

THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT
AND PERCEIVED ORGANIZATIONAL SUPPORT: CASE OF A LUXURY
CONCEPT HOTEL



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JUNE, 2019

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CONCEPT HOTEL

BY

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DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION IN
INSTITUTE OF SOCIAL SCIENCES

YEDITEPE UNIVERSITY

JUNE, 2019

Approval

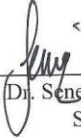
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I certify that this thesis satisfies all the requirements as a thesis for the degree of Master.


Prof. Dr. Dursun Arıkoğa
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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 Master of Arts.

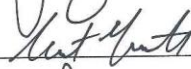

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ABSTRACT

In this study, it is aimed to investigate the effect of some socio-demographic characteristics and perceived organizational support level on the level of organizational commitment in the luxury concept hotel businesses. The socio-demographic characteristics of the study were determined as gender, age, marital status, educational status, institution working time, total working time and position.

The sample of the study consisted of 177 people who worked in the luxury concept hotel businesses in Istanbul in 2018. Relational screening method was used in the study. "Personal Information Form" was used to collect socio-demographic data, "Perceived Organizational Support Scale-Short Form" to determine perceived organizational support level, and "Organizational Commitment Scale" to collect data related to organizational commitment level. To determine the impact of socio-demographic characteristics and perceived organizational support levels on organizational commitment of hotel employees; Independent Sample T-Test, One-Way Variance Analysis (ANOVA), Welch Test and Pearson Correlation were used.

As a result of the research; it was found that there was a positive and significant relationship between Perceived Organizational Support levels and Affective Commitment and Organizational Commitment levels, and there was a positive but not significant relationship between Perceived Organizational Support levels and Continuance Commitment and Normative Commitment levels. On the other hand, the age, marital status, educational status, current working time, total working time and positions of the hotel personal have led to a differentiation on the level of Affective Commitment, Continuance Commitment, Normative Commitment

and Organizational Commitment, but their gender does not cause a differentiation.

Keywords: *Organizational Commitment, Perceived Organizational Support, Hotel Business, Personal Characteristics.*



ÖZET

Bu araştırmada, lüks konseptte hizmet veren bir otel işletmesinde bazı sosyo-demografik özelliklerin ve algılanan örgütsel destek düzeyinin, örgütsel bağlılık düzeyine etkisinin incelenmesi amaçlanmıştır. Araştırmada dikkate alınan sosyo-demografik özellikler, cinsiyet, yaş, medeni durum, eğitim durumu, kurum çalışma süresi, toplam çalışma süresi ve çalışılan pozisyon olarak belirlenmiştir.

Araştırmanın örneklemini 2018 yılında İstanbul ilinde lüks konseptte hizmet veren bir otel işletmesinde çalışan 177 kişi oluşturmaktadır. Araştırmada ilişkisel tarama yöntemi kullanılmıştır. Araştırmada demografik verileri toplamak için “Kişisel Bilgi Formu”, algılanan örgütsel destek düzeyini belirlemek için “Algılanan Örgütsel Destek Ölçeği-Kısa Form” ve örgütsel bağlılık düzeyi ile ilgili verileri toplamak için “Örgütsel Bağlılık Ölçeği” kullanılmıştır. Çalışanların sosyo-demografik özellikleri ve algılanan örgütsel destek düzeyleri ile örgütsel bağlılık düzeyleri arasındaki ilişkiyi belirlemek için; Bağımsız Örneklem T Testi, Tek Yönlü Varyans Analizi (ANOVA), Welch Test ve Pearson Korelasyonu kullanılmıştır.

Araştırma sonucunda otel çalışanlarının; algılanan örgütsel destek düzeyleri ile duygusal bağlılık ve örgütsel bağlılık düzeyleri arasında pozitif yönlü anlamlı bir ilişki olduğu, algılanan örgütsel destek düzeyleri ile devam bağlılığı ve normatif bağlılık düzeyleri arasında pozitif yönlü bir ilişki olduğu ancak bu ilişkilerin anlamlı olmadığı tespit edilmiştir. Öte yandan, otel çalışanlarının yaşlarının, medeni durumlarının, eğitim durumlarının, kurumdaki çalışma sürelerinin, toplam çalışma sürelerinin ve çalıştıkları pozisyonların duygusal bağlılık, devam bağlılığı, normatif bağlılık ve örgütsel bağlılık genel düzeyi üzerinde bir farklılaşmaya neden olduğu

ancak cinsiyetlerinin bir farklılaşmaya neden olmadığı da araştırmanın sonuçları arasındadır.

Anahtar Kelimeler: *Algılanan Örgütsel Destek, Örgütsel Bağlılık, Otel İşletmesi, Kişisel Özellikler*



ACKNOWLEDGEMENTS

I wish to express my sincere feelings to Associate Professor Mrs. Senem Gol Beser through this path it would not be possible without her supervisor. She always provided me the best know how with her wisdom, encouragement, directing, supporting in my every single step.

Feeling very lucky to have such qualified, patient and has great enthusiastic supervisor under every condition.

Besides, would like to especially thank you to my parents Mrs. Cevriye Kalkandelen and Mr. Derya Kalkandelen always supporting me to begin to MBA and encouraging me to do many activity and work at the same time. Thank you for their amazing belief and unconditional trust.

In addition to Mr. Semih Abalioglu for walking together in this path and always supporting, listening my ideas about my projects.

To Associated Professor Mr. Murat Yücelen for his inspiration with infinite support and guidance.

To Dr. Mr. Mehmet Nuri Onortac for his ideas, directions and support.

Finally, I thank my colleagues and managers for always supporting me on this journey.

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INTRODUCTION

In this section, the information about the structure of the research will be given.

In this context, firstly, the information is given about the background of the research subject. Afterwards, a detailed description of the research was made by including the title, purpose, scope, structure and terms used in the research. In the final, the method which used in the research was described.

1.1 Background

After the industrial revolution, the continuous differentiation of needs made some necessary changes in management practices and the importance of having an efficient organizational structure has increased. One of the effects of this is the growing need for skilled labor. In today's management theories, human factor has become the most valuable factor of organizations(Kon, 2015). In the classical management opinion, material prizes are considered to be the only adequate element to enable employees to act in the interests of the organization. However, this approach has lost its validity in the modern management approach. Nowadays, managers are looking for different and effective ways of keeping qualified employees in their organizations and gaining more efficiency from the employees. The basis of these approaches is the human element. These approaches give importance to qualified labor power and human resources practices in order to realize organizational effectiveness and efficiency. Therefore, new terms and ideas have been put forward to increase employees' self-sacrifice to achieve organizational goals. Two of these new terms are the organizational commitment and perceived organizational support.

Human kind is not only a material or a physical being, but also a social being. They have social needs such as being appreciated, supporting emotional support and respect, having a social statue in the society. Human being desires to meet these needs throughout the life time. Again, human spends a significant part of his human life as into working life. In this case, human beings became a part of an organization, in other words, employees. With the being part of the organization, occurred a trade-off between the organization and the employee. In the modern management approach, it is accepted that an employee's voluntary efforts and performance regarding his work are shaped by the organization in connection with the material and spiritual rewards he expects to provide to him in the future. Thanks to this exchange, the expectations of both sides are met. This relationship is called organizational support (Ceylan vd., 2015).

Organizational support is the consideration of the well-being of the employees in organizational values and the fact that these values increase their happiness (İplik vd, 2014). Thanks to the organizational support, it is stated that the employees are aware of their contribution and support to the organization, they are happy to work with them, they are given importance to their happiness and well-being, and the need for respect, belonging and approval of the individual is met (Türe ve Yıldırım, 2018).

The employee's perception of these efforts by the organization is defined as "perceived organizational support". The fact that s/he feels confident and feels supported by the organization s/he works at, enables the employee to show a more positive attitude towards the organization and to see herself/himself as a part of the organization. Perceived organizational support is defined as the employee feeling a

part of the organization, the organization is aware of the employee and the employee feels comfortable, peaceful and secure (Demirer, 2017). The high level of positive support perception of the employee, affects positively on the job satisfaction. In this case, organizations need to work towards increasing the perception of organizational support in employees (Şener, vd. 2015).

Some of the factors affecting the perceived organizational support can be said that: organizational justice and trust, management support, organizational rewards and working conditions (Nayır, 2011).

The other term used by the modern management approach is the organizational commitment. This term is closely related to the perceived organizational support and suggests that employees will be successful in the workplace as much as they feel connected to their organizations (Gündoğan, 2009). From the moment when the employee does not feel connected to the organization, it is likely that he or she will start looking for another job. Nowadays, the multiplicity of access to information increases this possibility, and an employee who has no loyalty to the workplace, is looking for a new job through many job search platforms. This job searching process may not always result in the employee switching to another organization. However, it will result in a decrease in the performance expected from the employee in each case.

Today, competitors can easily imitate material innovations in a short time. At this point, the ability of companies to achieve sustainable competitive advantage in the global business world is more dependent on their ability to use their human

resources effectively than in the past. Accepting and believing in the common goals and values of the organization; it is of great importance for the establishment of organizational commitment, which can be defined as the willingness of the employee to demonstrate its capacity and to demonstrate a strong willingness to remain a member (Kaplan and Öğüt, 2012).

1.2 Description of the Research

The research questions were determined as follows:

R1: Is there a relationship between the perceived organizational support and the organizational commitment in the luxury concept hotel businesses?

R2: Is there a differentiation between the socio-demographic characteristics and the organizational commitment of employees in the luxury concept hotel businesses?

The socio-demographic characteristics are the gender, age, marital status, educational status, working time in organization, total working time and working position of the employees.

1.2.1 Title of the research.

The title of the research study is “*The Relationship Between Organizational Commitment and Perceived Organizational Support: Case of a Luxury Concept Hotel*”.

1.2.2 Purpose of the research.

In today's business management approach, it is accepted that the firms' ability

to achieve sustainable competitive advantage depends on their effective use of human resources. One of the most important issues in terms of effective use is the availability of qualified and qualified human resources. This situation is of greater importance for the service sector, where staff quality and efficiency are at the forefront. In the same way, this issue is also an important issue for hotel businesses with a labor-intensive working format.

The fact that firms keeping well qualified human resources is directly related to the term of organizational commitment. One of the many antecedents of organizational commitment is the positive workplace experiences of the employees. Positive workplace experience is closely related to the term of perceived organizational support.

On the other hand, tourism sector has a significant impact on many aspects of our country. One of the most important components in the tourism sector is the hotels servicing in a luxury concept. The fact that hotels in this segment maintain their competitive power is a vital issue in today's increasingly competitive environment. In this context, addressing the issues affecting the organizational commitment of hotel employees serving in the luxury segment is considered an important and worthy issue.

The aim of the study is to search the relationship between the perceived organizational support levels and the levels of organizational commitment of employees working in a luxury concept hotel. In line with the results of the research, suggestions will be given to preserving the competitiveness of luxury concept hotels. On the other hand, it will be examined whether there is a differentiation between the

organizational commitment levels and some socio-demographic characteristics of the employees.

1.2.3 Scope of the study.

Tourism sector is an important and strategic sector that contributes to Turkey in many ways, employment, earning foreign exchange, international relations, globalization. However, the tourism sector has been dealing with serious problems recently. These problems affect many of the institutions within the sector as well as affecting / influencing the hotels. One of the affected hotel groups is the hotels that serve luxury concept.

One of the most important reflections of these problems is the increasing of competition. In today's business management approach, it is accepted that the firms' ability to achieve sustainable competitive advantage depends on their effective use of human resources. One of the most important issues in terms of effective use is the holding of trained and qualified human resources. This situation is of greater importance for the service sector, where staff quality and efficiency are at the forefront.

The ability of enterprises to hold qualified human resources is related to the term of organizational commitment. Organizational commitment is concerned with the feeling that the employee feels himself tied to an institution affectively, continuancely and normatively. One of the most important goals of an organization that wants to create and / or protect a qualified staff is to ensure organizational commitment.

Organizational commitment, among other things, is concerned with the high number of positive workplace experiences of employees. One of the ways to ensure this is that the organization supports its employees. However, the main determinant of organizational commitment is how the support provided by the institution is perceived by the employee. The perceived organizational support deals with the level of employee's perception of the level of the organization support.

Although the relationship between perceived organizational support and organizational commitment has been addressed in several studies, very few of these studies are related to hotel enterprises. In this respect, the research will fill this gap in the literature. Based on the results to be reached within the research, suggestions will be made to positively affect the competitive structure of a sector that has a strategic importance for Turkey.

1.2.4 Structure of the thesis

The research consists of 5 chapters. The first part is the introduction. In the second part, the literature review related to organizational commitment and perceived organizational support is given. The third chapter contains the detailed information about the methodology of the research. The findings of the study are given in chapter four. In the fifth and last chapter, includes the findings of the research are summarized and the results and recommendations are presented.

1.2.5 Definitions.

Table 1 presents the definitions in the literature regarding the term of

organizational commitment.

Table 1: *Organizational Commitment Definitions from Literature*

Author(s)	Definitions
Dictionary ¹	An individual's psychological attachment to the organization.
Özkan (2010)	It is the behavior that is shaped by the relationship between the employees and the organization and makes them decide to become a permanent member of the organization. There are three sub-dimensions as affective, continuance and normative commitment.
Allen and Meyer (1991)	It is a psychological situation that creates an emotional relationship between employees and their organizations and whether employees will continue to work as a member of the organization at a certain cost and, finally, whether employees have loyalty to the organization.

In Table 2, the definitions in the literature related to organizational support and perceived organizational support concepts are given.

¹Retrieved November 1, 2018, from https://en.wikipedia.org/wiki/Organizational_commitment

Table 2: *Organizational Support and Perceived Organizational Support Definitions from Literature*

Author(s)	Definitions
Dictionary ² (Perceived Organizational Support)	The degree to which employees believe that their organization values their contributions and cares about their well-being and fulfills socioemotional needs.
İplik et.al., (2014) (Organizational Support)	Considering the welfare of employees as an organizational value, the attitude of the organization has the characteristics that increase the happiness of the employees.
Eisenberger et.al., (1986) (Organizational Support)	Organizational values consider the flexibility of employees and increase their happiness.
Türe and Yıldırım (2018) (Perceived Organizational Support)	It is the perception developed by the employee depending on the degree to which the employee contributes to the organization and the value of the employee's happiness.
Eisenberger vd. (1986) (Perceived Organizational Support)	Perceived organizational support refers to the degree to which employees perceive their employer to be concerned with their well-being and to value their contributions to the organization.

1.3 Methodology

This research, in general, aims to reveal the relationships between perceived organizational support and organizational commitment and sub-dimensions (affective commitment, continuance commitment and normative commitment) in a luxury concept hotel

²Retrieved November 1, 2018,
from https://en.wikipedia.org/wiki/Perceived_organizational_support

Also, in the scope of the research, the answer to the question whether the socio-demographic characteristics of the employees of hotel serving in the luxury concept cause a differentiation on the organizational commitment and sub-dimensions (affective commitment, continuance commitment and normative commitment) of the employees. The socio-demographic characteristics of the employees were determined as gender, age, marital status, educational status, working time in the organization, total working time and working position.

1.3.1 Research outline.

The study consists of three consecutive stages. Preparation; Design and Application / Interpretation.

The first stage of the research is the preparation. At this stage, an extensive literature review on the terms of perceived organizational support and organizational commitment has been done. Also, in the preparation stage, what are the personal characteristics that cause differentiation on organizational commitment have been investigated considering the results of the studies in the literature. While determining the personal characteristics of the employees, it was also taken into consideration that the context of the research was a hotel business serving in a luxury concept.

During the preparation stage, there were a large number of different measurement tools used to measure the levels of organizational commitment in the literature. Similarly, it has been determined that there are different measurement tools in the measurement of perceived organizational support level.

At the design stage, it was decided which to use the different scales used for both perceived organizational support and organizational commitment in the literature. Perceived organizational support is generally measured in one dimension, but organizational commitment can be measured in more than one dimension. This issue was taken into consideration when determining the scales used in the research. At the end of the design phase, a three-part questionnaire was prepared: an information form to identify the personal characteristics of employees, a scale to measure the level of organizational commitment and a scale to measure the level of perceived organizational support.

Implementation and conclusion phase is elaborated within the progress of the thesis.

1.3.2 Justification for the methodology.

The aims of this study are; to reveal the relationships between perceived organizational support and organizational commitment and sub-dimensions (affective commitment, continuance of commitment and normative commitment) in the hotel serving in a luxury concept and to find out whether the socio-demographic characteristics of the employees cause a differentiation on the organizational commitment and sub-dimensions (affective commitment, continuance of commitment and normative commitment) of the employees.

At this stage, the epistemological approach to be used in the research should be decided. The work to be done within the scope of this study can be listed as follows: 1- collecting data on the participants 'perceptions of organizational

commitment and organizational support, 2- comprehending the relationships between the participants' views on organizational commitment and their personal characteristics, and 3-interpreting these data and relationships.

What knowledge is, and the ways of discovering it, are subjective. A paradigm consists of the following components: ontology, epistemology, methodology, and, methods. Ontology is the study of being. Ontological assumptions are concerned with what constitutes reality, in other words what is. Researchers need to take a position regarding their perceptions of how things really are and how things really work (Crotty, 1998).

Epistemology is concerned with the nature and forms of knowledge (Cohen et al., 2007). Epistemological assumptions are concerned with how knowledge can be created, acquired and communicated, in other words what it means to know. It is explained that epistemology asks the question, what is the nature of the relationship between the would-be knower and what can be known? Every paradigm is based upon its own ontological and epistemological assumptions (Guba and Lincon, 1994).

Methodology is the strategy or plan of action which lies behind the choice and use of particular methods (Crotty, 1998). Thus, methodology is concerned with why, what, from where, when and how data is collected and analyzed. Methodology asks the question: how can the inquirer go about finding out whatever they believe can be known? (Guba and Lincon, 1994).

Methods are the specific techniques and procedures used to collect and analyze data (Crotty, 1998). The data collected will either be qualitative or

quantitative. All paradigms can use both quantitative and qualitative data (Scotland, 2012).

(Meredith et al., 1989 cited in Göl Beşer, 2008) introduced a framework for research paradigms that is developed based on two dimensions of research methodologies. The first dimension is the “rational/existential” and relates to the epistemological structure of the research process itself. Whilst rationalism uses a formal structure and pure logic as the ultimate measure of truth, existentialism uses the acquired knowledge through the human process of interacting with the environment. The second one is the “natural/artificial” dimension, which concerns the source and kind of information used in the research. The natural end of the continuum derives explanation from concrete and objective data, whereas the artificial end derives knowledge from interpretation and artificial reconstruction of reality.

These dimensions and details are figured below (Göl Beşer, 2008).

	Source of Information used in the Research
--	---

		NATURALARTIFICIAL			
Epistemological Structure of the Research Process	EXISTENTIAL RATIONAL		Direct Observation of Object Reality	People's Perceptions of Object Reality	Artificial Reconstruction of Object Reality
		Axiomatic			* Reason/Logic /Theorems * Normative Modeling * Descriptive Modeling
		Logical Positivist/ Empiricist	* Field Studies * Field Experiments	* Structured Interviews * <u>Survey Research</u>	* Prototyping * Physical Modeling * Laboratory Experiments * Simulation
		Interpretive	* Action Research * <u>Case Study</u>	* Historical analysis * Delphi * Intensive Interviews * Expert Panels * Futures/ Scenarios	* Conceptual Modeling * Hermeneutics
		Critical Theory		* Introspective Reflection	

Figure 1:A Framework for Research Methods (Göl Beşer, 2008)

The ontological position of positivism is one of realism. Realism is the view that objects have an existence independent of the knower (Cohen et al., 2007). Thus, a discoverable reality exists independently of the researcher (Pring, 2000). The positivist epistemology is one of objectivism. Positivists go forth into the world impartially, discovering absolute knowledge about an objective reality. The researcher and the researched are independent entities (Crotty, 1998). Positivist methodology is

directed at explaining relationships. Positivists attempt to identify causes which influence outcomes (Creswell, 2009). The positivist paradigm seeks predictions and generalizations; thus, methods often generate quantitative data. Examples include: standardized tests, closed ended questionnaires and descriptions of phenomena using standardized observation tools (Pring, 2000).

The ontological position of interpretivism is relativism. Relativism is the view that reality is subjective and differs from person to person. Our realities are mediated by our senses (Guba and Lincoln, 1994). The interpretive epistemology is one of subjectivism which is based on real world phenomena. The world does not exist independently of our knowledge of it (Grix, 2004). Interpretive methodology is directed at understanding phenomenon from an individual's perspective, investigating interaction among individuals as well as the historical and cultural contexts which people inhabit (Creswell, 2009). Examples of methodology include: case studies (in-depth study of events or processes over a prolonged period), phenomenology (the study of direct experience without allowing the interference of existing preconceptions), hermeneutics (deriving hidden meaning from language), and ethnography (the study of cultural groups over a prolonged period). Interpretive methods yield insight and understandings of behavior, explain actions from the participant's perspective, and do not dominate the participants. Examples include: open-ended interviews, focus groups, open-ended questionnaires, open-ended observations, think aloud protocol and role-playing. These methods usually generate qualitative data (Scotland, 2012).

The ontological position of the critical paradigm is historical realism.

Historical realism is the view that reality has been shaped by social, political, cultural, economic, ethnic, and gender values; reality that was once deemed plastic has become crystallized (Guba and Lincoln, 1994). Critical epistemology is one of subjectivism which is based on real world phenomena and linked with societal ideology.

Knowledge is both socially constructed and influenced by power relations from within society. Cohen et al. (2007), explain that, “what counts as knowledge is determined by the social and positional power of the advocates of that knowledge.”

Critical methodology is directed at interrogating values and assumptions, exposing hegemony and injustice, challenging conventional social structures and engaging in social action (Crotty, 1998). Critical methods enable realities to be critically examined from a cultural, historical and political stance. Examples include: open-ended interviews, focus groups, open-ended questionnaires, open-ended observations, and journals. These methods usually generate qualitative data (Scotland, 2012).

Within the framework of these explanations, the studies given in Figure 1, which are suitable for use in this research; 1-Survey Research, 2-Case Study.

Survey Research. In order to consider on determining people’s perceptions of object reality, survey research is an efficient method in our study. The purpose of survey research is to produce quantitative descriptions of some aspects of the study population. Survey analysis may be primarily concerned either with relationships between variables or with projecting findings descriptively to a predefined population (Yin, 2003). It is a quantitative method, requiring standardized information from and/or about the subjects studied (Göl Beşer, 2008).

Case Study: In order to interpret people's perceptions of object reality, case study is an efficient method in our study. It provides a unique example of real people in real situations, enabling readers to understand ideas more clearly than simply by presenting them with abstract theories or principles. Indeed, a case study can enable readers to understand how ideas and abstract principles can fit together (Cohen et al., 2007).



2. LITERATURE REVIEW

2.1 Organizational Commitment

In this chapter, the term of Organizational Commitment will be discussed.

2.1.1. Definition of organizational commitment.

Commitment, as a word, is the status of being attached, love against someone, respect and affection with respect and show, loyalty, etc. (TDK, 2018).

Organizational commitment refers to a concept that is frequently encountered in social sciences today and expresses the state of being emotionally dependent on the action processes involving the person's relationship with another individual, group or organization in daily use (Eisenberger et al., 1986).

Commitment is an individual's willingness to accept organizational goals and to work towards it. In other words, commitment can be defined as the emotional commitment to the aims and values of the organization, being a party, the role of the person in relation to the goals and values, and the sacrifice towards the organization (Kaplan, 2010).

In the literature, the concept of organizational commitment is defined in different ways. Some definitions include;

- It is a psychological situation that creates an emotional relationship between employees and their organizations, whether employees will continue to work as a member of the organization at a certain cost and, finally, whether employees have loyalty towards the organization (Allen and Meyer, 1991).

- Organizational commitment; it is the whole of internalized normative pressures to conduct in a direction that meets organizational objectives (Wiener, 1982).
- It is a behavior which is shaped by the relationship of employees with the organization and enables them to decide to become a permanent member of the organization. There are three sub-dimensions as affective, continuance and normative commitment (Özkan, 2010).

Organizational commitment, according to a definition, intensifies at the individual level and emphasizes the degree to which an employee identifies with the organization (Rutherford et al., 2006).

Schermerhorn et al. (1994, cited in Gündoğan, 2009) defines organizational commitment as the degree of force union that the employee establishes with the organization and feels as part of the organization, while Robbins (1998, cited in Gündoğan, 2009) expresses that organizational commitment as the desire of the employee to identify with his organization and aims and to continue his membership in the organization.

Organizational commitment from a different perspective; the employee's investments in the organization, the orientation towards behaviors that result in an attitude of attitudes and the identification of the organization with the system of aims and values (Balay, 2000).

As it is seen, there are different definitions of the concept. Some points are different while some points are common. The elements of the term of organizational

commitment, based on the above and other definitions in the literature, can be considered as follows (Barutçu, 2015):

- To accept the aims and values of the organization and to have a strong belief in them,
- To spend more effort than expected
- A strong desire for the continuation of the membership of the organization

2.1.2. Importance of organizational commitment.

The term of organizational commitment has obtained considerable importance since the 1950s. After the 1970s, a number of studies have been conducted to determine the contribution of the organization's employees to the organization's effectiveness and success (Çakınberk et.al., 2011). Due to its importance, it is still being searched today.

Today, employees are considered as intellectual capital (Doğan and Kılıç, 2007). So, for all organizations, organizational commitment, whether profitable or not, is considered an important issue (İnce and Gül, 2005). Because, keeping the qualified workforce in the organization, the employee working in the organization, the use of talent and knowledge for the organization is closely related to organizational commitment (Özdevecioglu, 2003a). Also, organizational commitment creates a positive impact on employees and it is observed that individuals with high levels of commitment avoid negative individual behaviors such as dismissal, loss of work and absenteeism (Ersoy and Bayraktaroğlu, 2010).

The reasons for the importance of organizational commitment can be listed as follows (Güney, 2007; Uygur, 2009):

- The relationship between organizational commitment and desired working behavior,
- Demonstration of organizational commitment to be more effective than job satisfaction about leaving work,
- Better performance of people with higher organizational commitment than low
- Organizational commitment is a useful indicator of organizational effectiveness,
- Organizational commitment, as an expression of organizational citizenship behaviors such as sacrifice and honesty, etc.

Organizational commitment has gained importance in management approaches since it plays an important role in the organization's stability, innovation and goal acquisition. Organizational commitment increases trust among employees, managers, business owners, departments and other relevant institutions of the organization. Therefore, it develops a better superior-subordinate relationship and organizational climate. Stronger and more generalized commitment can lead to organizational development, growth and the survival of the organization (Awamleh, 1996).

It is of great importance that the employees in the organization adopt organizational goals and increase their organizational commitment in order to be able to work efficiently. Especially in recent years, organizations have to go down because of the crisis environment they face, and the technological reductions that arise due to

technological developments and the restructuring efforts in parallel with these, cause the employees to question their values more than their organizations (Seymen, 2008).

In this context, the importance of organizational commitment stems from the fact that it plays a vital role in the determination of organizational outcomes. High commitment has a positive impact on organizational outcomes (Becker et al., 1996).

Organizational commitment is related to low absenteeism, high job quality and increased productivity. Individuals with commitment tend to have more task-oriented efforts and less tend to leave the organization (Nelson and Quick, 1995)

All these reasons are important factors for the managers to deal more with organizational commitment.

2.1.3. Historical background of organizational commitment.

In general, the term of organizational commitment can be expressed as the power / degree of attachment of an employee to a particular organization (Steyrer et al., 2008).

There are many definitions in the literature about the organizational commitment. The reason for this is that the term is defined by researchers from different disciplines according to their interests and points of view. Because the term of organizational commitment is an old and rooted term that has been studied since 1950s. The first concepts of commitment are based on Howard Becker's (1960) "side-bet" theory. This theory is one of the most comprehensive and oldest studies trying to explain the terms of commitment and organizational commitment (Koç, 2009). The

side-bet theory suggests that the employee, who is committed to an organization, has a partial or total secret interest on the basis of this commitment. “Side-bet” refers to the interest that the employee will lose if he leaves his organization (Barutçu, 2015).

The concept of organizational commitment has been investigated through the two dimensions of engagement between the organization and its employees in 1980s by Mowday et al. (1982). The first is the organizational membership status. This dimension mostly refers to formal commitment, non-absenteeism and non-separation. The other dimension is related to the nature of organizational membership. In this category, loyalty, trust and cooperation are discussed. In the studies carried out during this period, it was discussed whether the employees' organizational membership status or loyalty, trust and loyalty are the basis of their behaviors such as continuing to work and not leaving the organization (Barutçu, 2015).

In the 1990s, the effects of Allen and Meyer on the organizational commitment were observed. They asserted that organizational commitment is multidimensional. In their work, Allen and Meyer discussed the organizational commitment in three dimensions: 1- Affective Commitment, 2- Continuance Commitment and 3-Normative Commitment (Allen ve Meyer, 1991).

2.1.4. Commitment approaches and classifications.

In this section, brief information about the commitment approaches will be given.

Organizational commitment has been considered as one-dimensional in the

first studies. As in Howard Becker's (1960) sidebet theory, the concept was initially addressed only in the extent to which the employee would lose if he left the organization. However, it is understood that it cannot be explained with a one-dimensional structure over time. Mowday et al. (1982) considered organizational commitment as a two-dimensional structure: 1-Attitude commitment, and 2-Behavioral commitment. There are also different approaches in the literature. Huang (2000) examined organizational commitment in four groups. These are: behavioral commitment, sociological commitment, moral commitment, and attitude commitment (İnce and Gül, 2005).

