CYPRUS INTERNATIONAL UNIVERSITY
INSTITUTE OF GRADUATE STUDIES AND RESEARCH
Department of Business Administration

EFFECT OF CAREER MANAGEMENT APPLICATIONS ON ORGANIZATIONAL COMMITMENT: A SURVEY IN THE TURKISH REPUBLIC OF NORTHERN CYPRUS

(MBA THESIS)

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ABSTRACT

Business organizations should consider the efficiencies of their workers as well as manufacturing of goods and service in the conjuncture of rapidly increasing economic competition across the globe. In such an environment where intense and rapid changes take place, it has gained importance that workers should be experienced and educated as well as they have full organizational commitment.

In this study, effects of career management on organizational commitment have been investigated. The study consists of three sections. In section one, notions of career and career management have been explained, and career management period, individual and organizational career planning, applications of career management and career problems have been investigated.

In section two, organizational commitment has been discussed. In this section, term of organizational commitment has been described, its relationship with similar notions has been mentioned, and organizational commitment classification and indicators of organizational commitment have been emphasized.

In the third section, obtained findings from the survey have been included to determine the effect of career management on organizational commitment.

The research has been carried out with 180 workers chosen with simple random sampling method from the operating world of nourishment, banking-finance, press, tourism, other private businesses and state institutions and organizations.

Findings obtained after conducted questionnaire has been enrolled with SPSS for Windows 18,0 and statistical analyses have been applied to measure the research variances.

Main aim of the research is to investigate and examine the programmes of career advancement and activities of career management applied by organization for workers within the scope of the worker's effect on organizational commitment.

Key Words: Career Management, Career Planning, Career Advancement, Organizational Commitment.

ÖZ

Her geçen gün artan ekonomik rekabette işletmeler mal ve hizmet üretimleri kadar, çalışanlarının verimliliklerini de düşünmek zorundadırlar. Böylesi yoğun rekabetin ve hızlı değişimlerin yaşandığı ortamda, çalışanların bilgi ve deneyim sahibi olmasının yanında örgütsel bağlılıklarının tam olması da oldukça önem kazanmıştır.

Bu çalışmada, Kariyer yönetimi uygulamalarının, örgütsel bağlılık üzerindeki etkisi incelenmiştir. Çalışma üç bölümden oluşmaktadır. Birinci bölümde kariyer ve kariyer yönetimi kavramları açıklanmış, kariyer yönetim süreci, bireysel ve örgütsel kariyer planlama ile kariyer yönetimi uygulamaları ve kariyer sorunları incelenmiştir.

İkinci bölümde örgütsel bağlılık ele alınmıştır. Bu bölümde, örgütsel bağlılık kavramı tanımlanarak benzer kavramlarla ilişkisine değinilmiş, örgütsel bağlılık sınıflandırmaları ile örgütsel bağlılığın göstergeleri üzerinde durulmuştur.

Üçüncü bölümde, kariyer yönetiminin örgütsel bağlılık üzerine etkisini belirlemek amacıyla yapılan araştırmadan elde edilen bulgulara yer verilmiştir.

Araştırma, KKTC'de; gıda, bankacılık-finans, basın-yayın, turizm ve diğer özel işletmeler ile kamu kurum ve kuruluşlarında faaliyet gösteren bu evrenden, basit seçkisiz örnekleme yöntemi ile seçilen 180 çalışan üzerinden yürütülmüştür.

Anket uygulamaları sonrası elde edilen veriler, SPSS for Windows 18,0 programına girilmiş ve araştırma değişkenlerini ölçmek için istatistik analizleri uygulanmıştır.

Araştırmada temel amaç, çalışanlara yönelik örgüt tarafından uygulanan kariyer yönetimi faaliyetleri ve kariyer-geliştirme programlarının çalışanın örgüte bağlılığına etkisi kapsamında incelemek ve irdelemektir.

Anahtar Kelimeler: Kariyer Yönetimi, Kariyer Planlama, Kariyer Geliştirme, Örgütsel Bağlılık.

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ABBREVIATIONS

TRNC	Turkish Republic of Northern Cyprus
SPSS	Statistical Package for the Social Sciences
FEAS	Faculty of Economics and Administrative Sciences
Pg	Page
etc.	Et Cetera
etc.	Etceteras
et. al	And others
TAF	Turkish Armed Forces
GOP	Gazi Osman Pasha
CIU	Cyprus International University
VSHE	Vocational School of Higher Education
NCMSD OFCR	Noncommissioned Officer
U	University

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INTRODUCTION

Rivalry between businesses has increased day by day in globalizing world. Businesses have needed new structuring, manufacturing, and marketing strategies more and more every passing day. Businesses have not been indifferent against changes and have made improvements in especially organizational structures and strategy targets.

Competition environment has forced organizations to keep up with changes and developments.

While businesses increase their career opportunities to keep their workers, workers must also be creative by improving their talents by having same self devotion. It has known that organizational commitment occurring as a result of the relationship between the business and the worker, and expressing the power of the commitment which the worker feels for the business affect the performance of the business in a positive way. In other words, organizational commitment is a significant matter of fact for workers' adoption of organization' aims, keeping the will to be in the business, attending the management and activities of the business, having a creative and reformist attitude for the business. Therefore, businesses must include applications aimed at providing workers' commitments to the organization, their pleasure for work they performed and workplace where they work. One of these applications is career management.

In our day when competition has gained an international qualification, being able to be redounded the technological advancements into the business' assets is away from a computer keyboard depending on the business' capital power. (Dilsiz, 2011). Thereby, the main factor that will make the businesses be ahead of their rivals is possible with being the qualified human power, which they have, better off compared to the human power, which their rivals have. To provide this, employing the workers at the right positions by analyzing their talents and interests well is the most reasonable thing. Such factors lead the organizations to the notions such as career, career management, career advancement and career planning. Businesses which head towards these approaches provide the career ways to their workers to the

end will keep their employees and will increase their commitments to the organization and institution.

The research has been carried out with the aim of being able to see the effect of career management application on increasing organizational commitments of employees. Whether there is a significant relationship between applied career management and employees' commitments to the business is one of the main targets of the research. In the study, the relationship between employees' commitments to the business and organizational and individual career management will be emphasized.

