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Tanzil Hoque

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Table of Contents

Managemnet Papers		
Number	Title of the Papers	Author/Authors
415	Diffusion of Online Recruiting Technology in Nigeria:	James Odumeru
418	Modeling the knowledge transfer and management in the under license firms: a case study:	Aidin Ghaffarnajad Mehraban and Mostafa Partovi, and Maryam Shirazi
419	Organizational Culture and Its Linkages to Organizational Sustainability: A Study on Employee's Perception, In Corporate Organizations:	Jyothi Kumar
422	Fifty Lost Years: Why International Business Scholars Must Not Emulate the US Social-Science Research Model:	John L. Kmetz
425	Leading Stress Factors among School Teachers (An empirical Study of Pakistani school teachers):	Shakeel Shaharyar Majeed, Muhammad Zia-ur-Rehman, and Majeed Rashid
437	Who is Responsible for Our Code of Ethics?:	Malik Saleh and Nihad Sakallah
435	Leadership Behavior And Performance: A Case Study Of Takaful (Islamic Insurance) Agents In Malaysia:	Mohamad bin Abdul Hamid, Noor Inayah binti Ya'akob, Wan Kamal Mujani and Nik Mutasim Nik Ab Rahman
440	Adoption and adaptation of technology in SMEs: A global comparison:	Nordin Haji Mohamad and Fatimah Said
443	Analysing the Use of the SERVQUAL Model to Measure Service Quality in Specific-Industry Contexts:	Tameem Al Bassam and Sarmad Al Shawi
447	Direct Influence of Human Resource Management Practices on Financial Performance in Malaysian R&D Companies:	Zurina Adnan, Hazman Shah Abdullah and Jasmine Ahmad
448	The Business of Education : Improving International Student Learning Experiences in Malaysia:	Jesilin Manjula, and Gordon Slethaug
449	Impact of Psychological Capital on Innovative Performance and Job Stress:	Muhammad Abbas and Usman Raja
450	How do Entrepreneurs Perceive Barriers to Innovation? Empirical Evidence from Turkish SMEs:	Dilek Demirbas
451	A Variable Neighborhood Search Algorithm for the Heterogeneous Fleet Vehicle Routing Problem for Crossdocking in the Supply Chain:	Mohammad Reza Marjani, Seyyed Mohammad Moattar husseini and Behrooz Karimi
453	Determinants of Osteoporosis among the Elderly in Pakistan:	Mohamed Nasr
454	The Relationship Between Job Satisfaction And Organizational Commitment: The Case Of Hospital Employees:	Metin Kaplan, Asli Kaplan, Emine Ogut and Kadir Aksay

455	Organizational Commitment In Hotel Businesses: The Analysis Of The Differences In Terms Of Demographic Variables:	Metin Kapla, Adem Ogut and Selcuk Karayel
458	Designing and Modelling a Third Party Reverse Logistics Network for End of Life Vehicles:	Mahdi Mahmoudzadeh, Saeed Mansour, Sajjad shokoohyar and Behrouz Karimi
459	Modelling the 3PL Service Chain In Steel Bar Logistics:	Dawei Lu and Ming-Shou Wang
460	Women Entrepreneurship in AJ&K:	M.A Sajid, and Syeda Qudsia Batool
461	Women In Management:	Syeda Qudsia Batool, and M.A Sajid
462	Enhancing the Service Quality of Distance Education: A HR Perspective:	Alamuri Suryanarayana and Rambabu Pentyala
463	An Empirical Study into the Linkages Between Organizational Culture and Knowledge Management in ERP Implementation:	Suryanarayana Alamuri, and Rambabu Pentyala
465	Motivation Role in Reducing Destructive Team Conflict:	NayerehEftekhar, Siamak HajiYakhchali and Masoud Rabani
466	The role of motivation in managing Cultural Conflict in International Teams:	NayerehEftekhar, Siamak HajiYakhchali, and Masoud Rabani
469	Off-shoring, Managerial Anchoring, and Firm Value: A Two Period Model:	Prasad Padmanabhan and Chia-Hsing Huang
471	Women Entrepreneurship in GCC: a Framework to Address Challenges and Promote Participation in a Regional Context:	Shahin Bahrami and Susan Zeidan
472	Effectiveness of the University WEB pages in marketing academic programs and attracting students in Dubai:	Rubeena Cetin
474	The Recognition of Human Resources in Recent IPOS in Hong Kong:	John Burgess and Juni Chan.
475	A Behavioral Model of Management – Synergy between Triple Bottom Line and Knowledge Management:	Mihaela Herciu, Claudia Ogreaan and Lucian Belascu
480	Assessing the Learning Organization Practices of Ghana Post Company Limited:	Johnson Asante, Felicity Asiedu-Appiah and Eric F. Oteng-Abayie
481	Ethics: Pattern Regarding Belief For Workplace Behavior:	Anita Santaji Mane, and Ganesan P
482	Criterion Weights for Knowledge Management Integrated Quality Accreditation System For Indian Engineering Education Using Analytical Hierarchy Process:	Honnutagi Abdul Razak A., Sonar Rajendra M. and Subash Babu A
484	Cognitive consequences of business shut down. The Case of Ugandan Repeat Entrepreneurs:	Gerrit Rooks, and Arthur Sserwanga
485	Change Strategies in Public Organizations: The viewpoint of Entrepreneurial Management Approach:	Kambiz Talebi, Abolghasem Arabioun and Reza Dehghan
486	Tourism SMEs Development: (<i>A Case of Iranian Tourism Cooperatives</i>):	Reza Dehghan and Afsaneh Pourjam
488	Data Mining Applications in Fund Raising:	Nafisseh Heiat,