However, in the literature, three classification forms have come to the fore. According to this classification, organizational commitment is handled with the perspective of 1- Attitude Commitment, 2- Behavioral Commitment and 3- Multi Commitment.

2.1.4.1. Attitudinal commitment.

The attitude, which refers to the tendency that leads the person to a certain behavior, refers to the individual behaviors that are taken against the organizations in the context of organizational commitment. In other words, the notion of attitudinal commitment refers to the employee's commitment to the organization as an emotional response. This approach, which was first described by Mowday et al. (1982), was defined as the employee's identification with the aims and values of the organization and the continuation of the membership of the organization in order to realize these values (Doğan and Kılıç, 2007).

Attitudinal commitment consists of three components: 1- Identification with the aims and values of the organization, 2- High participation in organizational activities and 3- Connecting to the organization with loyalty (Bayram, 2006).

Attitudinal commitment results in the following results: (Bakan, 2011):

1- Increase in performance level, 2- Decrease in labor force turnover, 3- Increase in individual productivity, 4- Identity with organization, 5- Better understanding of organizational goals and values and 6- Integration between organizational and individual goals.

In the literature, the researcher who examines the term of organizational commitment under the approach of attitudinal commitment is as follows (Barutçu, 2015):

1- Kanter's Approach (1968), 2- Etzioni's Approach (1975), 3- Wiener's Approach (1982), 4- O'Reilly and Chatman's Approach (1986), 5- Pendley and Gould's Approach (1988), 6- Allen and Meyer's Approach (1990).

According to the attitudinal approach, the formation of commitment can be schematized as follows (Allen and Meyer, 1991):

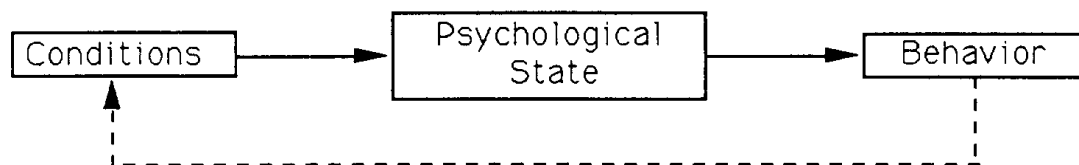


Figure 2: Formation of Commitment in the Attitudinal Approach (Allen and Meyer, 1991)

The straight lines in the Figure 2 show the cause-effect relationship of commitment; dashed lines indicate complementary variables that make commitment permanent. The conditions in which the employee is present affect his / her psychological status and this leads to continuous behavior of the employee. As a result, the employee commitment to the organization (Doğan and Kılıç, 2007).

2.1.4.2. Behavioral commitment.

Behavioral commitment is concerned with processes that enable employees to connect to an organization and how employees resolve this problem. In the attitudinal commitment approach the emotional attachment between the employee and the organization is shown as the reason for the organizational commitment. In the behavioral commitment approach, employees' commitment to their activities in the organization and not to the organization is shown as the reason. Accordingly, employees show commitment to an organization due to their past activities and behaviors (Bayram, 2006).

In the behavioral commitment approach, organizational commitment behaviors are as follows: 1- not to leave the organization, 2- to continue with the organization and 3 to be absent (Barutçu, 2015).

According to this approach, employees are committed to their own behavior within an organization. In other words, commitment occurs when employees maintain certain behaviors, and over time, employees have an attitude to legitimize these behaviors (Allen and Meyer, 1991).

In the literature, the researcher who examines the term of organizational

commitment under the approach of behavioral commitment is as follows (Barutçu, 2015).

1- Becker's Side Betting (SideBet) Approach (1960), 2- Salancik's Engagement Approach (1977),

The behavioral approach can be schematized as follows (Allen and Meyer, 1991):

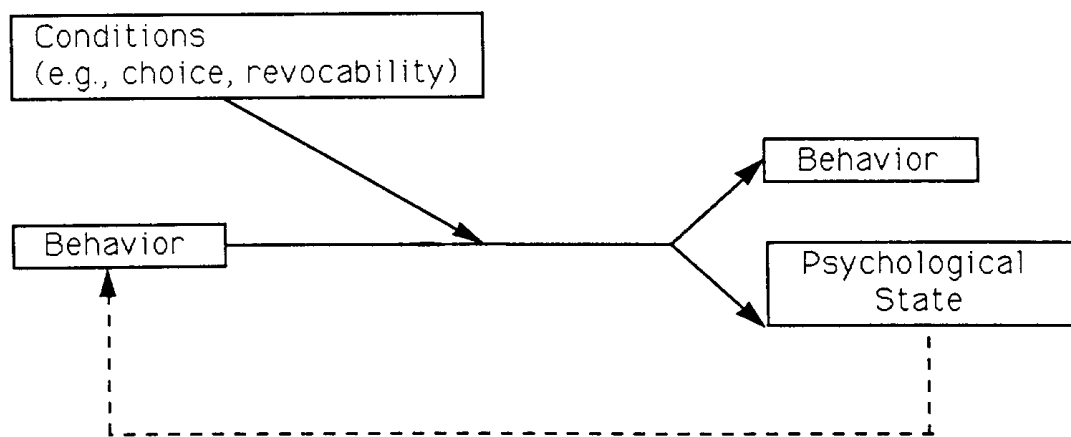


Figure 3: Formation of Commitment in the Behavioral Approach (Allen and Meyer, 1991)

As seen in the Figure 3, the behavior of the employee becomes continuous due to some conditions and makes the employee psychologically dependent on the organization. This psychological situation of the employee creates a feedback effect and strengthens employee commitment to the organization (Doğan and Kılıç, 2007).

2.1.4.3. Multi commitment approach.

The multi-commitment approach suggests that, with regard to organizational commitment, the employee can be attached to different items and elements in an organization at different degrees and levels. From this point of view, as the groups / elements in which the employees can show commitment in an organization, the organization itself, their professions, customers, managers and colleagues are

considered. Employees are more committed to a group, while they are less committed to, or have no commitment to, another group (Saldamlı, 2009).

One of the arguments of this approach is that employees' commitment levels may be different from each other. According to the multi-commitment approach, organizational commitment is the sum of the different levels of commitment to the organizational and non-organizational elements such as the professions, colleagues, managers, customers, suppliers, trade unions and societies of the individuals of the organization (Balay, 2000).

2.1.4.4. Evaluation of commitment approaches.

These approaches, classified under behavioral, behavioral, and multiple commitment, do not have a definite advantage over each other. There may be situations where all three approaches are suitable in different environments.

Management, organizational culture, individual characteristics, social structure and environmental conditions can be effective in the formation of these three types of commitment. Attitudinal commitment is basically based on the harmony of individual and organizational objectives. Behavioral commitment is based on the process of maintaining individuals' membership in the organization. Multiple commitment describes a mixed commitment (Gündoğan, 2009).

The fact that there are different approaches and perspectives on organizational commitment has led to the use of different scales in measuring this level of commitment. The most widely used scale in the literature is Organizational Commitment Scale developed by Allen and Meyer. The biggest advantage of this

scale is that it combines the similarities of different approaches in a three-dimensional model and treats the factors that affect organizational commitment as a whole (Barutçu, 2015).

The scale explains organizational commitment with a three-dimensional model of affective commitment, continuance commitment and normative commitment. Allen and Meyer suggest that all three dimensions of commitment should be considered together in order to better understand the relationship of an employee with his organization.

2.1.4.5. Allen and meyer approach.

This study was based on Allen and Meyer's approach. Therefore, more detailed information about the approach will be given.

It is the most widely used approach in the literature. The model was first created in 1984 in two dimensions (affective and continuance) and then the normative commitment dimension was added. Allen and Meyer considered organizational commitment as a psychological condition that links individuals to their organizations.

In fact, this approach is not limited to purely attitudinal commitment. Allen and Meyer conducted research on both approaches (attitudinal commitment and behavioral commitment) and suggested that both approaches were complementary (Barutçu, 2015).

Allen and Meyer (1990) categorized organizational commitment in three groups as affective commitment, continuance commitment and normative

commitment based on the view that individuals reflect desire, need and necessity behaviors to protect organization membership (Allen and Meyer, 1990).

2.1.4.5.1. Affective commitment.

It is an emotional attachment of employees to their organizations, an identifying their identities with their organizations and a participating in organizational activities. In other words, affective commitment is the degree of integration of employees with their organizations. The reason why employees continue their membership to the organization is because they want it. Because the goals and values of the employees and the goals and values of the organizations are integrated. As a result, the employees are pleased to be in that organization and actively participate in their works and have good relations with other members of the organization. Employees who are committed to their organizations with emotional commitment are a loyal member who devotes themselves to the organization. Therefore, they have a positive attitude towards the organization and do not refrain from making extra efforts for the organization when necessary (Allen and Meyer, 1991).

Factors influencing the formation of affective commitment are as follows (Allen and Meyer, 1991):

1- Difficulty of the work, 2- Whether the role is net, 3- The clarity of purpose, 4- Whether the management of the organization is open to the proposal, 5- Friend commitment, 6-Equality and justice, 7- Whether the organization is given importance to the individual, 8- Opportunity to participate in decisions, 9- Feedback to

individuals related to performance.

2.1.4.5.2. Continuance commitment:

It includes definitions that have been going on since the Side-bet theory, where organizational commitment was first defined. It is also referred to in the literature as rational commitment or perceived cost. In the continuance commitment, the costs of individuals in case of leave from the organization are pointed out. There are two costs under the commitment of continuity from the beginning: 1-Investments and 2-Lack of business opportunities. Allen and Meyer, along with these costs, have also suggested that another factor is personal characteristics (Allen and Meyer, 1991).

Continuance commitment also related with the possibility that employees may be deprived of certain benefits, such as salary, seniority and retirement benefits, if they leave the organization to find an alternative job. The continuance commitment emphasizes these costs that make it difficult for employees to leave the organization. Therefore, employees continue to work in the organization even though they do not wish to stay in the organization (Gülova and Demirsoy, 2012).

In continuance commitment, there is a point of view that employees have less choice when they leave the organization. The continuance commitment under this perspective suggests that employees continue to stay in the organization for one or more of the three reasons. These reasons can be counted as follows: 1-) Because they think they can not have a better organization / job, 2) Because they think that their investments in the organization will be wasted (pension, promotion, etc.), 3) Due to their personal characteristics (Barutçu, 2015).

There are negative aspects for employees to continue in the organization due to these 3 reasons. MacMahon (2007, cited in Barutçu, 2015) describes this situation; individuals who remain in the organization due to only the needs have the potential to adversely affect group work and the effectiveness of organizational activities (Barutçu, 2015).

Factors influencing the occurring of continuance commitment are as follows (Allen and Meyer, 1990):

1- Individual skills acquired, 2- Individual education in the organization and the idea that this education can not be used elsewhere, 3- Individuals do not want to change places, 4- Individual investments made in the process of working in organization, 5- Pension premium, 6- Individuals do not want to break out of the community they are in, 7- Lack of options if individuals leave the organization.

2.1.4.5.3. Normative commitment.

Normative commitment arises when employees feel obliged to stay in the organization. Allen and Meyer (1990) has added a sense of moral commitment to the concept of organizational commitment. This issue has found itself in the dimension of normative commitment. According to this, employees perceive loyalty to their organizations as a duty and continue to stay in the organization as a result of their loyalty (Barutçu, 2015).

Normative commitment develops under the influence of familial and cultural factors prior to the employee's participation in the organization, and under the influence of organizational socialization and a number of investments made by the

organization to the employee. As examples of these investments, could be include the training payments for employees and professional development costs. The employee continues to work with the idea that it is a moral situation to stay in the organization until these investments are paid (Allen and Meyer, 1991).

2.1.4.5.4. Common aspects of three sub-dimensions.

Allen and Meyer stated the common features of three sub-dimensions of organizational commitment as follows (Allen and Meyer, 1991):

- 1- They reflect the relations of individuals with their organizations.
- 2- They include decisions about the continuation or non-continuation of the membership of the organization.
3. Establish a link between individuals and organizations that reduces the possibility of separation from the organization.

2.1.5. Similar terms to organizational commitment.

In this section, brief information about some terms closely related to organizational commitment will be given.

2.1.5.1. Commitment to work.

Commitment to work is defined as the psychological connection of the employee to the work activities (Somers and Birnbaum, 1998). In other words, the employee feels an internal motivation for his work and is integrated with it (Uygur, 2009).

Commitment to work ensures that employees pay attention to their performance levels and strive to succeed. Because job-related employees think that their self-efficacy beliefs increase as they succeed (Bulutlar and Öz, 2010).

While commitment to work is the level of psychological identification with a particular job in which an individual works, organizational commitment refers to the individual's loyalty to the organization. These two forms of commitment can affect business-related results. While commitment to work is more related to performance, it has been found that organizational commitment is related to variables such as absenteeism and labor turnover. However, both of them can make significant contributions to organizational success and effectiveness (O'Driscoll and Randall, 1999).

2.1.5.2. Professional commitment.

Professional commitment is the emotional response of the individual to his / her profession. It is defined as individual loyalty for a certain or specific area (Özdevecioğlu and Aktaş, 2007).

Professional commitment, which is a different term than organizational commitment, is defined as adherence to profession and professional career, devoting itself to profession and professional career, believing in and accepting professional ethics and professional purposes (Şimşek and Aslan, 2012).

Professional commitment can affect the attitudes of employees towards their organizations in two different ways. Individuals with high professional loyalties are also committed to their organizations and have a desire to leave the organization. On

the other hand, it is emphasized that professional commitment has a negative effect on the attitudes of individuals towards their organizations. For example, when there is a discrepancy between professional values and organizational values, professional commitment may hinder employees from connecting to the organization and lead them to leave the organization (Tak and Çiftçioğlu, 2008).

2.1.5.3. Commitment to colleagues.

Similar to the concept of organizational commitment and mixed with it, it is a commitment to colleagues. Commitment to colleagues is that a person identifies with others who work in the organization and feels a sense of loyalty to them. When someone starts working in the organization, the former employees make him a kind of guiding, eliminating the needs of the individual and creating lasting effects on his attitude towards the organization (İnce and Gül, 2005).

In the studies, it was revealed that there is a positive and significant relationship between the commitment to the organization, the supervisor and the colleagues and the organizational commitment and the sub-dimensions (Wasti and Can, 2008).

2.1.5.4. Career commitment.

Career is a series of attitudes and behaviors that a person perceives in relation to his / her experiences and activities. While career is a business-related concept, it directly influences a person's out-of-business life and their roles in life (Simsek, 2007).

Career commitment can be defined as the attitude of the individual towards his

career (Blau, 1985). Individuals connected to their career can feel a commitment to their careers, regardless of their working conditions or the people they work with, or even their organization. In other words, individuals may decide to continue working because of their careers, even if they are not satisfied with the organization. In summary, career commitment is an attitude, and individuals' commitment to their careers does not make it compulsory to engage in an organization. Two types of commitment may occur separately (Özdevecioğlu and Aktaş, 2007).

2.1.5.5. Loyalty.

Another concept similar to the concept of organizational commitment and often confused with it is loyalty. Loyalty, as word meaning, means sincere commitment, solid and strong friendship (TDK, 2018). Organizational loyalty refers to member behavior, which includes increasing the interests of the organization to which it is attached rather than the interests of individuals and showing belonging to these interests (Koç, 2009).

The common point between commitment and loyalty is that they both belong to an object. The difference between them, loyalty can often be one-way. It is not necessary for a person who shows loyalty to a person to receive a response from this person. In this case, commitment is more related to power and respect (Zangaro, 2001).

Loyalty is a narrower concept than commitment and is often considered a sub-dimension of it. Both concepts are related to the continuation of the membership of the organization for a long time. However, the sources of these terms are different. In

spite of the fact that organizational commitment is due to business success, loyalty arises from cultural values. It is also suggested that organizational loyalty is the result of long-term commitment (İnce and Gül, 2005).

While organizational commitment is transformed into rational facts and behavior, loyalty is often not the result of logical deduction. In other words, while organizational commitment is the logical dimension of the individual's sense of belonging to the organization, it can be said that this logical relationship is not often in the sense of organizational loyalty (Koç, 2009).

2.1.6. Results of organizational commitment.

In this study, organizational commitment was considered as dependent / affected variable. However, there are many studies in the literature that the level of organizational commitment is considered as an independent variable. The details of these studies will not be included because they are not directly related to the research topic. However, in order to show the importance of the study and to show the place of the organizational commitment in the management literature, the results of the organizational commitment will be given.

As an independent variable, many of the studies related to organizational commitment emphasize that organizational commitment affects performance, job satisfaction, labor turnover (intention to leave), work late and absenteeism (Yoon and Thye, 2002; Luthans, 2002).

In general, while high level of commitment has positive effects (high

performance, higher satisfaction, lower employee turnover), low level of organizational commitment may lead to ineffective results for both the organization and the individual (Schwepker Jr., 2001).

2.1.6.1. Work performance.

From an organizational point of view, effective employee performance is the purpose and ultimate result of organizational commitment. Commitment affects performance, because committed employees will be consistent in the tasks and goals set. Employees without commitment will not do so (Maxwell and Steele, 2003).

2.1.6.2. Job satisfaction.

In many studies in the literature, there is a positive and significant relationship between organizational commitment and job satisfaction (Kaçmar et al., 1999; Luthans, 2002). Employees who experience job satisfaction are more likely to connect cognitively to the organization (Yoon and Thye, 2002).

2.1.6.3. Absenteeism.

Individuals who are highly committed to the aims of the organization and who have a positive attitude towards the organization have a greater desire to come to work. In other words, those who are emotionally commitment to the organization will be less absent (Rhoades and Eisenberger, 2002).

2.1.6.4. Intention to leave work.

The intention to quit is one of the many issues that have been widely addressed as a result of organizational commitment. As the organizational commitment of the employees increases, there is evidence that their intention to quit

is reduced (Currivan, 1999). In other words, there is a negative relationship between organizational commitment and labor turnover (intention to leave). Being highly committed to the aims of the organization will increase the tendency to remain in the organization (Kaçmar et al., 1999).

2.1.7. Organizational commitment levels.

One of the aspects of organizational commitment in the literature is the level of organizational commitment and its effects on employee / organization.

Randall (1987) examined the levels of organizational commitment at low, medium and high levels and summarized the possible positive and negative consequences of these three levels of organizational commitment for both the individual and the organization as follows:

Level of Commitment	Individual		Organizational	
	Positive	Negative	Positive	Negative
Low	Individual creativity, innovation and originality More effective human resource utilization	Slower career advancement and promotion Personal costs as a result of whistle-blowing Possible expulsion, exit, or effort to defeat organizational goals	Turnover of disruptive/poor performing employees limiting damage, increasing morale, bringing in replacements Whistle-blowing with beneficial consequences for the organization	Greater turnover, tardiness, absenteeism, lack of intention to stay, low quantity of work, disloyalty to the firm, illegal activity against the firm, limited extra-role behavior, damaging role modeling, whistle-blowing with damaging consequences, limited organizational control over employees
Moderate	Enhanced feelings of belongingness, security, efficacy, loyalty, and duty Creative individualism Maintenance of identity distinct from the organization	Career advancement and promotion opportunities may be limited Uneasy compromise between segmental commitments	Increased employee tenure, limited intention to quit, limited turnover, and greater job satisfaction	Employees may limit extra-role behavior and citizenship behaviors Employees may balance organization demands with nonwork demands Possible decrease in organizational effectiveness
High	Individual career advancement and compensation enhanced Behavior is rewarded by the organization Individual provided with a passionate pursuit	Individual growth, creativity, innovation, and opportunities for mobility are stifled Bureaucratic resistance to change Stress and tension in social and family relationships Lack of peer solidarity Limited time and energy for nonwork organizations	Secure and stable work force Employees accept the organization's demands for greater production High levels of task competition and performance Organizational goals can be met	Ineffective utilization of human resources Lack of organizational flexibility, innovation, and adaptability Inviolate trust in past policies and procedures Irritation and antagonism from overzealous workers Illegal/unethical acts committed on behalf of the organization

Figure 4:
Organizational Commitment Levels and Results (Randall, 1987)

It is another problem that needs to be considered in the evaluation of organizational commitment levels. Likert type scales are used in many studies. The number of grades of these scales varies according to the researchers who developed the scale and applied the scale in the research. For example, on a 3-point Likert scale, the degrees are determined as follows. I totally disagree (1); I am undecided (2); I totally agree (3). Where an item or sub-dimension has an average of 2, it will show a

moderate degree of commitment.

In this study, 5-point Likert-type scale was used. In this case, a score of 1 point is given for the degree of I totally disagree and a score of 5 for the degree representing the I totally agree will be given. Accordingly, the responses to each item in the scale vary between 1.00 and 5.00 from negative to positive according to these grades. Based on the assumption that the intervals in the scales are equal, the upper and lower limits for the mean can be determined as follows: I strongly disagree (1.00-1.79), I disagree (1.80-2.59), I am undecided (2.60-3.39), I agree (3.40-4.19) and I strongly agree (4.20-5.00). These grades can be combined into three categories as low-medium-high: Low level (I strongly disagree and I disagree); Mid-level (I am undecided); High level (I strongly agree and I agree). Low level is between (1.00-2.59); intermediate level is between (2.60-3.39); High level is between (3.40-5.00)(Uçar and Uçar, 2014).

Some of the indirect and positive consequences of low level of commitment for both employees and organizations are as follows: 1 - Low commitment can be functional for organizations, as higher turnover and absenteeism limit potential losses that can be caused by poorly performing workers. 2-When employees with low commitment are not in the workplace, the attitudes of other employees in the organization may be improved and displacement may lead to the emergence of new abilities of employees. On the other hand, a low level of commitment may adversely affect the career of individuals. Employees who do not display satisfactory commitment are less likely to be promoted in their work. Low level of commitment can also lead to some negative consequences: high labor force, high absenteeism, lack

of willingness to stay, declining quantity of business, disloyalty to the organization, incitement to embezzlement against the organization, protection of the organization, and inability to show an extra role behavior for the organization's progress. Kaplan, 2010). Low-level organizational commitment in the 5-point Likert type means that the mean of the scale or subscale is between 1.00 and 2.59 (Uçar and Uçar, 2014).

As employees' commitment to the organization strengthens, loyalty and responsibility in individuals increases. More commitment also enables the development of employees' sense of belonging, security and efficiency. But moderate commitment does not mean unlimited loyalty to the organization. At this level, individuals can fight for their own identity. The organization directly benefits from the loyalty and responsibility of its employees. Positive results for employees and the organization; it includes a longer period of work, lower job intention and more job satisfaction. On the other hand, employees who have no prioritized jobs can make slow and uncertain progress. Individuals who do not have full dependence on the organization may limit their extra work in the organization. Organizational citizenship behaviors such as cooperation, benevolence and sacrifice are less expected to provide the organization with the flexibility required to combat unexpected events (Kaplan, 2010). Medium-level organizational commitment in the 5-point Likert-type means that the mean of the scale or subscale is between 2.60 and 3.39 (Uçar and Uçar, 2014).

A high level of commitment can help individuals to progress in their careers. Despite external pressures, loyalty towards the organization is desired and rewarded as follows: If you are loyal to the organization, the organization will be loyal to you.

Employees with a high level of commitment provide the organization with a stable and reliable workforce and are willing to accept the demands of the organization for further production. A high level of commitment to these aspects is considered beneficial for organizations. On the other hand, a high level of commitment to the organization may have some negative consequences: to prevent individual development, to limit mobility opportunities, to limit individual creativity and innovation (Kaplan, 2010). Medium-level organizational commitment in the 5-point Likert-type means that the mean of the scale or subscale is between 3.40 and 5.00 (Uçar and Uçar, 2014).

2.1.8. Factors effecting organizational commitment.

Because of the negative consequences of lack of organizational commitment, both for the individual and for the organization, managers should first be able to clearly demonstrate the premise of loyalty in order to positively influence organizational commitment (Schwepker Jr., 2001). However, organizational commitment is a term that has been studied by many different disciplines as expressed in the definition and background sections. There are also many definitions and approaches to organizational commitment. This has led to the fact that almost every approach takes different approaches to the antecedents of organizational commitment.

In this study, since the Allen and Meyer's Organizational Commitment Scale is used, the subject will be discussed on the basis of the antecedents determined by these researchers.

Meyer (one of the researchers who developed the scale) and his colleagues has

stated that the antecedents of the organizational commitment model as follows:

factors affecting affective commitment, personal characteristics and work experiences; factors affecting continuance commitment, personal characteristics, alternatives and investments; factors affecting normative commitment, personal characteristics, socialization experiences and organizational investments (Meyer et al., 2002). These statements are schematized below.

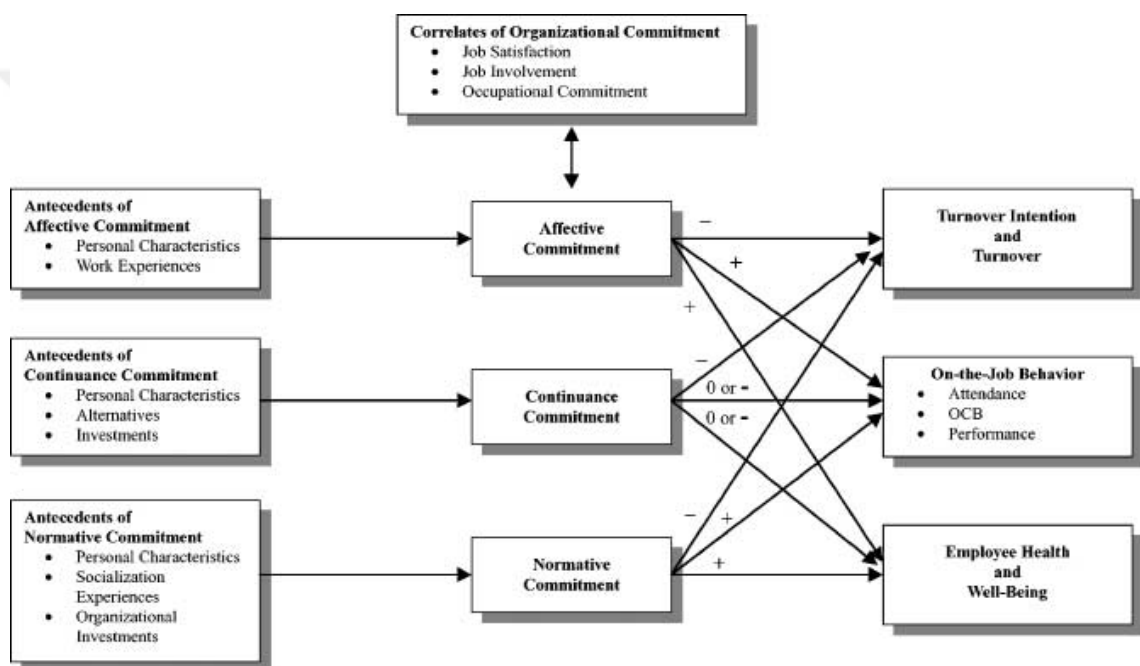


Figure 5: Three-Component Organizational Commitment Model, Antecedents and Results (Meyer et al., 2002)

On the other hand, since the scale developed by Allen and Meyer (1990) was used extensively in the literature, different researchers investigated the effects of the antecedents, except those mentioned above. So, in the studies conducted on both private and public employees, the effects of personal factors (age, education, investments, seniority) and work-related values (need for satisfaction, job difficulties, self-image, sense of personal importance, competence, affinity satisfaction, security requirements, occupational prestige, decisiveness in job options, and the need for

success) were investigated. In addition, the effects of predecessors such as role situations, group norms, meeting expectations, awards and costs, work stress, person-organization objective suitability, job satisfaction, performance and participation, factors related to work and organization, organizational commitment of perception of job options were investigated (Balay, 2000).

In order to evaluate in a more compact way, researchers sometimes went into grouping. Maxwell and Steele (2003) discussed the important antecedents of organizational commitment in four categories: personal characteristics, work or role-related characteristics, working experiences and structural features (Maxwell and Steele, 2003). Similarly, Similarly, Özdevecioğlu (2003) grouped the factors that affect the level of organizational commitment as factors related to individual factors, factors related to work and role, factors related to work experience and working environment and factors related to organizational structure (Özdevecioğlu, 2003a).

In this context, factors affecting organizational commitment can be listed as follows: 1-personal factors, 2-job or role-related factors, 3-organizational factors and 4-non-organizational factors.

2.1.8.1. Personal factors.

Personal factors are of vital importance to internalize organizational goals and values and to work in the organization for many years. Personal factors include a-Business Expectations, b-Psychological Contract and c-Demographic Characteristics (Durna and Eren, 2005), (McInnis et al., 2009).

Business expectations are related to the expectation of a working environment

where employees can use their skills in the organization, satisfy their wishes and achieve their goals. As far as the organization is perceived to help achieve these goals, there is a possibility that organizational commitment may increase. If the organization is perceived as unsuccessful in providing the necessary opportunities, organizational commitment may be reduced (Cohen, 1992).

Psychological conventions are the belief system of individual employees and employers regarding mutual obligations, and these obligations arise from the words and interaction processes given and affect the commitment (Rousseau and Schalk, 2000). It is widely accepted that there is a negative relationship between the violation of psychological agreement and organizational commitment (McInnis et al., 2009).

