş doyumu (e.g., Bateman & Strasser, 1984), işten ayrılmaya yönelik niyetler (e.g., Tett & Meyer, 1993) ve işten ayrılma (e.g., Tett & Meyer, 1993) gibi iş sonuçları ile anlamlı bir ilişkiye sahip olması ve bu nedenle önemli bir değişken olmasıdır.

Üçüncüsü, işten ayrılma niyetinin işten ayrılmanın en güçlü yordayıcısı olması (e.g., Griffeth, Hom, & Gaertner, 2000; Tett & Meyer, 1993) ve işten ayrılmanın kurumlar için önemli olumsuz sonuçlara sahip olmasıdır (Griffeth & Hom, 2001). Bu nedenle kuruma bağlılık, iş doyumu, kurumsal özdeşim değişkenleri ile işten ayrılma niyeti arasındaki ilişkilerin incelenmesi işten ayrılma sürecine yönelik bilgilerimize katkıda bulunacaktır.

Dördüncü neden, birbirleriyle yakından ilişkili olmalarına rağmen kuruma bağlılık ve kurumsal özdeşimin farklı yapılar olmasıdır (e.g., Ashforth & Mael, 1989). Kuruma bağlılık işe yönelik tutumlar arasında yer alırken, kurumsal özdeşim daha bilişsel bir yapıdır (e.g., Ashforth & Mael, 1989; Van Knippenberg & Sleebos, 2006). Dolayısıyla, bu iki değişken arasındaki ilişkinin incelenmesi de işten ayrılma ile ilgili bilgilerimize katkıda bulunacaktır.

Beşincisi, kurum dışında amir ve iş grubu gibi hedeflere yönelik bağlılığın kuruma bağlılığı yordayıp yordamadığını tespit etmektir.

Son olarak, kuruma bağlılıkla ilgili yapılan çalışmaların çoğu Kuzey Amerika'da yer almakta, farklı kültürlerde bu konu ile ve kurumsal özdeşim ile ilgili pek fazla sayıda çalışma bulunmamaktadır. Allen ve Meyer'in (1990) duygusal, normatif ve devamlılık bağlılığı boyutlarını içeren üç boyutlu bağlılık modeli genel olarak kabul görmesine rağmen farklı kültürlerde yapılan çalışmalar bağlılığın anlam ve hedefinin kültürden kültüre değişiklik gösterebileceğine işaret etmektedir. Ayrıca, bu üç boyutun farklı kültürlerde farklı önem derecesine sahip olduğu yönünde de bulgular mevcuttur (e.g., Wasti, 1998). Bu nedenle, üç boyutlu bağlılık modelinin görece toplulukçu (Hofstede, 2001) bir kültürde test edilmesi modelin genellenebilirliğine de olumlu yönde bir katkıda bulunacaktır.

2. Yöntem:

Bu çalışma iki farklı örneklem grubu üzerinde yürütülen iki farklı pilot çalışma ve bunları takiben yine farklı bir örneklemde yapılan bir ana çalışmadan oluşmaktadır. Ana çalışmada kullanılacak ölçeklerin faktör yapıları ve güvenilirlik

değerlerini içeren psikometrik özelliklerini incelemek amacıyla ilki 314 diğeri ise 54 banka çalışanından oluşan iki farklı pilot çalışma yapılmıştır. Bu iki farklı pilot çalışmayı takiben farklı bir örneklem grubu ile ana çalışma yapılmıştır. Ana çalışmanın amacı, önerilen hipotezleri ve modelleri test etmektir.

Katılımcılar ve İşlemler: Çalışmanın katılımcılarını Ankara'daki farklı bankaların farklı şubelerinde çalışan 321 beyaz yaka çalışan oluşturmaktadır. Katılımcıların 205'i (%63.9) kadın, 96'sı (%29.9) erkektir, 20 katılımcı (%6.2) ise cinsiyetini belirtmemiştir. Katılımcıların yaş ortalaması 35.49 yıldır (std = 7.20 yıl, 22 ile 51 arasında değişmektedir). Katılımcıların % 19.3'ü lise, % 13.6'sı iki yıllık yüksek okul, % 63.5'i üniversite mezunu olup % 3.7'si yüksek lisans derecesine sahiptir. Katılımcıların mevcut pozisyonlarındaki çalışma süresi ortalaması 71.69 ay (std = 66.17 ay, 1 ay ile 329 ay arasında değişmektedir), mevcut amirleriyle çalışma süresi ortalaması 20.29 ay (std = 18.91 ay, 0.50 ay ile 120 ay arasında değişmektedir), mevcut iş gruplarındaki / banka şubesindeki çalışma süresi ortalaması 43.11 ay (std = 46.45 ay, 1 ay ile 264 ay arasında değişmektedir), mevcut kurumlarındaki çalışma süresi ortalaması 139.38 ay (std = 92.45 ay, 3 ay ile 349 ay arasında değişmektedir), önceki iş deneyimi ve mevcut kurumdaki çalışma sürelerini kapsayan toplam çalışma süresi ortalaması 154.93 aydır (std = 91.23 ay, 3 ay ile 349 ay arasında değişmektedir). Son olarak, katılımcıların % 56.1'i halihazırda kadın yöneticiyle % 31.2'si ise halihazırda erkek yöneticiyle çalıştıklarını belirtmişlerdir.