490	Organizational Culture in Tourism Industry in India:	Jain Mathew, Tomy Kallarakal, Kennedy Thomas and George A.P
491	Identifying the Traits of Entrepreneurs in University Setting: An Emperical Examination of Saudi Arabian Universities' Students:	Jamal Al-Khatib, and Mohammad Al-Habib
492	A Look at Nationally Accredited Higher Education in Business in Non-Federal Institutions the United Arab Emirates:	Syed Kabir Nasir, and Syeda Shahla Kabir
493	Impact Of Stressors On The Performance Of Employees:	Badar-ul-Islam and and Kashif Munir,
498	Effective Factors in the Existence of Waste Time and its Effects on the Production System:	Majid Khalili , Yagub Alavimatin and Mohammadreza Komarialaie, and Javad Pourtaghianvarian
701	Sweets And Sours Of Social Business- A Case Study On Grameen Danone Foods Ltd.:	Mehdi Hussain, Abdul Hannan Chowdhury and Bashir Hussain
702	The Role of Managerial Communication and Employee Participation in Trust in Organization:	Milad Ghasemi Ariani and Shokoofeh Shafiei Ebrahimi
705	Impact of Internet Companies on Traditional Telcos' Business Model: A Global Research Study:	Muneer Zuhdi, Elisabeth T. Pereira and Antonio Teixeira
706	Human Resource Management Practices in Small- And Medium-Sized Enterprises In Turkey:	Mustafa Koyuncu, Ronald J. Burke, Fusun Tekin Acar and Jacob Wolphin
707	Service Innovation in the Business Models of the Spa Industry in Malaysia:	Noornina Dahlan, Muhammad Fadzly Zakaria and Riza Munira Shamsudin
711	Prioritization of Green IT Parameters for Indian IT Industry Using Analytical Hierarchy Process:	Sania Khan and Veluri Krishna Kumar, and Honnutagi Abdul Razak
712	Revisiting the Relationship Between Time Management and Job Performance:	Sarath Nonis, and Jeffrey Sager.
713	Moral Hazard Resolved in Communication Network:	Takashi Matsuhisa
714	An Empirical Study on the Organizational Climate of Information Technology Industry in India:	Tomy Kallarakal, Jain Mathew, Kennedy Andrew Thomas
715	Human Resource Management (HRM) in Saudi Arabia: A Closer Look at Saudization:	Yusuf Abdul-Jobbar Torofdar
717	HR Practices Impact on Firm Performance: An Empirical Study:	Mourad Mansour,
718	Closing Price Prediction For Auctions In Mobile E-Commerce- A Cognitive Agent Based Approach:	Nandini S. Sidnal, and Sunilkumar S. Manvi
719	Managing Women Enterprises And Their Ability In Selected States In India:	N. Jamaluddin
720	Economic Meltdown And The Challenges In Business Enterprises: The Nigerian Experience:	R.A. Akinseye
721	The Unconventional Regime and Business Interplay Comprehensive Analysis of Business	Oskar Kayasan

	Dynamics in the Middle East:	
722	The new Labour Contract Law meets the financial tsunami: Challenges to managing human resources in China:	Andy W. Chan

[Back to Home page](#)

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ORGANIZATIONAL COMMITMENT IN HOTEL BUSINESS: AN ANALYSIS OF THE DIFFERENCES IN TERMS OF DEMOGRAPHIC VARIABLES

Adem OGUT^{*}, Metin KAPLAN^{**} and Selcuk KARAYEL^{***}

Abstract: *The results of this study which aims at determining the differences among subdimensions of organizational commitment in terms of demographic variables of staff employed in four and five star hotels in Cappadocia, show that there are differences in the subdimensions of organizational commitment in terms of age of employees and star classification, ownership and foundation year of the hotel, while there is no significant difference as to the other demographic variables.*

Keywords: *Organizational behaviour, Affective commitment, Normative commitment, Continuance commitment, Hotel business.*

1. Introduction

The competition that acquired a global status has been intensified as much as possible by means of the following reasons such as the technological improvements, the differentiation of customer demands, canalizing different expectations in addition to the income by the shareholders and the investors and the emerge of the environmental consciousness in the economic activities. The organizations are eager to accommodate to the new structure of the economic life and carry on its assets and achievements and on one hand they concentrate on the attempts of the reorganization and on the other hand they aim at high quality. The determinant role of the accomplishing for the strategies that will be developed and applied on the behalf of both accommodating to the environmental conditions and meeting the growing and varying customer demands is “the basic skills focused on human resource” of the related organization.

The human factor, among the human and physical factors of the organizations, plays an essential role by means of designing the other factors and forming various combinations among them in consequence of creating differences comparing to the rivals and undertaking its tasks for helping the organizations to achieve their goals. While the top management is a driving force in the industrial area and carried out this task in the service industry, all of the staff takes part in the driving force. The Customer satisfaction is largely formed with regard to the employee performance in the service industry because of the following characteristics such as creating the basic value by means of the interaction based on customer- staff relation, synchronous production and consumption, participating customers to the production process and mostly linking the service to the human performance. This fact indicates

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that there will be constituted a perspective in which the organizations compete with each other for the qualified workforce who has the ability of creating difference and development among the companies.

In parallel with these developments, Human Resource management effectiveness for the organizations recently has become a principal intended action and main purpose of them such as providing services and producing items. **Organizational commitment** has been stood out while carrying out this goal. Organizational commitment is a significant fact for the staff to adopt the aims and objectives, continue their demand to remain in the organization, participate to the organization management and activities and carry out innovative and creative attitudes. The growth of demand for the educated and the competent workforce for the organizations and the inadequacies of the qualified labour supply, bring forward the staff transfer. Consequently, it becomes difficult to retain the qualified staff for the organizations. The leaving of the well-trained and acculturated staff bring along mixed costs. In this context, increasing the organizational commitment of the employees, determining the antecedents to retain them and revealing how these antecedents differentiated have been emerged as a significant study field.