In research aimed at the determinants of organizational commitment, personal characteristics play an important role. Personal characteristics include the age, education, gender, marital status and seniority (working time in the institution and / or total working time), the unit in which he / she works, etc. many variables can be addressed (Zangaro, 2001). On the other hand, it can be said that there is no consensus on the direction of the relationship between these variables and organizational commitment.

2.1.8.2. Business or role associated factors.

Some of these factors are: work space, role conflict, role ambiguity, work experience and workload / work-role related features.

In the literature, there are studies suggesting that commitment is higher when employees have a wider range of work. Diversification of tasks and responsibilities

allows employees to show more commitment because they have more experience (Maxwell and Steele, 2003). Jobs that allow for some difficulties, but do not involve excessive workload are important in supporting commitment. Maxwell and Steele (2003), in their study on the organizational commitment of hotel managers, those who do not consider taking different responsibilities as a problem, these responsibilities have seen a little more commitment than those who consider the problem.

Role conflict refers to discrepancies between the role that people want to play in the organization and the expected role they will play. It is stated that experience of role conflict will generally lead to a decrease in commitment (Koçel, 2007).

Role ambiguity is that job expectations are not clear. it occurs when an individual lacks information about the role as a result of insufficient communication (Wright and Millesen, 2008).

Avoidance of role conflict and role ambiguity is important in increasing commitment (Maxwell and Steele, 2003). Role ambiguity leads to a low level of commitment in employees (Jaskyte and Lee, 2009).

Work experiences are defined as experiences of personal investment perceptions and group attitudes in an organization (Zangaro, 2001). The desire to maintain membership in the organization is usually a result of work experience. Employees tend to stay in organizations that provide positive work experiences and tend to contribute to organizational effectiveness because they care about these experiences and want to continue (Allen and Meyer, 1991).

Organizational commitment is influenced by the qualification and quality of the work experience an individual gain during the work in the organization. Work experience is seen as the main socializing force and in this context represents the important effects of psychological commitment with the organization. The relationships between work experiences, commitment and behavior reflect the simultaneous processing of many different processes (Allen and Meyer, 1991).

Workload is defined as the amount of performance required by a job. There are studies in the literature that the excessive workload has a negative effect on commitment. Especially in the tourism sector, due to the irregular and long working hours, it may lead to a low level of commitment of employees (Currivan, 1999).

2.1.8.3. Organizational factors.

It is stated that some organizational factors have an effect on commitment in modern business management approaches. Some of the most important ones are; perceived organizational support, ethical climate perception, organizational communication, distribution justice, leader-member interaction, wage level and organizational trust.

One of the most important antecedents of organizational commitment is organizational support. Organizational Support means that organizational values consider the flexibility of employees and increase their happiness (Özdevecioğlu, 2003a). Many studies in the literature stated that there is a relationship between the two concepts. However, there is no consensus in terms of the direction of the relationship at the sub-dimension level. As this subject constitutes the main axis of

this research, the details of the studies in the literature will be given in the following sections

Ethical climate perceptions are another important antecedent in the literature. The ethical climate of organization is defined as shared perceptions of what ethically correct behavior is and how to address ethical issues (Kim and Miller, 2008). They have different dimensions, such as demanding the goodness of others, laws and codes, rules, instrumentality and independence. The ethical climate has the potential to affect the work behavior of employees. The more employees perceive that their organizations behave ethically and reward and respect ethical behaviors, the more their commitment to the organization becomes more positive (Suar and Khuntia, 2004).

Another antecedent appears as organizational communication. Effective communication is very important in terms of both superior-subordinate communication and employees. Communication is a message exchange (Koçel, 2007). Organizational communication refers to the communication between individuals and groups within the organization and the organization's communication with the environment (Paksoy and Acar, 1996). Organizational information communication can increase the psychological commitment of employees to their employers as employees feel that they are an important member of the organization and that they contribute to organizational goals (Ng et al., 2006).

Another important antecedent is distributional justice. Distribution justice refers to the justice perceptions of the distribution of resources / rewards by the

organization and is related to the justice of the outputs (Blakely et al., 2005).

Distribution justice can be positively associated with commitment. In other words, individuals will be more committed to their organizations than to individuals who feel cheated by the organization against their institutions which are equal and equal to their performances.

The wage is an activity of evaluating the contributions of the staff in order to ensure equal and fair distribution of direct and indirect rewards (Aldemir et al., 2004). Individuals connect to the organization due to certain values, awards and payments from the organization. If the individual who connects to the organization with these expectations does not achieve a satisfactory wage level, he / she can show a low level of organizational commitment. Maxwell and Steele (2003), in their study on hotel managers; found that managers who are satisfied with the wage level have a higher level of commitment than managers who are not satisfied of it.

Leader-Member interaction refers to the nature of the interpersonal change relationship between employee and manager (Kraimer and Wayne, 2004). Kaçmar et al., (1999), in their study in the hospitality industry, the relationship between leader-member interaction and organizational commitment was found to be a statistically significant and positive relationship.

Organizational trust is defined as the belief that the employer will be honest and follow loyalties. Trust expresses the belief of employees in organizational leaders and the belief that corporate activities will be beneficial for employees (Laschinger et al., 2001). As employees' level of commitment to organizational goals and values

increases, their trust in the organization increases.

2.1.8.4. Non-organizational factors.

Apart from the factors mentioned above and from the employees, there are some studies that some of the antecedents have an impact on organizational commitment. Some non-organizational factors mentioned in the literature can be counted as follows: 1-New Job Opportunities, 2- Professionalism, 3-Unemployment Rate, 4-Socio-Economic Status of the Country, 5- State of the Sector etc. (İnce and Gül, 2005).

2.2. Perceived organizational support

In this chapter, the concept of Perceived Organizational Support will be discussed.

2.2.1. The term of perceived organizational support.

The term of support and organizational support must be mentioned before the concept of perceived organizational support.

Support means informational, emotional, discretionary and material help from different sources (Nayır, 2011). Organizational support refers to the fact that the source of the support is the organization (Selçuk, 2003).

On the basis of approaching the concept of organization with ‘behavior’ perspective, is Hawthorne experiments conducted by Elton Mayo and his colleagues in the 1930s. These experiments started with the purpose of investigating the relationship between the increase in productivity and physical improvements, and eventually resulted in the determination that social factors are more important in

productivity growth (Cole 1993; cited in Nayır, 2011).

Based on the results from the Hawthorne experiments, Mayo concluded that socio-emotional organizational support has an impact on the social changes of employees (Nayır, 2011). Zagenczyk (2006, cited in Nayır, 2011), together with this result, the importance of meeting the socio-emotional needs of the employees seen that the social assistance to employees in industrial organizations have come to the agenda. It enables the organization to deal with its employees, to accept the employees' acceptance, approval and respect. This effort leads to more efforts by the employees for the organization. As a result, there is a change / exchange situation occurs. Organizational support theory in the business also deals with this change between organization and employee (Aselage ve Eisenberger, 2003).

Eisenberger et al., (1986), defines to concept of organizational support as “POS refers to the degree to which employees perceive their employer to be concerned with their well-being and to value their contributions to the organization” (Eisenberger et al., 1986).

In today's management, it is accepted that the only source that cannot be imitated is human resources. Also, the businesses are in a great competitive environment. To success in this competitive environment, the businesses should use their available resources in a most efficient way. Considering the inimitable of human resources, managers need give effort to earn their employees' commitment, dedication and self-sacrifice towards the organization. As a result of this approach, organizations began to consider the idea of giving their employees the impression that they were

behind them (Akin, 2008).

Today, the organizational support is one of the most important rights of employees. It is accepted that asking the opinions of the employees on the subjects related to the organization, and supporting them both materially and spiritually within the organization or outside the organization, are effective on the performance of the employees (Özdevecioğlu, 2003a).

Emotional needs such as moral support, respect, approval and appreciation are needed by employees. The managers show organizational support by making them feel that they are aware of their contributions to the organization, think about their happiness and feel happy to be with them (Özdemir, 2010).

(Blau, 1964 cited in Özdemir, 2010) says that the organizational support concept is based on the theory of social change. According to this approach, there is a change of welfare between the two parties (organizations and employees) depending on mutual conditions.

Thanks to organizational support; it is felt that they are happy to work with them, they are happy for their happiness and goodness and they are aware of their contribution and support to the organization. Thus, as a human being, the needs of employees such as being respected, being approved and belongingness are met (İplik et.al., 2014).

Özdemir lists the characteristics of a supporting organization as follows:
(Özdemir, 2010)

- 1- Take into consideration the ideas, suggestions and criticisms of its employees; evaluate and implement the applicable ones.
- 2- Provide assurance to its employees and provide assurance that those who meet the success criteria of the organization will remain in the organization.
- 3- Maintain a high level of internal communication in order to ensure positive relations among employees.
- 4- Establish organizational justice in the organization.
- 5- Consider employees and provide some benefits in favor of them.

To summarize organizational support; managers need to create an environment in which employees will be active in the organization and make a devoted effort and should take the necessary measures in this regard. Considering that their employees are a social being, a human being, they should be given the opportunity to participate in various groups, and their work, personalities and thoughts should be valued. Therefore, employees will be feeling themselves more valuable, in other words, organizational support will be provided.

2.2.2. The definition and importance of perceived organizational support.

Organizational support includes the sides facing the organization as well as the sides facing the employees. The employee-facing side of organizational support is briefly defined by the concept of perceived organizational support.

Perceived organizational support is generally an abstract concept that is formed and developed by the employees as a result of certain strategies and attitudes of the organization to employees (Selçuk, 2003). In other words, the perceived organizational support is a perception of the employee depending on the degree of employee participation in the organization and the awareness of the employee's happiness (Ring, 2011).

Employees are the main factor in increasing efficiency and productivity, and their belief that their organizations support them is of great importance. The bad intentions or support of their organizations about themselves affect the attitudes and behaviors of employees (Akalın, 2006).

Eisenberger et al. (1986) stated that there are a wide range of motivators that affect employees' attitudes and behaviors and are reflected to employees. As organizations increase the value of their employees' efforts and the importance of their happiness increases, the employees' general beliefs towards the organization are shaped and show high performance (Eisenberger et al., 1986).

According to the perceived organizational support theory, it is not the organizational support that is essential to the employee's organizational harmony and attitudes, but how the support is perceived by the employee. In other words, what is important is perceived organizational support. For this reason, it will be beneficial for organizations to have a positive perception of the process of receiving, compiling and interpreting the information flowing from the environment to the individual.

Perceived organizational support can be expressed as a type of psychological contract that employees do with their organizations (Aselage and Eisenberger, 2003). In the theory of perceived organizational support, from the perspective of employees, it is stated that the activities of the organization show an increase in their commitment and performance in an equivalent way with their belief that they are beneficial for them (Rhoades and Eisenberger, 2002).

The fact that the perception is positive will bring big gains to the organization.

Therefore, perceived organizational support is of great importance in increasing organizational performance. Özdevecioğlu (2004) lists the stages in the process of transforming perception into behavior as follows:

1- Perception, 2- Attitude, 3- Intention, 4- Behavior

Perceived organizational support is that employees feel confident and perceive that their organizations support themselves. When employees understand that the organization is interested in themselves and their contribution is considered important, they provide more effective and useful working in their work and increase their commitment to the organization (Türe and Yildirim, 2018).

Although perceived organizational support is related to the perception of the employee, there are some efforts that organizations can demonstrate about the positive growth of this perception. These approaches can be considered as follows (Akın, 2008).

- 1- Integration Support: It can be expressed as the degree to which the organization attaches importance to the activities for the adaptation of a new employee. The importance given to these activities will increase perceived support.
- 2- Financial Support: It can be defined as the organization taking into account the financial needs of the employees. The perception of support of the employee whose financial needs are met will increase.
- 3- Career Support: It can be expressed as meeting the career requirements of the employees.

- 4- Other Supports: Ensuring employees 'participation in the decisions of the organization, clearing the employees' job descriptions, rewarding their successful employees in a satisfactory way, etc.

2.2.3. Theories related to perceived organizational support.

In this section, several information will be given about organizational support theories.

2.2.3.1. Organizational support theory.

Organizational support theory, uses psychological tools to explain perceived organizational support. These tools of the theory can be listed as follows: 1-Norm of Reciprocity: The organizational support provided to the employees by the organization, creates an emotional necessity in the employees. 2- The Norm of Respect and Approval: Perceived organizational support to meet social needs, direct the employees to have close dialogue with other members of the organization and providing a role status in the social environment. 3- The Norm of Recognition: Perceived organizational support will lead to an increase in performance and this performance increase will be recognized and rewarded by the organization. Employees' beliefs are in this direction (Rhoades and Eisenberger, 2002).

According to the organizational support theory, these tools will result in high performance in terms of organization, employees' morale and their job satisfaction.

This theory, in particular, focuses on the understanding of the values of employees by the organization. The theory makes clear and testable estimates of the

consequences and causes of perceived organizational support (Rhoades and Eisenberger, 2002). It will be in contact with employees through organizational support. In this way, their abilities and skills will be realized and thus, it is accepted that respect for employees will be met (Armeli et al., 1998).

Theory also argues about the process of development of organizational support. According to the theory, employees tend to give humanitarian characteristics and qualities to their organizations. In other words, employees personalize their organizations. In that point, the development of the perceived organizational support is formed and growing by reinforcing these features. Levinson (1965, cited in Rhoades and Eisenberger, 2002,) devoted this process of personalization to these steps:

- 1- Law, ethics and material responsibility of the organization: Employees can be personalized the organization by contributing to the work of the representatives of the organization.
- 2- Organizational policies, norms, and organizational culture: Employees evaluate organizational policies, norms and culture to determine role behavior and ensure continuity.
- 3- Power effect: It is formed by the power of the representatives of the organization on the employees.

2.2.3.2. Theory of reciprocity.

Theory is based on the philosophy of mutual benefit. Thanks to the perception of support in an organization, the employee is well-founded, motivated by reaching the goals of the organization and relying on his organization. The reciprocity norm means to benefit and benefit from a person's benefit derived from it (Molm, 2010).

Eisenberger et al. (2001) in the theory of reciprocity; they claim that perceived organizational support will cause the employee to feel cared about the good of the organization and to feel necessary to help the organization achieve its goals. Accordingly, employees are trying to maintain a balance in their relations with the organization. The perceptions of the employees to be deemed worthy of consideration by the organization develop the confidence that the organization will reward themselves by complying with the rules of reciprocity (Eisenberger et al., 2001).

The theory suggests that this trust will bring the employee to feel compelled to realize the aims of the organization. The relationship between organizational support and sense of liability has an increasing structure in the same direction (Eisenberger et al., 2001).

2.2.3.3. *Personalized organization theory.*

In personal and organizational relations, the process of meeting the mutual needs (such as expectation and satisfaction) is called the process of personalization. This situation is also called the contract between the person and the organization. The person feels like a part of the organization and the person is expressed as a symbol for the organization at the time (Özkan, 2017).

According to the theory of personalization, the employees believe that the personalization of the organization will pay for their efforts and that their needs such as praise and approval will be met and their well-being will be taken into consideration. These considerations include positive or negative ideas developed against the organization (Rhoades and Eisenberger, 2002).

Levinson (1965, cited in Rhoades and Eisenberger, 2002) argues that with the continuation of personalization, the mutual agreement will be ensured when the mutual agreement is completed, thus the mutual relationship will develop in a positive way.

2.2.3.4. Social change theory.

According to the theory of social change, when organizations observe their employees, social relations develop. This results in beneficial results: strong social relationships, beneficial and fair trade, effective business behaviors and positive employee attitudes. Relations according to theory; trust, loyalty and commitment should develop over time (Cropanzano and Mitchell, 2005).

Theoretically; it suggests that employees who have a strong sense of organizational support tend to show behaviors that benefit the organization. Accordingly, success in the workplace will increase when socio-emotional needs are met (Allen and Meyer, 1990).

The employee, whose needs are met, will feel responsible to the organization and the employee and the organization will benefit during this interaction process. In theory, interpersonal relationships and social interaction play an important role. It is accepted that the person who is being assisted will feel gratitude and respond to the support when a suitable situation arises (Blau and Boal, 1987).

2.2.3.5. ERG (existence relatedness-growth) theory.

Alderfer (1972, cited in Torlak, 2008) argues that the employee needs three basic needs. These needs; 1-Existence, 2-Binding / Relatedness and 3- Development /

Growth. The name of the theory comes from the initials of these needs (Gürbüz, 2012). According to theory; 1-Existence refers to the physiological needs of the employee, such as hunger, thirst, physical and safety. 2- Binding is the desire of the employee to engage with other individuals who are important to him. Employees share their feelings and thoughts with other employees in order to meet these needs. 3- Development wants to create creative and producer effects to the working environment or to itself, to use their skills and to develop new talents (Torlak, 2008).

According to the ERG theory, the quality of the relationship between employees is established by the organizations and efforts are made to meet the needs of the employees. Thus, in the evaluation of the support provided by the organization, employees take into consideration and consider the business relations with their managers. If the employee's relationship with the leader changes with high quality, the organization contributes to his / her employee satisfactorily. Thus, employees think that the organization cares about its own happiness (Gürbüz, 2012).

2.2.3.6. Leader-member exchange theory.

According to the leader-member exchange theory, the positive interaction between the manager and the employee will contribute to the constructive work relations between the two parties. This is because managers are an important source of information (Eisenberger et al., 2004).

When perceived organizational support affects the change between employee and organization; leader-member exchange also affects the relationship between employee and manager. In addition, as managers are the representatives of the

organization, the change between the manager and the employee affects the organizational support perceived by the employees (Silbert, 2005).

2.2.4. Determinants of perceived organizational support.

Eisenberger et al. (1986), in order to perceive that the employees are supported by their organization, listed some important determinants as the main (Eisenberger et al., 1986):

1- Organizational justice, 2- Executive support and 3- Organizational awards and business conditions.

Organizational justice is related to how resources are distributed among employees within the organization. The fairness of the organization positively affects the employee's trust in the organization (Nayır, 2011).

Executive support is a very important and sensitive determinant of perceived organizational support. To the extent that the managers provide organizational support to the members of the organization, the members think that their organizations support them. Because managers are in a position between the employees and the organizational structure and they are the representatives of the organization in their perceptions. In this respect, the support of first-degree managers directly affects the performance of their subordinates in the organization and their subordinates (Uçar, 2009).

Management practices can be expressed as business conditions and organizational rewards. Shore and Shore (1995, cited in Barutçu, 2015) argue that

management practices are an important determinant for employees to contribute to the organization. Considering the contributions of employees to the organization, wages, promotion, job security, role determinants and education increase the perceived organizational support.

Perceived organizational support also develops as a result of the interaction of employees with their employers and organizations and reflects the perceived level of commitment of the organization to employees (Çakar and Yıldız., 2009).

Rhoades and Eisenberger (2002), who are researching the determinants of organizational support, have investigated these elements in detail and have grouped them under three main headings: 1- Organizational and managerial factors, 2- Individual factors and 3 Factors arising from the structure of work.

2.2.4.1. Organizational and managerial factors.

Organizational and managerial factors that determine the perceived organizational support are as follows:(Bozkurt, 2007):

1- Management support, 2- Organizational justice, 3- Reward system, 4- Personal development opportunities and education, 5- Supporting organizational culture, 6-Psychological security.

Manager support refers to a general idea of the employees about importance of their own contributions (Bozkurt, 2007). Manager support is the most critical determinant of perceived support. Pack (2005, cited in Barutçu, 2015) states that there is a positive relationship between the manager's position in the organization and the

perceived organizational support.

Executive support can be in the form of emotional support, such as care for the individual, affection, sympathy and acceptance, stress and help with coping difficulties. In addition, it may be in the form of cognitive support such as informing employees, providing guidance, and providing feedback. Finally, employees may need the equipment and financing support they need (Bozkurt, 2007).

Organizational justice refers to the perceptions of employees about justice practices. Organizational justice can manifest itself in sub-forms such as distribution justice (fair distribution of organizational output and results), transaction justice (fairness in decision-making) and interaction justice (justice understanding in communication) (Taskaya, 2009).

In terms of perceived organizational support, all forms of organizational justice have a great influence. Employees are at a higher level of perception of organizational support in cases where organizational policies are equally applied to everyone, equal pay / equal performance and employees benefit equally from all opportunities (Özdevecioğlu, 2003b).

The reward system includes material and spiritual rewards and can be seen in ways such as wages, promotion and even participation in organizational decisions. It was observed that the fact that the awards were directed towards the needs of the employees and that they were appropriate for the organizational culture positively affected the perceived organizational support (Bozkurt, 2007).

Theoretically, the rise in the perception of organizational support causes the employees to be in the behaviors that contribute more to the organization.

Accordingly, employees shape their efforts and performances on the basis of the material and moral rewards they expect the organization to expect in the future (Stamper and Johlke, 2003).

The concept of personal development means the channels of contribution to the skills of the organization's employees. Employees with increased skill level become more productive; in other words, the contribution of employees to the organization is increasing. Employees, on the one hand, become more productive in the organization, on the other hand it provides a personal benefit. This situation is an important element of the employee's staying in the organization. In this respect, personal development opportunities are related to the theory of social change which constitutes the basis of organizational support theory (Özdevecioğlu, 2003a).

Supporting organizational culture is an important determinant for the healthy functioning of individuals. In supportive organizational culture, individuals can participate in organizational decisions and their ideas, suggestions and criticisms are considered. At the same time work safety is provided. One of the features of supporting culture is to provide organizational justice. The supporting organization can give up some benefits in order to unite the interests of its employees with the interests of the organization (Özdevecioğlu, 2003a).

Psychological security refers to elements such as flexibility and autonomy that management gives to employees in organizational activities. The organization's

informing its members about its management policies and strategies will enable the members of the organization to feel safe and will positively increase the perceived organizational support (Selçuk, 2003).

2.2.4.2. Individual factors.

In the studies conducted on perceived organizational support, it was observed that the characteristics of the employees were also a determinant. The main characteristics of these researches that are thought to affect the perceived organizational support are gender, age, seniority and education level (Bozkurt, 2007).

2.2.4.3. Factors sourced from structure of business.

Management practices and business conditions are considered as factors related to the structure of the business. It has been observed that the management practices, in which employees' contributions to the organization are appreciated, positively affect perceived organizational support. Again, it is stated that a business structure that allows employees to improve themselves positively affects perceived organizational support. Shore and Shore (1995, cited in Barutçu, 2015) state that the appropriate business conditions should be autonomous, enabling the development of the members of the organization and enabling the members of the organization to participate in organizational decisions.

2.2.5. Results of perceived organizational support.

According to the studies on perceived organizational support, there is a positive relationship between the employees' perception of organizational support and the positive behaviors of the employees. When employees' happiness and

contributions to the organization are valued and job security is provided, their perception of organizational support increases to maximum levels and they have some positive reaction behaviors (Barutçu, 2015).

According to the research, the main results of the positive perception of organizational support perception are as follows (Uçar, 2009):

2.2.5.1. Organizational commitment.

Özdevecioğlu (2003a) investigated the relationship between the perceived organizational support and organizational commitment in the furniture sector in the province of Kayseri. According to the results of the study, it was found that there was a positive and significant relationship between affective, continuance and normative sub-dimensions of organizational commitment and perceived organizational support (Özdevecioğlu, 2003a).

According to another study conducted on students abroad, a significant positive correlation was found between perceived organizational support and affective commitment and normative commitment (Kaplan and Ögüt, 2012).

2.2.5.2. Job satisfaction.

In the literature, it is suggested that one of the most important results of the rise of the perception of organizational support is the job satisfaction / satisfaction of the employees. There are many studies conducted in this direction.

In his study (2000), Çarıkçı (2000) found that when there is an inequality among employees, or when they have a perception in this direction, the employees

have decreased their job satisfaction and intend to leave the organization.

According to the research conducted by Burke (2003), perceived organizational support increases the job satisfaction of the employees and enables them to gain positive mood.

Yoon and Thye (2002) found that there was a positive and meaningful relationship between perceived organizational support and organizational commitment, and that job satisfaction and perceived organizational support were important determinants of organizational commitment in the study of workers in Korea's two largest electronics companies.

As can be seen, job satisfaction, perceived organizational support and organizational commitment are closely related. Although there are different conclusions about which concept affects the concept according to the population and the research method, there is a general acceptance that these concepts are closely related. Therefore, it is useful to take this situation into consideration when making decisions.

2.2.5.3. Decrease in the intention to quit work and absenteeism.

In the literature, there are many studies on the relationship between perceived organizational support and dismissal / absenteeism.

Özdevecioğlu (2004) found that perceived organizational support affects job satisfaction and that job satisfaction has a significant negative relationship with the intention to quit, and concluded that there is an inverse relationship between

perceived organizational support and dismissal.

There are many important results of the perceived organizational support, except for those detailed above. These titles can be considered as follows (Barutçu, 2015):

1- Performance increase, 2- Organizational citizenship, 3- Increase in the level of effort, 4- Increasing productivity and inventions, 5- Strengthening sense of responsibility and 6- Reducing stress and exhaustion behaviors.

On the other hand, there was a decrease in job satisfaction and an increase in turnover in cases where there was no organizational support (Türe and Yıldırım, 2018).

2.3. Hotel Businesses

In this section, the sector in which the hotel businesses are located, the working relations in this sector and the importance of human resources in the hotel businesses will be mentioned.

2.3.1. The hotel business is in the service sector.

Many economic theories deal with economics in three basic sectors. These sectors are a-agricultural sector, b-industry sector and c-service sector. These sectors are also called primary, secondary and tertiary sectors by classical economic theorists. This order has been taken into consideration especially in the line of developing countries' current economic outlook.

The agricultural sector from these sectors is called the primary sector and it is considered as the oldest sector. Agricultural, fishing, mining and forestry activities are evaluated within this sector. In underdeveloped and developing societies and countries, the proportion of employees in this sector is high. In developed countries, thanks to technological advances, those employed in the primary sector are less. If the primary sector is the largest in a country's economy, that country is considered to be an economically undeveloped country. The industrial sector is called the secondary sector. Raw materials obtained by the primary sector are processed in industry and factories and converted into products that human beings can use. For example; clothing of the fabric, furniture of wood, turning the steel-iron into a car etc. Some of secondary sector activities are textile production, car production, aviation production, chemical and engineering industries, construction and shipbuilding, power plants and agriculture-based industries. A country's economy is known to be close to sophistication by changing how industrial products can be transformed, distributed and sold when it becomes secondary. In this sector; employees are high in developed countries and less in underdeveloped countries (Aslan, 2018).

The service sector is called the third sector. The goods produced in the primary and secondary sectors are purchased and used to serve both the population and the economy. There are education, health, law, banking, trade, tourism, insurance, press-media and restaurants in this sector. In the economies of developed countries, the contribution of the tertiary sector to the economy is higher (Aslan, 2018).

In other words, the size of the service sector plays an important role in the decision of the development level of the economy. Hotel businesses are also involved

in the service sector due to their involvement in the tourism sector.

On the other hand, in some modern economic theory approaches, in addition to the ones mentioned above, economic sectors are divided into Quaternary Sector (knowledge economy) and Kuinary Sector (upper level decisions) (Aslan, 2018).

Turkey Statistical Institute (TSI), according to the annual industry and service statistics for 2017, the share of services sector in Turkey's economy and its share in employment in the services sector by 37.8% to 43.2%. For the industrial sector, these figures were calculated as 36.4% and 27.3%, respectively (Habertürk, 2018). According to this data it is working in 4 out of every 10 people employed in the service sector in the economy of Turkey.

The tourism sector is very important in the service sector in two respects: Firstly, employees in the tourism sector have an important role in employment. Secondly, tourism sector is a sector that provides net foreign exchange input to the country. The nature of the tourism industry in terms of economic process with Turkey is going through at the already becoming much more important.

The latest official statistics on the issue are related to the third quarter of 2017. According to the information published by TSI;

- Tourism revenue increased by 1% compared to the same quarter of the previous year and was 11 billion 502 million 665 thousand \$ in July, August and September. 81.8% of tourism income (excluding mobile phone roaming and marina service expenditures) was obtained from foreign visitors, and

18.2% was obtained from citizens residing abroad.

- Visitors organize their travels by personal or package tour. In this quarter, 7 billion 946 million 375 thousand of the expenditures were spent on personal expenditures and 3 billion 556 million 289 thousand on package tour expenditures.
- The average expenditure of foreigners in this quarter was \$ 589, while the average expenditure of citizens living abroad was \$ 724.
- The number of visitors increased by 12.7% compared to the same quarter of the previous year.
- Tourism expenditure decreased by 22.5% compared to the same quarter of the previous year (TUIK, 2018).

Compared with 2017, tourism revenues and expenditures are summarized in the following figure.