İlgili ölçeklerden oluşan soru paketi dağıtıldıktan sonra katılımcılara bir hafta süre tanınmış ve bu sürenin sonunda anketler toplanmıştır. Katılım tamamen gönüllülük temelindedir.

Ölçüm Araçları:

Katılımcılara uygulanan anket 10 bölümden oluşmaktadır. Bunlar: demografik bilgi, kuruma özgü yan imkanlar, yukarı ve aşağı doğru iletişim, yatay iletişim, kuruma bağlılık, amire bağlılık, iş grubuna / banka şubesine bağlılık, kurumsal özdeşim, iş doyumunu ve işten ayrılma niyeti ölçekleri.

Demografik Bilgi: Bu bölümde katılımcıların yaş, cinsiyet, eğitim düzeyi, çalıştıkları pozisyon, halihazırda birlikte çalıştıkları amirlerinin cinsiyeti, mevcut pozisyonlarındaki, halihazırdaki amirleri ile, çalıştıkları iş grubundaki / banka şubesindeki, mevcut kurumlarındaki, ve önceki iş deneyimleri ve bu kurumdaki toplam çalışma süresi ortalamaları ile ilgili sorular sorulmaktadır.

Kuruma Özgü Yan İmkanlar: Bu bölümde bir kurumun çalışanlarına sağlayabileceği lojman, kreş, ikramiye, prim, performansın ödüllendirilmesi, bireysel kariyer gelişimi için eğitimler düzenlenmesi, sağlık sigortası, fazla mesai ücreti, iş yerine ulaşım için servis, iş seyahatlerinde yolluk/harcırah ödenmesi ve iş yerinde öğle yemeği imkanı gibi imkanların bir listesi yer almaktadır. Bu ölçek iki bölümden oluşmaktadır. İlk olarak çalışanlardan kurumlarında bu imkanların her birinin olup olmadığını “var” ya da “yok” seçeneklerinden birini kullanarak işaretlemeleri istenmekte, ikinci olarak da her bir imkanının kendileri için önemini bu imkanın kurumlarında olup olmamasından bağımsız olarak 5-dereceli bir ölçek üzerinde (1 =

Benim için hiç önemli değil, 5 = Benim için çok önemli) değerlendirmeleri istenmektedir.

Yukarı ve Aşağı Doğru İletişim: Ölçek, bu çalışma için araştırmacı tarafından geliştirilmiş olup dikey iletişimin her iki boyutunu da içeren toplam 28 maddeden oluşmaktadır. Katılımcılardan her bir maddenin kendileri için ne derece uygun olduğunu sunulan 5-basamaklı ölçek üzerinde (1 = Hiç katılmıyorum, 5 = Tamamen katılıyorum) değerlendirmeleri istenmektedir. Ölçekte yukarı ve aşağıya doğru iletişimin hem işe yönelik hem de kişilerarası ilişkilere yönelik boyutlarını içeren maddeler yer almaktadır.

İş Grubundaki / Banka Şubesindeki İş Arkadaşları ile İletişim: Bu bölümde yatay iletişimin hem işe yönelik hem de kişilerarası ilişkilere yönelik boyutlarını içeren toplam 11 madde yer almaktadır. Katılımcılardan her bir maddenin kendileri için ne derece uygun olduğunu sunulan 5-basamaklı ölçek üzerinde (1 = Hiç katılmıyorum, 5 = Tamamen katılıyorum) değerlendirmeleri istenmektedir.

Kuruma Bağlılık: Bu ölçek Meyer, Allen, ve Smith (1993) tarafından geliştirilmiş olup kuruma bağlılığın duygusal, normatif ve devamlılık bağlılığı boyutlarını içeren maddelerden oluşmaktadır. Ölçeğin Türkçe'ye adaptasyonu Wasti (1999) tarafından yapılmıştır. Ölçekte 33 madde yer almaktadır. Katılımcılardan her bir maddenin kendileri için ne derece uygun olduğunu sunulan 5-basamaklı ölçek üzerinde (1 = Hiç katılmıyorum, 5 = Tamamen katılıyorum) değerlendirmeleri istenmektedir.