The **aim** of the study in consideration of these evaluations; revealing whether the staff employed in four and five star hotels in Cappadocia has the significant differences among the subdimensions of the organizational commitment in terms of demographic variables or not. Also, It is expected that the results of the study will contribute to the directors of the organizations, principally responsible for providing the organizational effectiveness and productivity, to consider *the* differences generated from the demographic variables of the staff without leaving the prevalent human resource policies and sense of justice during the process of creating and improving the process of the organizational commitment.

2. Organizational Commitment

Organizational Commitment; besides willingness to remain in the organization (Ferris and Aranya, 1983: 87), is the participation of an individual to an organization and identification with the organization (Becker, 1992: 233). From an exchange perspective, commitment is a sense of support for and from the organization (Mize et al., 2000: 103). The concept of the organizational Commitment involves the following three factors (Maxwell and Steele, 2003: 362); -Acceptance of the organizational aims and values and a strong belief to these aims, -the willingness of the struggles to reach the organizational aims and -having a strong desire for carrying on the organizational membership. İbicioğlu (2000: 14-15) has added the identification with the organization identity and internalization to these elements. Although, there have been various classifications in literature concerning the organizational commitment, this study based on the affective, normative and continuance commitment of Meyer and Allen (1997: 11-13).

Affective commitment covers the identification with the organization and the feelings for the organization besides the pleasure of being a membership of the organization (Bergaman, 2006: 646). In other words, affective commitment means devotion of the employees to their foundation, identification with their foundation and

embracing the aims and the objectives of the foundation and be proud of their foundation (Bulut et al., 2009: 121).

Normative commitment is a sense of obligation of an individual or it reflects the responsibility of the commitment and remaining within the organization (Asa and Dalkılıç, 2008: 853). In normative commitment, the individual feels indebted to the organization. The training activities of the organization and the good relations with the organization, feeling indebted himself to the organization and continue his labour based on appreciation are the elements of the normative commitment (Yıldırım and Demirel, 2009: 585).

Continuance commitment refers to requirement level to remain in the organization because of the costs depend on the investments (benefit, advantage, self-interest) of the individual for the organization (Bergaman, 2006: 646). Continuance commitment is a desire to belong to the organization. Continuance commitment depends on the belief that leaving the organization costs much. Normative commitment is the feeling an obligation for the organization (Bergaman, 2006: 645). In this context, the affective commitment includes a *desire*, normative commitment includes an *obligation* and continuance commitment includes a *requirement* (Yozgat and Şişman, 2007: 747).

3. The Factors that Affects the Organizational Commitment

The antecedents of the organizational commitment are considerably varied in their root and nature. The authors classified the factors that affect the Organizational Commitment in various forms.

Steers (1977), has analyzed the relations between the personal characteristics, job specifications, work experiences and the organizational commitment. Luthans et al., (1987), has classified the antecedents of the organizational commitment in their suggested model into three groups; individual-demographic variables, organizational relations and harmony of the individual-organization. Glisson and Durick (1988) has classified the determinants of the organizational commitment as individual characteristics, profession-task characteristics and organizational characteristics. Similarly, Meyer and Allen (1991), has classified the antecedents of the organizational commitment as individual characteristics, structural characteristics, work-linked characteristics and work experiences. There are also studies underlining the specific characteristics of the commitment for various extents. For example, while rationalizations, meeting the expectations, individual and job harmony, requirement of the satisfaction are particularly important to improve the affective commitment, on the other hand they don't make way for the continuance and normative commitment (Mowday, 1998: 391-392). Also Harrison and Hubbard (1998) has classified the antecedents of the organizational commitment into two groups; individual and situational factors. Kaçmar et al., (1999) has classified the antecedents of the organizational commitment as demographic characteristics, leader-member exchange and justice of distribution. On the other hand, Zangaro (2001) has classified the antecedents of the organizational commitment as individual characteristics, work experiences and work characteristics.

Meyer et al., (2002), has classified the factors that affect the commitments: individual characteristics and work experiences for *the affective commitment*; individual characteristics and alternatives and investments for *continuance commitment*; individual characteristics, the experiences of the socialization and organizational investments for *normative commitment*.

Maxwell and Steele (2003) have classified the significant antecedents of the organizational commitment into four groups; individual characteristics, characteristics regarding the job and the role, work experiences and structural characteristics. Similarly, Özdevecioğlu (2003), has classified the factors that determine the level of organizational commitment; individual factors, the factors regarding the job and the role, the factors regarding the work experiences and the work environment, the factors regarding the organizational structure.

The individual factors are stated as a common factor by many researchers above the lines. The individual factors are critically important to internalize the organizational objectives and values and sustainability of the organizational objectives and values in the organization for a long time. The individual factors cover the job expectancy psychological agreement and demographic characteristics (Steers, 1977; Luthans et al., 1987; Cohen, 1992; Suliman, 2002; Ahmad and Bakar, 2003; Al-Qarioti and Al-Enezi, 2004; Durna and Eren, 2005; McInnis et al., 2009).