The study carried out with these aims consists of three sections. In the section one, notions of career and career management have been explained, and notions such as career planning, career management have been explained. In addition, in the section one, organizational and individual career management, career stages, career management applications and career troubles have been investigated.

In section two of the study, notion of organizational commitment have been explained, and its relationship with other notions have been evaluated. In addition, indicators of organizational commitment and organizational commitment classification have been emphasized.

In the third section that is the last one of the study, the research carried out to determine the effect of career management applications on organizational commitment, and obtained findings have been included.

CHAPTER ONE
CAREER MANAGEMENT

1.1. NOTIONS OF CAREER AND CAREER MANAGEMENT

Career is a notion which has appeared with increased importance of the human factor and its importance has recurred every passing day in globalizing and renewing world. Since people spend most parts of their lives by working, work is a vital fact for them. Career means being able to be promoted and successful in chosen occupation and business life from the point of employee (Karakaş, 2012). Therefore, every working individual must understand well advancement opportunities in his job, mainly career opportunities to plan his life (Barutçugil, 2004;319). Career has been in literature as a meaning of "Carrierre" in French and "Career" in English. Career as a general meaning is advancing in a chosen business life, having responsibility, gaining a footing and obtaining prestige. (Kılıç, Öztürk, 2009).

Notion of career is used in daily languages and lots of areas. Notion of career which has usages such as building a career, advancing a career, career planning, and carving out a career is also used as meanings of advancement and being in a further level in business world. The dictionary meaning of the career is 'the position which an individual has started, and continued until the end of his business life by utilizing the most productive years of his life'. When the notion of the career is used, it expresses different meanings for individuals and organizations. For some, it expresses sacrificing himself in an area of expertise or for some it expresses the working environment where he is for keeping living. (Küçük, 2012).

There are different descriptions of the word 'career'. The descriptions of it are as below:

- Career is moving upwards on the organization's ladder in the hierarchical organizations. (İrmiş, Bayrak, 2000).
- Career is advancement. It is explained as a movement usually upwards in an organization or a professional hierarchy.
- It is a person's advancement which is step by step and permanently, gaining experience and skills during the years when the one can work.

- Career is described as 'occupation or job which an individual starts by spending most of the productive years of his life, develops and usually continues until the end of his business life.'
- It is a total series of work activities and positions in time such as attitudes that an individual develops during his life, his educational level and proficiency.

More extensively, it is possible to describe it as money, respectability, prestige, a will for success, a better life style, opportunities that an individual takes, awards, promotions, life time advancement (Gürbüz,Yaylacı, 2004:184).

Career is an expertise or occupational success that a person will want to have or reach in his business life. It is not enough for human resource management solely to choose personnel for employing as to knowledge and skill; in addition, it must keep these skilful people in the organization. Therefore, it must provide working and advancement opportunities suitable for per person. In that case, on the one hand notion of career concerns the individual himself, on the other hand it is in the duty area regarding the organization in terms of answering the subjects such as who will advance, who can be at the management position. If skilful people can take the opportunity for building careers in organizations, it is possible to keep them in the organization permanently and to improve the efficiency. (Ok, 2009).

Career management starts with determining the needs, and career research. In this level, an individual tries to collect the information related to him and his surroundings. Being aware of him expresses an objective evaluation about individual values, beliefs, needs, aims, wishes and skills. Being aware of his surroundings means to recognize the demands of the job which he is interested in, and present job opportunities (Ayan, 2013: 170).

Career management is the period of planning targets, organizing and applying strategies which provide directors opportunity to satisfy the needs of workforce and to procure employees their aims. Career management is both personnel's planning of business life and operationalizing these plans.

Although career planning expresses mostly an individual period, career management concentrates on activities performed by the organization. Individual targets and aims of a person have to be in compliance with the targets and aims of the organization. Constant changing environmental conditions create both threats and

new opportunities. Individual and organizations' target is to make use of opportunities by eliminating these threats. (Öztürk, Teber, 2006).

The reason why organizations give importance to career management is to provide individual job satisfaction and keep him in the business. Employees' mobility in the institutions is provided with career management; therefore, people are motivated. Individuals can know or guess at which statue they will be after a while at the businesses where a good career management is applied. Knowing this provides person to commit his work and business and increase motivation (Albayrak, 2007).

1.2. ARISING AND DEVELOPMENT OF NOTION OF CAREER

Our view about career formed in the wealth period following World War II. After the war, America and other industrialized countries had economical growths that were unpredictable beforehand. This growth also provided the present organizations to grow and an opportunity to open record number of new firms. In this condition, the need for human capital increased a lot. Workers had job opportunities that were not possible beforehand. Individuals discussed their careers in the context of only one organization and notion of organizational career appeared. With this point of view, organizational career included job experiences which an individual had in the same organization during his work life (Akyar, 2011).

Academic researches carried out about career management and suggested theories have increased the awareness of social career needs. So indeed, researchers first assumed that job environment was created in accordance with only the rules of a dominant class and accepted that individual features were determined during childhood, and it was directed by a job success whose lines were drawn. In the last 20 years, researchers have put emphasize on the dynamism of career environment and individuals' developing capacities. Instead of accepting individuals as a passive component of career period, we have seen that individuals develop new skills, form their surroundings, and how they organize their career aims and how they make selections (Balta Aydın, 2007).

Keeping up with the speed of the changes in business life and managing the human resources phenomenon, which current organizations have, are only possible with creating a work force that is happy and satisfied with performing the job. Presenting necessary opportunities by establishing a bond between the targets of the organization in accordance with the needs of individual has appeared the notion of career. As a result of the change in business life, human resources have found more investigation areas. In addition, the change in education system which coincides with the development of human resources has caused the notion of career to come to the fore much. Together with appearing of the notion of life-long learning, ideas about being able to be higher positions in business life by individual's improving himself has provided the notion of career to be used commonly.

As a result of increasing the competition in business life and the necessity of change, individual has become important. Current life conditions, workers' knowledge and communication opportunities have made the notion of career a part of our lives (Küçük, 2012).