Amire Bağlılık: Bu ölçek Meyer, Allen, ve Smith (1993) tarafından geliştirilen ve Wasti (1999) tarafından Türkçe'ye adaptasyonu yapılan kuruma

bağlılık ölçeğindeki uygun maddelerin seçilerek bu maddelerdeki “kurum” kelimesi yerine “amir” kelimesi yerleştirilmesi ile oluşturulmuştur. Ölçekte amire bağlılığın duygusal, normatif ve devamlılık bağlılığı boyutlarını içeren toplam 25 madde yer almaktadır. Katılımcılardan her bir maddenin kendileri için ne derece uygun olduğunu sunulan 5-basamaklı ölçek üzerinde (1 = Hiç katılmıyorum, 5 = Tamamen katılıyorum) değerlendirmeleri istenmektedir.

İş Grubuna / Çalışılan Banka Şubesine Bağlılık: Bu ölçek Meyer, Allen, ve Smith (1993) tarafından geliştirilen ve Wasti (1999) tarafından Türkçe’ye adaptasyonu yapılan kuruma bağlılık ölçeğinde yer alan maddelerdeki “kurum” kelimesi yerine “şube” kelimesi yerleştirilmesi ile oluşturulmuştur. Ölçekte çalışılan iş grubuna / banka şubesine bağlılığın duygusal, normatif ve devamlılık bağlılığı boyutlarını içeren toplam 33 madde yer almaktadır. Katılımcılardan her bir maddenin kendileri için ne derece uygun olduğunu sunulan 5-basamaklı ölçek üzerinde (1 = Hiç katılmıyorum, 5 = Tamamen katılıyorum) değerlendirmeleri istenmektedir.

İş Doyumu: Çalışanların iş doyumu Weiss, Davis, England ve Lofquist, (1967) tarafından geliştirilen ve Bilgiç (1998) tarafından Türkçe’ye uyarlanan Minnesota Doyum Ölçeği’nin 20-maddelik kısa formu kullanılarak ölçülmüştür. Katılımcılardan işlerinin farklı boyutları ile ilgili genel doyum düzeylerini 5-basamaklı bir ölçek üzerinde (1 = Hiç tatmin etmiyor, 5 = Çok tatmin ediyor) değerlendirmeleri istenmektedir.

Kurumsal Özdeşim: Katılımcıların mevcut kurumlarıyla kurdukları özdeşim Mael ve Ashforth (1992) tarafından geliştirilen ve Güldal (2005) tarafından Türkçe’ye çevirilen 6-maddelik Kurumsal Özdeşim Ölçeği kullanılarak ölçülmüştür.

Katılımcılardan her bir maddenin kendileri için ne derece uygun olduğunu sunulan 5-basamaklı ölçek üzerinde (1 = Hiç katılmıyorum, 5 = Tamamen katılıyorum) değerlendirmeleri istenmektedir.

İşten Ayrılma Niyeti: Katılımcıların işten ayrılmaya yönelik niyetleri Walsh, Ashford ve Hill (1985) tarafından geliştirilen 5-maddelik ölçek kullanılarak ölçülmüştür. Buna ilaveten, ölçekte araştırmacılar tarafından eklenen iki madde de yer almaktadır. Katılımcılardan her bir maddenin kendileri için ne derece uygun olduğunu sunulan 5-basamaklı ölçek üzerinde (1 = Hiç katılmıyorum, 5 = Tamamen katılıyorum) değerlendirmeleri istenmektedir.

3. Temel Bulgular:

Ana çalışmanın amacı önerilen hipotezleri ve modelleri test ederek ilgili değişkenler arasındaki ilişkiyi ve önerilen modelin katılımcıların işten ayrılmaya yönelik niyetlerini açıklamada ne kadar güçlü olduğunu anlamaktır.

Dikey iletişimin iki farklı boyutu olan aşağıya ve yukarıya doğru iletişim ölçeklerine yapılan faktör analizleri sonucu yukarıya doğru iletişimin (çalışanın amiri ile iletişimi) iki, aşağıya doğru iletişimin (amirin çalışanı ile iletişimi) ise üç boyuta sahip olduğu bulunmuştur. Yukarı doğru iletişimin işe yönelik ve kişilerarası iletişim olmak üzere iki farklı boyuttan oluştuğu bulunmuştur. Ölçeklerin işe yönelik iletişim için .73 (4-madde) ve kişilerarası iletişim için .81 (5-madde) güvenilirlik değerlerine sahip olduğu bulunmuştur. Aşağıya doğru iletişimin üç farklı boyutu da işe yönelik, kişilerarası iletişime yönelik ve amirle olumlu iletişim (olumsuz iletişimin olmaması)

şeklinde adlandırılmış ve bu faktörlerin sırasıyla .87 (7-madde), .83 (5-madde) ve .70 (4-madde) güvenirlik değerlerine sahip olduğu bulunmuştur.