In our study, among the individual factors that affect the organizational commitment, the demographic characteristics are chosen as an independent variable. The age, education, gender, marital status and seniority of the individual are regarded as the demographic characteristics (Zangaro, 2001: 18). It has been revealed that many demographic characteristics are related to the organizational commitment. **The age**, as a variable is the positive determining factor of the organizational commitment. As the age of the employee passes, generally the decreasing of the alternative job options makes their current positions attractive. In addition to this, the older individuals' commitment is higher than the young individuals as they have much more investments and past (Luthans et al., 1987: 221; Glisson and Durick, 1988: 67). On the other hand, the studies concerning the relations between the organizational commitment and the **gender** have revealed contradictory results. While some researchers stated that the women had more affective commitment, the other researchers asserted that this relation based on a negative direction (Al-Qarioti and Al-Enezi, 2004: 337). Generally, the commitments of the women to the organizations are higher than the gentleman. This fact indicates that the women had to face much more difficulties than the gentleman for being a membership (Kaçmar et al., 1999: 979). Also it has been revealed that the **marital status** is related with the commitment. The married couples display much more commitment to the organizations. This correlation can be expected because the married couples take over the responsibility of the financial burden and the family and need for much more confidence and stability in comparison with the singles and consequently the married ones commitment is higher than the single ones (Kaçmar et al., 1999: 979; Chughtai and Zafar, 2006: 43). The relations between the organizational commitment and the **education level** have been analyzed and then it is stated that the commitments of the employees with a higher education level are lower than the others. The main factor of this result is based on the difficulties faced by the employees with a lower

education level (Chughtai and Zafar, 2006: 43), on the other hand the employees with a higher education level can find a job easily and consequently they less adapt to their organizations (Özkaya et al., 2006: 80). It has been stated that **seniority** is also one of the determinant of the organizational commitment. The high ranking members and the senior members display much more commitment to the organizations (Luthans et al., 1987: 221; Glisson and Durick, 1988: 67; Ahmad and Bakar, 2003: 169). Although it has been stated that there has been a relation between the field research, organizational commitment and seniority, it is not obvious that how it works (Chughtai and Zafar, 2006: 42).

4. Literature Review

The results of the research analyzing the relations between the demographic characteristics and the organizational commitment presented below.

Luthans et al., (1987), have classified the demographic characteristics as age, education, seniority at the organization, current seniority, time passed with the current manager and then stated that there has been a positive relationship between the organizational commitment and the demographic characteristics in the research that covers 406 employees working in the small and big business administrations of manufacture, service, finance, health and education. On the other hand, Cohen (1992), has revealed that there is no meaningful variation in the relation that covers age and the organizational commitment among the occupational clusters in his study regarding the the organizational commitment between the white collar employees and the blue collar employees. It hasn't been found out that there are meaningful relationships between the the white collar employees and the blue collar employees for seniority variables. It has been found out that there are meaningful relationships between the professional employees and the non- professional employees. Similarly, it has been revealed that the negative relationship between the organizational commitment and the education is meaningfully stronger in the blue collar employees in comparison with the white collar employees. That is, the less educated blue collar employees display much more commitment to the organizations than the more educated white collar employees. In the sense of gender, the women of the blue collar employees display much more commitment to the organizations and on the other hand, the men of the white collar professionals display much more commitment to the organizations. The relationship between the marital status and the organizational commitment is stronger in the blue collar employees in comparison with the white collar employees. Being married is an important relation in terms of the white collar employees in comparison with the blue collar employees for the organizational commitment. In terms of the number of children, there is no meaningful variables between the the white collar employees and the blue collar employees. Chang (2002) has found out that the men display much more commitment to the organizations than the women in a research carried out in service and manufacturing sector in Korea. Also another finding stated that the older ones and the ones whose working time is long display high fidelity to the organizations. Durna and Eren (2005) has revealed that there is a positive relationship between the age of the employees who devoted themselves to the organizations as affective and normative commitments in a research carried out in Niğde, a province of Turkey, covers 300 people composed of teachers, doctors and nurses. They have found out

that there is no relation between the gender and the subdimensions of the organizational commitment. In terms of seniority variables, they have found out the following findings: a partial association based on a positive direction between the affective commitment and seniority, a strong association based on a positive direction between the seniority and the normative and organizational commitment. In terms of marital status, the research results indicates that a strong association between the marital status of the employees and the normative and organizational commitment, a slight association with the affective commitment, a strong association between the marital status and the continuance commitment. Chughtai and Zafar (2006) have carried out a research in Pakistan covering the full time academicians and couldn't find out a meaningful relation between the age, seniority, marital status, education level and the organizational commitment. Özkaya et al., (2006), have revealed the following results; the continuance commitment will increase as the age passes, the continuance commitment of the women is higher than the men, the normative and continuance commitment of the high-school graduates are higher than the university and MA graduates, the affective and the normative commitment of the married ones are higher than the singles. In contrast with these findings, in a research carried out in Adana, a province of Turkey, regarding the factors that affect the organizational commitment of the employee of the A Class Travel Agencies, Yalçın and İplik (2007), have found out that the organizational commitment will decrease, as the age of the travel agencies' employees passes, the organizational commitment will increase as the education level getting higher and the organizational commitment will decrease as the total employment getting longer

5. Methodology

The sample of the research covers the employee of the 4 and 5 star hotels (Fifteen 4 star hotels and Five 5 star hotels) with Tourism Operation Licence. "**The Complete Inventory Method**", identified as the observing (Serper and Aytaç, 2000: 1) all of the units of the community in which the survey is carried out for obtaining information is taken as a basic method. In order to state the sampling frame, the individual interviews with the senior officials of the aforesaid hotels have been carried out and the total number of the staff has explained as 967. In this context, the survey form has been sent to all of the units of the sampling frame. The number of the returned survey is 418. But five of them didn't include to the assessment process. The number of evaluated survey is 413. The rate of return of the surveys is 43.0 %. This rate is an acceptable one for these researches in the scientific world (Pierce and Henry, 1996).