Year	Quarter	Departing Visitors			Citizens Entering (domestic residents)		
		Tourism Income (1.000 \$)	Number of People	Average Expenditure per Person (\$)	Tourism Expense (1.000 \$)	Number of People	Average Expenditure per Person (\$)
2017	Total	26 283 656	38 620 346	681	5 137 244	8 886 916	578
	I	3 369 753	4 844 761	696	855 786	1 897 554	451
	II	5 413 048	8 863 391	611	1 386 362	2 294 588	604
	III	11 391 668	16 663 265	684	1 560 756	2 514 317	621
	IV	6 109 187	8 248 929	741	1 334 340	2 180 457	612
2018	I	4 425 237	6 122 182	723	1 079 008	2 070 534	521
	II	7 044 591	11 067 987	636	1 650 276	2 194 058	752
	III	11 502 665	18 786 765	612	1 209 379	2 265 796	534
	July	3 535 009	5 712 975	619	428 969	816 997	525
	August	4 281 331	7 052 433	607	422 959	807 504	524
	September	3 686 324	6 021 357	612	357 452	641 295	557

Figure 6: Tourism Statistics 2018-III. Quarter (July - September), Comparative to

2017 (TUİK, 2018)

The tourism sector, due to the recent process that Turkey has experienced a severe contraction experienced in 2016 (TÜRSAB, 2017). However, since 2017, it is slowly recovering. Therefore, the sector's importance for Turkey is greater than ever.

Employees in the hotel business is a production factor. On the other hand, since the production in the hotel business is mainly performed in a service-oriented manner (Kozak, 2008), the successful realization of the services makes the coordination between personnel and the employment of qualified personnel more important (Çolak, 2012). Since hotel businesses are also in a service sector, it is stated that business success mostly depends on the personal characteristics of the employees (Kuşluvan et al., 2010). For this reason, at the beginning, the employees, should be chosen well.

2.3.2. Hotel business is labor-intensive format.

Hotel businesses, while performing their functions use human power largely (Colak, 2012). For this reason, in the literature, hotel enterprises are considered as labor intensive enterprises (Kozak, 2008).

Many hotel-related services, such as room cleaning, reception, service preparation and presentation, are almost entirely based on manpower. For this reason, the fact that enterprises are able to find their places and maintain their existence in the high competition environment of today depends on highly efficient personnel (Amoah and Baum, 1997).

The personnel working in the hotel business must have some qualifications due to the nature of the work. In this respect, they should be more carefully selected than a normal employee. Some features expected from hotel staff include: rush to talk, to hate to wait, to have a program full of more activity than time allows, to hate time wasting, to do many things at the same time, not to be impatience to very slow people (Güçlü, 2001; Pelit et al., 2010).

2.3.3. Hotel business employees and guests are intertwined/engaged.

Almost all the services in the hotel business (room preparation, service, animation, front desk services, etc.) are intertwined with the customer and social environment (Kozak, 2008). In this respect, interpersonal communication is much more intense in hotels than in other areas (Kuşluvan et al., 2010). For this reason, it is expected that employees who communicate face to face should be friendly and gentle, in other words, they are required to be careful about human relations (Costen and Barrash, 2006).

Similarly; people working in the hotel business must be social and have an extraverted and harmonious personality characteristic. Some of the extroverted personality traits are social, self-confident, risk-taking, group work and cooperative, talkative and friendly (Soysal, 2008). Persons with compatible personality traits are described as high communication skills, unifying, respectful, empathic, altruistic, socially responsible. For example; It is emphasized that the people working in front office department should be warm, friendly, high communication skills, sharing, social, intense desire to learn and responsible (Kantarıcı, 2009).

Considering the intense relationship between the client and the employee in the hotel business, it can be said that this relationship is severely affected both by the personality characteristics of the employee and by the employee's relationships with other people (Ekinçi and Dawes, 2009). In this respect, employees are the most important role in customer satisfaction. The importance of the front desk and service staff who communicate face to face with the consumers is particularly significant in the accommodation and catering companies (Ünüvar and Başoda, 2012).

2.3.4. In Hotel businesses the production and consumption are often simultaneous.

Hotel businesses offer the output they produce almost simultaneously. For example, in a furniture factory, there is sometimes a month between the introduction of the raw material into the production line and the final product delivery to the customer. However, hotel businesses often have a very short time between production and consumption.

The instant provision of services in the hotel businesses brings the risks of employees encountering instant problems to be higher compared to many other sectors. In this respect, the employees of the hotel should be able to contribute to the solution of instant problems and solutions (Erhart, 2006).

2.3.5. Hotel businesses are fixed cost weighted enterprises.

In general tourism enterprises, and particularly hotel businesses are high-cost enterprises. A significant portion of the capital is connected to fixed values before the

hotel starts operations (Çolak, 2012). Variable costs are relatively less important. For this reason, managers concentrate their attention and efforts on customer and income issues rather than costs (Gürbüz, 1998). This characteristic of hotel business is another point that increases the importance of human relations.

As detailed in this section, hotel businesses are important in many ways for our country especially in the process we have passed through. In this regard, the quality of hotel businesses to protect and maintain, continuous research on the subject is required. On the other hand, hotel businesses are dependent on their employees' competencies, training and business disciplines. In this respect, it is common for researches on hotels to be more related to employees. In terms of hotel businesses, it is of utmost importance to raise the qualifications of the employees and to hold the qualified personnel.

2.4. Studies on the Relationship Between Organizational Commitment and Perceived Organizational Support

In this section, the results of studies in the literature investigating the relationship between organizational commitment and perceived organizational support will be mentioned.

2.4.1. Domestic studies.

In her thesis study, Bal (2018) has investigated the effect of perceived organizational support and adaptation levels in hotel businesses on perceived service performance in a sample of 400 people working in 4- and 5-star hotels in Ankara. At the end of the research, it was found that there was medium-high level correlation

relationship between perceived organizational support, organizational compliance and the service performance. Also, Organizational support and Organizational compliance levels were found that they have a significant effect on perceived service performance.

In her thesis study, Uslu (2018) has investigated the impact of corporate reputation on organizational commitment and employee performance of hotel businesses through a sample of 262 people working in 15 different hotels in two different corporate hotel chains. As a result of the research, it was determined that the participants' perceptions of corporate reputation were 81%, organizational commitment 65% and employee performance perceptions 82%. According to the marital status, corporate reputation is higher in married employees. In addition, it has been determined that organizational commitment differs according to working time in the sector and organizational commitment levels in the first 6 years of work life have decreased significantly in subsequent years and followed fluctuation. There was a high positive relationship between organizational reputation and organizational commitment and employee performance at 0.74 and 0.72 percent, respectively. It has been determined that the corporate reputation affects the organizational commitment and performances of the employees at a high level in hotel enterprises.

In her thesis, Özkan (2017) has investigated the role of perceived organizational support and personality traits in organizational commitment through a sample of 391 people working in 4-star and 5-star hotels in Istanbul. As a result of the research; has found that employees are composed of individuals with personal characteristics such as externality, compliance, openness to development and

responsibility. He concluded that emotional commitment and organizational support perceptions were at a high level. He found that the gender, working time, level of education, and marital status had no effect on organizational commitment and its sub-dimensions. In the elder employees it has found that their emotional commitment level was higher than younger employees, and the level of emotional commitment of employees with increased income levels increased. However, it has also been found that there is no difference in terms of normative and continuation commitment. In addition, the number of people who were subjected to a personality test before being recruited was found to be higher.

In her thesis, Ceylanlar (2017) has investigated in halal concept hotel enterprises which is a niche market, she investigated the ethical perceptions of employees, the relationship between individual-organization harmony and organizational commitment through a sample of 394 people working in the halal concept hotel businesses operating in different provinces in Turkey. According to the research results; found that there was a significant and positive relationship between the ethical perceptions of the employees, their individual-organizational adaptation and organizational commitment. It has been determined that working in the halal concept hotel business is a priority business preference for the employees who working there and the employees have a high level of ethics perception, and that their individual values and organization values are compatible with each other. In addition, it was found that the levels of emotional commitment were higher than the normative and continuance commitment.

Pelit and Kılıç (2012), in their article, has investigated the relationship

between organizational commitment levels and mobbing in city and summer hotels in a sample of 426 employees working in five-star hotels in Antalya and Istanbul.

According to the results of the study; It was found that there was a negative correlation between mobbing and organizational commitment, and the level of organizational commitment of city hotels employees was higher than that of employees in hotels in hotels.

Bilgin and Demirer (2012), in their article, has investigated the relationship between organizational support, emotional commitment and job satisfaction in hotel employees through a sample of 271 people working in 7 different hotels in Antalya and Denizli. According to the research results, there is a positive relationship between perceived organizational support and emotional commitment and job satisfaction. In the same way, positive correlation relationships were found between emotional commitment and job satisfaction.

Kaplan (2010), in his thesis, has investigated the effect of ethical climate and perceived organizational support in hotel businesses on organizational commitment in a sample of 413 people working in 19 different hotels with 4 and 5 stars in Cappadocia tourism region. According to the results of the study, there is a positive relationship between perceived organizational support and emotional and normative commitment. A negative correlation with continuity of commitment.

Erenler (2010), in her thesis, has investigated the effect of lack of peak management, perceived organizational support, internal control focus, emotional and compulsory loyalty, employee silence behavior on a sample of 374 people consisting

of five-star group and chain hotel enterprises employees in Antalya. As a result of the study, it was found that lack of peak management, perceived organizational support, internal locus of control, and emotional commitment had an adverse effect on employee silence behavior. He also concluded that the obligatory commitment had a direct impact on employee silence behavior. In addition, the lack of peak management and the effect of perceived organizational support on employee silence behavior have been found to have a regulatory role.

Avcı (2008), in thesis study, has made research about the relationship between organizational learning and organizational commitment in hospitality establishments with a sample of 250 people working in 5-star hotels serving in Çeşme / İzmir. According to the results of the research, organizational learning directly affects the organizational commitment in accommodation establishments. Likewise, he found that he also had an indirect effect on job satisfaction. It was determined that the relationship between organizational learning and the tendency to leave and the relationship between job satisfaction and tendency to leave was formed through organizational commitment.

Kılıç (2008), in thesis study, has searched the relationship between career management operations in the hotel business and organizational commitment through a sample consisting of 1084 people working in five-star hotels located in several provinces in Turkey. In the research, it was found that the views of the participants about career management practices were more positive than their opinions on career planning and career development practices. It has been observed that the activities related to the career management system in the five-star hotel enterprises are

implemented at a medium level. Accordingly, the organizational commitment of the employees is at a medium level. It was found that there was a strong positive relationship which around ($r = 0.74$) between the organizational commitment and career management system. Career management, career planning and career development have also found a significant impact on organizational commitment. In addition, the most important effect is the career planning was found.

Serhat (2008), in her thesis study, has investigated the effects of the organizational commitment of the employees in hotel establishments on a sample of 259 people working in five-star hotels in Kuşadası / Aydın. As a result of the research; found that there is no relationship between organizational commitment and gender, marital status, age. It was found that there was a positive correlation between tourism education and continuity of engagement. A positive relationship between continuing education and continuing commitment, a positive relationship between emotional and normative commitment of the general education level of the employees, a positive relationship between the department and the emotional and continuing commitment, the statistically significant relationship between the experiences of the employees in the tourism sector and normative commitment. found that. However, there was found a low-level relationship between the employee's performance and emotional and continuity commitment, and it was found that there was a high positive positive correlation relationship with normative commitment.

Yağcı (2007), in her article, has investigated the organizational commitment levels of the employees of the hotel enterprises in a group of 292 people in different positions in 21 different hotels serving in İzmir and Aydın provinces through the

Allen-Meyer organizational commitment model. The results of the study are as follows: organizational commitment is in relationship with multiple factors such as job satisfaction, job attendance, stress, promotion, socialization. The high level of organizational commitment is an important factor in terms of job satisfaction. Hotel businesses with a problem of not creating skilled labor due to reasons such as employment of seasonal labor should focus more on their organizational commitment.

Şahin (2007), in the thesis study, has researched the effect of staff empowerment practices in hotel businesses on job satisfaction and organizational commitment through a sample of 404 people working in 4- and 5-star hotels in the Aegean region. According to the results of the study, it was found that the employees' empowerment practices in hotel enterprises had a positive effect on job satisfaction and organizational commitment.

Yokuş (2006), in the thesis, has investigated the relationship between organizational support perceptions and organizational commitment on the women working in male-dominated work. In a sample of 210 employees in Ankara working in the Police General Directorate and the engineers working in the private sector outside the executive positions of the private sector. According to the results of the research, it was found that the perception of organizational support did not differ with gender. However, it has differentiated according to type of profession, the perception of organizational support contributed to predict organizational commitment, and that gender contributed to predict normative commitment.

Yalçın and İplik (2005), in their article study, have investigated the relationship between the demographic characteristics of the hotel employees and their organizational commitment through a sample of 112 people working in five-star

hotels serving in the province of Adana. As a result of the research; it was found that more than 75% of the employees were satisfied with the sector and the institution they worked with. He concluded that the affective-continuance-normative commitment of the employees did not differ according to their gender, marital status, institution and total working time. In addition, it was found that affective and continuance commitment differed according to their age and educational status.

2.4.2. Studies in abroad.

Kaur and Aneet (2017), in their article study, have investigated the relationship between perceived organizational support and emotional commitment through a sample of 120 banking sector workers in Jalandhar / India. According to the results of the study, they found a positive and significant relationship between perceived organizational support and emotional commitment. At the same time, the contribution of perceived organizational support to emotional commitment was found as 22%.

Malik et al. (2016), in the article study, have investigated the relationship between the organizational support and organizational commitment sub-dimensions perceived by a sample of 160 doctors in the private and public sectors. According to the results of the study, it was found that there was a positive and significant correlation between perceived organizational support and emotional and normative commitment.

Kalidass and Bahron (2015), in their article, have investigated the effects of perceived management support and perceived organizational support on

organizational commitment and intention to leave on a sample of 260 employees serving 8 3-star hotels in Kota Kinabalu / Malaysia. According to the results of the study, it was determined that there was a negative correlation between the organizational commitment sub-dimensions and emotional and normative commitment and intention to quit. The effect of emotional commitment was measured higher than normative commitment. On the other hand, although there is a negative correlation between continuity commitment and intention to quit, this relationship was found not significant.

Garg and Dhar (2014), in their article study, have worked on a sample of 451 hotel employees in 36 small and medium sized hotels in Delhi / India. They investigated the effects of job stress, executive-employee interaction, perceived organizational support on organizational commitment, and organizational commitment on service quality. In the study, organizational commitment was taken into consideration as total dimension. As a result of the study, it was resulted that the perceived organizational support was positively and very effective on organizational commitment.

In her dissertation, Seppänen (2012) has investigated the relationship between the antecedents of perceived organizational support and emotional commitment in a sample of hotel staff and managers serving in a 5-star hotel in Helsinki / Finland. She conducted her research in semi-structured questionnaires and in a qualitative analysis format with a sample of 6 people. As a result of the research, the perceived organizational support has many antecedents that contribute both positively and negatively (personal support, organizational policies, executive support, business

conditions, flexibility, health assistance, career opportunities, etc.). At the same time, these antecedents were very effective on the employees and their emotional commitments.

Wann-Yih and Htaik (2011) have investigated the effect of perceived organizational support, organizational commitment and job satisfaction on work performance through a sample of 285 workers working in Taiwan at 132 working in Taiwan. As a result of the study, it was concluded that the perceived organizational support had a significant and positive effect on all three sub-dimensions of organizational commitment. According to this, the perceived organizational support is most effective on affective commitment and the least on continuance commitment.

Panaccio and Vandenberghe (2009) have investigated the relationship between perceived organizational support, organizational commitment and emotional well-being on a sample of 220 people in different sectors and managers in different sectors in the USA. They found a positive relationship between emotional commitment and perceived organizational support.

Aube et al. (2007), in their study on prison staff in Canada; have found a positive and significant relationship between perceived organizational support and emotional commitment and normative commitment sub-dimensions. However, no significant negative or positive relationship was detected between perceived organizational support and continuation commitment.

Hochwarter et al. (2003), have concluded that there is a positive relationship between perceived organizational support and emotional commitment.

Meyer et al. (2002), in their article, have conducted a study to assess (a) relations among affective, continuance, and normative commitment to the organization and (b) relations between the three forms of commitment and variables identified as their antecedents, correlates, and consequences in Meyer and Allen's (1991) Three-Component Model. The study was conducted in the form of a meta-analysis study and the results of 155 studies on the subject were taken into consideration until the date of the study. The sample size of these 155 studies was calculated as 50,146 people. According to the meta-analysis results; It was found that the perceived organizational support was correlated with emotional commitment ($r = 0.66$), normative commitment ($r = 0.51$) and continuation commitment ($r = -0.13$). In other words, although perceived organizational support has a significant relationship with all sub-dimensions of organizational commitment, the direction of this relationship is positive in the sub-dimensions of affective and normative commitment while it is negative in the sub-dimension of continuance.

Yoon and Thye (2002) have found that there was a positive and meaningful relationship between perceived organizational support and organizational commitment in the empirical study of two large electronics companies in South Korea, and also found that job satisfaction and perceived organizational support were important determinants of organizational commitment.

Bishop et al. (2000), in their study on automotive industry workers in the United States, have found that there was positive relationship between perceived organizational support and organizational commitment.

O'Driscoll ve Randall (1999), in their research on food sector workers in Ireland and New Zealand; have concluded that there was a positive correlation between perceived organizational support and affective commitment, and a negative relationship between continuance commitment.

Shore and Wayne (1993), in their study on the employees and managers of a multinational company in the United States; have found a positive and significant relationship between perceived organizational support and affective commitment. However, a negative and statistically insignificant relationship was found between perceived organizational support and continuance commitment.

Eisenberger et al. (1990), in their research on employees and managers, have concluded that there was a positive and significant relationship between perceived organizational support and emotional commitment.

3. METHODOLOGY

In this part, we described and explained the research methods used in the case of a luxury 5-star concept hotel in Istanbul. Furthermore, we present the data collected from the questionnaire chosen on the case study.

A case study refers to the collection and presentations of detailed information about a particular participant or small group (Yin, 2003). Case studies can be used to accomplish various aims: To provide description, test theory or generate theory (Göl Beşer, 2008). Our study aims the testing theory from the case study evidence.

3.1. The Scope and The Structure of The Survey Questionnaire

In this study, data were collected by the questionnaire. The questionnaire used consists of 3 parts: 1-Personal Information Form, 2-Organizational Commitment Scale, 3- Perceived Organizational Support Scale (Short Form).

The details of these form and scales are given in section 3.4.

3.2. Sampling Procedure

The main objective of the scientific research is to reach specific findings and results by using appropriate data and to generalize these results within the scope of the research. In this context, the units with common characteristics within the scope of the research are called a population (Ural ve Kılıç, 2005). In other words, the population of research is the main mass that is under the influence of the research problem and the observation will be made to provide information in it. (Bal, 2001).

The population of the research was the employees in a hotel management company which serves in a luxury concept in Istanbul in 2018. This hotel is a member

of a chain hotel group with units in North America, Europe, Middle East / Africa and Asia Pacific regions. The hotel is located in the district of Besiktas in the city of Istanbul, 5-star hotel business facilities, as well as a full-service spa, indoor / outdoor pool, lounge area, conference center has such qualities. The hotel is located in 27 floors building, with about 400 beds in 185 rooms (the number of beds may vary depending on the different concepts). As of 2018, the hotel has a service history of 4 years.

Giving the net number of employees in hotels is quite difficult. The reason for this is that the number of employee changes according to the quality and volume of the hotel and the high level of personnel circulation (Erdem, 2004). In determining the population, the total population counting method was used. The total population method is defined as the observation of all units in the desired community (Serper and Aytaç, 2000). After interviews with the human resource managers of the hotel, it was learned that the number of employees was the highest in 2018 (for the time period up to the date of the survey) was 250. In this context, the population was evaluated as 250 people.

In rare cases, it is possible to reach all the units of small-scale population, but in the social sciences, the population to be examined are large. It is also impossible to examine all the elements in the universe in terms of both time and material conditions. Moreover, it is meaningless to investigate all the units in the population when it is possible to obtain sufficient information about the population by examining a limited number of units (Gökçe, 1988). For this reason, researches in social sciences are often carried out through the sampling and results obtained are generalized to the

population. The sampling is a small cluster selected from the certain population according to certain rules and accepted to represent the population in which it is chosen (Karasar, 2005).

When it is decided to conduct the research on the sampling, the most important issue on the agenda is the selected sampling will represent the population or not. At this point, the question of how much / in what size a sampling can represent the population question arises. Sampling error occurs when the sampling taken does not represent the population sufficiently. A sufficient sampling is a sampling that contains enough elements to provide reliable results (Balci, 2005).

The researcher must make some decisions before the calculation of the sampling size. The first of these decisions are the confidence level and confidence interval. In the social sciences research, the confidence interval is considered to be 0,05 (5%) and the confidence level is 0,95 (95%) mostly (Balci, 2005). In this study, the confidence interval was considered as 0,05 and the confidence level was considered as 0,95.

There are different methods to calculate the sampling size. One of these methods is to calculate the sampling size with the help of the formula and the other one is to use the tables (Cohen et al., 2007). In this study, pre-calculated tables were used to show the sampling size according to the given criteria.

When the population was considered as 250 people, the confidence level was 95% and the confidence interval was 5%, the sampling size was found to be 152 persons (Cohen et al., 2007; Sütçü, 2018).

The research data were collected by survey. The questionnaires were sent via e-mail to all people working in the hotel business on the date of the survey. A total of 185 people was returned at the end of the study. However, 8 out of the filled questionnaires were excluded due to missing data. For this reason, the sample size was determined as 177 people.

3.3. Validity, Reliability and Normality of Data

There are three issues that need to be addressed before analyzing the data collected by the survey method. These are validity, reliability and normality.

As mentioned above, the survey method was used to collect data in this research. This questionnaire consists of 3 pieces, one of them is information form and the others are scale.

Personal Information Form has collected information about some socio-demographic characteristics of the participants. Therefore, there is no need to investigate such issues as validity, reliability and normality for this form. These factors are the issues that arise when the “scale” is developed and used.

The measurement is to observe any feature and to assign numbers and symbols to the characteristics of objects or persons according to certain rules determined before the observation. Scales are instruments or mechanisms that are classified on the basis of certain criteria (Altunel, 2018). The scale to be used to measure tangible or abstract factors must be a standard measurement tool. In order for the scale to be standardized and to be capable of producing appropriate information, it is required to have two main characteristics which are considered as reliability and validity. While

reliability is an indicator of the stability of the measurement values, validity is an indicator of the degree to which it can accurately measure the property it intends to measure (Ercan and Kan, 2004).

Validity controls whether the desired concept is measured (Sekaran, 2003) and it can be classified as the content validity, estimated validity, concurrent validity and structural validity (Dinç and Abdioğlu, 2009).

Reliability is the degree to which a test or scale measures what it wants to measure consistently (Altunışık et al., 2007). In other words, reliability is the consistency between the independent measurements of the two same thing (Baş, 2001). Reliability can also be expressed as taking the same symbols as a certain thing to be measured, following the same processes and taking the same results as the same criteria (Karasar, 2009). To measure the reliability of a scale; test-retest, alternate form, split method and alpha method (Cronbach's Alpha coefficient) can be used (Altunışık et al., 2007).

In this study, instead of developing a new scale, it was preferred to use readymade scales which were been accepted valid and reliable by many studies in the literature. In this context, validity tests were not performed for the scales used since the scales were not developed.

One of the features that a scale should carry is reliability. Reliability is an indicator of the stability of the measured values obtained in repeated measurements under the same conditions as a measuring instrument. Therefore, reliability analyzes of the scales and subscales used in this study were also conducted. Cronbach's Alpha

coefficient was used to measure reliability.

As it is known, SPSS program uses Cronbach's Alpha Reliability Test to calculate the reliability levels of the scales. Cronbach's Alpha results are in the range of 0 to 1, which means that the reliability of the scale increases as it approaches to 1. The Cronbach's Alpha value is less than 0.5, the scale is not reliable, it is between 0.5 and 0.6, it is low reliable, and it is acceptable to be between 0.6 and 0.7. The value is between 0.7 and 0.9, which means that it is highly reliable and the value above 0.9 means that the scale is excellent reliable (Kılıç, 2016).

The results of the reliability analysis of the scales used in the study are given in the table below.

Table 3: *The Results of the Scales Reliability Analysis*

Scale/Sub Scale	Number of Items	Cronbach's Alfa (α)
Affective Commitment Sub-Scale (ACSS)	7	,954
Continuance Commitment Sub-Scale (CCSS)	8	,854
Normative Commitment Sub-Scale (NCSS)	7	,760
Organizational Commitment Scale (OCS)	22	,903
Perceived Organizational Support (POSS)	8	,902

As can be seen from Table 3, it was found that the reliability levels of the scales used were highly reliable ($0.7 < \alpha < 0.9$).

Another point to be emphasized before analyzing the data is whether the data is normally distributed. The analyzes that can be used in SPSS program are mainly divided into parametric and nonparametric analyzes. The first thing to consider when choosing which type of analysis should be chosen, is whether the data has a normal

distribution or not. In general, parametric tests are more powerful than non-parametric tests. However, in order to be able to use parametric tests, it is necessary to have a normal distribution of data (Aktürk and Acemoğlu, 2011).

In order to determine whether the data collected from the scales used in the study showed a normal distribution, the skewness and kurtosis values of the scores were examined and the results are summarized in the following table.

Table 4: *The Results of the Scales Skewness and Kurtosis Analysis*

Scale/Sub Scale	Mean	S.Dev.	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
AC	4,030	1,019	-1,100	,183	,571	,363
CC	2,956	,918	,153	,183	-,688	,363
NC	3,042	,781	-,053	,183	-,002	,363
OC	3,325	,707	-,525	,183	,629	,363
POS	3,861	,887	-,641	,183	,247	,363

In the literature, different values are given about the accepted skewness and kurtosis values for a normal distribution: $\pm 1,0$ (Hair et al., 2013); $\pm 1,5$ (Tabachnick and Fidell, 2013); $\pm 2,0$ (George and Mallery, 2010). As can be seen from Table 4, the skewness and kurtosis values for the scales and the subscales were within the range of ± 1.0 , excluding only AC value. According to these data; Perceived Organizational Support Scale (Short Form), Organizational Commitment Scale and subscales (Affective Commitment, Continuance Commitment and Normative Commitment) were evaluated to have a normal distribution.

3.4. Data Analysis and Measurement Instruments

In order to collect the data to be used in the research; Personal Information

Form, Organizational Commitment Scale and Perceived Organizational Support Scale (Short Form) were used. Detailed information about these form and scales is given below.

3.4.1. Personal information form.

3.4.1.1. Aim.

With this form, it is aimed to collect the socio-demographic information of the employees of the hotel. In this form, questions about the gender, age, marital status, educational status, duration of work, total working time and position of the employees are included (Appendix A). The socio-demographic characteristics of the participants are one of the independent variables of this study.

3.4.1.2. Profile of the respondents.

The socio-demographic characteristics of the participants were summarized in the table below.

Table 5: *The Frequency and Percentage Analysis Results by Socio-Demographic Characteristics of the Participants*

Socio-Demographic Characteristics	Groups	n	%
Gender	Female	98	55,4
	Male	79	44,6
	Total	177	100
Age	30 and under	79	44,6
	31-40	57	32,2
	41-50	37	20,9
	51 and over	4	2,3
	Total	177	100
Marital Status	Married	86	48,6
	Single	91	51,4
	Total	177	100
Education	High School or below	41	23,2
	Associate/College Degree	25	14,1

	Bachelor Degree	88	49,7
	Master's Degree	23	13,0
	Total	177	100
Working Time in Organization	1 year or less	65	36,7
	2-3 years	27	15,3
	4 years	85	48,0
	Total	177	100
Total Working Time	1-5 years	66	37,3
	6-10 years	61	34,5
	11-15 years	24	13,6
	16 years and above	26	14,7
	Total	177	100
Working Position	Staff	122	68,9
	Manager	55	31,1
	Total	177	100

According to Table 1, 55.4% of the participants were female and 44.6% were male. 44.6% of the participants were between 30 years old and under, 32.2% of them were between 31-40 years old, 20.9% were between 41-50 years old and 2.3% were 51 years old and over. 48.6% of the participants were married and 51.4% were single. When the participants were analyzed according to their educational status, it was determined that 23.2% of them were graduated from high school and below, 14.1% graduated from associate / college degree, 49.7% from bachelor degree and 13% graduated from master degree education. It was determined that 36.7% of the participants were working in the institution for 1 year and less, 15.3% for 2-3 years and 48% for 4 years. When the participants were examined in terms of total working time, 37.3% working 1-5 years, 34.5% were 6-10 years, 13.6% were 11-15 years and 14.7% were 16 years or more have been found as total working life. Lastly, 68.9% of the participants were staff and 31.1% were in the management position.

According to these data, it can be said that the participants generally have a balanced distribution between married-single and male-female groups, close to half of

the respondents are 30 years of age or less, and close to half of the participants are at the level of undergraduate education. The maximum working period in the institution is 4 years because the hotel has been in operation for 4 years (as of 2018 when the survey study was conducted). Nearly half of the participants are working in the institution for 4 years. The total working time of more than 70% of the participants is 10 years or less. In other words, the employees participated the survey were predominantly young. Considering that the institution is a hotel that serves in the luxury concept and that the undergraduate graduates in our country are increasing day by day, it can be said that the education and working time profiles of the participants show a balanced distribution. Finally, the staff / manager ratio of the participants was nearly 70/30. One of the reasons for this high rate is that there are many different units within the hotel business. Another reason is that employees at the management level exhibit a higher level of cooperation in the survey.