İş arkadaşlarıyla iletişim (yatay iletişim) ölçeğinin işe yönelik ve kişilerarası iletişime yönelik iki boyuttan oluştuğu ve bu boyutların sırasıyla .81 (5-madde) ve .85 (6-madde) güvenirlik değerine sahip olduğu bulunmuştur.

Ayrıca iletişim ölçekleri üzerine doğrulayıcı faktör analizleri de yapılmış ve her üç ölçeğin de mevcut faktör sayıları tek faktörlü halleriyle karşılaştırıldığında çoklu faktör yapısına sahip oldukları zaman daha iyi sonuçlara sahip oldukları bulunmuştur. Benzer şekilde bu üç ölçek tek bir faktör gibi düşünülüp ölçeğin toplam yedi faktörlü haliyle karşılaştırıldığında çoklu faktör yapısına sahip halinin psikometrik açıdan daha iyi olduğu bulgusu elde edilmiştir.

Üç farklı bağlılık ölçeği üzerinde yapılan faktör analizleri, bu ölçeklerin duygusal, normatif ve devamlılık bağlılığı boyutlarında ayrışmadığını, farklı faktörlerde binişen pek çok madde olduğunu ve bu ölçeklerin tek faktörlü olarak kullanılmasının daha uygun olduğunu göstermektedir. Ölçeklerin yüksek güvenirlik değerlerine sahip oldukları bulgusu elde edilmiştir. Buna göre, tek faktörden oluşan kuruma bağlılık ölçeğinin .92 (33-madde), iş grubuna / banka şubesine bağlılık ölçeğinin .93 (33-madde) ve amire bağlılık ölçeğinin .92 (25-madde) güvenirlik değerine sahip olduğu bulunmuştur. Benzer şekilde, iş doyumu ($\alpha = .90$, 20-madde), kurumsal özdeşim ($\alpha = .79$, 6-madde) ve işten ayrılma niyeti ($\alpha = .81$, 4-madde) ölçeklerinin de tek faktörlü olduğu bulunmuştur.

Korelasyon analizi sonuçları, kuruma ve bireye özgü değişkenlerin diğer değişkenlerle düşük ve çoğu zaman anlamsız düzeyde ilişki olduğunu göstermiştir.

Kuruma bağıllık değişkeni ile kurumsal özdeşim ($r = .753$), kuruma bağıllık değişkeni ile iş doyumunu ($r = .575$) ve kuruma bağıllık değişkeni ile işten ayrılma niyeti ($r = -.460$) arasında anlamlı ve orta yüksek korelasyonlar elde edilmiştir. Ayrıca, işten ayrılma niyeti ile iş doyumunu ($r = -.224$) ve işten ayrılma niyeti ile kurumsal özdeşim ($r = -.389$) arasındaki korelasyonlar da anlamlıdır. İş doyumunu ve kurumsal özdeşim arasında da anlamlı bir ilişki bulunmaktadır ($r = .388$).

Hipotezleri test etmek için regresyon analizleri yapılmıştır. İlk olarak her bir bağımlı değişken için (iş doyumunu, kurumsal özdeşim, kuruma bağıllık ve işten ayrılma niyeti) anlamlı düzeyde ilişkili olan bireye ve kuruma özgü değişkenleri belirleyip bunları hiyerarşik regresyonda kontrol etmek amacıyla doğrusal regresyon analizleri yapılmıştır. Hiyerarşik regresyon analizlerinde ilk aşamada 11 adet bireye ve kuruma özgü değişkenlerden ilgili bağımlı değişkenle anlamlı düzeyde ilişkili olduğu tespit edilen değişkenler, ikinci aşamada ise iletişim değişkenleri girilmiştir. Ayrıca kuruma bağıllık değişkenini yordamak için yapılan regresyon analizlerinde üçüncü aşamada iş doyumunu ve kurumsal özdeşim değişkenleri, işten ayrılma niyetini yordamak için yapılan regresyon analizlerinde ise üçüncü aşamada kuruma bağıllık, iş doyumunu ve kurumsal özdeşim değişkenleri analizde yer almaktadır.

Hiyerarşik regresyon analizi sonuçlarına göre iş doyumunun yedi farklı iletişim boyutundan sadece aşağıya doğru işe yönelik iletişim ($\beta = .313$) değişkeni tarafından anlamlı bir şekilde yordandığı bulunmuştur ($R^2_{değişim} = .181$). Buna göre, kurumsal iletişimin kalitesi iş doyumunu yordar hipotezine kısmi destek elde edilmiştir.