The survey has been used as a data collection method in the research. The scale composed by Meyer and Allen (1997) has been used. The scale of the organizational commitment covers 3 dimensions and 20 statements such as the affective commitment (6 items), the normative commitment (6 items) and the continuance commitment (8 items). 5 point likert scale has been used (1=strongly disagree, 5=strongly agree). Cronbach's Alpha Coefficient; the affective commitment: 0,88, the normative commitment: 0,78 and the continuance commitment: 0.86. There is no removed proposal as we couldn't find a proposal whose reliability is highly low.

In the second part of the survey, there are questions related with the age, marital status, education level, whether taking the vocational tourism education or not, employment period, position in the hotel, department of the participants besides the

questions related with the hotel such as how many stars does the hotel have, the ownership position of the hotel and the age of the hotel.

The “t” test and “ANOVA” tests have been used for examining the variables in line with the research objectives.

6. Findings

6.1. The Characteristics of the Sampling

The demographic characteristics of the employees evaluated in the context of the research given in Table 1.

Table 1. The Demographic Characteristics of the Employees Participating to the Survey

Characteristics	f	%	Characteristics	f	%
Gender			Marital Status		
Male	300	72,6	Married	247	59,8
Female	113	27,4	Single	166	40,2
Age			Education Level		
25 and younger	126	30,5	Primary School	91	22,0
26-35 age range	195	47,2	H. School and Equivalents	221	53,5
36-45 age range	76	18,4	Two-year degree	63	15,3
46-55 age range	16	3,9	Bachelor's degree	35	8,5
			Postgraduate	3	0,7
Taking Tourism Vocational Education			The Employment Period in the Aforesaid Hotels		
Yes	205	49,6	Less than 1 year	104	25,2
No	208	50,4	1-3 years range	150	36,3
			4-6 years range	74	17,9
The Position of the Employee			7-9 years range	33	8,0
Department Manager	20	4,8	10 years and over	52	12,6
Chef	60	14,5			
Worker	333	80,7			

n= 413

The research results covering the demographic characteristics of the employees in Table 1; 72,6% of the participants are male, 27,4% of the participants are female. In terms of marital status 59,8% are married and 40,2% are single. The age range of the employees are 30,5% are 25 age and younger; 47, 2% are in the range of 26-35; 18, 4% are in the range of 36-45 and 3,9 % are in the range of 46-55. The education levels of the employees who participated to the survey are stated in the following figures: 22% Primary school, 53,5% High School and Its equivalents, 15,3% Two years degree, 8,5% Bachelor's degree, 0,7% Postgraduate. The 49,6% of the aforesaid employees have taken the Tourism Vocational Education and the 50,4% of them haven't taken the Tourism Vocational Education. When we analyze the experience of the employees, 25,2 % less than 1 year, 36,3% 1-3 years range, 17,9% 4-6 years range, 8,0% 7-9 years range and 12,6% 10 years and over. When we analyze the results of the research giving information about the positions of the employees, we observe that 80,7% of the employees are employed as worker,

14,5% of the employees are employed as chef, 4,8% of the employees are employed as department manager.

The Characteristics of the Hotel Management at the Hotels in which the Survey is carried out presented in Table 2.

Table 2. The Characteristics of the Hotel Management in which the Survey is Carried out.

Characteristics	f	%	Characteristics	f	%
Star Rating of the Hotel in which you are employed			The Ownership Position of the Hotel in which you are employed		
4 star	258	62,5	Independent Hotel	222	53,8
5 star	155	37,5	Rental Hotel	29	7,0
			Chain Hotels	162	39,2
Department in which you are employed			The Age of the Hotel Management		
Front Office	72	17,4	5 years and lesser	111	26,9
Food and Bevarage	153	37,0	6-10 years range	-	-
Housekeeping	93	22,5	11-15 years range	30	7,2
Accounting	40	9,7	16 years and over.	272	65,9
Sales and Marketing	13	3,1			
Human Resources	1	0,2			
Technical Service	19	4,6			
Security	16	3,9			
Purchasing	2	0,5			
Others	4	1,0			

n= 413

When we analyze the data of the Table 2; 62,5% of the participants employed in the 4 star hotels and 37,5% of them employed in the 5 star hotels. The employees are mainly employed in the following departments: Food and Bevarage (37,0%), Housekeeping (22,5%), Front Office (22,5%), Accounting (9,7%). Also the 53,8% of the participants of the survey are employed in the independent hotels, the 39,2% of them employed in chain hotels and , the 7,0% of them employed in rental hotels. The distribution that gives the information on the age of the hotels is stated in the following lines: the majority of them, 65,9% of the participants are employed in the hotels which have been carrying out t its service for 16 years and over. 26,5% of them employed in the hotels which have been carrying out t its service for 5 years and lesser and 7,2% of them employed in the hotels which have been carrying out its service for 11-15 years.

6.2. The Results of the Analysis of the Difference with regard to the Demographic Variables

The “t” test and “ANOVA” tests have been used to determine whether the levels of the organizational commitments of the employees employed in the hotel business organizations display a meaningful difference or not with regard to the demographic variables. Among the difference analysis, the “t” test is used for researching if there is a difference or not between the two sampling groups in terms of averages (Hair Jr. et al., 1998: 358). The “t” test is appropriate for examining the difference between the averages of the two groups, but it can be required the comparison of the averages of more than two groups then ANOVA (Analysis of Variance) is the most appropriate

test in these situations (Altunışık et al., 2007: 182). The analysis of variance is used for examining the hypothesis concerning if there is a difference between the two or more than two averages (Kalaycı, 2009: 131). Multiple comparisons are required for determining the source of the difference. The groups are compared with each other two by two by using the multiple comparisons and then the source of the difference is disclosed. The most frequently used tests are Tukey ve Scheffe in the multiple comparisons (Ural and Kılıç, 2006: 215).