Even though the notion of career has discovered since 16th century, the beginning of its usage for humanity and business life was first seen with the book 'Psychology of Occupations' which was written by Anne Roe in 1956. Then, 'Psychology of Career' which was written by Donald E. Supper in 1957, 'Theory of individual development by career development, selecting and adapting' by Triedeman Ohara in 1963 and in addition to these, 'Theory of Career Choice' which John Holland wrote in 1966 have made the matter of career debatable. Since 1970, what kind of development and change career and human lives demonstrate has been the center of interest of scientists more intensely.

Adopting the considerations of individualism and individuality has increased as a result of focusing on change and increasing competition in business life. This fact has left the place of the past's consideration of loyal employee working constantly to the idea of opportunism and advancement by any means. In addition, becoming widespread of the increase in level of welfare and individual's embarking on a quest of better life have brought about the opportunities of job changing and passing to different occupations.

This change and transformation in organizations are the main factors that are effective for increasing the importance of notion of career. (Ok, 2009).

The management of strategical human resources has come to the fore with organizations' awareness about that the most important capital is their workers and strategical management is significant. The notion of career management which is in the process of current management of strategical human resources has an important position for motivating employees and increasing their motivations (Kabadayı, 2013).

Employees whose motivation are generated and career needs are fulfilled are the most significant building blocks for occurring strategical targets of the organization in compelling competition environment.

1.3. BENEFITS OF CAREER MANAGEMENT

Even though technology develops, the need for human resource does not decrease. Organizations have to keep hold of human resource under the compelling competition conditions in these days when we have entered in information age. Because of this, organization has to give importance to career management and career development for strategical management. Employee whose career way is open will continue to develop himself and his reliance and commitment to the organization will increase.

Career management is a necessary step on the one hand for businesses' reaching strategical targets, on the other hand for employees' completing individual and occupational developments by determining their targets. In this way, both managers and employees' occupational development needs can be met with career management (Gürbüz, Yaylacı, 2004: 187).

After the 1980s, changes appearing in structures of organization and workforce in business communities have caused searching new opportunities to develop human resources which are important for organizations to be successful and remain. Career management helps organizations for individual- organization harmonization and providing these opportunities to the organizations (Balta Aydın, 2007).

Organizational benefits which career management provides can be ordered as below:

Taking necessary precautions and determining possible needs in the future by analyzing present human resource needs,

- Understanding and managing the change better,
- Making easy individual change and development with individual developmental plan channels,
- Appearing unrealistic and hidden expectations of employees,
- Harmonizing the company's future targets and employees' individual targets,
- Preventing qualified workforce to transfer out by understanding employees' expectations (Kabadayı, 2013).

Individual benefits which career management provides can be ordered as below:

- Making right possible career selection by means of having knowledge beforehand,
- Minimizing the possibility of surprise disappointment that he can experience at the work place,
- Identifying needed reliance and consecutive job skills better to reach different career targets,
- Eliciting repressed and conflicting career targets and showing consistency,
- Putting better career targets into a wide culture including work place, family life, industrial change and social membership,
- Gaining an opportunity for improving himself (Balta Aydın, 2007).

1.4. CAREER MANAGEMENT AND 360 DEGREE PERFORMANCE EVALUATION

People always have feedbacks about their behaviors and efficiencies in business life. Firstly performance evaluation was given by chiefs and bosses of employees. Descriptions of working condition in the beginning of the century show that performance evaluation and feedback, indeed, focused on efficiency and it was given in accordance with the boss's thoughts even during the times when the business didn't go well (Doğan, 2004). In time, there have been important

developments for performance evaluation both within its logical frame and for it application type, and a system of full participation has been created.

Even if different names such as 'multiple evaluation and/ or feedback', ' upward evaluation', 'evaluation by colleagues', 'multiple resource evaluation', ' full scoped evaluation' are used for 360 degree performance evaluation, the process is usually similar.

360 degree performance evaluation is a supportive process for development of individual in terms of providing people giving feedback to each other, informing them in detailed about their areas which are strong and open for improvement (Yılmaz, 2010: 217).

360 degree performance evaluation is obtaining data from different sources about perceptions regarding evaluated individual's behaviors and their effects. Therefore, 360 degree performance evaluation is a system which collects data about an employee's behaviors and these behaviors' effects from his chiefs, colleagues, other members of project team of which he is a member, customers and suppliers if possible in short from everybody who witnesses his behaviors performed at the position in the organization.

In addition to all these factors, it is a system including the employee himself as an evaluator. For its this feature, the system becomes more operational and provides appearing organizational perception differences remained hidden between, mainly chiefs and subordinates, all personnel having business relationship (Murat, Bağrıaçık, 2011).

Performance evaluation considered as indispensible tools of career management is an application by which works, activities, deficiencies, proficiencies, excesses, inadequacies in short, as a whole, all sides of individuals, whichever duties they have in the organization, are reviewed.

In the late of 1990s, new and different methods were developed in addition to performance evaluation methods depending on exam and interview, based on competences and for targets. The most popular of these methods is 360 degree performance evaluation method. In the performance evaluation method called also as 360 degree feedback (multiple feedback), managers, subordinates, colleagues, employee himself, his customer, shortly all sharers evaluate each other.

The aim of the 360 degree feedback process is to help all individuals understand their strong and weak sides and be able to provide vision about their sides which need professional development support. In addition, 360 degree feedback system brings about the possibility of sharing the organizations' career development responsibilities with employees (Soysal, 2006). Feedbacks from employee's colleagues, subordinates and managers provide to create dense information traffic. Individual's learning of his colleagues' opinions about his job is very important to make a career plan for him. On the other hand, such a system makes easy the career planning and developing efforts of managers and subordinates since lots of individuals join the feedback process.

Using performance evaluation system successfully is possible with objective behaviors of evaluators. During the process, as evaluator and evaluated one are humans, error is inevitable (Karakuş, 2004). Because of this, before the application, the importance of the subject has to be emphasized enough and points that attention should be paid have to be discussed (Ayan,2013:217).