Kurumsal özdeşim değişkenini yordamak için yapılan regresyon analizleri sonucunda şu bulgular elde edilmiştir. Kurumsal özdeşim iş grubu büyüklüğü ($\beta = .260$), pozisyon ($\beta = .212$) ve kurum tarafından sağlanan yan imkanların ortalaması ($\beta = .231$) değişkenleri tarafından anlamlı ve olumlu bir şekilde yordanmakta ancak, kurumsal iletişim değişkenlerinden hiç biri kurumsal özdeşimi anlamlı bir şekilde yordamamaktadır ($R^2_{değişim} = .061$). Dolayısıyla, kurumsal iletişimin kalitesi, kurumsal özdeşimi yordar hipotezine destek elde edilememiştir. İş grubu büyüklüğünün kurumsal özdeşim değişkeni ile anlamlı bir ilişkiye sahip olması üzerine ideal iş grubu büyüklüğünü tespit etmek amacıyla yapılan açıklayıcı analizler ya 10 veya 20 kişi civarındaki grupların kurumsal özdeşim için ideal olduğunu göstermektedir.

Kuruma bağlılığın yordayıcılarını belirlemek için yapılan regresyon analizi sonuçları şu yöndedir. İş grubu büyüklüğü ($\beta = .105$), yukarı doğru işe yönelik iletişim ($\beta = -.148$), iş doyumu ($\beta = .379$) ve kurumsal özdeşim ($\beta = .563$) değişkenlerinin kuruma bağlılığı anlamlı bir düzeyde yordadığı bulunmuştur ($R^2_{değişim} = .423$). Bu sonuçlara göre, kurumsal bağlılık, yedi boyutlu iletişim değişkeninden sadece biri tarafından yordanmakta ancak, ilişkinin yönü beklenenin tersi yönde çıkmaktadır. Bu nedenle, kurumsal iletişimin kalitesi, kuruma bağlılığı yordar hipotezi doğrulanmamaktadır. Ancak, iş doyumu ve kurumsal özdeşim, kuruma bağlılığı yordar hipotezleri desteklenmiştir.

Ayrıca, amire ve iş grubuna bağlılığın kuruma bağlılığı yordayıp yordamadığını test etmek için yapılan doğrusal regresyon analizi sonucu bu iki değişkenden sadece iş grubuna bağlılığın ($\beta = .621$) kuruma bağlılığı anlamlı bir

şekilde yordadığını, amire bağlılığın ($\beta = -.065$, anlamlı değil) ise kuruma bağlılık üzerinde anlamlı bir katkıya sahip olmadığını göstermiştir ($R^2 = .338$, $p < .001$).

Dolayısıyla, bu hipoteze kısmi destek elde edilmiştir.

İşten ayrılma niyetinin yordayıcılarını belirlemek için yapılan regresyon analizi sonuçları şu yöndedir. İşten ayrılma niyetinin yukarı doğru işe yönelik iletişim ($\beta = -.314$), aşağıya doğru olumlu iletişim (olumsuz iletişimin olmaması) ($\beta = -.253$), yukarı doğru kişilerarası iletişim ($\beta = .172$) ve kuruma bağlılık ($\beta = -.374$) değişkenleri tarafından anlamlı bir şekilde yordandığı bulgusu elde edilmiştir (R^2 *değişim* = .147).

Buna göre kurumsal iletişimin işten ayrılma niyetini yordadığı yönündeki hipotez için kısmi destek yönünde bulgular elde edilirken, iş doyumu ve kurumsal özdeşim değişkenlerinin işten ayrılma niyetini yordadığı yönündeki hipotezler red edilmiştir. Ayrıca, kuruma bağlılığın işten ayrılma niyetini anlamlı şekilde yordadığı ve iş doyumu ve kurumsal özdeşimle karşılaştırıldığında işten ayrılma niyetinin daha güçlü bir yordayıcısı olduğu yönündeki hipotezler doğrulanmıştır.

Regresyon analizlerine ilave olarak hipotezleri test etmek için model test edilmiştir. Model testi kovaryans matrisine göre elde edilen standardize edilmiş çözümlere dayanmaktadır. Verinin modele uygun olduğu saptanmıştır ($\chi^2 = 31.16$, $df = 1$, P-değeri = 0.00000, GFI = 0.983, AGFI = -0.148, NFI = 0.978, NNFI = -0.219, CFI = 0.978).