In parallel with these statements stated above, the analysis results concerning if there is a difference among the affective, normative and continuance commitment in terms of the demographic characteristics of the participants and the characteristics of the hotel organizations that we have researched presented below

6.2.1. The Results of “t” Test

The “t” test has been used to reveal if there is a meaningful difference among the affective, normative and continuance commitments in terms of the following variables such as gender, marital status, taking tourism vocational education, the star rating of the hotel in which the staff employed for the participants of the survey.

The “t” test aiming at revealing the difference among the affective, normative and continuance commitments in terms of the star rating of the hotel in which the survey is carried out and its results presented below in Table 3.

Table 3. The Results of “t” Test in terms of the Variable of Star Rating of the Hotel Concerning the Organizational Commitment.

Dmg. Chrc.	Dependent Variable (Org. Commitment)	Group	Mean	Std. Deviation	The Levene's Test for the Equation of the Variations		t	df	Sig.	
					F	Sig.				
Star rating of the Hotel in which the survey is carried out.	Affective	4Star	3,42	0,906	Equal	3,850	0,050	-3,489	411	0,001
		5 Star	3,73	0,799	Unequal			-3,600	356,40	
	Normative	4 Star	3,22	0,849	Equal	4,035	0,045	-0,762	411	0,446
		5 Star	3,28	0,707	Unequal			-0,798	370,14	
	Continuance	4 Star	2,68	0,849	Equal	0,765	0,382	-3,446	411	0,001
		5 Star	2,98	0,821	Unequal			-3,474	332,92	

$p < 0,05$; (1=strongly disagree, 5= strongly agree).

As it seems in Table 3, there is no meaningful difference among the normative commitments ($p = 0,446 > 0,05$) statistically in terms of the star rating of the hotels in which the participants are employed. On the other hand, a meaningful difference is observed in the level of affective commitment in terms of the star rating of the hotels in which the participants are employed [$t_{(411)} = -3,489$; $p = 0,001 < 0,05$]. While analyzing the source of this difference, it has been found out that the employees of the 5 star hotels (3,73) have much more affective commitment than the employees of the 4 star hotels (3,42). Similarly, a meaningful difference statistically has been revealed among the levels of the continuance commitment in terms of the star rating of the hotel in which the participants are employed [$t_{(411)} = -3,446$; $p = 0,001 < 0,05$]. While analyzing

the source of this difference, it has been found out that the employees of the 5 star hotels (2,98) have much more continuance commitment than the employees of the 4 star hotels(2,68). But when we look at the mean of the affective commitment and the continuance commitment, the mean of the continuance commitment is lesser than the others.

A meaningful difference hasn't been found out among the affective, normative and continuance commitment of the hotel employees in terms of the following variables such as gender, marital status, taking tourism vocational education in the results of the "t" test.

6.2.2. The Results of the ANOVA Analysis

The "ANOVA" test has been used to reveal if there is a meaningful difference among the affective, normative and continuance commitments in terms of the following variables such as age, education level, employment period, position in the hotel, the ownership position of the hotel, the age of the hotel and the department of the employee. Tukey HSD test, one of the analyses of the Multiple comparisons, is used in order to find out the source of the difference.

The Results of the ANOVA Analysis aiming at the revealing the differences among affective commitment in terms of age of the participants presented below in Table 4.

Table 4. The ANOVA Test between the Age Range Variable and the Affective Commitment

			Descriptive Statistics			
			Age Range	n	Mean	s.d.
Affective Commitment			25 age and younger	126	3,37	0,85
			26-35 age range	195	3,52	0,89
			36-45 age range	76	3,72	0,84
			46-55 age range	16	4,13	0,81
Affective Commitment	The Source of Variance	d.f.	Sum of squares	Average of squares	F	Sig.
	Between-groups variance	3	11,478	3,826	5,102	0,002
	Within-group variance	409	306,684	0,750		
	Total	412	318,162			
Multiple Comparisons Affective Commitment Tukey Test						
(I) Age Range		(J) Age Range		Mean Difference (I-J)	Sig.	
25 age and younger		26-35 age range		-0,15138	0,421	
		36-45 age range		-0,34541*	0,032	
		46-55 age range		-0,75331*	0,006	
26-35 age range		25 age and younger		0,15138	0,421	
		36-45 age range		-0,19403	0,348	
		46-55 age range		-0,60192*	0,039	
36-45 age range		25 age and younger		0,34541*	0,032	
		26-35 age range		0,19403	0,348	
		46-55 age range		-0,40789	0,318	
46-55 age range		25 age and younger		0,75331*	0,006	
		26-35 age range		0,60192*	0,039	
		36-45 age range		0,40789	0,318	

*: Average difference at the 0,05 level is meaningful

As it seems in Table 4, the sig. value which shows the significance level is less than 0,05, so it can be stated that there are meaningful differences between the related age groups and the affective commitment [$F_{(3-409)} = 5,102$; $p = 0,002 < 0,05$]. When we look at the results of the Tukey HSD in the Multiple Comparisons part of the Table, the meaningful differences are identified between the age group of 25 and younger and the age group of 36-45 and 46-55. Also there are meaningful differences between the age group of 26-35 and 46-55. While analyzing the source of the difference, it has been found out that the affective commitment level of the employees of the age group of 25 and younger (3,37), is lower than the age groups of 26-35 (3,52), 36-45 (3,72) and 46-55 (4,13). In other words, as the age passes, the level of the affective commitment of the hotel employees will increase. This result shows similarities with the results of the Luthans et al. (1987) ve Durna and Eren (1992) and conflict with the findings of Cohen (1992) and Yalçın and İplik (2007).

The Results of the ANOVA Analysis aiming to reveal the differences among affective commitment in terms of the ownership position of the hotel presented below in Table 5.