1.5. STAGES OF CAREER

An individual's career in business life is a process including certain stages. Each of these stages has different features and has different meanings for the individual (Ergun Özler, 2013: 131).

Stages of career which an individual will experience have been classified in different types. But when generalizing, it is viewed in five groups as discovery, setting up, career center point, ending career and retirement. Stage of discovery starts at early ages and continues till 25, stage of setting up is between 25 and 35 and career center point includes 35- 50 ages. Career of person who is about 50- 60 is called as ending career, at 65 and above stage of retirement is passed to (Gezer, 2010).

We can summarize the general structures of models including stages of career on the figure:

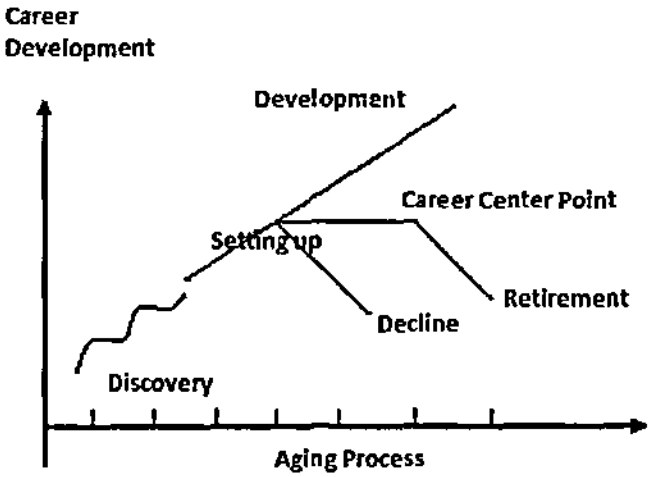

Figure 1: Stages of Career

(Resource: SAV, 2008).

1.5.1. Stage of Discovery

People are interested in lots of occupation at early ages. This interest continues during school period and forms slowly towards the end of it. This period is the time to prove him and evaluate the career alternatives. For young adult, it is the period to select an occupation when career selection alternatives which start with hearing from teachers whom he has a relationship, friends and parents, seeing on television, corners of the streets and played role games are evaluated; in other words as a result of individual observations (Sav, 2008).

During the discovery period, individual can get in contact with counseling institutions, can benefit from various ability and personality tests and counseling interviews which allow evaluating the potential correctly and making sound judgments. Especially university students can make their interests about career clear by opportunity of job training at businesses. Generally, education type and level, first career experiences and even the father's job are effective in decisions made during this period for career selection. Parents of the individual have important duties in discovery period. In this period, the family's role about making decisions which will affect the individual's whole life should be like counseling, presenting ways and sources that will help him make sound judgments more than directing. This period

ends with continuous (permanent) employment researches which continue during the stage of setting up (Gürbüz, Yaylacı, 2004: 195).

1.5.2. Stage of Setting Up

Every individual in social life is in the need of having a job, performing an occupation and being active (Yeşilyaprak, 2012). An individual in this period is search of a job regarding his wish and need.

In the stage of setting up, individual makes a business call, accepts working and tries to orient the business where he is in. He controls and organizes his attitudes and behaviors by using feedback mechanisms (Kaynak, 1996: 181). In addition, he tries to prove that he is the best in the organization (Küçük, 2012). In the period of setting up, career development gets higher level and a person gives his all for his desires.

This stage is passed with three steps. First term is seeking and finding a job. The activity of looking for a job can spread for quite a long time in several cases. Again for quite a long time, at the beginning of his business life, an individual cannot find a job as he would like, he get a start in business for financial reasons. In this term, going through the proper channels makes reaching the career targets easy. The next term is beginning to work and orientation. In this term, job that has been looked up is found. Now the individual has begun to work and tried to orient the business. Orienting the business and learning his work are the most important targets of this term for the individual who is in a new environment. Individuals who especially get a first start in business have experienced a lot of troubles. The last period of the stage is establishment and advancement. Now the important subject for the individuals who have oriented themselves in businesses and business environments is strengthening their present positions and advancing in their occupations. In this term, individual becomes skilled and knows the organization where he works well. While the individual is working for the success with all his power, he increases his craft knowledge. In this period when he is quite productive, an individual will demand more authority and responsibility as becoming more skilled (Sav, 2008).

In this stage, an individual has to be sure about whether he has made right occupational choice or not because the following steps will be shaped in accordance

with this stage. If an individual has difficulty in orienting the organization, he cannot prove himself or if he builds up a feeling of failure, he will probably sever all his ties with the organization, will look for a job again and go back to the beginning of the period. The stage of setting up of these kinds of individuals lasts very long since they continuously changes their jobs (Gezer, 2010). One of the factors why an individual cannot orient is that his education and his thoughts about the job do not overlap with the reality. This situation is called as 'reality shock'.

1.5.3. Stage of Career Center Point

The period of career center point is described as individual's passing from apprenticeship into mastership. Individual passes from learner into maker in the stage of career center point. Now for individuals, the feeling of reliance turns into feelings such as success, respect slowly. In this period, individual has a desire to pass into more advanced jobs demanding responsibility (Küçük, 2012). Individual is in a constant search for being at better positions in his business life namely in his career.

It is a period in which an individual is efficient in his job. In this stage which is very important for individual career, it is expected that employee should receive some awards and advancement. If the expected awards don't accrue, employee loses most of his assertion for his career. If employee is in the same position for a long time, there must be changes or horizontal dynamism in job requirements. In this stage, individual has to cope with 'Plateau of Career'.

Plateau of career is usually a stage which is reached after several years without an important change or advancement in business life. Here, employee loses his assertion, his motivation and productivity decrease (Barutçugil, 2004: 328-329).

With the possibility of appearing in other stages, one of the most commonly encountered troubles in this stage is exhaustion. Exhaustion, whose possibility of being encountered is much at especially busy and stressful job environments, is described as 'physical, emotional and mental fatigue'. Deficiency of energy, indifference against the job and business environment, and performance decline are seen in individuals in this situation (Gezer, 2010). In this situation, physical and emotional negative reactions from the organization to the individual will take quite a tool on him.