3.4.2. Organizational commitment scale.

In the literature, there are many scales to measure the level of organizational commitment. For example, the Organizational Commitment Scale developed by Meyer and Allen (1990) and the Organizational Commitment Scale developed by Mowday, Porter and Steers (1979) are two of them. However, the scale developed by Meyer and Allen (1990) is more widely used. The most important reason is that this scale uses a 3-dimensional approach in determining the level of organizational commitment. Other scale is one-dimensional structure (Özkan, 2010).

In this study, Organizational Commitment Scale developed by Meyer and

Allen (1990) was used.

3.4.2.1. Aim.

With the help of this scale, it is aimed to measure the organizational commitment levels of the participants both in total dimension and sub-dimensions. The organizational commitment levels (scale / subscales) of the participants are the dependent variable of this study.

3.4.2.2. Methodology.

The Organizational Commitment Scale developed by Meyer and Allen (1990) was prepared in English and consists of 24 questions. This scale was translated into Turkish by Aksayan and Gözüm in 2004 (Özkan, 2010). However, some corrections have been made by Özkan (2010) due to the fact that the scale has different factor structures in the original language and Turkish. These corrections are the conversion of negative expressions into positive and the subtraction of 2 items which show an incompatibility with the 3-dimensional structure of the scale. After these corrections, the scale has acquired a form consisting of 22 questions in a way that 3 sub-dimensional structures will be preserved (Özkan, 2010). In this study, Organizational Commitment Scale, which was finalized by Özkan (2010), was used (Appendix B).

By Özkan (2010), the Cronbach's alpha values of the subscales were found 0,890 for the Affective Commitment Sub-Scale, 0,840 for the Continuance Commitment Sub-Scale, and 0,780 for the Normative Commitment Sub-Scale. The Cronbach's Alpha value was found 0.860 for Organizational Commitment Scale (Özkan, 2010). In the context of this study, the reliability analyzes of the scale /

subscales were done and the results were analyzed in 3.3. section.

This scale consists of 3 sub-scales and 22 items. The first sub-scale is Affective Commitment and includes the first 7 items. The second sub-scale is Continuance Commitment and includes the following 8 items. The last sub-scale is Normative Commitment and covers the last 7 items.

The scale is in 5-Likert scale format. There is no item to be reverse rated in the scale. The expressions and scoring in the scale are as follows: I strongly disagree = 1; I disagree = 2; I am undecided = 3; I agree = 4; I strongly agree = 5. In the scales and subscales, higher scores mean higher levels of commitment.

3.4.2.3. Results.

In this section, the scores given to the Organizational Commitment Scale items are discussed in terms of subscales and scale.

Table 6: *The Mean of the Items of the Organizational Commitment Scale/Sub-Scales*

Scale/Sub Scale	Item No	$\bar{X}$	SD
Affective Commitment	OC 1	3,92	1,233
	OC 2	4,23	1,058
	OC 3	4,09	1,164
	OC 4	4,01	1,153
	OC 5	4,02	1,087
	OC 6	4,04	1,130
	OC 7	3,90	1,223
	AC	4,03	1,019
Continuance Commitment	OC 8	3,15	1,404
	OC 9	3,15	1,323
	OC 10	2,51	1,419
	OC 11	2,62	1,377
	OC 12	3,40	1,240
	OC 13	2,40	1,258
	OC 14	2,62	1,261
	OC 15	3,80	1,143

	CC	2,96	,919
Normative Commitment	OC 16	3,62	1,118
	OC 17	3,27	1,329
	OC 18	2,05	1,142
	OC 19	3,63	1,321
	OC 20	1,99	1,146
	OC 21	3,51	1,216
	OC 22	3,23	1,250
	NC	3,04	,781
Organizational Commitment	OC	3,33	,707

According to Table 6, the mean of the Affective Commitment Sub Scale was found $\bar{X} = 4.03 (\pm 1.019)$, the mean of the Continuance Commitment Sub Scale was found $\bar{X} = 2.96 (\pm, 919)$, the mean of the Normative Commitment Sub Scale was found $\bar{X} = 3.04 (\pm, 781)$ and the mean of Organizational Commitment Scale was found $\bar{X} = 3.33 (\pm, 707)$.

The mean of Affective Commitment subscale was $\bar{X} = 4.03 (\pm 1.019)$. The parameters related to the low, medium and high evaluation of the scores given to the 5-point Likert scale were given in section 2.1.7 of the study. When evaluated according to these parameters, it can be said that the level of affective commitment of the participants was high ($3,40 < \bar{X} < 5,00$). The lowest mean of this sub-scale item was OC7 (*I feel a strong sense of belonging to my organization*), ($\bar{X} = 3,90 \pm 1,223$); the highest mean of the item was OC2 (*I enjoy discussing my organization with people outside it*), ($\bar{X} = 4,23 \pm 1,058$).

The mean of Continuance Commitment subscale was $\bar{X} = 2.96 (\pm, 919)$. When evaluated according to the parameters in Section 2.1.7, it can be said that the level of continuance commitment of the participants is medium ($2,60 < \bar{X} < 3,39$). The lowest

mean of this sub-scale item was OC13 (*I feel that I have too few options to consider leaving this organization*), ($\bar{X} = 2,40 \pm 1,258$); the highest mean of the item was OC15 (*One of major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice-another organization may not match the overall benefits I have here*), ($\bar{X} = 3,80 \pm 1,143$).

The mean of Normative Commitment subscale was $\bar{X} = 3,04 (\pm,781)$. When evaluated according to the parameters in Section 2.1.7, it can be said that the level of normative commitment of the participants is medium ($2,60 < \bar{X} < 3,39$). The lowest mean of this sub-scale item was OC20 (*If I got another offer for a better job elsewhere I would not feel it was right to leave my organization*), ($\bar{X} = 1,99 \pm 1,146$); the highest mean of the item was OC19 (*One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain*), ($\bar{X} = 3,63 \pm 1,321$).

The mean of Organizational Commitment scale was $\bar{X} = 3,33 (\pm,707)$. When evaluated according to the parameters in Section 2.1.7, it can be said that the level of organizational commitment of the participants is medium ($2,60 < \bar{X} < 3,39$). OC20, which has the lowest mean in the scale; the highest mean was found to be OC2.

It was found that the level of affective commitment of the participants was high and the other levels of commitment were moderate.

3.4.3. Perceived organizational support scale (short form).

In the literature, there are many scales to measure the level of perceived

organizational support. One of the most widely used scale is the Perceived Organizational Support Scale developed by Eisenberger et al. (1986). The most important reason may be that the original version of this scale is quite comprehensive. There are 36 items in original form. The original form of it is one-dimensional. In other words, all 36 items measure the participant's perceived level of organizational support (Eisenberger et.al., 1986). In addition to the 36-item form of this scale, many abbreviated versions of different items are used in the literature. But all of them are one-dimensional form.³

3.4.3.1. Aim.

With the help of this scale, it is aimed to measure the perceived organizational support levels of the participants. The perceived organizational support levels of the participants are another independent variable of this study.

3.4.3.2. Methodology.

In order to measure the perceived level of organizational support of the participants, “the Perceived Organizational Support Scale - Short Form”, which was finalized by Turunc et al. (2012) based on Eisenberger et al. (1986) “the Perceived Organizational Support Scale”, was used.

³Developing the Perceived Organizational Support Scale, Dr. Robert Eisenberger's work can be accessed at « <http://classweb.uh.edu/eisenberger/perceived-organizational-support/> » As can be seen from the studies here, various forms of the scale consisting of different number of items (1998-11 items, 2006- 6 items, 2014- 10 items) were used by the researcher himself. In the literature, a number of different forms of the scale were found, too (i.e. Özdemir, 2010 -10 items).

The Perceived Organizational Support Scale is in English and has a one-dimensional form consisting of 36 items. The scale was shortened to 10 items by Stassen and Ursel in 2009.

In 2012, Turunç and his friends translated the scale into Turkish, and two items of the scale that did not conform to the one-dimensional structure of the scale (with a low-factor structure) were subtracted and a short form consisting of 8 questions was obtained (Turunç vd., 2012). In this study, Perceived Organizational Support Scale - Short Form, which was finalized by Turunç (2012), was used (Appendix C).

The scale (Perceived Organizational Support Scale - Short Form) has a one-dimensional structure consisting of a total of 8 questions. As a result of the reliability analysis conducted by Turunç et al., the total Cronbach's alpha reliability coefficient of the scale was 0.930 (Turunç et al., 2012). In this study, the reliability analysis of the scale was calculated and the results were analyzed in 3.3. section.

This scale is in 5-Likert scale format. In the scale, 1, 4, 6 and 8 are normal scored; 2, 3, 5 and 7 are reverse scored. For items rated normal, the expressions and scoring in the scale are as follows: I strongly disagree = 1; I disagree = 2; I am undecided = 3; I agree = 4; I strongly agree = 5. For items rated reverse, the expressions and scoring in the scale are as follows: I strongly disagree = 5; I disagree

= 4; I am undecided = 3; I agree = 2; I strongly agree = 1.⁴ Higher scores from the scale mean higher perceptions of organizational support.

3.4.1.3. Results.

In this section, the scores given to the Perceived Organizational Support Scale-Short Form items are discussed.

Table 7: *The Mean of the Items of the Organizational Commitment Scale*

Scale	Item No	$\bar{X}$	SD
Perceived Organizational Support	POS 1	3,99	1,126
	POS 2 (R)	3,75	1,209
	POS 3 (R)	3,89	1,146
	POS 4	3,78	1,149
	POS 5 (R)	3,84	1,242
	POS 6	3,89	1,086
	POS 7 (R)	3,89	1,131
	POS 8	3,85	1,125
	POS	3,86	,887

According to Table 7, the mean of the Perceived Organizational Support Scale was found $\bar{X} = 3,86 (\pm,887)$. When evaluated according to the parameters in Section 2.1.7, it can be said that the level of organizational support perception of the participants is high ($3,40 < \bar{X} < 5,00$). Also, it was seen that the mean of all items separately is also high. The lowest mean of the scale item was POS 2R (*The organization fails to appreciate any extra effort from me*) ($\bar{X} = 3,75 \pm 1,209$); the highest mean of the item was POS 1 (*The organization values my contribution to its well-being*) ($\bar{X} = 3,99 \pm 1,126$).

The reverse scoring was performed using the (Transform> Recode) menus after entering the data into

3.5. The Research Model and Interpretation of Data

This research is a relational survey model study in order to determine whether there is a relationship between the organizational support levels and organizational commitment of employees working in the hotel serves in a luxury concept and whether the levels of organizational commitment according to some socio-demographic characteristics are differentiated.

The socio-demographic characteristics considered in the research are as follows: Gender, Age, Marital Status, Education, Working Time in the Organization, Total Working Time and Working Position.

Screening models are suitable models for studies that aim to describe a phenomenon that has been previously or still valid, and descriptive screening models are divided into general screening models and a case study model. When the population consists of many units, general screening models are suitable models to make a judgment about the population by conducting screening studies on the whole of the population or the sampling taken from it. In this study, the relational scanning model, which is one of the general screening models, was used. The relational screening model is evaluated as a suitable model when the presence and degree of interchange between two and more variables are investigated (Karasar, 2009).

The research model is summarized as figure below.

the SPSS program.

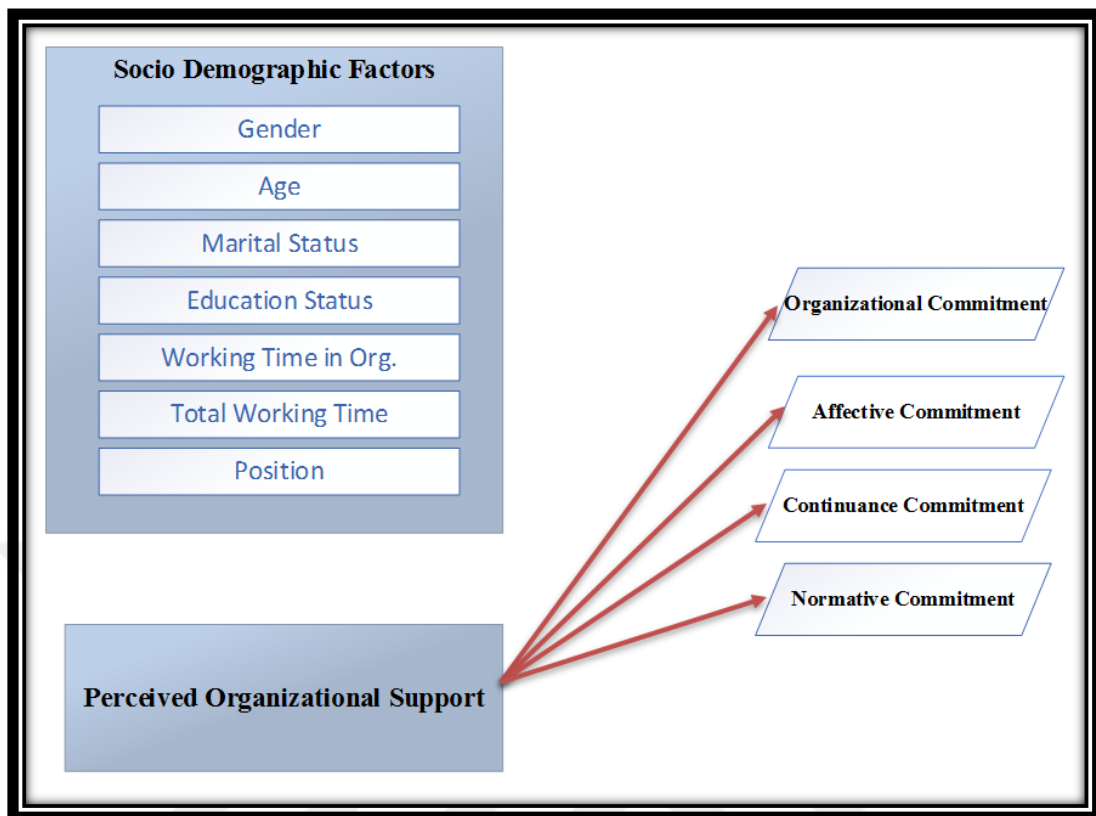


Figure 7: The Research Model

The participants of the study consisted of people working in different units and positions (employee / managers) in a hotel serves in a luxury concept in Istanbul in 2018. Data were collected from the participants by one form and two scales mentioned above. The participants were informed about the form and the scales and the participation was based entirely on the voluntary basis. The form and scales were collected and numbered after the participants filled them. The data obtained from the form and scales collected and numbered from the participants were entered into the SPSS 22.0 data analysis program for analysis.

Since data have a normal distribution (see Table 4), parametric tests were used in data analysis. The Independent Sample T-test was used for the two-group variables and the One-way variance analysis (ANOVA) and the Welch tests were used for the

variables with more than two groups. For post-hoc analysis, the Scheffe and the Games-Howell tests were used. The Pearson Correlation Analysis was also used for the relationship analysis.

3.6. The Research Hypothesis

According to the data obtained from the literature, the hypothesis of the research were formed as follows:

H1: There is a significant relationship between Perceived Organisational Support and Organisational Commitment.

H2: There is a significant difference between the Socio Demographics of Employees and Organizational Commitment.

4. FINDINGS

In this part of the study, it was analyzed whether there was a significant relationship between the organizational commitment levels of the participants and the perceived organizational support levels.

4.1. Relationship Analyses

The Pearson Correlation Analysis was applied to determine whether there was a significant relationship between the scores of the perceived organizational support scale and the organizational commitment scale and its sub-scales. The results of the Pearson Correlation Analysis are given in Table 8.

Table 8: *The Pearson Correlation Analysis Results Between Perceived Organizational Support and Organizational Commitment Scales and Its Sub-Scales*

	1	2	3	4	5
1 Affective Commitment	1				
2 Continuance Commitment	,308**	1			
3 Normative Commitment	,508**	,441**	1		
4 Organizational Commitment	,782**	,768**	,792**	1	
5 Perceived Organizational Support	,734**	,087	,146	,429**	1

** Correlation is significant at the 0.01 level ($p < 0,01$).

* Correlation is significant at the 0.05 level ($p < 0,05$).

$r = 0,000-0,300$ Low Correlation

$r = 0,301-0,700$ Medium Correlation

$r = 0,701-1.000$ High Correlation

When the correlation analysis in Table 8 was examined, it was found that there was a positive and high level ($r = ,734$) significant ($p < 0.01$) relationship between the Perceived Organizational Support levels and the Affective Commitment levels of the participants. Also, it was determined that there was a positive and medium level ($r =$,

429) significant ($p < 0.01$) relationship between the Perceived Organizational Support levels of the participants and the Organizational Commitment levels in general. In other words, the increase in the perceptions of the participants in organizational support increases their affective commitment and organizational commitment in general.

On the other hand, it was determined that there was no significant relationship between Perceived Organizational Support levels of participants and the Continuance Commitment and the Normative Commitment levels.

In many studies in the literature, the relationship between perceived organizational support and organizational commitment and sub-dimensions is discussed. There is no consistency between the results of these studies. The results obtained from the studies in the literature are given below.

In some studies, it is reported that there is a positive relationship between perceived organizational support and affective and normative commitment. Shore and Wayne (1993), O 1999 Driscoll and Randall (1999), Eisenberger et al. (2001) Meyer et al. (2002), Özdevecioğlu (2003a), Aube et al. (2007), Panaccio and Vandenberghe (2009), Üren (2011), Wann-Yih and Htaik (2011), Kaplan (2010), Barutçu (2015), Demirci (2016), Malik et al. (2016) and Özkan (2017) found that perceived organizational support was positively related to both affective and normative commitment. Eisenberger et al. (1990), Hochwarter et al. (2003), Bilgin and Demirer (2012) and Kaur and Aneet (2017), studied only the relationship of perceived support and affective commitment, and concluded that there was a significant positive

relationship between the two. On the other hand, there are differences between these studies in terms of the size of the relationship.

In some studies, it is reported that there is a positive relationship between perceived organizational support and continuance commitment. Özdevecioğlu (2003a), Wann-Yih and Htaik (2011), Demirci (2016), Özkan (2017) concluded that perceived organizational support was positively related with continuance commitment. On the other hand, some studies report that there is a negative relationship between perceived organizational support and continuance commitment. O'Driscoll and Randall, (1999), Meyer et.al. (2002), Panaccio and Vandenberghe (2009), Üren (2011), Kaplan (2010), Barutçu (2015) stated that this result in their study. Finally, some studies report that there is no relationship between perceived organizational support and continuity commitment. Shore and Wayne (1993) and Aube et al. (2007) reached a conclusion in this direction.

In some studies, it is stated that there is a positive relationship between the perceived organizational support and the general level of organizational commitment. Bishop et.al. (2000), Yoon and Thye (2002), Yokuş (2006), Üren (2011), Garg and Dhar (2014), Barutçu (2015) found a significant positive relationship between perceived organizational support and organizational commitment total score.

On the other hand, there are differences in the size of the relationship (the correlation relationship is low, medium or high) in studies that have concluded that there is a significant relationship between perceived organizational support and organizational support and sub-dimensions,

One of the results of this study is that there is a positive ($r = .734$) and significant ($p < 0.01$) relationship between perceived organizational support and emotional commitment. This result is consistent with the findings of the Eisenberger et al. (1990), Hochwarter et al. (2003), Bilgin and Demirer (2012) and Kaur and Aneet (2017).

As it is known, affective commitment means that the employees feel emotionally connected to their organizations and define their identities through their organizations. In a sense, affective commitment is the degree of integration of employees with their organizations. Employees show commitment to the organization because they want it. Emotionally connected individuals become loyal employees and, if necessary, sacrifice for their organization. This type of commitment is especially important for companies that are active in labor-intensive sectors and that aim for institutionalization.

It was observed that the mean of the Scale of Perceived Organizational Support was $\bar{X} = 3,86 (\pm,887)$, in other words, high level. It has been found that the item with the highest average within the scale is POS 1 (The organization values my contribution to its well-being) ($\bar{X} = 3,99 \pm 1,126$) (Table 7). The mean subscale of Affective Commitment was $\bar{X} = 4,03 (\pm 1,019)$ and was high. In this subscale, it was found that the item with the highest average was OC2 (I enjoy discussing my organization with people outside it), ($\bar{X} = 4,23 \pm 1,058$) (Table 6). According to this information, both the perceived level of organizational support and the level of affective commitment of the hotel staff are high. Employees think that their contribution to the welfare of the organization is taken into consideration by the

institution. Employees also enjoy talking about their own institutions in their social environment. In this respect, it can be said that the corporate reputation is at the forefront in employees' commitment and organizational support perceptions.

Another result of this research is that there is a positive ($r = 429$) and significant ($p = 0.01$) relationship between the perceived organizational support and the general level of organizational commitment (Table 8). This result is consistent with Bishop et.al. (2000), Yoon and Thye (2002), Yokuş (2006), Üren (2011), Garg and Dhar (2014), Barutçu (2015). As it is known, the general level of organizational commitment consists of the sum of the levels of affective commitment, continuance commitment and normative commitment. As stated above, while the level of affective commitment is high, the continuance and normative commitment levels are moderate (Table 6). In the level of organizational commitment, affective commitment is represented by 7 items, while continuance commitment and normative commitment are represented by a total of 15 items. This situation may have had an effect on the moderate level of organizational commitment. Again, as stated above, no significant relationship was found between continuance commitment and normative commitment and perceived level of organizational support (Table 8). This may have influenced the medium level of the relationship between the perceived organizational support and the general level of organizational commitment.

On the other hand, one of the results of this study is that there is no significant relationship between perceived organizational support and continuance commitment. This result is inconsistent with the studies [O'Driscoll and Randall (1999), Meyer et.al. (2002), Özdevecioğlu (2003a), Panaccio and Vandenberghe (2009), Wann-Yih

and Htaik (2011), Üren (2011), Kaplan (2010), Barutçu (2015), Demirci (2016), Özkan (2017)]. suggest that there is a positive or negative significant relationship between perceived organizational support and continuance commitment. But, it is consistent with the studies [Shore and Wayne (1993) and Aube et al. (2007)] suggesting that there is no significant relationship between perceived organizational support and continuation commitment.

As it is known, continuance commitment is the sub-dimension that continues from the beginning of the organizational commitment theory. In this sub-dimension, the reasons for the employees' showing organizational commitment are summarized as 1-The investments they made to the organization, 2-The absence of alternative job opportunities and personal characteristics. The mean of continuance commitment subscale was $\bar{X} = 2,96 (\pm,919)$ and was moderate. The item with the highest average in the subscale is OC15 (One of major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice-another organization may not match the overall benefits I have here), ($\bar{X} = 3,80 \pm 1,143$). As it is seen, the basic motivation of the employees at the point of continuance commitment is the high benefits of the organization.

Considering that some of the results between perceived organizational support and continuance commitment in literature are positive meaningful relationship, some of them are negatively related in a negative way and some of them are not meaningful relationship, it can be said that the results are shaped according to the researched sector. In this study, the reason why there is no significant relationship between perceived organizational support and continuance commitment may be related to the

research sector. On the other hand, only individuals who remain in an organization due to need are likely to adversely affect group work and the effectiveness of organizational activities. Such a risk indicates a matter that requires consideration and measures for a company aiming at institutionalization.

Another research result is that there is no significant relationship between perceived organizational support and normative commitment. This result is inconsistent with studies [Shore and Wayne (1993), O'Driscoll and Randall (1999), Eisenberger et al. (2001), Meyer et al. (2002), Özdevecioğlu (2003a), Aube et al. (2007), Panaccio and Vandenberghe (2009), Üren (2011), Wann-Yih and Htaik (2011), Kaplan (2010), Barutçu (2015), Demirci (2016), Malik et al. (2016) ve Özkan (2017)] suggesting a significant positive relationship between perceived organizational support and normative commitment.

As is known, normative commitment is a dimension added to the theory of organizational commitment by Allen and Meyer (1990) and explains the commitment of employees to their organizations with a sense of moral commitment. The factors that cause moral commitment can be family and cultural, as well as the feeling of paying for the investments made by the organization (training support, professional development courses, etc.). Normative commitment arises as a result of internal necessity.

While the average of each item in the Perceived Organizational Support Scale is high, it is seen that the item with the lowest average has POS 2R (The organization fails to appreciate any extra effort from me) ($\bar{X} = 3,75 \pm 1,209$). The lowest average of

the normative commitment subscale was found OC20 (If I got another offer for a better job elsewhere I would not feel it was right to leave my organization), ($\bar{X}$ = 1,99 $\pm$ 1,146). In this context, employees may think that extra efforts are not sufficiently appreciated by their institutions. For this reason, employees may not feel an internal obligation to be attached to their institutions. This lack of inherent imperative can make employees more easily separated from the institution. In this respect, a firm that wants to provide and consolidate its institutionalization should invest more in employees. This will have an impact on normative commitment.

4.2. Group Differences Analyses

In this part of the study, it was analyzed whether the organizational commitment levels of the participants differ according to the socio-demographic characteristics. The socio-demographic characteristics to be taken into consideration was gender, age, marital status, educational status, working time in the organization, total working time and position. Whether there was a differentiation was investigated both on the Organizational Commitment Scale and Affective Commitment, Continuance Commitment and Normative Commitment subscales.

4.2.1. Gender.

In order to determine whether there was a significant difference between the gender of the participants and the Organizational Commitment Scale and the Affective Commitment, the Continuance Commitment and the Normative Commitment sub-scales, the Independent Sample T Test was used. The homogeneity of the variance of the groups was evaluated by the Levene's Test. The results of the

analysis are given in Tables 9 and 10.

Table 9: *The Levene's Test Results Between Gender Variable and Affective Commitment-Continuance Commitment-Normative Commitment Sub-Scales, Organizational Commitment Scale*

Scale/Sub Scale		F	Sig.	t	df	p
Affective Commitment	Equal variances assumed	,000	,990	-,560	175	,576
	Equal variances not assumed			-,557	163,182	,578
Continuance Commitment	Equal variances assumed	,208	,649	,808	175	,420
	Equal variances not assumed			,804	163,711	,422
Normative Commitment	Equal variances assumed	1,041	,309	-,629	175	,530
	Equal variances not assumed			-,622	159,131	,535
Organizational Commitment	Equal variances assumed	,457	,500	-,096	175	,923
	Equal variances not assumed			-,095	158,225	,924

According to Table 9, the significance level of the F test for the affective commitment was $p = ,990$; the significance level of the F test for the continuance commitment was $p = ,649$; the significance level of the F test for the normative commitment was $p = ,309$ and the significance level of the F test for the organizational commitment was $p = ,500$. Accordingly, p values for the affective commitment, continuance commitment, normative commitment and organizational commitment were greater than the value of 0.050, which was significant. For all scales, it was evaluated that the variance of the groups was homogeneous and so, the values of homogeneous variance line (t, df and p) were considered.

Table 10: *The Independent Sample T-Test Results Between Gender Variable and Affective Commitment-Continuance Commitment-Normative Commitment Sub-Scales, Organizational Commitment Scale*

Scale/Sub Scale	Gender	N	$\bar{X}$	SD.	t	df	p
Affective Commitment	Female	98	3,99	,997	-,560	175	,576
	Male	79	4,08	1,050			
Continuance Commitment	Female	98	3,01	,900	,808	175	,420
	Male	79	2,89	,943			
Normative Commitment	Female	98	3,01	,747	-,629	175	,530
	Male	79	3,08	,826			
Organizational Commitment	Female	98	3,32	,673	-,096	175	,923
	Male	79	3,33	,752			

According to Table 10, the mean of Affective Commitment, Continuance Commitment and Normative Commitment Sub Scales and Organizational Commitment Scale were different in women and men. However, these differences were found as statistically not significant. [for Affective Commitment was $t(175) = -,560$ $p=0,576 > 0,050$; for Continuance Commitment was $t(175) = ,808$ $p=0,420 > 0,050$; for Normative Commitment was $t(175) = -,629$ $p=0,530 > 0,050$; for Organizational Commitment was $t(175) = -,096$ $p=0,923 > 0,050$]. Accordingly, there was no statistically significant difference between the gender of participants and the means of Affective Commitment, Continuance Commitment, Normative Commitment sub-scales and Organizational Commitment Scale.

There is no consistency between studies in the literature on whether there is any difference between the gender and general level of organizational commitment and its sub-dimensions. While there is no significant difference in many studies [Yalçın and İplik (2005), Sığrı (2007), Taşkın and Dilek (2010), Kaya (2010), Gürbüz (2012), Yirci (2014), Özkan (2017)], it is stated in some studies [Özkan (2010) ve Gider (2010)] that women have higher level of commitment. The results of this

research are considered to be consistent with the studies of Yalçın and İplik (2005), Sıgır (2007), Taşkın and Dilek (2010), Kaya (2010), Gürbüz (2012), Yirci (2014) and Özkan (2017).

Among the reasons why the commitment levels of hotel employees do not differ according to their gender, the high education level of the participants may be a factor. According to the information in Table 5, the education level of more than 75% of the participants is associate degree and above. In other words, participants found themselves in the university environment where it was easier to get out of the gender roles imposed by society. Yet another reason for this result may be the lack of concentration in a single gender within the hotel sector. For example, the fact that women in the nursing profession, men in the transport sector are the dominant gender is not the case in the hotel sector. The fact that employees of both genders can easily find themselves in the hotel sector may have prevented a differentiation in commitment.

4.2.2. Age.

The ANOVA and the Welch tests were used to determine whether there was a significant difference between the ages of the participants and the Organizational Commitment Scale and the Affective Commitment, the Continuance Commitment and the Normative Commitment sub-scales.