Table 5. The ANOVA test between the Ownership Position of the Hotel Variable and the Affective Commitment

Affective Commitment			Descriptive Statistics			
			The Ownership Position of the Hotel	n	Mean	s.d.
			Independent Hotel	222	3,32	0,93
			Rental Hotel	29	4,02	0,71
			Chain Hotel	162	3,75	0,74
Affective Commitment	The Source of Variance	d.f.	Sum of squares	Average of squares	F	Sig.
	Between-groups variance	2	24,800	12,400	17,330	0,000
	Within-group variance	410	293,361	0,716		
	Total	412	318,162			
Multiple Comparisons Affective Commitment Tukey Test						
(I) The Ownership Position of the Hotel			(J) The Ownership Position of the Hotel		Average. Difference (I-J)	Sig.
Independent Hotel			Rental Hotel		-0,70042*	0,000
			Chain Hotel		-0,43318*	0,000
Rental Hotel			Independent Hotel		0,70042*	0,000
			Chain Hotel		0,26724	0,261
Chain Hotel			Independent Hotel		0,43318*	0,000
			Rental Hotel		-0,26724	0,261

*: Average difference at the 0,05 level is meaningful

As it seems in Table 5, it can be stated that there are meaningful differences between the ownership position of the hotel and the affective commitment [$F_{(2-410)} = 17,330$; $p = 0,000 < 0,05$]. When we look at the results of the Tukey HSD test, the meaningful differences are identified between the employees of the independent hotels and the employees of the rental hotels and the employees of the chain hotels. While analyzing the source of the difference, it has been found out that the affective commitment level of the employees of the rental hotels (4,02) and chain hotels (3,75) is higher in comparison with the independent hotels (3,32).

The Results of the ANOVA Analysis carried out for revealing the differences among normative commitment in terms of the ownership position of the hotel in which the participants are employed presented below in Table 6.

Table 6. The ANOVA test between the Ownership Position of the Hotel Variable and the Normative Commitment

Normative Commitment			Descriptive Statistics			
			The Ownership Position of the Hotel	n	Mean	s.d.
			Independent Hotel	222	3,17	0,83
Rental Hotel	29	3,63	0,68			
Chain Hotel	162	3,27	0,75			
Normative Commitment	The Source of Variance	d.f.	Sum of squares	Average of squares	F	Sig.
	Between-groups variance	2	5,826	2,913	4,653	0,010
	Within-group variance	410	256,674	0,626		
	Total	412	262,501			
Multiple Comparisons Normative Commitment Tukey Test						
(I) The Ownership Position of the Hotel			(J) The Ownership Position of the Hotel		Average Difference (I-J)	Sig.
Independent Hotel			Rental Hotel		-0,46552*	0,009
			Chain Hotel		-0,10597	0,398
Rental Hotel			Independent Hotel		0,46552*	0,009
			Chain Hotel		0,35955	0,064
Chain Hotel			Independent Hotel		0,10597	0,398
			Rental Hotel		-0,35955	0,064

*: Average difference at the 0,05 level is meaningful

When we analyze the findings in Table 6; it can be stated that there are meaningful differences between the ownership position of the hotel and the normative commitment [$F_{(2-410)} = 4,653$; $p = 0,010 < 0,05$]. According to the results of the Tukey HSD test, the meaningful differences are identified between the employees of the independent hotels and the employees of the rental hotels. While analyzing the source of the difference, it has been found out that the normative commitment level of the employees of the rental hotels (3,63) is higher in comparison with the independent hotels (3,17).

The Results of the ANOVA Analysis carried out if the affective commitment displays differences or not in terms of the age status of the hotel in which the participants are employed presented below in Table 7.

Table 7. The ANOVA test between the Age Status of the Hotel Variable and the Affective Commitment

			Descriptive Statistics			
			The Age of the Hotel	n	Mean	s.d.
Affective Commitment			5 years old and lower	111	3,36	0,78
			6-10 years range	-	-	-
			11-15 years range	30	2,94	1,07
			16 years old and over	272	3,67	0,86
Affective Commitment	The Source of Variance	d.f.	Sum of squares	Average of squares	F	Sig.
	Between-groups variance	2	18,946	9,473	12,980	0,000
	Within-group variance	410	299,216	0,730		
	Total	412	318,162			
Multiple Comparisons Affective Commitment Tukey Test						
(I) The Age of the Hotel			(J) The Age of the Hotel		Average Difference (I-J)	Sig.
5 years old and lower			11-15 years range		0,42598*	0,042
			16 years old and over		-0,30670*	0,004
11-15 years range			5 years and lower		-0,42598*	0,042
			16 years old and over		-0,73268*	0,000
16 years old and over			5 years old and lower		0,30670*	0,004
			11-15 years range		0,73268*	0,000

*.:Average difference at the 0,05 level is meaningful

According to the findings of the Table 7, there is a meaningful difference between the affective commitment and the age status of the hotel [$F_{(2-410)} = 12,980$; $p = 0,000 < 0,05$]. According to the results of the Tukey HSD test, the meaningful differences are identified between the employees of the hotels whose age is 5 years old and lower and the employees of the hotels whose age is 11-15 years old and the employees of the hotels whose age is 16 years old and over. While analyzing the source of the difference, it has been found out that the affective commitment level of the employees of the hotels whose age is 5 years old and lower (3,36) and the employees of the hotels whose age is 16 years old and over (3,67) is higher in comparison with the employees of the hotels whose age is 11-15 years old (2,94).

The Results of the ANOVA Analysis carried out to determine the differences among normative commitment in terms of the age status of the hotel in which the participants are employed presented below in Table 8.