1.5.4. Stage of Ending Career and Withdrawal (Retirement)

This period includes individual's preparation for retirement, being retired and the period after the retirement. Retirement is not easy for an individual who devotes his years to business life. Everybody can perceive the retirement in different ways. While for some, it means relaxation, holiday, time for performing hobbies and pleasures that they could not made or a new job, for others, it can be a huge gap and depression (Nurtaç Turan, 2008).

Employees who can make use of opportunity correctly have reached the top in their business lives. In this stage, individual's attention can be turned to his health. Individual is in the attempt of keeping the prestige that he gained during business life. In this stage, individuals starts to trend to subject about themselves more than their institutions (Kabadayı,2013).

Individuals need receiving support from his colleagues and developing positive opinions about future to orient them for advanced career stage. An employee in this stage has to make long term financial plans and preparations for spending his free time (Barutçugil, 2004: 329).

Individuals realize that their performances, mobility decrease and probably they are stuck in present duties. Retirement is usually at the age of 55- 65. As the retirement gets close, individual's power, responsibility and career decrease. This situation is a shock for some. Without doubt, retirement is the ending of an individual's career. While some are making plans for their retirement periods, some make the organization and young employees benefit from his experiences that he has gained by consulting, not leaving the organization (Uzunbacak, 2004).

Table 1: Necessities in Career Stages

Stage	Duty Needs	Emotional Needs
Trying	1. Various work activities 2. Discovering himself	1. Looking for front job options 2. Settlement
Setting up and advancement	1. Demand for Job 2. Developing a skill in a special area 3. Developing creativity and innovation 4. Passing into a new field after a while	1. Encountering rivals and facing failure 2. Encountering work and family arguments 3. Support 4. Independence
Center point of career	1. Renewing technique 2. Developing skill for educating and leading others 3. Passing into a new job requiring new skills 4. Gaining a wide point of view	1. Determining the senses about middle age 2. Orienting himself again against work, family and society 3. Condonation himself and decreasing competition
Career Ending	1. Making plans for retirement 2. Passing into the role of counseling 3. Starting activities out of the institution	1. Support and Consultancy 2. Creating sense of identity for activities out of the institution

(Resource: Aytaç, 1997:70).

1.6. CAREER PLANNING

1.6.1. Notion and Description of Career Planning

Career planning is a wide perspective period related to individual, organization and work (İrmiş, Bayrak, 2000). Career planning means individuals' evaluations about their knowledge, skill and interests, strong and weak sides, recognizing opportunities inside and outside the organization, determining short, middle and long term targets and making plans for these (Pilavcı, 2007).

According to another description, career planning is a period when, by recognizing opportunities that he has, limitedness, selection that he made and possible results of these selections, an individual determines career targets and makes plans about work, education and related programmes which are necessary to reach these targets (Koca, 2009).

Career planning includes cascading of individual consciousness, opportunities, obligations, selections and their results, career aim descriptions, job programming, education, leading and open to development experiences, timing and career targets as significantly and successively.

Career planning is a process in which career decisions are made or which affects present decisions. This period may seem as a jigsaw puzzle since career planning process is a period in which all decision elements are gathered and these elements have to be put harmonically (Balta Aydın, 2007). In fact, career planning recalls a system. Just as a perfect combination of components which will make a whole creates a system, career planning is a perfect system map creating career line in accordance with individual's all features and desires.

1.6.2. Career Planning System

'Plans are nothing but planning is everything.', words of General D. Eisenhower, emphasizes the importance of planning.

We can interpret as planning is not only made up of making plan or a technical work, made plans will fell from favor in a short time, but the important thing is having a constantly planning view, namely a constant point of view such as ' what did we aim?, where did we reach?, why?, what are the necessary precautions?' (Koçel, 2011: 154).

Creating strategical career planning system in businesses and adopting a proactive structure will be a key bringing about success in early intervention regarding future.

Either new or trouble of filling present director positions requires a planning system which emphasis has to be put on carefully to be put on the agenda if manufacturing efficiency is wanted to increase or at least it is wanted to keep at the reached level. This method is symbolized with the notions of career planning in Anglo- American literature, of viewer planning – Nachfolgelplanung- in German literature or again career planning – Karriereplanung- (Kaynak, 1996:161). Nowadays, science and technology are developing fast, there are huge changes in social and economical environments as a result of globalization, and with the effects of these, and there are important changes in especially organizations.

Now, the changing business environment warrants individuals with continuous employment in an organization. Therefore, the better individuals understand where they are in business life and what they can do, the better they will be able to understand and where they would like to go and what they have to do to reach there. Career planning provides this opportunity to the individuals. (Pilavcı, 2007).

Nowadays career is considered as a phenomenon which is mostly formed with the individual's responsibility, in addition, about which the organization supports the individual.

Now individuals have to think about how they will advance and how they can come to the fore from the crowd in a world where the assurance provided by organizations has been decreasing or has disappeared completely. Therefore, the better employees understand where they are in business life, what they can do and what they will be able to do in the future, the better they can understand where they would like to go, what they need to reach there. Career planning provides this opportunity to the individuals. However, even though it is in the responsibility of the individual, aspects of career planning including both individual and organization have to be taken into consideration (Mavisu, 2010).

1.6.2.1. Individual Career Planning

Individual career planning is the whole of actions and activities which individual determines to reach his career targets and to improve himself during business life. In addition, individual career planning expresses investigating individuals' own individual and occupational interests, career targets and levels of present skill and talents. After this stage, individual creates clear and explicit targets and determines the things that he has to do to reach these targets (Kocabey, 2010).

An individual has to review the aims that he has determined simply to reach his targets and discuss the methods which he has determined.

Individuals can change their careers relatively till the middle of their lives and afterwards for different reasons. However, they have rarely made radical changes to find the correct thing by themselves by taking the responsibilities of individual careers. Mostly, what the individuals do is expressed as a evaluation process. In other

words, individuals usually look for individual development opportunities by taking different approach to their present works (Aydın, 2010).