Kurumsal iletişim değişkeni yedi faktörlü bir yapı olarak ele alındığında, iş doyumu ve kurumsal özdeşimin “aşağıya doğru işe yönelik iletişim,” işten ayrılma niyetinin ise “yukarı doğru işe yönelik iletişim” ve “aşağıya doğru olumlu iletişim”

değişkenleri tarafından anlamlı bir şekilde yordandığı bulunmuştur. Kuruma bağlılık değişkeni ise hiçbir iletişim boyutu tarafından anlamlı bir şekilde yordanmamakta, sadece iş doyumu ve kurumsal özdeşim değişkenleri tarafından anlamlı bir şekilde yordanmaktadır. Ancak, iş doyumu ve kurumsal özdeşim değişkenlerinin kuruma bağlılık değişkenini anlamlı bir şekilde yordadığı ve bu iki değişkenin aşağıya doğru işe yönelik iletişim değişkeni tarafından anlamlı bir şekilde yordandığı bulunmuştur. Bu bulgu, iş doyumu ve kurumsal özdeşim değişkenlerinin aşağıya doğru işe yönelik iletişim ile kuruma bağlılık değişkenleri arasında aracı değişken rolü oynayabilecekleri yönünde değerlendirilmiş ve bu ilişkileri saptayabilmek amacıyla iki farklı Sobel testi yapılmıştır. Sobel testi sonuçları iş doyumu ve kurumsal özdeşim değişkenlerinin aşağıya doğru işe yönelik iletişim ve kuruma bağlılık değişkenleri arasında aracı değişken olduklarını doğrulamıştır.

İşten ayrılma niyetinin yukarı doğru işe yönelik iletişim ile ve aşağıya doğru olumlu (olumsuz iletişimin olmaması) iletişim ile anlamlı bir ilişkiye sahip olduğu bulunmuştur. Buna ek olarak, kuruma bağlılık ve işten ayrılma niyeti arasında anlamlı ilişki olduğu bulunmuştur. Ancak, iş doyumu ve kurumsal özdeşimin işten ayrılma niyeti ile arasında anlamlı bir ilişki bulunmamaktadır. Kuruma bağlılık değişkeninin işten ayrılma niyetinin anlamlı bir yordayıcısı olması ve bu değişkenin iş doyumu ve kurumsal özdeşim değişkenleri tarafından anlamlı bir şekilde yordandığı yönündeki bulgular, kuruma bağlılık değişkeninin hem iş doyumu ve işten ayrılma niyeti hem de kurumsal özdeşim ve işten ayrılma niyeti değişkenleri arasındaki ilişkide aracı değişken rolü oynayabileceğini düşündürmüştür. Bu ilişkileri

test etmek amacıyla yapılan sobel testleri kuruma bağıllık değişkeninin aracı değişken rolü oynadığını doğrulamaktadır.

4. Değerlendirme, Sonuç ve Öneriler:

Çalışmanın bulguları demografik değişkenlerin iş doyumu, kurumsal özdeşim, kuruma bağıllık ve işten ayrılma değişkenleri ile düşük ve çoğu zaman da anlamsız bir ilişkiye sahip olduğunu göstermektedir.

Bağıllık ölçeklerinde duygusal, normatif ve devamlılık bağıllığı boyutlarının birbirinden ayrıştığı temiz bir faktör yapısı elde edilememesi ilginç bir bulgu olarak ortaya çıkmaktadır. Bu bulgu çalışmanın örneklemini oluşturan katılımcılar arasında bağıllığın üç farklı bileşeni olan duygusal, normatif ve devamlılık bağıllığı boyutlarının pek net olarak ayrıştırılmadığı yönünde yorumlanabilir.

Hem regresyon analizleri hem de model testi sonuçları iş doyumu ve kurumsal özdeşim ile kuruma bağıllık arasında, kuruma bağıllık ile de işten ayrılma niyeti arasında anlamlı bir ilişki olmasına rağmen iş doyumu ve kurumsal özdeşimin işten ayrılma niyetini anlamlı bir şekilde yordayamaması, kuruma bağıllık değişkeninin iş doyumu ve kurumsal özdeşim ile işten ayrılma niyeti arasında aracı değişken rolü oynadığı bulunmuştur. Yapılan regresyon analizlerinde iş grubu büyüklüğü değişkeni kurumsal özdeşim ve kuruma bağıllık değişkenleri için anlamlı bir yordayıcı olarak ortaya çıkmaktadır. Bu bulgu kuruma bağıllığın anlamlı yordayıcıları arasında iş grubuna bağıllığın da bulunması bulgusuyla tutarlı görülmektedir. Bu bulgu literatürle de tutarlı görülmektedir (Reichers, 1985, 1986). Kurumsal özdeşimi belirleyen faktörler arasında, kurum tarafından sağlanan yan imkanlar da önemli

bulunmaktadır. Bu bulgu katılımcıların çalıştıkları kurumun kendilerine sağladığı imkanlarla kurumun kendilerine ne kadar değer verdiği arasında bir ilişki kurdukları şeklinde yorumlanabilir.