Firstly, whether the variances of the groups were homogeneous or not, were evaluated by the Levene's Test. Analysis results are shown in Table 11.

Table 11: *The Levene's Test Results Between Age Variable and Affective Commitment-Continuance Commitment-Normative Commitment Sub-Scales, Organizational Commitment Scale*

Scale/Sub Scale	Levene Statistic	df1	df2	Sig.
Affective Commitment	5,429	3	173	,001
Continuance Commitment	,531	3	173	,662
Normative Commitment	,738	3	173	,531
Organizational Commitment	2,115	3	173	,100

According to Table 11, the significance level of the F test for the affective commitment was $p = ,001$; the significance level of the F test for the continuance commitment was $p = ,662$; the significance level of the F test for the normative commitment was $p = ,531$ and the significance level of the F test for the organizational commitment was $p = ,100$. Accordingly, p values for the continuance commitment, normative commitment and organizational commitment were greater than the value of 0.050, which was on significant level. For all of these scales, it was evaluated that the variance of the groups was homogeneous and preconditioned for the ANOVA. On the other hand, the homogeneity of variance was not provided for the affective commitment sub-scale ($p = ,001 < 0,050$) so the Welch Test was used.

The ANOVA results of whether there is a significant difference between the age of participants and the Organizational Commitment Scale and the Continuance Commitment and the Normative Commitment sub-scales are given in Table 12.

Table 12: *The ANOVA Results Between Age Variable and Continuance Commitment-Normative Commitment Sub-Scales, Organizational Commitment Scale*

Scale/Sub Scale	Age	N	$\bar{x}$	SD.	df	F	p	Sig. Difference
Continuance Commitment	30 and below (1)	79	2,87	0,816	3/173	8,627	,000*	1-3 2-3
	31-40 (2)	57	2,66	0,953				
	41-50 (3)	37	3,56	0,824				
	51 and above (4)	4	3,19	0,807				
	Total	177	2,96	0,919				
Normative Commitment	30 and below (1)	79	2,79	0,772	3/173	8,504	,000*	1-3
	31-40 (2)	57	3,09	0,742				
	41-50 (3)	37	3,53	0,664				
	51 and above (4)	4	2,82	0,427				
	Total	177	3,04	0,781				
Organizational Commitment	30 and below (1)	79	3,13	0,663	3/173	12,789	,000*	1-3 2-3
	31-40 (2)	57	3,20	0,743				
	41-50 (3)	37	3,90	0,417				
	51 and above (4)	4	3,53	0,452				
	Total	177	3,33	0,707				

*. The mean difference is significant at the 0.05 level.

The results obtained in Table 12 can be summarized as follows:

- There was a differentiation between the age and the Continuance Commitment sub-scale scores of the participants and this difference was statistically significant [$F(3,173) = 8,627$ $p = 0,000 < 0,050$].
- There was a differentiation between the age and the Normative Commitment sub-scale scores of the participants and this difference was statistically significant [$F(3,173) = 8,504$ $p = 0.000 < 0,050$].
- There was a differentiation between the age and the Organizational Commitment scale scores of the participants and this difference was statistically significant [$F(3,173) = 12,789$ $p = 0.000 < 0,050$].

Multiple comparison / post-hoc tests are required to determine which groups are differentiated. The ages of the participants were grouped under 4 groups and the sizes of these groups were different {30 and below (1)=79 people; 31-40 (2)=57

people; 41-50 (3)=37 people; 51 and above (4)=4 people}. For this reason, post-hoc tests were performed using the Scheffe Test to determine the difference between the groups. The analysis results were given in Table 13.

Table 13: *The Scheffe Test Results Between Age Variable and Continuance Commitment-Normative Commitment Sub-Scales, Organizational Commitment Scale*

Scale/Sub Scale		Age	Mean Difference	p
Continuance Commitment	30 and below (1)	31-40	,206	,599
		41-50	-,694*	,001
		51 and above	-,317	,916
	31-40 (2)	30 and below	-,206	,599
		41-50	-,900*	,000
		51 and above	-,523	,713
	41-50 (3)	30 and below	,694*	,001
		31-40	,900*	,000
		51 and above	,377	,876
	51 and above (4)	30 and below	,317	,916
		31-40	,523	,713
		41-50	-,377	,876
Normative Commitment	30 and below (1)	31-40	-,294	,157
		41-50	-,731*	,000
		51 and above	-,028	1,000
	31-40 (2)	30 and below	,294	,157
		41-50	-,437	,051
		51 and above	,266	,921
	41-50 (3)	30 and below	,731*	,000
		31-40	,437	,051
		51 and above	,704	,351
	51 and above (4)	30 and below	,028	1,000
		31-40	-,266	,921
		41-50	-,704	,351
Organizational Commitment	30 and below (1)	31-40	-,070	,942
		41-50	-,763*	,000
		51 and above	-,400	,691
	31-40 (2)	30 and below	,070	,942
		41-50	-,693*	,000
		51 and above	-,330	,807
	41-50 (3)	30 and below	,763*	,000
		31-40	,693*	,000
		51 and above	,363	,768
	51 and above (4)	30 and below	,400	,691
		31-40	,330	,807
		41-50	-,363	,768

*. The mean difference is significant at the 0.05 level.

When the data in Tables 12 and 13 are taken together, the results can be summarized as follows:

- When the age of participants and the Continuance Commitment sub-scale scores were compared; the mean of employees aged 41-50 ($\bar{X} = 3,56 \pm ,824$) was different from the mean of employees aged 30 and under ($\bar{X} = 2,87 \pm ,816$) and the mean of employees between aged 31-40 ($\bar{X} = 2,66 \pm ,953$). These differences were statistically significant [$F(3,173) = 8,627$ $p = 0.000 < 0,050$] and it was in favor of the participants aged 41-50.
- When the ages of the participants and the Normative Commitment sub-scale scores were compared; the mean of employees aged 41-50 ($\bar{X} = 3,53 \pm ,664$) was different from the mean of employees aged 30 and under ($\bar{X} = 2,79 \pm ,772$). This difference was statistically significant [$F(3,173) = 8,504$ $p = 0.000 < 0,050$] and it was in favor of the participants aged 41-50.
- When the ages of the participants were compared with the Organizational Commitment Scale scores; the mean of employees aged 41-50 ($\bar{X} = 3,90 \pm ,417$) was different from the mean of employees aged 30 and under ($\bar{X} = 3,13 \pm ,663$) and the mean of employees aged 31-40 ($\bar{X} = 3,20 \pm ,743$). These differences were statistically significant [$F(3,173) = 12,789$ $p = 0.000 < 0,050$] and it was in favor of the participants aged 41-50.

The Welch Test results of whether there is a significant difference between the age of participants and the Affective Commitment sub-scale is given in Table 14.

Table 14: *The Welch Test Results Between Age Variable and Affective Commitment Sub-Scale*

Scale/Sub Scale	Age	N	$\bar{X}$	SD.	df	F	p	Sig. Difference
Affective Commitment	30 and below (1)	79	3,78	1,052	3/14,934	14,022	,000*	1-3 2-3
	31-40 (2)	57	3,94	1,080				
	41-50 (3)	37	4,65	0,492				
	51 and above (4)	4	4,64	0,623				
	Total	177	4,03	1,019				
*. The mean difference is significant at the 0.05 level.								

According to Table 14, there was a differentiation between the age and the Affective Commitment sub-scale scores of the participants and this difference was statistically significant [$F(3/14,934) = 14,022$ $p = 0.000 < 0,050$].

Multiple comparison / post-hoc tests are required to determine which groups are differentiated. The ages of the participants were grouped under 4 groups and the sizes of these groups were different {30 and below (1)=79 people; 31-40 (2)=57 people; 41-50 (3)=37 people; 51 and above (4)=4 people}. For this reason, post-hoc tests were performed using the Games-Howell Test to determine the difference between the groups. The analysis results were given in Table 15.

Table 15: *The Game-Howell Test Results Between Age Variable and Affective Commitment Sub-Scale*

Scale/Sub Scale	Age	Mean Difference	p
Affective Commitment	30 and below (1)	31-40	,162
		41-50	-,873*
		51 and above	-,867
	31-40 (2)	30 and below	,162
		41-50	-,711*
		51 and above	-,706
	41-50 (3)	30 and below	,873*
		31-40	,711*
		51 and above	,006
	51 and above (4)	30 and below	,867
		31-40	,706
		41-50	-,006

*. The mean difference is significant at the 0.05 level.

When the data in Tables 14 and 15 are taken together, the results can be summarized as follows:

- When the age of participants and the Affective Commitment sub-scale scores were compared; the mean of employees aged 41-50 ($\bar{X} = 4,65 \pm 1,492$) was different from the mean of employees aged 30 or under ($\bar{X} = 3,78 \pm 1,052$) and the mean of employees aged 31-40 ($\bar{X} = 3,94 \pm 1,080$). These differences were statistically significant [$F(3/14,934) = 14,022$ $p = 0.000 < 0,050$] and it was in favor of the participants aged 41-50.

According to these data, in terms of the organizational commitment scale and the affective commitment, continuance commitment, normative commitment subscales, it was determined that the commitment level of the older participants was higher than younger.

In the literature, there is no consistency in terms of whether there is any difference between the general level of organizational commitment and the sub-

dimensions and age. In some studies [Luthans et.al. (1987), Chang (2002), Durna and Erden (2005), Ozkaya et.al. (2006), Expense (2010), Kaplan (2010), Kaya (2010), Gurbuz (2012), Ozkan (2017)], it is suggested that organizational commitment increases as get older. This is due to the fact that, as age increases, employment opportunities will decrease and employees who become aware of the high cost of leaving work will become more dependent on their organization and work (Gündoğan, 2009).

There are other studies that link older employees with more commitment. According to these studies, other reasons can be considered as follows (Balay, 2000).

- 1- The longer the employee stays in the organization, the more likely he is to be promoted. In other words, there is a parallel between career opportunity and age.
- 2- Older employees find it riskier to take new jobs than younger employees.
- 3- Older employees have more opportunity to make use of their own experience in performing their duties. This provides a higher job satisfaction.

In some studies [Kırel (1999), Yalçın and İplik (2005)] it is stated that there is an inverse differentiation between age and organizational commitment, and decreases in commitment as get older. The reason for this situation is that young employees find their jobs more fun and they are more willing to work and they are more committed to their organizations than the older employees (Kırel, 1999). Again, in some studies [Örücü and Kışlalıoğlu (2014)] no difference between age and organizational commitment is reported.

The results of this study are considered to be consistent with the studies [Luthans et.al. (1987), Chang (2002), Durna and Erden (2005), Özkaya et.al. (2006), Gider (2010), Kaplan (2010), Kaya (2010), Gürbüz (2012), Özkan (2017)] indicating that the level of commitment will increase with age.

Some issues raised by the studies in the literature may have been effective in increasing the commitment levels of hotel employees as they get older. In other words, more opportunity of older employees to make use of their own experiences while doing their job, having experienced higher job satisfaction, career opportunities, this may have been effective. When we look at the results in Table 12 and 14, it is seen that significant differences in terms of scale and sub-scales are in favor of employees aged 41-50 years. This result is seen as consistent with the fact that the career opportunities in the organization are effective in their commitment levels. Again, although the institution has a 4-year history, almost half of the participants have a 4-year working period in the organization. As is known, the circulation of personnel in hotels is very high (Erdem, 2004). The fact that almost half of the participants are working at the organization since the starting of the hotel's operation shows that their commitment level is high.

On the other hand, it is considered that some of the reasons expressed in the literature (such as decreasing employment opportunities as get older and becoming more committed to the organization and work of employees who realize the high cost of leaving work) are less effective on this result. Because, as can be seen from the data in Table 5, the education level of the participants is extremely high.

Approximately 15% of the participants were 2 years, 49% of them were 4 years of

university and 13% of them were graduate and doctorate. A group with this level of educated is less likely to continue to work due to limited employment opportunities. Another point that supports this assessment is that the level of affective commitment is higher than the average of the level of continuance commitment.

4.2.3. Marital status.

In order to determine whether there was a significant difference between the marital status of the participants and the Organizational Commitment Scale and the Affective Commitment, the Continuance Commitment and the Normative Commitment sub-scales, the Independent Sample T Test was used. The homogeneity of the variance of the groups was evaluated by the Levene's Test. The results of the analysis are given in Tables 16 and 17.

Table 16: *The Levene's Test Results Between Marital Status Variable and Affective Commitment-Continuance Commitment-Normative Commitment Sub-Scales, Organizational Commitment Scale*

Scale/Sub Scale		F	Sig.	t	df	p
Affective Commitment	Equal variances assumed	3,644	,058	5,040	175	,000
	Equal variances not assumed			5,071	170,403	,000
Continuance Commitment	Equal variances assumed	,055	,815	2,217	175	,028
	Equal variances not assumed			2,215	173,658	,028
Normative Commitment	Equal variances assumed	,071	,791	4,575	175	,000
	Equal variances not assumed			4,580	174,914	,000
Organizational Commitment	Equal variances assumed	,407	,524	5,042	175	,000
	Equal variances not assumed			5,051	174,986	,000

According to Table 16, the significance level of the F test for the affective commitment was $p=,058$; the significance level of the F test for the continuance commitment was $p=,815$; the significance level of the F test for the normative

commitment was $p = ,791$ and the significance level of the F test for the organizational commitment was $p = ,524$. Accordingly, p values for affective commitment, continuance commitment, normative commitment and organizational commitment were greater than the value of 0.050, which was significant. For all scales, it was evaluated that the variance of the groups was homogeneous and so, the values of homogeneous variance line (t, df and p) were considered.

Table 17: *The Independent Sample T-Test Results Between Marital Status Variable and Affective Commitment-Continuance Commitment-Normative Commitment Sub-Scales, Organizational Commitment Scale*

Scale/Sub Scale	Marital Status	N	$\bar{X}$	SD.	t	df	p
Affective Commitment	Married	86	4,40	,841	5,040	175	,000*
	Single	91	3,68	1,051			
Continuance Commitment	Married	86	3,11	,923	2,217	175	,028*
	Single	91	2,81	,895			
Normative Commitment	Married	86	3,30	,727	4,575	175	,000*
	Single	91	2,79	,753			
Organizational Commitment	Married	86	3,58	,640	5,042	175	,000*
	Single	91	3,08	,684			

* The mean difference is significant at the 0.05 level.

The results obtained in Table 10 can be summarized as follows:

- The Affective Commitment's mean of the married employees ($\bar{X} = 4,40 \pm ,841$) was different from the mean of single employees ($\bar{X} = 3,68 \pm 1,051$), and this difference was statistically significant ($t(175) = 5,040$ $p = 0,000 < 0,050$).
- The Continuance Commitment's mean of the married employees ($\bar{X} = 3,11 \pm ,923$) was different from the mean of single employees ($\bar{X} = 2,81 \pm ,895$), and this difference was statistically significant ($t(175) = 2,217$ $p = 0,028 < 0,050$).
- The Normative Commitment's mean of the married employees ($\bar{X} = 3,30 \pm ,727$) was different from the mean of single employees ($\bar{X} = 2,79 \pm ,753$), and this difference was statistically significant ($t(175) = 4,575$ $p = 0,000 < 0,050$).

$=2,79 \pm ,753$), and this difference was statistically significant ($t(175) = 4,575$ $p=0,000 < 0,050$).

- The Organizational Commitment's mean of the married employees ($\bar{X} = 3,58 \pm ,640$) was different from the mean of single employees ($\bar{X} = 3,08 \pm ,684$), and this difference was statistically significant ($t(175) = 5,042$ $p=0,000 < 0,050$).

According to this, the means of the Affective Commitment, Continuance Commitment and Normative Commitment sub-scales and the Organizational Commitment Scale of the married participants were different of the single participants, and these differences were statistically significant. Differences were in favor of the married employees on all scale basis. In other words, the commitment level of the married participants was significantly higher than that of single participants.

In the literature, it is observed that there are different results between the marital status and organizational commitment levels. Some studies [Cohen (1992), Durna and Eren (2005), Ozkaya et.al. (2006), Bozkurt and Yurt (2013), Seçgin (2014), Küçüközkan (2015)] the level of organizational commitment of married workers is suggested to be higher. The reasons for this situation are that married people have a family to which they are dependent and that single workers are more active in evaluating alternative job opportunities than married employees (Özkaya et al., 2006). Some studies [Yalçın and İplik (2005), Taşkın and Dilek (2010), Kaplan (2010) and Özkan (2017)] suggest that there is no relationship between marital status and organizational commitment.

The results of this study are considered to be consistent with studies [Cohen (1992), Durna and Eren (2005), Özkaya et.al. (2006), Bozkurt and Yurt (2013), Küçüközkan (2015)] suggesting that married employees have higher levels of commitment.

The reasons why married hotel employees tend to have higher adherence than singles may be the reasons presented in the literature. Başka bir ifadeyle, evlilerin bakmakla yükümlü bir ailesinin olması ve bekarların böyle bir yükümlülük altında olmadıkları için yeni iş arama konusunda daha girişken olmaları bu sonuçta etkili olmuş olabilir.

On the other hand, one reason for this result may be that the married people need more stability and confidence. In some studies [Dockery (2005)] in the literature, being married has a positive effect on life satisfaction.

4.2.4. Education status.

The ANOVA was used to determine whether there was a significant difference between the educational status of the participants and the Organizational Commitment Scale and the Affective Commitment, the Continuance Commitment and the Normative Commitment sub-scales.

Firstly, whether the variances of the groups were homogeneous or not, were evaluated by the Levene's Test. Analysis results are shown in Table 18.

Table 18: *The Levene's Test Results Between Educational Status Variable and Affective Commitment-Continuance Commitment-Normative Commitment Sub-Scales, Organizational Commitment Scale*

Scale/Sub Scale	Levene Statistic	df1	df2	Sig.
Affective Commitment	,225	3	173	,879
Continuance Commitment	2,056	3	173	,108
Normative Commitment	,239	3	173	,869
Organizational Commitment	1,076	3	173	,361

According to Table 18, the significance level of the F test for the affective commitment was $p = ,879$; the significance level of the F test for the continuance commitment was $p = ,108$; the significance level of F test for the normative commitment was $p = ,869$ and the significance level of F test for the organizational commitment was $p = ,361$. All p values were greater than 0.050, which was the level of significance. For all scales, it was evaluated that the variance of the groups was homogeneous and preconditioned for the ANOVA.

The ANOVA results of whether there is a significant difference between the educational status of participants and the Organizational Commitment Scale and the Affective Commitment, the Continuance Commitment and the Normative Commitment sub-scales are given in Table 19.

Table 19: *The ANOVA Results Between Education Variable and Affective Commitment-Continuance Commitment-Normative Commitment Sub-Scales, Organizational Commitment Scale*

Scale/Sub Scale	Education	N	$\bar{x}$	SD.	df	F	p	Sig. Difference
Affective Commitment	High school and below (1)	41	3,56	1,031	3/173	4,252	,006*	1-3 1-4
	Asc./Col. Degree (2)	25	4,11	0,907				
	Bachelor D. (3)	88	4,14	0,982				
	Master D. (4)	23	4,34	1,047				
	Total	177	4,03	1,019				

Continuance Commitment	High school and below (1)	41	2,56	0,764	3/173	9,606	,000*	1-4 2-4 3-4
	Asc./Col. Degree (2)	25	2,75	0,971				
	Bachelor D. (3)	88	3,00	0,836				
	Master D. (4)	23	3,72	0,967				
	Total	177	2,96	0,919				
Normative Commitment	High school and below (1)	41	2,80	0,773	3/173	5,848	,001*	1-4 3-4
	Asc./Col. Degree (2)	25	3,13	0,718				
	Bachelor D. (3)	88	2,99	0,722				
	Master D. (4)	23	3,60	0,852				
	Total	177	3,04	0,781				
Organizational Commitment	High school and below (1)	41	2,96	0,634	3/173	9,788	,000*	1-3 1-4 2-4 3-4
	Asc./Col. Degree (2)	25	3,30	0,672				
	Bachelor D. (3)	88	3,36	0,636				
	Master D. (4)	23	3,88	0,773				
	Total	177	3,33	0,707				

*. The mean difference is significant at the 0.05 level.

The results obtained in Table 19 can be summarized as follows:

- There was a differentiation between the educational status and the Affective Commitment sub-scale scores of the participants and this difference was statistically significant [$F(3,173) = 4,252$ $p = 0.006 < 0,050$].
- There was a differentiation between the educational status and the Continuance Commitment sub-scale scores of the participants and this difference was statistically significant [$F(3,173) = 9,606$ $p = 0,000 < 0,050$].
- There was a differentiation between the educational status and the Normative Commitment sub-scale scores of the participants and this difference was statistically significant [$F(3,173) = 5,848$ $p = 0.001 < 0,050$].
- There was a differentiation between the educational status and the Organizational Commitment scale scores of the participants and this difference was statistically significant [$F(3,173) = 9,788$ $p = 0,000 < 0,050$].

Multiple comparison / post-hoc tests are required to determine which groups

are differentiated. The educational status of the participants were grouped under 4 groups and the sizes of these groups were different {High School and below (1)=41 people; Associate/College Degree (2)=25 people; Bachelor Degree (3)=88 people; Master Degree (4)=23 people}. For this reason, post-hoc tests were performed using the Scheffe Test to determine the difference between the groups. The analysis results were given in Table 20.

Table 20: *The Scheffe Test Results Between Educational Status Variable and Affective Commitment-Continuance Commitment-Normative Commitment Sub-Scales, Organizational Commitment Scale*

Scale/Sub Scale	Education	Mean Difference	p
Affective Commitment.	High school and below (1)	Asc./Col. D.	,553
		Bachelor D.	,582*
		Master D.	,781*
	Asc./Col. Degree (2)	Highschool and below	,553
		Bachelor D.	,029
		Master D.	,227
	Bachelor D. (3)	Highschool and below	,582*
		Asc./Col. D.	,029
		Master D.	,199
	Master D. (4)	Highschool and below	,781*
		Asc./Col. D.	,227
		Bachelor D.	,199
Continuance Commitment	High school and below (1)	Asc./Col. D.	,184
		Bachelor D.	,439
		Master D.	1,162*
	Asc./Col. Degree (2)	Highschool and below	,184
		Bachelor D.	,255
		Master D.	,978*
	Bachelor D. (3)	Highschool and below	,439
		Asc./Col. D.	,255
		Master D.	,723*
	Master D. (4)	Highschool and below	1,162*
		Asc./Col. D.	,978*
		Bachelor D.	,723*
Normative Commitment	High school and below (1)	Asc./Col. D.	,324
		Bachelor D.	,184
		Master D.	,795*
	Asc./Col. Degree (2)	Highschool and below	,324
		Bachelor D.	,140
		Master D.	,471
	Bachelor D. (3)	Highschool and below	,184
		Asc./Col. D.	,140
		Master D.	,611*
	Master D. (4)	Highschool and below	,795*
		Asc./Col. D.	,471

Organizational Commitment	High school and below (1)	Bachelor D.	,611*	,009
		Asc./Col. D.	-,346	,237
		Bachelor D.	-,403*	,017
		Master D.	-,924*	,000
	Asc./Col. Degree (2)	Highschool and below	,346	,237
		Bachelor D.	-,057	,986
		Master D.	-,578*	,030
	Bachelor D. (3)	Highschool and below	,403*	,017
		Asc./Col. D.	,057	,986
		Master D.	-,520*	,012
	Master D. (4)	Highschool and below	,924*	,000
		Asc./Col. D.	,578*	,030
		Bachelor D.	,520*	,012

*. The mean difference is significant at the 0.05 level.

When the data in Tables 19 and 20 are taken together, the results can be summarized as follows:

- When the educational status of the participants and the Affective Commitment sub-scale scores were compared; the mean of employees graduated from high school or below education level ($\bar{X} = 3,56 \pm 1,031$) was different from the mean of those who were at the bachelor degree level ($\bar{X} = 4,14 \pm ,982$) and the master degree level ($\bar{X} = 4,34 \pm 1,047$). These differences were statistically significant [$F(3,173) = 4,252$ $p = 0.006 < 0,050$] and were against the participants with high school and below education level.
- When the educational status of the participants and the Continuance Commitment sub-scale scores were compared; the mean of participants at master degree level ($\bar{X} = 3,72 \pm ,967$) was different from the mean of the employees whose education level was at the level of high school and below ($\bar{X} = 2,56 \pm ,764$), the mean of employees with associate / college degree ($\bar{X} = 2,75 \pm ,971$) and the mean of participants who were at the bachelor degree level ($\bar{X} = 3,00 \pm ,836$). These differences were statistically significant [$F(3,173)$

= 9,606 $p = 0.000 < 0,050$] and it was in favor of participants with master degree level education.

- When the educational status of the participants and the Normative Commitment sub-scale scores were compared; the mean of participants at master degree level ($\bar{X} = 3,60 \pm 0,852$) was different from the mean of the employees whose education level was at the level of high school and below ($\bar{X} = 2,80 \pm 0,773$) and the mean of participants who were at the bachelor degree level ($\bar{X} = 2,99 \pm 0,722$). These differences were statistically significant [$F(3,173) = 5,848$ $p = 0.001 < 0,050$] and it was in favor of participants with master degree level education.
- When the educational status of the participants and the scores of the Organizational Commitment Scale were compared; the mean of participants at master degree level ($\bar{X} = 3,88 \pm 0,773$) was different from the mean of the employees whose education level was at the level of high school and below ($\bar{X} = 2,96 \pm 0,634$), and the mean of employees with educational status associate / college degree ($\bar{X} = 3,30 \pm 0,672$) and the average score of participants who were at the bachelor degree level ($\bar{X} = 3,36 \pm 0,636$). These differences were statistically significant and it was in favor of participants with master degree level education.
- Also, the mean of participants with bachelor degree education ($\bar{X} = 3,36 \pm 0,636$) was different from the average score of the employees whose education level was at the level of high school and below ($\bar{X} = 2,96 \pm 0,634$). This difference was statistically significant [$F(3,173) = 9,788$ $p = 0.000 < 0,050$] and it was in favor of the participants with bachelor degree level education.

According to these data, on the basis of organizational commitment scale and affective commitment, continuance commitment, normative commitment sub-scales, it was determined that the commitment level of the participants who had higher education level were also higher.

The level of education is a highly effective variable on the meaning of the employees' work life. Studies in the literature show that there are different findings about the differentiation between educational status and organizational commitment level. Some studies [Allen and Meyer (1990), Cohen (1992), Yalcin and Yarn (2005), Serhat (2008), Gundogan (2009), Expense (2010), Gurbuz (2012), Altinoz et.al (2013), Uçar and Uçar (2014)] states that there is a negative differentiation between educational status and organizational commitment. Some of the reasons expressed in many studies in the literature are expressed as follows.

- 1- As the level of education increases, the expectations of the employees increase. Because individuals who want to raise their level of education have some difficulties (such as sacrificing income by being out of working life for a while, making concessions of their own personal comfort by going school and working at the same time). Accordingly, they are a more qualified work force than those with low levels of education (Gündoğan, 2009).
- 2- For individuals with a high level of education, work life is not only a means of earning money but also a respectable and high-status indicator in society. Having a high-quality business is also considered as a means of developing social relations (Çakır, 2001).
- 3- The expectations of the employees with high education level also increase in

parallel. This expectation leads to an increase in the tendency of the employee to explore alternative job opportunities and to increase the risk appetite and leave the organization (Başyigit, 2006).

- 4- Individuals with low education level face major difficulties in changing jobs. This leads them to take less risk in changing jobs (Kaplan, 2010).

In some studies [Balay (2000), Özcan (2008), Hüseyinliklioğlu (2010), Kaya (2010), Kaplan (2010), Palavar (2010), Georgian (2014), Elgin (2014), Akmaz (2016), Ozkan (2017)] it is suggested that there is no relationship between educational status and commitment. On the other hand, the number is less than the others but, in some studies, [Eren (1993), Dee et.al. (2006), Küçüközkan (2015)] education status showed a positive difference with organizational commitment. In other words, the level of organizational commitment of employees with a high level of education is also higher.

The results of this study are considered to be consistent with studies [Eren (1993), Dee et.al. (2006), Küçüközkan (2015)] suggesting that employees with higher levels of education have higher levels of commitment.

One reason for this result may be that the higher level of education of the employee increases the possibility of using personal initiative, taking responsibility and making independent decisions. These facilities eliminate employees' monotony and frustration, help them to adopt the job and reduce the discomfort and absences(Eren, 1993).

Another reason for this result may be that the institution where the study is

carried out. It belongs to a chain hotel group. As it is known, in today's globalized world, country borders are more flexible than in the past. Today, multinational companies operating in more than one country and they have an ecosystem on their own. The fact that employees within this ecosystem is in a kind of rotation between countries is a more common phenomenon compared to the past. The reasons of this situation and whether this rotation is compulsory or voluntary vary from firm to firm. However, among the reasons for this rotation, it is possible for the company to provide its employees with the opportunity to see the working environment in different countries in order to consolidate the institutionality of the company, and to choose to recruit the qualified personnel from the inner source rather than from the local source. In this context, this advantage of the working environment may have led to a higher commitment of highly educated employees.