1.6.2.2. Organizational Career Planning

Organizations have to be successful in career management of their employees in two views. First is motivating individual career development and the other is increasing their attendance into the organization. Organizations should provide necessary support services at stages such as determining the requirements of the employees, evaluating themselves and being aware of themselves, creating individual career target and strategies. Organizational responsibility in career planning includes providing individuals opportunities to improve themselves and developing strategies (Gültekin, 2010). A subject that an important emphasis should be put on is that determinations of individuals for reaching career targets will contribute to success of the organization and what develops and satisfies the individual will always contribute positively to the organization. Organization should attach importance to and support career planning of employees.

Career planning applications developed by organizations are in the form of helping personnel by providing information from suitable sources and opportunities to manage individuals' own career plans. In the process of career planning which has an important effect on individual satisfaction, the thing that the management has to do is consulting individuals by presenting them alternatives related to their careers. In addition, by keeping career ways wide and emphasizing persistently on behavioral features of various affairs, introducing these ones to the personnel is helpful (Uzunbacak, 2004).

The efficiency of career planning is helping personnel for individual evaluation or evaluation by himself. In addition to this, when an organization provides this service, it must be related to not only the requirements of the organization but individuals as well.

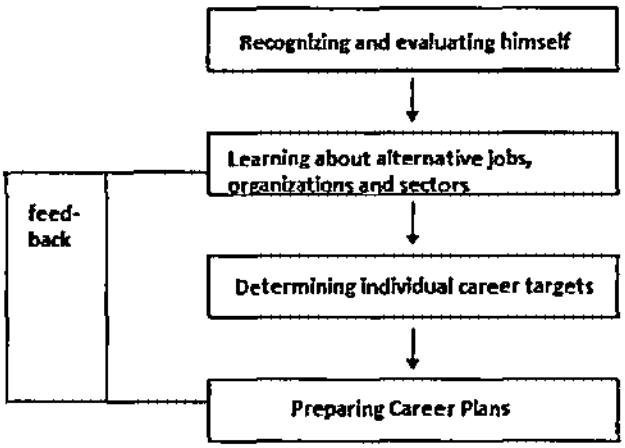

Figure 2: The Process of Individual Career Planning

(Resource: Anafarta, 2001: 6).

1.6.3. Developing of Career

Developing of career can be described as occupational advancement with its best- known meaning. According to another description, developing of career is activities and programmes carried out in the organization for reaching their aims during their business lives. These activities and programmes are presented formally by organizations to have an impact on employees' careers and advancements, and provide the knowledge or capacity to increase (İrmiş, Bayrak, 2000).

The aim of developing of career includes keeping and developing of workforce which is valuable for organizations, making employees benefit from their skills more, and increasing the performances of individuals and organizations by minimizing leaving the job. The more employees are motivated and allowed for developing of career, the higher their commitments to the organization will be.

Developing of career reflects institutional point of view about the notion of career. It includes tools and methods used for making employees' occupational developments in accordance with the targets of the organization. This notion includes developing of career applications such as career map, orientation, promotion,

replacing the place, developing director, backup plan, assessment centers. One of the most important factors in developing of career is career planning. An individual who investigates well his current position and his future position with his skill will get close the success more.

Developing of career provides determining and developing individual skills. It helps organizational success by using individual differences between personnel and at the same time by effecting their satisfactions, motivations and efficiencies (Erdoğan, 2009).

Developing of career aims to develop employees and provide a harmony between their knowledge, skills, experiences and talents, and developing opportunities that the organization offers (Toprak, 2005). Developing of career is very important for both the organization and employees in terms of performing individuals' development requirements and advancement demands; thereby, the business' accomplishment (Damaş, 2010). Developing of career bringing about organizational success and organizational commitment provides mutual gains for both individual and the organization.

Creating a career developing programme in a business is important to both the business and employee. For employee, developing of career provides him to motivate by enabling the planning of his own future and career. For the business, it has importance in terms of increasing the employee's satisfaction and commitment to the business, providing employee to behave more realistically while preparing his career targets and plans and providing benefits such as enriching employee's skills.