Table 8. The ANOVA test between the Age Status of the Hotel Variable and the Normative Commitment

			Descriptive Statistics			
			The Age of the Hotel	n	Mean	s.d.
Normative Commitment			5 years and lower	111	3,33	0,73
			6-10 years range	-	-	-
			11-15 years range	30	2,84	0,76
			16 years and over	272	3,25	0,82
Normative Commitment	The Source of Variance	d.f.	Sum of squares	Average of squares	F	Sig.
	Between-groups variance	2	5,838	2,919	4,663	0,010
	Within-group variance	410	256,663	0,626		
	Total	412	262,501			
Multiple Comparisons Normative Commitment Tukey Test						
(I) The Age of the Hotel			(J) The Age of the Hotel		Average Difference (I-J)	Sig.
5 years and lower			11-15 years range 16 years and over		0,49595* 0,08790	0,007 0,586
11-15 years range			5 years and lower 16 years and over		-0,49595* -0,40805*	0,007 0,021
16 years and over			5 years and lower 11-15 years range		-0,08790 0,40805*	0,586 0,021

*: Average difference at the 0,05 level is meaningful

When we analyze the findings in Table 8; it can be stated that there are meaningful differences between the age status of the hotel and the normative commitment [$F_{(2-410)} = 4,663$; $p = 0,010 < 0,05$]. According to the results of the Tukey HSD test, the meaningful differences are identified between the employees of the hotel whose age is 5 years old and lower and the employees of the hotel whose age is 11-15 years old. While analyzing the source of the difference, it has been found out that the employees of the hotel whose age is 5 years old (3,33) feel much more normative commitment than the employees of the hotel whose age is 11-15 years old (2,84). Similarly, it has been found out that there is a meaningful difference between the employees of the hotel whose age is 11-15 years old and the employees of the hotel whose age is 16 years and over. The reason of the aforesaid difference based on the level of the normative commitment. Because the level of the normative commitment of the employees of the hotel whose age is 16 years old and over (3,25) is higher than the employees of the hotel whose age is 11- 15 years old (2,84).

There is no meaningful difference among the affective, normative and continuance commitments of the employees in terms of the other variables.

7. RESULTS AND SUGGESTIONS

The differences among the levels of the organizational commitments in terms of demographic characteristics of the 4 and 5 star Hotels in the Cappadocia region are analyzed by means of the survey method composed of data set in this study

As a result of difference analysis that have been carried out for revealing if there is a meaningful difference or not among the affective affective, normative and continuance commitment in terms of demographic characteristics of the participants and the characteristics of the hotels in which the survey is performed, it has been found out that there are meaningful differences between the affective and the continuance commitments with respect to the star rating of the hotels; on the other hand we couldn't find out any meaningful differences related with normative commitment. That is, the levels of the affective and continuance commitment of the employees of the 5 star hotels are higher than the employees of the 4 star hotels. The reason of the increasement level of the affective commitment of the 5 star hotels' employees in comparison with the 4 star hotels' employees probably based on forming the organizational values, policies, norms and rules in a perfect condition and their adaptation by the employees. Also the high levels of the continuance commitment of the 5 star hotels' employees based on the perception of the hotel employees. They consider that their hotels are prestigious ones and consequently they bring prestige to them. Because the numbers of the 5 star hotels are very low in these regions and it is hardly difficult to find an equivalent position around that neighbourhood if they leave their job.

It has been found out that there are meaningful differences between the age range of the employees and the affective commitments. The embracement of the sectoral realities and values and obtaining the ability of observing the events objectively by the senior individuals based on their employment period in their organizations, so these can be related with the source of the differences.

It has been found out that there are meaningful differences between the ownership position of the hotel and the affective commitment. The affective commitment level of the employees of the rental hotels is higher in comparison with the independent and chain hotels according to the survey results. Also it has been found out that there are meaningful differences between the ownership position of the hotel and the normative commitment. Particularly, the normative commitment level of the employees of the rental hotels is higher in comparison with the independent hotels, nevertheless the very low number of the employees working at the rental hotels in comparison with the independent and chain hotels can create this kind of difference.

It has been revealed that there are meaningful differences between the age status of the hotel and the affective commitment. It has been observed that the level of the affective commitment of the employees whose age is 16 years old and over reached the highest point. The reason of this difference based on the proper establishment of the organizational norm and creating a problem-free organizational culture.

It has been revealed that there are meaningful differences between the age status of the hotel and the normative commitment. It has been observed that the level of the

normative commitment of the employees whose age is 5 years old and lower reached the highest point. The reason of this difference based on a sense of commitment, because the staff have been employed recently in their hotels and this fact created an ethical sense in their mind forcing them to continue.

It couldn't be found out meaningful differences among the affective, normative and continuance commitments related with the other variables

We can introduce some suggestions in order to increase the levels of the organizational commitments of the hotel employees within the scope of the research;

- Although hotel establishments have legal regulations concerning the physical structure, they don't adequately have legal regulations concerning the staff .In this context, quantitative-qualitative criteria concerning the people that will be employed at the hotels should be determined.
- The required efforts should have been carried out in favour of the employee personal rights of the hotel staff.
- The organizational socialization process should be used efficiently in order to teach the organizational policies, rules, norms and procedures to all employees of the hotels.
- The required training programs should be organized in order to teach the organizational values composed by the management to all employees.
- The affective commitment, within the scope of the organizational commitments, is particularly essential as the labour plays an important role in the tourism industry. The activities aiming to develop the affective commitments of the top management should be given precedence.

The results of the research set a good example and introduce guiding findings for the other sector studies. The validity of these findings for the other sectors can be verified by comparing multiple results of further research. It will be favourable to carry out these activities in different destinations and sectors of the tourism in different cultures and countries having different level of developments. Also, the other premises that affect the organizational commitment or the results of the organizational commitment can be the subject of the result and then put into the analysis process.

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