Literatürle tutarlı bir biçimde iş doyumu ve kurumsal özdeşim değişkenlerinin kuruma bağlılık ile kurumsal iletişim arasında aracı değişken oldukları yönünde bulgular elde edilmiştir (e.g., Brunetto & Farr-Wharton, 2004). Kurumsal iletişimin en azından bir boyutu (aşağıya doğru işe yönelik iletişim) ile kuruma bağlılık değişkeni arasındaki ilişkide iş doyumu ve kurumsal özdeşim değişkenleri aracı değişken rolü oynamıştır.

İşten ayrılma niyetinin yukarı doğru iletişim tarafından anlamlı bir şekilde yordanması da literatürle tutarlı bir bulgudur (e.g., Scott ve ark., 1999). Scott ve arkadaşları (1999) amir ile iletişimin işten ayrılma niyetinin anlamlı yordayıcıları arasında olduğunu ve iletişim değişkenlerinin işten ayrılma niyeti üzerinde hem doğrudan hem de iş doyumu üzerinden dolaylı etkiye sahip olduğunu belirtmişlerdir. Bu çalışmada yukarı doğru iletişimin işe yönelik boyutu hem regresyon analizi hem de model testinde işten ayrılma niyetinin anlamlı bir yordayıcısı olarak ortaya çıkarken, yukarı doğru iletişimin kişilerarası iletişim boyutunun regresyon analizinde işten ayrılma niyetini anlamlı bir şekilde yordadığı bulunmuştur.

Model testi sonuçları, iş doyumu ve kurumsal özdeşim değişkenlerini yordamada aşağıya doğru işe yönelik iletişimin anlamlı bir etkiye sahip olduğunu göstermektedir. Bu bulgunun, iş doyumu ile ilgili kısmı regresyon analiziyle tutarlı olmakla birlikte, kurumsal özdeşim ile ilgili bulgu, kurumsal özdeşimin hiçbir

kurumsal iletişim boyutu tarafından anlamlı bir şekilde yordanmadığı yönündeki regresyon analizi sonucuyla tutarsızdır.

5. Çalışmanın Başlıca Katkıları:

Bu çalışmadan elde edilen bulgular kuruma bağlılık, iş doyumu ve kurumsal özdeşim değişkenleri içinde işten ayrılma niyetinin en iyi kuruma bağlılık değişkeni tarafından yordandığını göstermektedir. Ayrıca, kuruma bağlılık değişkeni de en iyi iş doyumu ve kurumsal özdeşim değişkenleri tarafından yordanmaktadır. Bu nedenle çalışanların işten ayrılmaya yönelik niyetlerini ve işten ayrılmalarını azaltmak için onların iş doyumlarını, kurumlarıyla özdeşimlerini ve kuruma bağlılıklarını artırma yollarının bulunması önemlidir. Çünkü, işten ayrılmalar kurumlar için önemli sonuçlara sahiptir (Griffeth & Hom, 2001).

İş grubuna bağlılığın kuruma bağlılığı belirlemesi de önemli bir bulgu olarak ortaya çıkmaktadır. Bu nedenle kurumla özdeşim kurmayı ve kuruma bağlılığı artırmak için iş gruplarına, bu gruplarda çalışan bireyler arasındaki ilişkilerin geliştirilmesine ve takım çalışmasına önem verilmelidir.

6. Çalışmanın Sınırlılıkları:

Bu çalışmanın sınırlılıklarından ilki, çalışmanın enlemesine-kesitsel deseni ile ilgilidir. Bu araştırma deseni değişkenler arasında neden-sonuç ilişkisine yönelik çıkarımlar yapılmasına izin vermemektedir. İlgili değişkenler arasında sadece güçlü bir ilişki olduğu yönünde yorumlar yapılabilir.

Çalışmanın ikinci kısıtlılığı elde edilen verilerin sadece kişisel beyana dayanmasıdır. Bu durum ortak yöntem hatasını ve katılımcıların sosyal beğenirlik yönünde cevaplar vermesi olasılığını arttırmaktadır.