Studies suggesting that there is an inverse relationship between training and commitment, as the underlying reasons for this result are the high expectations of educated employees, the fact that these people are not merely making money from working life, and the expectations of these people from their organizations were high. In other words, this kind of advantage of the working environment may have been the answer to such needs of trained employees. There are many studies in the literature supporting this issue. Kaplan (2010) states that the levels of organizational commitment of employees in chain hotels are higher than those working in independent hotels. Albayrak (2016) states that chain hotels are more concerned about employees' problems and therefore employees have higher levels of organizational commitment. Uslu (2018) argues that corporate reputation affects the organizational

commitment and performances of employees in chain hotels at a high level.

Table 6 shows the item averages on the basis of subscales. It was found that the item with the highest average was OC2 (I enjoy discussing my organization with people outside it), ($\bar{X} = 4,23 \pm 1,058$) in affective commitment and OC15 (One of major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice-another organization may not match the overall benefits I have here), ($\bar{X} = 3,80 \pm 1,143$) in continuance commitment. These results also support the above evaluation. In the commitment of employees, the concept of corporate reputation and institution benefits have an important place.

4.2.5. Working time in the organization.

The ANOVA was used to determine whether there was a significant difference between the working time in the organization of the participants and the Organizational Commitment Scale and the Affective Commitment, the Continuance Commitment and the Normative Commitment sub-scales.

Firstly, whether the variances of the groups were homogeneous or not, were evaluated by the Levene's Test. Analysis results are shown in Table 21.

Table 21: *The Levene's Test Results Between Working Time in the Organization Variable and Affective Commitment-Continuance Commitment-Normative Commitment Sub-Scales, Organizational Commitment Scale*

Scale/Sub Scale	Levene Statistic	df1	df2	Sig.
Affective Commitment	1,540	2	174	,217
Continuance Commitment	,995	2	174	,372
Normative Commitment	2,122	2	174	,123
Organizational Commitment	,079	2	174	,924

According to Table 21, the significance level of the F test for the affective commitment was $p = ,217$; the significance level of the F test for the continuance commitment was $p = ,372$; the significance level of F test for the normative commitment was $p = ,123$ and the significance level of F test for the organizational commitment was $p = ,924$. All p values were greater than 0.050, which was the level of significance. For all scales, it was evaluated that the variance of the groups was homogeneous and preconditioned for the ANOVA.

The ANOVA results of whether there is a significant difference between the working time in the organization of the participants and the Organizational Commitment Scale and the Affective Commitment, the Continuance Commitment and the Normative Commitment sub-scales are given in Table 22.

Table 22: *The ANOVA Results Between Working Time in the Organization Variable and Affective Commitment-Continuance Commitment-Normative Commitment Sub-Scales, Organizational Commitment Scale*

Scale/Sub Scale	Working Time in Org.	N	$\bar{X}$	SD.	df	F	p	Sig. Difference
Affective Commitment	1 year and under (1))	65	3,69	1,069	2/174	8,901	,000*	1-3
	2-3 years (2)	27	3,86	0,839				
	4 years (3)	85	4,35	0,940				
	Total	177	4,03	1,019				
Continuance Commitment	1 year and under (1))	65	2,65	0,875	2/174	6,267	,002*	1-3
	2-3 years (2)	27	3,06	0,753				
	4 years (3)	85	3,16	0,943				
	Total	177	2,96	0,919				
Normative Commitment	1 year and under (1))	65	2,89	0,712	2/174	5,741	,004*	1-3 2-3
	2-3 years (2)	27	2,78	0,955				
	4 years (3)	85	3,24	0,729				
	Total	177	3,04	0,781				
Organizational Commitment	1 year and under (1))	65	3,06	0,684	2/174	10,913	,000*	1-3
	2-3 years (2)	27	3,23	0,695				
	4 years (3)	85	3,56	0,652				
	Total	177	3,33	0,707				

The results obtained in Table 22 can be summarized as follows:

- There was a differentiation between the working time in the organization and the Affective Commitment sub-scale scores of the participants and this difference was statistically significant [$F(2,174) = 8,901$ $p = 0,000 < 0,050$].
- There was a differentiation between the working time in the organization and the Continuance Commitment sub-scale scores of the participants and this difference was statistically significant [$F(2,174) = 6,267$ $p = 0,002 < 0,050$].
- There was a differentiation between the working time in the organization and the Normative Commitment sub-scale scores of the participants and this difference was statistically significant [$F(2,174) = 5,741$ $p = 0,004 < 0,050$].
- There was a differentiation between the working time in the organization and the Organizational Commitment scale scores of the participants and this difference was statistically significant [$F(2,174) = 10,913$ $p = 0,000 < 0,050$].

Multiple comparison / post-hoc tests are required to determine which groups are differentiated. The working time in the organization of the participants were grouped under 3 groups and the sizes of these groups were different {1 year and under (1)=65 people; 2-3 years (2)=27 people; 4 years (3)=85 people }. For this reason, post-hoc tests were performed using the Scheffe Test to determine the difference between the groups. The analysis results were given in Table 23.

Table 23: *The Scheffe Test Results Between Working Time in the Organization Variable and Affective Commitment-Continuance Commitment-Normative Commitment Sub-Scales, Organizational Commitment Scale*

Scale/Sub Scale	Working Time in Organization		Mean Difference	p
Affective Commitment.	1 year and under (1)	2-3 years	-,177	,732
		4 years	-,661*	,000
	2-3 years (2)	1 year and under	,177	,732
		4 years	-,484	,084
	4 years (3)	1 year and under	,661*	,000
		2-3 years	,484	,084
Continuance Commitment	1 year and under (1)	2-3 years	-,407	,140
		4 years	-,512*	,003
	2-3 years (2)	1 year and under	,407	,140
		4 years	-,105	,868
	4 years (3)	1 year and under	,512*	,003
		2-3 years	,105	,868
Normative Commitment	1 year and under (1)	2-3 years	,107	,828
		4 years	-,350*	,022
	2-3 years (2)	1 year and under	-,107	,828
		4 years	-,457*	,027
	4 years (3)	1 year and under	,350*	,022
		2-3 years	,457*	,027
Organizational Commitment	1 year and under (1)	2-3 years	-,170	,542
		4 years	-,508*	,000
	2-3 years (2)	1 year and under	,170	,542
		4 years	-,337	,078
	4 years (3)	1 year and under	,508*	,000
		2-3 years	,338	,078

*. The mean difference is significant at the 0.05 level.

When the data in Tables 22 and 23 are taken together, the results can be summarized as follows:

- When the working time in the organization of the participants was compared with the Affective Commitment subscale scores; the mean of employees working in the organization for 4 years ($\bar{X} = 4,35 \pm 1,940$) was different from the mean of the employees working 1 year and less ($\bar{X} = 3,69 \pm 1,069$). This difference was statistically significant [$F(2,174) = 8,901$ $p = 0.000 < 0,050$] and

it was in favor of the participants who had been working in the organization for 4 years.

- When the working time in the organization of the participants was compared with the Continuance Commitment subscale scores; the mean of employees working in the organization for 4 years ($\bar{X} = 3,16 \pm 0,943$) was different from the mean of the employees working 1 year and less ($\bar{X} = 2,65 \pm 0,875$). This difference was statistically significant [$F(2,174) = 6,267$ $p = 0.002 < 0,050$] and it was in favor of the participants who had been working in the organization for 4 years.
- When the working time in the organization of the participants was compared with the Normative Commitment subscale scores; the mean of employees working in the organization for 4 years ($\bar{X} = 3,24 \pm 0,729$) was different from the mean of the employees working 1 year and less ($\bar{x} = 2,89 \pm 0,712$) and the mean of the employees working in the organization between 2-3 years ($\bar{X} = 2,78 \pm 0,955$). These differences were statistically significant [$F(2,174) = 5,741$ $p = 0.004 < 0,050$] and it was in favor of the participants who had been working in the organization for 4 years.
- When the working time in the organization of the participants was compared with the Organizational Commitment sub-scale scores; the mean of employees working in the organization for 4 years ($\bar{X} = 3,56 \pm 0,652$) was different from the mean of the employees working 1 year and less ($\bar{X} = 3,06 \pm 0,684$). This difference was statistically significant [$F(2,174) = 10,913$ $p = 0.000 < 0,050$] and it was in favor of the participants who had been working in the organization for 4 years.

According to these data, on the basis of organizational commitment scale and affective commitment, continuance commitment and normative commitment subscales, it was determined that the commitment level of the participants who had higher working time in the organization were also higher.

In the literature, it is seen that working time is discussed in different ways. In some studies [Allen and Meyer (1993)] the working time in the employee's last position and the working time in that institution are considered as two different variables, while in some studies [Yalçın and İplik (2005)] the working time in the institution and total working time are taken into consideration. The total service period of the hotel subject to this study is 4 years as of the date of survey. It was not possible to consider the working time as two different variables as the working time-institution working time in the last position due to the relatively short service life of the hotel. For this reason, the working time is taken into consideration as the working time in the institution and the total working time.

In studies in the literature, it is generally stated that the organizational working time and organizational commitment levels differ positively. [Cohen (1992), Allen and Meyer (1993), Suliman and Iles (2000), Durna and Eren (2005), Expense (2010), Ucar and Fly (2014), Georgian (2014), 2014) and Akmaz (2016)] are examples of that. In the literature, some reasons for this issue are expressed as follows.

- 1- The knowledge, skills and experience gained by experienced employees over time has been gained in the environment provided by the institution they are in. This situation causes a responsibility towards the organization (Balay,

2000).

- 2- It will be a time-consuming cost for employees to transfer these achievements obtained in their own institutions to another organization and to be successful there (Üren, 2011).
- 3- Young employees had less satisfaction compared to older employees who had been in the institution for a longer period and invested more in the institution. Therefore, their commitment is less and their tendency to leave work is higher (Uygur, 2004).
- 4- The rise in status depending on the time spent in the institution increases the level of satisfaction of employees and thus their commitment (Allen and Meyer, 1993).
- 5- As the working time of the employees increases in the institution, their gains from the institution are also increasing. Because the working time of the institution is considered as an investment in the organization. This situation causes employees to be connected to their organizations at a higher level in order not to lose their earnings (Cohen, 1992).

On the other hand, some studies in the literature [Luthans et.al. (1987), Çöl and Gül (2005), Yalçın and İplik (2005), Gürbüz (2012), Örücü and Kışlalıoğlu (2014) and Özkan (2017)] stated that there is no significant difference between the institution working period and commitment levels. Also, in some studies [Pelit et.al. (2007)] it is stated that the relationship between institution working time and commitment levels is negative because of a sense of negligence that develops based on the trust that employees have gained due to their seniority and boredom (Serhat,

2008).

The results of this study are considered to be consistent with studies [Cohen (1992), Allen and Meyer (1993), Durna and Eren (2005), Gider (2010), Uçar and Uçar (2014), Gürcü (2014), Seçgin (2014) ve Akmaz (2016)] suggesting that employees with longer working hours have higher commitment levels.

One of the reasons why the working time in organization and commitment levels differed positively may be the reasons presented in the literature. When the reasons given in the literature are examined, it is seen that these reasons are related to continuance and normative commitment. Table 6 shows that some item averages in continuance and normative commitment subscales are at very high levels.

On the other hand, another reason for this result may be related to the nature of the organization. In particular, as discussed in detail in the section 4.2.4 educational status of the study, reasons such as the corporate reputation and the fact that the hotel worked as a chain hotel could have had an impact on this result. The activity period of the hotel is 4 years as of the date of the survey. In Table 5, the ratio of employees working at the organization for 4 years is 48%. In general, in the tourism sector and in particular in hotels, the staff circulations are high (Erdem, 2004). However, almost half of the employees in the organization have been working since the establishment of the hotel. As can be recalled from the information in Table 6, the highest commitment among the three sub-dimensions is in affective commitment. Employees may have shown a greater commitment to their organization as their working time in organization increases due to the corporate reputation and opportunities and benefits

that the organization has served.

4.2.6. Total working time.

The ANOVA and the Welch tests were used to determine whether there was a significant difference between the total working time of the participants and the Organizational Commitment Scale and the Affective Commitment, the Continuance Commitment and the Normative Commitment sub-scales.

Firstly, whether the variances of the groups were homogeneous or not, were evaluated by the Levene's Test. Analysis results are shown in Table 24.

Table 24: *The Levene's Test Results Between Total Working Time Variable and Affective Commitment-Continuance Commitment-Normative Commitment Sub-Scales, Organizational Commitment Scale*

Scale/Sub Scale	Levene Statistic	df1	df2	Sig.
Affective Commitment	4,619	3	173	,004
Continuance Commitment	1,248	3	173	,294
Normative Commitment	,432	3	173	,730
Organizational Commitment	1,101	3	173	,350

According to Table 24, the significance level of the F test for the affective commitment was $p = ,004$; the significance level of the F test for the continuance commitment was $p = ,294$; the significance level of the F test for the normative commitment was $p = ,730$ and the significance level of the F test for the organizational commitment was $p = ,350$. Accordingly, p values for the continuance commitment, normative commitment and organizational commitment were greater than the value of 0.050, which was on significant level. For all of these scales, it was evaluated that the

variance of the groups was homogeneous and preconditioned for the ANOVA. On the other hand, the homogeneity of variance was not provided for the affective commitment sub-scale ($p = ,004 < 0,050$) so the Welch Test was used.

The ANOVA results of whether there is a significant difference between the total working time of participants and the Organizational Commitment Scale and the Continuance Commitment and the Normative Commitment sub-scales are given in Table 25.

Table 25: *The ANOVA Results Between Total Working Time Variable and Continuance Commitment-Normative Commitment Sub-Scales, Organizational Commitment Scale*

Scale/Sub Scale	Total Working Time	N	$\bar{X}$	SD.	df	F	p	Sig. Difference
Continuance Commitment	1-5 years (1)	66	2,70	0,846	3/173	10,221	,000*	1-4 2-4
	6-10 years (2)	61	2,83	0,797				
	11-15 years (3)	24	3,09	1,024				
	16 years and over (4)	26	3,76	0,832				
	Total	177	2,96	0,919				
Normative Commitment	1-5 years (1)	66	2,81	0,757	3/173	6,811	,000*	1-4 2-4
	6-10 years (2)	61	3,01	0,738				
	11-15 years (3)	24	3,20	0,659				
	16 years and over (4)	26	3,56	0,806				
	Total	177	3,04	0,781				
Organizational Commitment	1-5 years (1)	66	3,07	0,737	3/173	13,499	,000*	1-4 2-4
	6-10 years (2)	61	3,25	0,583				
	11-15 years (3)	24	3,48	0,632				
	16 years and over (4)	26	3,99	0,510				
	Total	177	3,33	0,707				

*. The mean difference is significant at the 0.05 level.

The results obtained in Table 25 can be summarized as follows:

- There was a differentiation between the total working time and the Continuance Commitment sub-scale scores of the participants and this difference was statistically significant [$F(3,173) = 10,221$ $p = 0,000 < 0,050$].
- There was a differentiation between the total working time and the Normative Commitment sub-scale scores of the participants and this difference was statistically significant [$F(3,173) = 6,811$ $p = 0,000 < 0,050$].
- There was a differentiation between the total working time and the Organizational Commitment scale scores of the participants and this difference was statistically significant [$F(3,173) = 13,499$ $p = 0,000 < 0,050$].

Multiple comparison / post-hoc tests are required to determine which groups are differentiated. The total working time of the participants were grouped under 4 groups and the sizes of these groups were different {1-5 years (1)=66 people; 6-10 years (2)=61 people 11-15 years (3)=24 people; 16 years and over (4)=26 people}. For this reason, post-hoc tests were performed using the Scheffe Test to determine the difference between the groups. The analysis results were given in Table 26.

Table 26: *The Scheffe Test Results Between Total Working Time Variable and Continuance Commitment-Normative Commitment Sub-Scales, Organizational Commitment Scale*

Scale/Sub Scale		Total Working Time	Mean Difference	p
Continuance Commitment	1-5 years (1)	6-10 years	-,127	,872
		11-15 years	-,389	,304
		16 years and over	-1,055*	,000
	6-10 years (2)	1-5 years	,127	,872
		11-15 years	-,262	,656
		16 years and over	-,928*	,000
	11-15 years (3)	1-5 years	,389	,304
		6-10 years	,262	,656
		16 years and over	-,666	,059
	16 years and over (4)	1-5 years	1,055*	,000
		6-10 years	,928*	,000
		11-15 years	,666	,059

Normative Commitment	1-5 years (1)	6-10 years	-,209	,479
		11-15 years	-,397	,176
		16 years and over	-,755*	,000
	6-10 years (2)	1-5 years	,209	,479
		11-15 years	-,188	,777
		16 years and over	-,546*	,023
	11-15 years (3)	1-5 years	,397	,176
		6-10 years	,188	,777
		16 years and over	-,358	,413
	16 years and over (4)	1-5 years	,755*	,000
		6-10 years	,546*	,023
		11-15 years	,358	,413
Organizational Commitment	1-5 years (1)	6-10 years	-,179	,485
		11-15 years	-,408	,072
		16 years and over	-,920*	,000
	6-10 years (2)	1-5 years	,179	,485
		11-15 years	-,229	,535
		16 years and over	-,741*	,000
	11-15 years (3)	1-5 years	,408	,072
		6-10 years	,229	,535
		16 years and over	-,512	,051
	16 years and over (4)	1-5 years	,920*	,000
		6-10 years	,741*	,000
		11-15 years	,512	,051

*. The mean difference is significant at the 0.05 level.

When the data in Tables 25 and 26 are taken together, the results can be summarized as follows:

- When the total working time of the participants and the Continuance Commitment sub-scale scores were compared; the mean of employees with a total working time of 16 years or over ($\bar{X} = 3,76 \pm ,832$) was different from the mean of the employees with total working time between 1-5 years ($\bar{X} = 2,70 \pm ,846$), and the mean of the employees with total working time between 6-10 years ($\bar{X} = 2,83 \pm ,797$). These differences were statistically significant [$F(3,173) = 10,221$ $p = 0.000 < 0,050$] and it was in favor of the participants whose total working time were 16 years and over.
- When the total working time of the participants and the Normative Commitment sub-scale scores were compared; the mean of employees with a

total working time of 16 years or over ($\bar{X} = 3,56 \pm ,806$) was different than the mean of the employees with a total working time between 1-5 years ($\bar{X} = 2,81 \pm ,757$), and the mean of the employees with a total working time between 6-10 years ($\bar{X} = 3,01 \pm ,738$). These differences were statistically significant [$F(3,173) = 6,811$ $p = 0.000 < 0,050$] and it was in favor of the participants whose total working time were 16 years and over.

- When the total working time of the participants and the Organizational Commitment sub-scale scores were compared; the mean of employees with a total working time of 16 years or over ($\bar{X} = 3,99 \pm ,510$) was different from the mean of the employees with a total working time between 1-5 years ($\bar{X} = 3,07 \pm ,737$) and the mean of the employees with a total working time between 6-10 years ($\bar{X} = 3,25 \pm ,583$). These differences were statistically significant [$F(3,173) = 13,499$ $p = 0.000 < 0,050$] and it was in favor of the participants whose total working time were 16 years and over.

The Welch Test results of whether there is a significant difference between the total working time of participants and the Affective Commitment sub-scale is given in Table 27.

Table 27: *The Welch Test Results Between Total Working Time Variable Affective Commitment Scale*

Scale/Sub Scale	Total Working Time	N	$\bar{X}$	SD.	df	F	p	Sig. Difference
Affective Commitment	1-5 years (1)	66	3,76	1,116	3/76,804	12,822	,000*	1-4 2-4
	6-10 years (2)	61	3,97	1,024				
	11-15 years (3)	24	4,20	0,835				
	16 years and over (4)	26	4,69	0,481				
	Total	177	4,03	1,019				

*. The mean difference is significant at the 0.05 level.

According to Table 27, there was a differentiation between the total working time and the Affective Commitment sub-scale scores of the participants and this difference was statistically significant [$F(3/76,804) = 12,822$ $p = 0,000 < 0,050$].

Multiple comparison / post-hoc tests are required to determine which groups are differentiated. The ages of the participants were grouped under 4 groups and the sizes of these groups were different {1-5 years (1)=66 people; 6-10 years (2)=61 people 11-15 years (3)=24 people; 16 years and over (4)=26 people}. For this reason, post-hoc tests were performed using the Games-Howell Test to determine the difference between the groups. The analysis results were given in Table 28.

Table 28: *The Games-Howell Test Results Between Total Working Time Variable and Affective Commitment Sub-Scale*

Scale/Sub Scale	Total Working Time	Mean Difference	p
Affective Commitment	1-5 years (1)	6-10 years	,208
		11-15 years	,440
		16 years and over	,930*
	6-10 years (2)	1-5 years	,208
		11-15 years	,233
		16 years and over	,723*
	11-15 years (3)	1-5 years	,440
		6-10 years	,233
		16 years and over	,490
	16 years and over (4)	1-5 years	,930*
		6-10 years	,723*
		11-15 years	,490

*. The mean difference is significant at the 0.05 level.

When the data in Tables 27 and 28 are taken together, the results can be summarized as follows:

- When the total working time of the participants and the Affective Commitment sub-scale scores were compared; the mean of employees with a

total working time of 16 years or more ($\bar{X} = 4,69 \pm 1,481$) was different from the mean of the employees with a total working time between 1-5 years ($\bar{X} = 3,76 \pm 1,116$), and the mean of the employees with a total working time between 6-10 years ($\bar{X} = 3,97 \pm 1,024$). These differences were statistically significant [$F(3/76,804) = 12,822$ $p = 0.000 < 0,050$] and it was in favor of the participants whose total working time were 16 years and over.

According to these data, on the basis of organizational commitment scale and affective commitment, continuance of commitment, normative commitment subscales, it was determined that the commitment level of the participants who had higher total working time were also higher.

In many studies in the literature, [Luthans et.al. (1987), Benkhoff (1997), Alotaibi (2001), Chang (2002), Durna and Eren (2005), Uçar and Uçar (2014) Gürcü (2014), Seçgin (2014)], it is stated that the level of organizational commitment and total working time differed positively. In the literature, the fact that having to understand that the interests of professionally experienced staff are in parallel with the interests of the organization and the benefits of the organization is stated as a reason for this result (Seçgin, 2014).

On the other hand, while some studies [Pelit et.al. (2007), Kaya (2010)] indicate that the differentiation is negative, some studies [Ahmad and Bakar (2003), Yalçın and İplik (2005)] suggest that there is no differentiation.

The results of this study are considered to be consistent with studies [Luthans et.al. (1987), Benkhoff (1997), Alotaibi (2001), Chang (2002), Durna and Eren

(2005), Uçar and Uçar (2014) Gürcü (2014), Seçgin (2014)] that suggest that employees with longer total working time have higher levels of commitment.

One reason why the total working time and the commitment levels differed positively may be the cause suggested in the literature. In other words, employees may have demonstrated a higher level of commitment because they understand that the interests of the organization are in line with their interests as a result of their professional experience. Table 6 shows that the highest level of commitment is in the sub-dimension of affective commitment. This situation supports the assessment.

On the other hand, another reason for this result may be that employees with high professional experience receive higher wages than inexperienced employees. As mentioned earlier, the employee of the hotel business is at a high level of circulation. Experienced employees are exchanged for higher wages in the sector. Higher wages may be a cause of higher levels of commitment.

However, in the case of relationships between personal characteristics and organizational commitment, in most cases the result may not be the sole cause. This situation is also expressed by Allen and Meyer, who have made a significant contribution to the literature on organizational commitment. Particularly in the intertwined variables, it is not possible for a result to be completely and only bound to one variable (Allen and Meyer, 1991). For example, age, working time in organization and total working time variables are closely related variables. Because, in general, the age of the person and the working time in the organization and the total working time progress in parallel with each other (Allen and Meyer, 1993).

From this perspective, when this result is evaluated, there may be another variable below the positive differentiation between total working time and organizational commitment. As stated in section 4.2.7 of the study, the positive difference between the working position and organizational commitment is in favor of those working in the management position. The level of organizational commitment of managers is higher than that of staff.

It is stated above that the differences between the total working time and all organizational commitment levels are between group 4 and group 1 and 2. Group 4, employees with a total working time of 16 years or more; group 1 employees with a total working time of 1-5; group 2 refers to employees with a total working time of 6-10 years. Accordingly, the commitment of employees with a total working time of 16 years or more is higher than those who have a working period of 10 years or less in each level of commitment (AC, CC, NC, OC). The following table shows how the sampling is distributed according to the total working time and working position.

Table 29: *Distribution of the Sampling by Total Working Time and Working Position*

Total Working Time	Staff		Manager		Total
	Quantity	Percentage	Quantity	Percentage	
Group1 (1-5 years)	52	0,79	14	0,21	66
Group 2 (6-10 years)	50	0,82	11	0,18	61
Group 3(11-15 years)	13	0,54	11	0,46	24
Group 4 (16 years and above)	7	0,27	19	0,73	26
Total	122	0,69	55	0,31	177

According to Table 29, the ratio of staff / managers (in percent) was 69/31 in the sampling, while this ratio was 27/73 in group 4. On the other hand, this ratio is 79/21, 82/18, 54/46 for other groups respectively. As it can be seen from this

information, 73% of the employees in group 4 are also working as managers.

Considering the fact that the working life is a career journey, it is expected that the proportion of working people will increase as the total working time increases.

In this context, it is considered that the positive differentiation between total working time and organizational commitment is caused by the large majority of managers in group 4 rather than other reasons mentioned above.

4.2.7. Working position.

In order to determine whether there was a significant difference between the working positions of the participants and the Organizational Commitment Scale and the Affective Commitment, Continuance Commitment and Normative Commitment sub-scales, the Independent Sample T Test was used. The homogeneity of the variance of the groups was evaluated by the Levene's Test. The results of the analysis are given in Table 30 and 31.

Table 30: *The Levene's Test Results Between Working Position Variable and Affective Commitment-Continuance Commitment-Normative Commitment Sub-Scales, Organizational Commitment Scale*

Scale/Sub Scale		F	Sig.	t	df	p
Affective Commitment	Equal variances assumed	18,134	,000	-5,154	175	,000
	Equal variances not assumed			-6,333	168,100	,000
Continuance Commitment	Equal variances assumed	,007	,932	-2,988	175	,003
	Equal variances not assumed			-2,929	99,423	,004
Normative Commitment	Equal variances assumed	,336	,563	-3,783	175	,000
	Equal variances not assumed			-3,891	111,676	,000
Organizational Commitment	Equal variances assumed	2,459	,119	-5,220	175	,000
	Equal variances not assumed			-5,724	131,216	,000

According to Table 30, the significance level of the F test for the continuance commitment was $p = ,932$; the significance level of the F test for the normative commitment was $p = ,563$ and the significance level of the F test for the organizational commitment was $p = ,119$. Accordingly, p values for the continuance commitment, normative commitment and organizational commitment were greater than the value of 0.050, which was significant. For all of these scales, it was evaluated that the variance of the groups was homogeneous. On the other hand, the significance level of the F test for the affective commitment was $p = ,000$. This value was smaller than the significance level of 0.050. So, for the Affective Commitment scale, it was evaluated that the variance of the groups was not homogeneous. Therefore, for the continuance commitment sub-scale, normative commitment sub-scale and the organizational commitment scale, the values of homogeneous variance line (t , df and p); for affective commitment sub-scale, the values in the non-homogeneous variance line (t , df and p) were considered.

Table 31: *The Independent Sample T-Test Results Between Working Position Variable and Affective Commitment-Continuance Commitment-Normative Commitment Sub-Scales, Organizational Commitment Scale*

Scale/Sub Scale	Position	N	$\bar{X}$	SD.	t	df	p
Affective Commitment	Staff	122	3,78	1,075	-6,333	168,100	,000*
	Manager	55	4,58	,592			
Continuance Commitment	Staff	122	2,82	,884	-2,988	175	,003*
	Manager	55	3,26	,931			
Normative Commitment	Staff	122	2,90	,770	-3,783	175	,000*
	Manager	55	3,36	,715			
Organizational Commitment	Staff	122	3,15	,703	-5,220	175	,000*
	Manager	55	3,71	,550			

* The mean difference is significant at the 0.05 level.

The results obtained in Table 31 was summarized as follows:

- The Affective Commitment's mean of managers ($\bar{X} = 4,58 \pm ,592$) was different from the mean of staff ($\bar{X} = 3,78 \pm 1,075$) and this difference was statistically significant ($t(168,100) = -6,333$ $p = 0,000 < 0,050$).
- The Continuance Commitment's mean of managers ($\bar{X} = 3,26 \pm ,931$) was different from the mean of staff ($\bar{X} = 2,82 \pm ,884$) and this difference was statistically significant ($t(175) = -2,988$ $p = 0,003 < 0,050$).
- The Normative Commitment's mean of managers ($\bar{X} = 3,36 \pm ,715$) was different from the mean of staff ($\bar{X} = 2,90 \pm ,770$) and this difference was statistically significant ($t(175) = -3,783$ $p = 0,000 < 0,050$).
- The Organizational Commitment's mean of managers ($\bar{X} = 3,71 \pm ,550$) was different from the mean of staff ($\bar{X} = 3,15 \pm ,703$) and this difference was statistically significant ($t(175) = -5,220$ $p = 0,000 < 0,050$).

According to this, the scores of the Affective Commitment, Continuance Commitment and Normative Commitment sub-scales and the Organizational Commitment Scale of the participants in the managerial position were different of the staff participants. These differences were statistically significant. Differences were in favor of managers on all scale basis. In other words, the commitment level of the participants working in managerial positions was significantly higher than those working in the staff position.