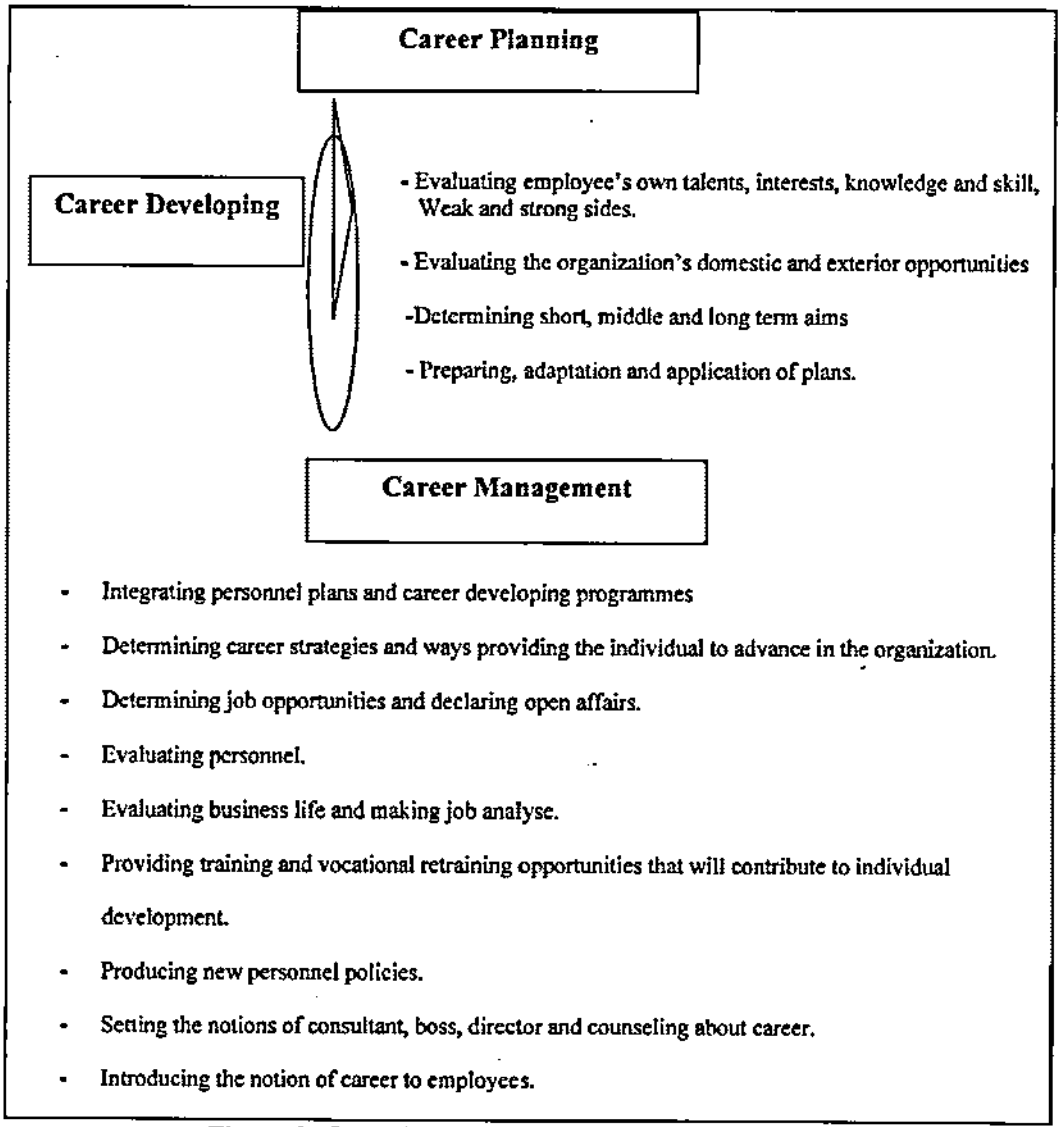

Figure 3: Organizational Career Developing System

(Resource: Altunışık, 2010).

1.7. CAREER MANAGEMENT APPLICATIONS

1.7.1. Internal Recruitment

Internal recruitment is providing personnel needed by business from internal sources. There is no difference between this process and the one which is performed with recruitment of external sources of business. Internal recruitment has some

benefits compared to external recruitment. These are; Internal recruitment is shorter and easier, more detailed and realistic information about works and successes of candidates are obtained, someone who knows the business culture is employed, it is a good motivation source. Internal recruitment has also some disadvantages despite these advantages. These are; it is impossible to fulfill all open position of the business with present personnel of the business, candidates who have different knowledge and experiences give fresh blood to the business as a result of providing personnel from exterior of the business, business can let up for a while if the open positions are always fulfilled with interior recruitment (Aybatlı, 2008).

Application of interior recruitment will be a motivation source for employees. That workers know when there are needs at the departments about which they are more willing, they can pass into them if they work efficiently will motivate them. This is a positive situation as it will increase the competition for both the organization and employees.

1.7.2. Promotion

Promotion which means that a worker is passed into another duty that is advanced level and having more authority and responsibility than the current duty brings about high salary and increase of social respect (Dündar Akçay, 2002).

Modern day businesses have based promotion policies upon either seniority or merit, or both of them. Promotion is usually an application which is quite attractive for workers; however, this offer can be rejected even if rare. Especially in dual career family, promotion of one can cause some problems for the other. Rejection causes various problems in the organization. First of these problems is that organization has spent money and time on him for making him ready for the position that he has rejected. Losing of this investment can cause troubles. Second of them is that the worker who does not act in accordance with circle drawn for the career planning, namely rejects the promotion can be stuck in career way and can stay behind his colleague (Kırçı, 2007).

Researches show that commitments and satisfactions of workers who take promotion opportunity in their businesses are at the high level.

1.7.3. Transfer or Translocation

Nomination of worker to a duty in another place or to a duty which has similar qualification of same job family in the present business is called as transfer or translocation (Üye, 2004).

Transfer or translocation is a career management application which is mostly for workers who are qualified and at upper positions. Authority, responsibility and in parallel with these salary either never change or change a little in transfer or translocation. It can be said that it is a horizontal mobility in the organization. Even if transfer is considered by most employees as increase of income and status, for some it is occurrence of some troubles stemming from environmental changes and family problems. A decision made by the organization in terms of especially geographically translocation; for instance, nominating an individual by promoting to a multinational business's branch in another country might be able to lead him to encounter social, economical and even psychological problems. In this case, organizations can help by developing system of support service to overcome the problems of which the main is compliance and which can occur because of the transfer in the country where he has come newly (Yeşil, 2011).

1.7.4. Organizational Backup

Backup planning, which includes planning of people who can always be ready on behalf of top managers having key positions in the organization, has an important place in career management. Organizational backup planning can be described as educating potential candidates who are at the long term key management position, and creating organizational leadership by making them develop identities.

Organizational backup planning is a confidential process which is only known by department of human resources and top management. Positions at the level of expertise as well as management positions are included in this plan. It is important that position should be considered as key by top management and continuity of the business should be provided in backup planning. Workers can be made ready by backup planning for several key positions by developing their capacities. Importance

of employing and choosing qualified people is paid attention in a successful backup planning.

Organizational backup planning is different from function of career planning. While an individual tries to combine individual responsibilities with responsibilities of the business in career planning, feedback of performance and intercorporate price are provided in organizational backup planning (Toprak, 2005).

1.7.5. Orientation Programme

Orientation programme is a programme which aims to make the ones, who join the organization new or whose duty stations are changed, orient. Programms are usually important in terms of new starters' knowing the organization, employees and seeing their working types. Individual's orienting time to the new organization shortens with the orientation programme. An effectual orientation programme has an importance in socializing of an individual (Küçük, 2012).

This process is effective in making personnel more productive for business, and in meeting his needs for employee. In businesses where comprehensive orientation programmes are prepared, rate of leaving job decreases and the speed of learning job increases. Therefore, level of productivity shows a fast increase. Here, another effective variance is achievement factor. Researches present that successful personnel have more desire for staying in the business; therefore, they provide the increase of achievement by reaching high performance level faster because of orientation programmes (Dilsiz, 2011).