Çalışmanın bir diğer sınırlılığı ise kullanılan iletişim ölçekleri ile ilgilidir. Bu çalışmada kurumsal iletişimin kalitesi sadece katılımcıların algılarına ve subjektif değerlendirmelerine dayanılarak ölçülmüştür. İletişim kalitesi ve yeterliliğini ölçen nesnel bir ölçüm kullanılmamıştır. Kurumsal iletişimin sadece yönü (yukarıya doğru, aşağıya doğru ve yatay iletişim) ve içeriğine (işe yönelik ve kişilerarası ilişkilere yönelik) yönelik sorular yer almaktadır. Ayrıca, iş grubundaki / banka şubesindeki iş arkadaşları ile iletişimi (yatay iletişim) ölçerken bu iletişim örüntüsünün farklı türden arkadaş gruplarında nasıl farklılık gösterdiğini görmeye olanak tanıyacak bir arkadaş grubu sınıflandırması yapılmamıştır. Son olarak, amirin çalışan ile, çalışanın amiri ile ve iş arkadaşları ile iletişim ölçekleri kullanılmakla birlikte genel olarak kurumla iletişimi inceleyen herhangi bir ölçme aracı kullanılmamıştır.

Çalışmada kullanılan ölçeklerle ilgili bir diğer sınırlılık, kuruma, amire ve çalışılan iş grubuna / banka şubesine bağlılığın çok boyutlu ölçekler kullanılarak ölçülmesine rağmen, iş doyumu ve kurumsal özdeşim ölçeklerinin tek boyutlu ölçekler kullanılarak ölçülmesidir.

Çalışmanın son kısıtlılığı ise bağımlı değişkenle ilgilidir. Bu çalışmada, çalışanların kendi istekleri ile işten ayrılmaları yerine işten ayrılmaya yönelik niyetleri ölçülmüştür.

7. İleriye Yönelik Öneriler:

Araştırma deseni olarak enlemesine-kesitsel desenler yerine ilgili değişkenler arasında neden-sonuç ilişkisi kurulmasına olanak tanıyan boylamsal desenlerin kullanılması daha açıklayıcı sonuçlar elde edilmesini sağlayacaktır.

Elde edilen verilerin sadece tek kaynaktan toplanması sonucu ortaya çıkabilecek sosyal beğenirlik ve ortak yöntem hatasının önüne geçebilmek amacıyla kişinin kendisine ilaveten farklı diğer kaynaklardan da (örn., amiri ve iş arkadaşları gibi) bilgi toplanması yararlı olacaktır. Bu durum sonuçların genellenebilirliğini de arttıracaktır.

Bu çalışmada servis sektörünü temsil eden bir iş kolundan veri toplanmıştır. Çalışmanın katılımcılarını beyaz yaka çalışanlar oluşturmaktadır. Yukarıdaki öneriyle benzer şekilde sonuçların genellenebilirliğini arttırmak amacıyla farklı sektörlerden ya da yine servis sektöründeki farklı iş kollarından ve mavi yaka çalışanlardan da veri toplanması yararlı olacaktır.

Kurumsal iletişimin kalitesi ve yeterliliğine yönelik nesnel ölçümler kullanılması, yatay iletişim çalışılırken farklı türden arkadaş gruplarında bu iletişimin içeriğinin nasıl değiştiğinin incelenmesi ve genel olarak kurumla iletişime ait ölçeklerin de kullanılması faydalı olacaktır.

Bağlılık ölçeklerinde olduğu gibi iş doyumu ve kurumsal özdeşim ölçeklerinde de çok boyutlu ölçekler kullanılması her bir boyutun hangi değişkenlerle ilişkili olduğu konusunda bilgi sağlayıcı olacaktır.

Benzer şekilde, özdeşim değişkeninin kurumsal özdeşim ile sınırlı kalmayıp tıpkı bağlılık ölçeklerinde olduğu gibi farklı hedeflere yönelik (örn., amir ve iş grubu

ile özdeşim gibi) özdeşimin de incelenmesi farklı hedeflere yönelik özdeşimin hangi değişkenlerle nasıl ilişkili olduğunu göstermesi açısından önemli olacaktır.

Son olarak, çalışmanın deseni ile de ilgili olarak işten ayrılma niyeti yerine çalışanların kendi istekleri ile işten ayrılmasının bağımlı değişken olarak kullanılması, işten ayrılma süreci hakkında bildiklerimize katkıda bulunacaktır.

APPENDIX E

CURRICULUM VITAE

PERSONAL INFORMATION

Surname, Name: Ok, A. Başak
Nationality: Turkish (TC)
Date and Place of Birth: 30 July 1976, İstanbul
Phone: +90 0535 884 99 09
e-mail: okbasak@metu.edu.tr

EDUCATION

Degree	Institution	Year of Graduation
MS	METU Department of Psychology	2001
BS	H.U. Department of Psychology	1998
High School	Gazi Anatolian High School, Ankara	1994

WORK EXPERIENCE

Year	Place	Enrollment
2002-2006	METU Department of Psychology	Research Assistant

FOREIGN LANGUAGES

English

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