The position studied is the last socio-demographic feature dealt with in the study. Compared to other socio-demographic characteristics, the working position variable was considered in a few studies in the literature. In some studies, a double variable (staff / manager or administrative / non-administrative) is considered, while

in some studies it has been considered as more than two hierarchical step (staff / chief / manager).

In many studies in the literature, [Balay (2000), Ahmad and Bakar (2003), Pelit et.al. (2007), Topaloğlu et.al. (2008), Akmaz (2016), Zıvalı (2018)], it is stated that the position of work and organizational commitment levels differed positively. In the literature, some reasons for this issue are expressed as follows:

- 1- The reason why managers show more commitment is because they are more autonomous in their studies (Aube et.al., 2007).
- 2- The reason why employees with administrative duties exhibit a higher level of commitment is to have a say in the decisions and practices of the organizations they are involved in and to participate in decision-making processes (Topaloğlu et.al., 2008). Also, this is because they identify with their organizations and internalize their organizations (Özkan, 2010).
- 3- The fact that managers show more commitment is due to their higher status due to the fact that they spent longer time in the organization (Allen and Meyer, 1993).

On the other hand, some studies [Hüseyinliklioğlu (2010), Özcan (2008)] stated that there is no significant difference between the position studied and commitment.

It is considered that the results of this study are consistent with the studies [Balay (2000), Ahmad and Bakar (2003), Pelit et.al. (2007), Topaloğlu et.al. (2008), Akmaz (2016), Zıvalı (2018)] suggesting that the level of commitment of employees who are in a higher hierarchically higher position (manager, employee with

administrative duty, etc.) is higher.

Within the scope of this study, employees were grouped into two groups hierarchically as staff and manager and it was found that managers showed a higher commitment at all levels of commitment (AC, CC, NC, CC) (Table 31). This may be due to the reasons presented in the literature. Considering these reasons, it is seen that these reasons are related to affective commitment. In Table 31, when the scores given to the organizational commitment dimensions of the managers were examined, the highest degree of commitment to the organization was found to be affective commitment ($\bar{X}=4,58 \pm,592$). Other levels of commitment (CC, NC and OC) are considerably lower than this commitment level. This result shows that the main factor in the organizational commitment of managers is affective commitment.

On the other hand, another reason for this result may be that managers earn a higher income than those who are at the same seniority. In Table 31, when the data on continuance commitment are considered, it is seen that the mean of the managers is $\bar{X}=3,26 (\pm,931)$, while the mean of the staff is $\bar{X}=2,82 (\pm,884)$.

5. DISCUSSION, CONCLUSION and RECOMMENDATIONS

In today's business management approach, it is accepted that the firms' ability to achieve sustainable competitive advantage depends on their effective use of human resources. One of the most important issues in terms of effective use is the availability of qualified and qualified human resources. This situation is of greater importance for the service sector, where staff quality and efficiency are at the forefront. In the same way, this issue is also an important issue for hotel businesses with a labor-intensive working format.

The fact that firms keeping well qualified human resources is directly related to the term of organizational commitment. One of the many antecedents of organizational commitment is the positive workplace experiences of the employees. Positive workplace experience is closely related to the term of perceived organizational support.

In this study, it is aimed to investigate the effect of some socio-demographic characteristics and perceived organizational support level on the level of organizational commitment in the luxury concept hotel businesses. The socio-demographic characteristics of the study were determined as gender, age, marital status, educational status, institution working time, total working time and position.

Organizational support is the support that the organization gives to the employee in response to the employee's contribution to the organization. Perceived organizational support refers to the way employees perceive these efforts. There are many scales to measure the level of perceived organizational support. In order to

measure the perceived level of organizational support of the participants, “the Perceived Organizational Support Scale - Short Form”, which was finalized by Turunc et al. (2012) based on Eisenberger et al. (1986) “the Perceived Organizational Support Scale”, was used. The scale (Perceived Organizational Support Scale - Short Form) has a one-dimensional structure consisting of a total of 8 questions. As a result of the reliability analysis conducted by Turunç et al., the total Cronbach's alpha reliability coefficient of the scale was 0.930 (Turunç et al., 2012). In this study, Cronbach alpha reliability coefficient of the scale was calculated as 0,902.

The term of organizational commitment is a term that has been on the agenda of business management since the 1950s and is defined as a behavior that is shaped by the relationship of employees with the organization and enables them to decide to become a permanent member of the organization. It was defined by the researchers from different disciplines as one, two and three sub-dimensions. In this study, the form defined by Allen and Meyer (1990) is taken into consideration. The researchers mentioned the sub-dimensions of organizational commitment as affective commitment, continuance and normative commitment.

There are many scales to measure the level of organizational commitment. In this study, Organizational Commitment Scale developed by Meyer and Allen (1990) was used. The Organizational Commitment Scale developed by Meyer and Allen (1990) was prepared in English and consists of 24 questions. This scale was translated into Turkish by Aksayan and Gözümlü in 2004 (Özkan, 2010). However, some corrections have been made by Özkan (2010) due to the fact that the scale has different factor structures in the original language and Turkish. These corrections are

the conversion of negative expressions into positive and the subtraction of 2 items which show an incompatibility with the 3-dimensional structure of the scale. After these corrections, the scale has acquired a form consisting of 22 questions in a way that 3 sub-dimensional structures will be preserved (Özkan, 2010). In this study, Organizational Commitment Scale, which was finalized by Özkan (2010), was used. This scale consists of 3 sub-scales and 22 items. The first sub-scale is Affective Commitment and includes the first 7 items. The second sub-scale is Continuance Commitment and includes the following 8 items. The last sub-scale is Normative Commitment and covers the last 7 items.

By Özkan (2010), the Cronbach's alpha values of the subscales were found 0,890 for the Affective Commitment Sub-Scale, 0,840 for the Continuance Commitment Sub-Scale, and 0,780 for the Normative Commitment Sub-Scale. The Cronbach's Alpha value was found 0.860 for Organizational Commitment Scale. In this study, these values are calculated as 0,954 --- 0,854 --- 0,760 and 0,903 respectively.

The population of the research was the employees in a hotel management company which serves in a luxury concept in Istanbul in 2018. As of 2018, the hotel has a service history of 4 years. It was learned that the number of employees was the highest in 2018 (for the time period up to the date of the survey) was 250. In this context, the population was evaluated as 250 people. The research was carried out with the sampling. In this study, pre-calculated tables were used to show the sampling size according to the given criteria. When the population was considered as 250 people, the confidence level was 95% and the confidence interval was 5%, the

sampling size was found to be 152 persons. The research data were collected by survey. The questionnaires were sent via e-mail to all people working in the hotel business on the date of the survey. A total of 185 people was returned at the end of the study. However, 8 out of the filled questionnaires were excluded due to missing data. For this reason, the sample size was determined as 177 people.

In order to collect the data; Personal Information Form, Organizational Commitment Scale and Perceived Organizational Support Scale (Short Form) were used. Data were analyzed by SPSS 21 data analysis program.

In order to determine whether the data collected from the scales used in the study showed a normal distribution, the skewness and kurtosis values of the scores were examined. According to analysis results; Perceived Organizational Support Scale (Short Form), Organizational Commitment Scale and subscales (Affective Commitment, Continuance Commitment and Normative Commitment) were evaluated to have a normal distribution. Since data have a normal distribution, parametric tests were used. The Independent Sample T-test was used for the two-group variables and the One-way variance analysis (ANOVA) and the Welch tests were used for the variables with more than two groups. For post-hoc analysis, the Scheffe and the Games-Howell tests were used. The Pearson Correlation Analysis was also used for the relationship analysis. The findings were interpreted at a 95% confidence interval and 5% significance level.

55.4% of the participants were female and 44.6% were male. 44.6% of the participants were between 30 years old and under, 32.2% of them were between 31-40

years old, 20.9% were between 41-50 years old and 2.3% were 51 years old and over. 48.6% of the participants were married and 51.4% were single. When the participants were analyzed according to their educational status, it was determined that 23.2% of them were graduated from high school and below, 14.1% graduated from associate / college degree, 49.7% from bachelor degree and 13% graduated from master degree education. It was determined that 36.7% of the participants were working in the institution for 1 year and less, 15.3% for 2-3 years and 48% for 4 years. When the participants were examined in terms of total working time, 37.3% working 1-5 years, 34.5% were 6-10 years, 13.6% were 11-15 years and 14.7% were 16 years or more have been found as total working life. Lastly, 68.9% of the participants were staff and 31.1% were in the management position.

The mean of the Affective Commitment Sub Scale was found $\bar{X} = 4.03 (\pm 1.019)$, the mean of the Continuance Commitment Sub Scale was found $\bar{X} = 2.96 (\pm 0.919)$, the mean of the Normative Commitment Sub Scale was found $\bar{X} = 3.04 (\pm 0.781)$ and the mean of Organizational Commitment Scale was found $\bar{X} = 3.33 (\pm 0.707)$. It was found that the level of affective commitment of the participants was high and the other levels of commitment were moderate

The mean of the Perceived Organizational Support Scale was found $\bar{X} = 3.86 (\pm 0.887)$. It was found that the level of organizational support perception of the participants is high.

5.1. Research Outcomes

According to the data obtained from the literature, the hypothesis of the

research were formed as follows:

H1: There is a significant relationship between Perceived Organisational Support and Organisational Commitment.

H2: There is a significant difference between the Socio Demographics of Employees and Organizational Commitment.

5.1.1. Relationship between the perceived organizational support and the organizational commitment.

a- There was a significant positive correlation ($r = .734$) between the perceived organizational support and affective commitment ($p < 0.01$).

This result is consistent with the findings of the Eisenberger et al. (1990), Hochwarter et al. (2003), Bilgin and Demirer (2012) and Kaur and Aneet (2017).

The organizational commitment consists of the sum of sub-dimensions of the affective - continuance - normative commitment. Within these three sub-dimensions of commitment, the most valuable asset for an organization aiming at institutionalization is the affective commitment, while the least desirable is the continuance commitment (Aube et.al., 2007).

Both employees' organizational support perceptions and affective commitment levels are high. According to the results of the correlation analysis, these two variables are in a high level and positive relationship with each other. Employees think that their contribution to the welfare of the organization is taken into consideration by the organization. Employees also enjoy talking about their own organization in their social environment. In this respect, it can be said that the

corporate reputation is at the forefront in employees' commitment and organizational support perceptions.

It is considered that it would be beneficial for the organization to be in activities that would affect its corporate reputation positively.

b- There was a significant positive correlation ($r = ,429$) between the perceived organizational support and organizational commitment ($p < 0.01$)

This result is consistent with the findings of the Bishop et.al. (2000), Yoon and Thye (2002), Yokuş (2006), Üren (2011), Garg and Dhar (2014), Barutçu (2015).

The general level of organizational commitment consists of the sum of the levels of emotional commitment, continuity of commitment and normative commitment. While the level of affective commitment is at a high level, continuance commitment and normative commitment levels are moderate.

While organizational support perceptions are high, organizational commitment levels are at the middle level. According to the results of the correlation analysis, these two variables are in a moderate and positive relationship with each other. In the level of organizational commitment, affective commitment is represented by 7 items, while continuance commitment and normative commitment are represented by a total of 15 items. This situation may have had an effect on the moderate level of organizational commitment. In many studies in the literature, it is stated that the perception of perceived organizational support is in a negative relationship with continuance commitment. In this study, it was found that there was no relationship

between these two variables. In this context, it is considered that the organization's organizational support activities on normative commitment will be beneficial on the total level of organizational commitment.

c- There was a positive ($r=.087$) relationship between perceived organizational support and continuance commitment, but it was not significant ($p> 0.05$).

This result is consistent with the findings of the Shore and Wayne (1993) and Aube et al. (2007).

Although continuance commitment is the sub-dimension of organizational commitment since its inception, issues such as the lack of alternative employment opportunities on the basis of employees' commitment in this sub-dimension are effective. It is not desirable that the main motivation of employees working in organizations aiming to institutionalization is the lack of alternatives. It is discussed in the literature whether a continuance commitment is good or bad. In some studies [Aube et.al. (2007)] continuance commitment is the least desired commitment. Also, in some studies [O 1999 Driscoll and Randall (1999), Meyer et.al. (2002)] is reported that there is a negative correlation correlation between perceived organizational support and continuity commitment.

In the case of a relationship between these two variables, the implementation of policies to increase the perceived level of organizational support could adversely affect the continuance commitment. In this respect, it is considered as an advantage for the institution that the result of this study is not a correlation between these two

variables.

d- There was a positive ($r=.146$) relationship between perceived organizational support and normative commitment, but it was not significant ($p> 0.05$).

This result contradicts the findings of the Shore and Wayne (1993), O'Driscoll and Randall (1999), Eisenberger et al. (2001), Meyer et al. (2002), Özdevecioğlu (2003a), Aube et al. (2007), Panaccio and Vandenberghe (2009), Üren (2011), Wann-Yih and Htaik (2011), Kaplan and Öğüt (2012), Barutçu (2015), Demirci (2016), Malik et al. (2016) and Özkan (2017).

The normative commitment means a sense of moral obligation to stay in an organization. The basis of normative commitment lies in the ideologies that lead to individual values or the obligation to remain in the organization, to consider working in the organization as a duty and to feel that it is the right behavior to remain in the organization or to show commitment to its organization. Normative commitment arises as a result of internal obligation. Investments made by the organization (training support, professional development courses, etc.) have an important impact on the emergence of this internal obligation. According to the results of this research, it is seen that the employees have a high level of perception of organizational support, but the problem is that their efforts are appreciated by their organization.

The normative commitment is a type of commitment, which is expressed in almost all of the studies in the literature with a positive correlation relationship with the perceived organizational support. The normative commitment is a kind of

commitment that is desirable for organizations to be immediately after affective commitment. In this respect, it should be emphasized that, although the employees' perception of organizational support is high, this situation is not reflected in the normative commitment.

It is considered that the organization should work in a positive way to effect normative commitment is important. In this context, the organization should invest more in its employees (in-service training, language course at abroad, participation in experience programs in other countries, more active rotation with employees in other countries, etc.).

5.1.2. Differentiation between the socio-demographic characteristics and the organizational commitment.

5.1.2.1. Gender.

There are no significant differences in the level of Affective Commitment, Continuance Commitment, Normative Commitment and Organizational Commitment on the basis of gender (p values $> .050$).

This result is consistent with the findings of the Yalçın and İplik (2005), Sığrı (2007), Taşkın and Dilek (2010), Kaya (2010), Gürbüz (2012), Yirci (2014) and Özkan (2017).

Education level of more than 75% of the participants is at associate degree or above. In other words, participants found themselves in the university environment where it was easier to get out of the gender roles imposed by society. Employees of

both sexes are needed in the tourism sector. In this context, this result is considered to be positive for the institution.

5.1.2.2. Age.

There are significant differences in the level of Affective Commitment, Continuance Commitment, Normative Commitment and Organizational Commitment on the basis of age (p values $< .050$). It was determined that differentiation is in favor of participants between the aged of 41-50.

This result is consistent with the findings of the Luthans et.al. (1987), Chang (2002), Durna and Erden (2005), Özkaya et.al. (2006), Gider (2010), Kaplan (2010), Kaya (2010), Gürbüz (2012), Özkan (2017).

The fact that more than 75% of the participants have education level at the level of associate degree and above, 48% of the participants have been working since the date of establishment of the hotel, it is considered that reasons such as the decrease in job opportunities as get older and the fact that the employees who realize the high cost of quitting are more dependent on their organization and work are less effective on this result. When the commitment levels of the participants in the 41-50 age group are examined, the fact that the highest level of commitment is not at the continuance commitment but at the level of affective commitment supports this situation. This result is thought to be due to reasons such as the opportunity of older employees to benefit from their own experiences, having higher job satisfaction and career opportunities. This result is considered to be beneficial for the institution.

5.1.2.3. Marital status.

There are significant differences in the level of Affective Commitment, Continuance Commitment, Normative Commitment and Organizational Commitment on the basis of gender (p values $<,050$). It was determined that the commitment level of the married participants was higher than the singles.

This result is consistent with the findings of the Cohen (1992), Durna and Eren (2005), Özkaya et.al. (2006), Bozkurt and Yurt (2013), Seçgin (2014), Küçüközkan (2015).

Approximately 49% of the participants are married. When the commitment levels of the married participants are examined, it is seen that the highest level of commitment is at the level of affective commitment. This result is thought to be due to the need for more stability and confidence of the married, to be more conservative in changing institutions, to have a family to which they are dependent, and to be less willing to search for new jobs compared to singles. This result is considered to be beneficial for the institution.

5.1.2.4. Education status.

There are significant differences in the level of Affective Commitment, Continuance Commitment, Normative Commitment and Organizational Commitment on the basis of education (p values $<,050$). It was determined that the commitment level of the participants who had higher education level were also higher. Differentiation is in favor of participants with undergraduate and graduate level education.

This result consistent with the findings of the Eren (1993), Dee et.al. (2006), Küçüközkan (2015) but contradicts with the Allen and Meyer (1990), Cohen (1992), Balay (2000), Yalçın and İplik (2005), Özcan (2008), Serhat (2008), Gündoğan (2009), Gider (2010), Hüseyinliklioğlu (2010), Kaya (2010), Kaplan (2010), Palavar (2010), Gürbüz (2012), Altınöz et.al (2013), Gürcü (2014), Seçgin (2014), Uçar and Uçar (2014), Akmaz (2016), Özkan (2017).

Approximately 63% of the participants have education at undergraduate and graduate level. When the commitment levels of the participants in both groups were examined, the highest level of commitment was observed at the level of affective commitment. The level of commitment of the participants with graduate level education is higher than the level of adherence of the participants at the undergraduate level. The fact that the participants with a high level of education have higher opportunities to use personal initiative, take responsibility and make an independent decision-making / application, have different advantages (such as the satisfaction of the educated people to meet the needs of the job that they want to live in) because of the fact that the institution belongs to a chain hotel group and its corporate reputation is believed to have an impact on this result.

It is considered that it is beneficial for the organization to show the commitment of its highly educated personnel to the institutions in the dimensions of affective and other commitment. It will be beneficial for the institution to continue its efforts in terms of job satisfaction and corporate reputation that educated people want to live.

5.1.2.5. Working time in organization.

There are significant differences in the level of Affective Commitment, Continuance Commitment, Normative Commitment and Organizational Commitment on the basis of working time in organization (p values $< .050$). It was determined that the commitment level of the participants who had higher working time in the organization were also higher. Differentiation is in favor of the participants whose working time is 4 years. .

This result is consistent with the findings of the Cohen (1992), Allen and Meyer (1993), Durna and Eren (2005), Gider (2010), Uçar and Uçar (2014), Gürcü (2014), Seçgin (2014) ve Akmaz (2016).

Approximately 48% of the participants have a working life of 4 years. The organization has been operating for 4 years as of 2018. When the sub-commitment levels of the participants with 4 years of work are examined, it is seen that the highest level of commitment is in affective commitment, then in normative commitment level, and continuance commitment is in the last place. The fact that the participants with higher working time feel more responsible for the organization they have gained experience, the higher the status they experienced during the period, the more satisfaction they have experienced in their organizations, the fact that the institution with which the institution is employed has a different advantages due to belonging to a chain hotel group, it is thought to be effective on the outcome.

It is considered that it is beneficial for the organization that the personnel who adopts the corporate culture by working in the institution for many years, commitment

to their organization with a higher level of affective and normative than continuance commitment. It is considered that it would be beneficial for the organization to continue its efforts to maintain the level of commitment of experienced personnel.

5.1.2.6. Total working time.

There are significant differences in the level of AC, CC, NC and OC on the basis of total working time (p values $< .050$). It was determined that the commitment level of the participants who had higher total working time were also higher.

Differentiation is in favor of the participants with a total working time of 16 years or more.

This result is consistent with the findings of the Luthans et.al. (1987), Benkhoff (1997), Alotaibi (2001), Chang (2002), Durna and Eren (2005), Uçar and Uçar (2014) Gürcü (2014), Seçgin (2014).

Approximately 15% (26 people) of the participants had a total working time of 16 years. 73% of these employees also work as managers in the organization. While the ratio of staff / managers (in percent) was 69/31 in the sampling, the participants with a total working time of 16 years or more had a ratio of 27/73. This result (differentiation is in favor of the participants with a total working time of 16 years or more) is considered to be related to the fact that the ratio of managers in the group is very high, rather than having to understand that the interests of professionally experienced staff are in parallel with the interests of the organization and the benefits of the organization. When the subscale levels of the participants with a total working time of 16 years or more were examined, the highest level of commitment was seen as

affective commitment, continuance commitment and normative commitment, respectively. It is considered that it would be beneficial for the participants to conduct activities to increase the normative commitment levels of the participants with a total working time of 16 years or more.

5.1.2.7. Working position.

There are significant differences in the level of AC, CC, NC and OC on the basis of working position (p values $< .050$). It was determined that the commitment of the participants working in managerial positions was significantly higher than those working in the staff position.

This result is consistent with the findings of the Balay (2000), Ahmad and Bakar (2003), Pelit et.al. (2007), Topaloğlu et.al. (2008), Akmaz (2016), Zıvalı (2018).

Approximately 31% of the participants consist of employees working in managerial positions. When the commitment levels of the participants who work as managers are examined, it is seen that the highest level of commitment is at the level of affective commitment and then at the level of normative, and the continuance of commitment is the last. It is thought that this result depends on the participants being more autonomous in their work, having a say about the organization's decisions and practices, identifying with their organizations and internalizing their organizations, increasing their status within the organization and gaining higher income from the employees in their seniority. This result is considered to be beneficial for the institution.

5.2. Limitations

The present study does have a number of methodological limitations that suggest further research. First of all, our sample was from a luxury hotel in Istanbul and this unit of analysis may be unique to limit the external validity of our findings. Second, a deeper understanding of the issue involves a broader focus on the societal factors such as economy, politics, sociocultural realms since the organization is immersed within that system. Thirdly, this research is a correlational design thus the nature of the data does not permit a systemic casual analysis of the variables. Even with these limitations, we believe that we have contributed to the study of organizational behavior via suggesting a positive relationship between the perceived support of the organization and the organizational commitment in luxury hotel business setting. The results suggest that managers need to seek ways in order to increase the level of support to the hotel employees which would eventually lead them to be more committed to fulfilling of their role requirements of their jobs, establish trust, belongingness, loyalty and organizational citizenship.

5.3. Future Research Recommendations

In order to generalize the results of the research to the hotels that provide service in luxury concept, it will be useful to repeat the research based on a sample consisting of the employees of the hotel enterprises operating in the Istanbul province and other provinces. A separate study can be carried out in this way or a study can be done to interpret the results of similar studies together.

In order to determine whether the results of the study are especially relevant for the educated personnel in terms of other units in the tourism sector, it would be

useful to repeat the study on a sample of employees working in different units and having a high education profile.

According to the results of the research, it is revealed that corporate reputation is a very important factor. It will be useful to repeat the research on the corporate employees with different corporate reputation practices so that the effects of the corporate reputation can be clearly identified.

Only quantitative analysis methods were used in the study. It is known that the result of the social sciences often has more than one reason. As quantitative analysis methods consist of pre-formulated questions according to their structure, in some cases they are insufficient to reveal real causes. It will be useful to conduct a study which allows the analysis of the results of the research especially with regard to education and corporate reputation with qualitative analysis methods.

5.4. Managerial Implications

Nowadays, organizations are required to hire highly qualified and self-improving employees and ensure that they remain in the organization to effectively manage change and uncertainty and to maintain their assets in the most efficient way. This requires organizations to invest in their employees and to create and support opportunities for them to develop themselves in all respects. This is more important in terms of hotel businesses, which have to target institutionalization in our country where economic and social crises are frequently experienced.

The perceived levels of organizational support and the affective commitment of the participants are in a positive correlation relationship. It is considered that it

would be beneficial for the institution to be within the activities that support perceived organizational support and affective commitment.

There is no correlation between the perceived organizational support levels and the continuance commitment of the participants. This is an advantage for the institution to improve the level of normative commitment and organizational commitment. Emphasis on activities that increase the level of perceived organizational support will not create negative pressure on continuance commitment.

There is no correlation between perceived organizational support levels and normative commitment of participants. Normative commitment is a kind of commitment that is desired by an enterprise that aims to institutionalize, along with affective commitment. In this context, it will be beneficial for the organization to focus on activities that will create normative commitment. Attention to activities such as vocational training, foreign language course, participation in experience programs in other countries, and more active rotation applications with units in other countries should be paid.

Corporate reputation has emerged as an important factor in the affective commitment of participants. It is thought that it will be useful to continue its activities that increase its corporate reputation.

The practices of the institution on issues such as gender equality, education, long-term employees and managers should have positive effects in terms of commitment and should continue these practices.

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Appendix A Personal Information Form

KİŞİSEL BİLGİ FORMU

Cinsiyet	Yaş	Medeni Durum	Eğitim Durumu
(...) Kadın (...) Erkek	(...) 30 ve altı (...) 31-40 (...) 41-50 (...) 51 ve üstü	(...) Evli (...) Bekar	(...) Lise ve altı (...) Önlisans/Yüksekokul (...) Lisans (...) Lisansüstü

Kurumdaki Çalışma Süresi	Toplam Çalışma Süresi	Çalışılan Pozisyon
(...) 1-5 yıl (...) 6-10 yıl (...) 11-15 yıl (...) 16 yıl ve üstü	(...) 1-5 yıl (...) 6-10 yıl (...) 11-15 yıl (...) 16 yıl ve üstü	(...) Personel (...) Yönetici

Appendix B Organizational Commitment Scale

ÖRGÜTSEL BAĞLILIK ÖLÇEĞİ

		Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
OC 1	Kariyerimi bu kurumda tamamlamaktan mutluluk duyarım.					
OC 2	Dışarıdan kişilere kurumumdan bahsetmekten hoşlanırım.					
OC 3	Bu kurumun sorunlarını kendi sorunlarım gibi görürüm.					
OC 4	Bu kurumda kendimi “ailenin bir parçası” gibi hissediyorum.					
OC 5	Kendimi bu kuruma duygusal olarak bağlı hissediyorum.					
OC 6	Kurumum benim için büyük anlam taşır.					
OC 7	Kendimi bu kuruma güçlü bir şekilde bağlı hissediyorum.					
OC 8	Başka bir iş bulmadan işimi bıraktığım takdirde yaşayacaklarımdan korkarım.					
OC 9	Şu anda istesem bile bu kurumdan ayrılmak benim için çok zor.					
OC 10	Bu kurumdan ayrılmayı isteseydim hayatımdaki birçok şey altüst olurdu.					
OC 11	Bu kurumdan ayrılmak bana çok pahalıya mal olurdu.					
OC 12	Şu anda kurumumda kalmak benim için bir istek olduğu kadar gereklilik meselesidir.					
OC 13	Bu kurumdan ayrılmayı göze alabilecek kadar seçeneğim yok.					
OC 14	Bu kurumdan ayrılmanın en ciddi sonuçlarından birisi önüme çıkabilecek alternatiflerin az olmasıdır.					
OC 15	Bu kurumda çalışmayı sürdürüyorum çünkü buradaki imkânlardan vazgeçmek istemiyorum.					
OC 16	Bugünlerde insanların çok sık kurum değiştirdiğini düşünüyorum.					
OC 17	Bir kimsenin her zaman kurumuna bağlı kalmak zorunda olduğuna inanıyorum.					
OC 18	Bir kurumdan diğerine geçmek bana etik dışı görünüyor.					
OC 19	Benim için kuruma sadakat önemlidir ve ahlaki bir zorunluluktur.					
OC 20	Daha iyi bir iş teklifi alsam bile çalıştığım kurumdan ayrılmak bence doğru değildir.					
OC 21	Bana bir kuruma sadık kalmanın değerine inanmam gerektiği öğretildi.					
OC 22	İnsanların kariyer hayatının çoğunu bir kurumda geçirdiği eski zamanlar şimdikinden daha iyiydi.					

Appendix C Perceived Organizational Support Scale (Short Form).

ALGILANAN ÖRGÜTSEL DESTEK ÖLÇEĞİ

		Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
POS 1	Çalıştığım kurum refahı için yaptığım katkıya değer verir.					
POS 2 (R)	Çalıştığım kurum gösterdiğim fazla çabayı takdir etmez.					
POS 3 (R)	Çalıştığım kurum şikayetlerimi görmezlikten gelir.					
POS 4	Çalıştığım kurum gerçekten iyiliğimi düşünür.					
POS 5 (R)	İşimi mümkün olan en iyi şekilde yapsam bile çalıştığım kurum bunu fark etmez.					
POS 6	Çalıştığım kurum genel olarak işteki memnuniyetim önemser.					
POS 7 (R)	Çalıştığım kurum bana çok az yakınlık gösterir.					
POS 8	Çalıştığım kurum işteki başarılarımla gurur duyar.					

Appendix D Abbreviations

AC	Affective Commitmet
ANOVA	Analysis Of Variance
CC	Continuance Commitment
df	Degree of Freedom
F	Variance Value
N	Number of Subjects
NC	Normative Commitment
OC	Organizational Commitment
p	Probability Value
POS	Perceived Organizational Support
r	Pearson Correlation Coefficient
Sd	Standart Deviation
TÜİK/TSİ	Turkish Statistical Institute
TURSAB/ATTA	Association of Turkish Travel Agencies
$\bar{X}$	Mean (arithmetic mean)
α	Cronbach Alpha Coefficient