1.7.6. Dismissal

Businesses can prefer the way of dismissal of their employees for several reasons. These reasons can be low performance of employee, causeless absence, and permanent problems with his colleagues as well as events happening as unrelated to the employee such as economical fluctuations, bankruptcy or shrinkage of the business.

Dismissal is a negative situation for both the business and employee. In developed countries, by force of management policies, when the business determines who will dismiss and who will stay in there, businesses have helped dismissed

people with the channels of providing external employment or external placement programmes to overcome psychological stages such as depression and offense that can be encountered during these transitions, and not to decrease the speed of career transition (Albayrak, 2007).

1.7.7. Retirement

Retirement is usually a decision made by the employee himself. Employee can want to leave the job at the time when he determines especially if he qualifies for a pension. People retire because of reasons such as advancing in age, wishes of female employees for leaving the job, wish for working in another job after retirement, various health problems, financial requirements etc. Decision about retirement is a hard one to be made since he will be away from habits and job environment which has continued for years. If people who work in public institutions qualify for pension, they can leave at their own requests. Apart from these, at best, they can perform duties within the limits of the age determined with laws. For some, retirement is a situation challenging for accepting. The desire for retirement can be because of health problems, financial requirements, and the will for working in another job. In modern day, age and service limits for qualifying for a pension have been increased (Kurtoğlu, 2010).

1.8. CAREER TROUBLES

1.8.1. Stress and Exhaustion

In our modern business life, there are lots of stress reasons depending on social and individual life style, and lots of methods and suggestions have been developed for overcoming stress. Here the point emphasized is that stress and its extreme top point, exhaustion, have become important career troubles.

Stress with its mild effect causes an explicit decrease in an individual's performance. In further stage, an individual becomes desensitized, remains unresponsive, and does not have motivation for job. Now he has no desire for anything and does not want to go to work. Boredom, working very much, stress, time sensibility, difficulty in concentration, low self confidence and introversion are the

subject that should be paid attention within the scope of exhaustion. It is sometimes the consequence of stress stemming from psychological and sometimes physical exhaustion. For instance; employees who experience dismissal or shrinkage in the company can encounter with these problems. Reducing stress can remove or decrease these problems. However, people who experience exhaustion are not like the candidates who are much more stressful, are in attempt of advancing in their jobs, have a lot of responsibilities (Yorulmaz, 2007).

That stress is a subject which has emphasized importantly in recent years has led researchers to investigate the ways of reducing negative effects of stress. One of these researchers has suggested that organizational stress can be coped with in two ways. First of them is to remove or decrease environmental stress factors in the organization. Second one is teaching individual the ways of coping with stress (Kırel, 2013: 161). Increasing organizational efficiency will solely be performed with reducing stress on the basis of each individual and making away with the employee's senses of exhaustion and boredom.

Individual presents different stress reactions to get rid of or cope with the sources of stress which he encounters. Reactions such as not coming to the work on time, inefficiency, high level of work force turnover rate, decreasing job satisfaction and reducing the motivation are some reactions of an individual because of job stress. Fast avoiding stress sources based on organization requires an individual to be supported by his colleagues and top management (Eren Gümüştekin ve Gültekin, 2009).

1.8.2. Troubles Stemming from Sex

Troubles stemming from sex have become important career developing problems as female number has increased in business life. Especially since the number of female managers working at top managements of the organizations is less, we confront glass ceiling syndrome. Main ones of these kinds of career troubles are that females have much more intervals in their careers, wage injustice is applied for females and females have more responsibilities in their families. The effect of organizational culture is very important in creating and overcoming this trouble (Ok, 2009).

1.8.3. Mobbing

Notion of mobbing in workplace was first described by Heinz Leymann, German job psychologist, in the late of 1980s. Leyman describes mobbing as exposure of someone or rarely several people to emotional harmful behaviors systematically by one or more than one person (rarely more than four people) everyday and for several months. As a result of his researches, Leymann determined that this aggression is intended to the victim's self expression, social relationships, business and private life, business respect and health (Tengilimoğlu, Akdemir Mansur, 2009). Source of the behavior is focused on not an event but a person.

Determinative features of mobbing are performing it deliberately, its systematical repetition and its continuity for a long time. In modern day, mobbing is a phenomenon happening in all cultures and work places regardless of sex or hierarchy difference. Therefore, the risk of exposure to mobbing is valid for everybody. The sufferer starts to be alienated against first himself then his surround as a result of organizational psychological violence developing in the form of hostility of a person or some people beforehand towards a person. The process starts with indifference to the work, boredom, intimidation, low performance and can reach to resignation from the job. In the organization, decrease of satisfaction and commitment to the organization occur. Some behavior and thought changes such as insomnia, anorexia, depression, boredom, anxiety, immotility, crying fits, forgetfulness, touchiness, sudden temper, silence and unsatisfaction for the things that he loved before can be seen on people who has got harmed from phenomenon of mobbing. Even opinion of suicide can be developed by victim of mobbing in the cases which violence and abuse are dense in (Dilsiz, 2011).

1.8.4. Working at More Than One Business (Moonlight Trouble)

Moonlight application is the case of an individual who works in another business for more than twelve or fourteen hours a week regularly apart from working in the organization. This problem can be explained as being interested in his hobbies, making investments, working in another business. Main reason of the moonlight trouble is financial insufficiency or the possibility of losing main job. In this case, an individual needs work in a different business beside his main job. That a teacher

gives private lesson apart from teaching at school, a computer programmer commercializes a computer programme by developing it can be presented as examples. The main reason of moonlight trouble is that an individual uses his energy for other jobs. In this case, an individual does not work with enough performance at the employed organization. In addition, it brings about negativeness such as coming late to work, work absence, unfaithfulness, and he prevents his career advancement in the organization (Şahin, 2007).

1.8.5. Working Spouse (Spouses with Dual Career)

Dual career is described as planning working spouses' own career targets of both working spouses. These problems are ranked as working of both spouses, responsibilities in family, working of spouses in the same organization, geographical translocations.

There can be some problems in family responsibilities of spouses with dual careers. Stress that both of them have can affect each other. Spouses with dual careers are in various types. These are as below:

- Spouses following same careers and working in the same business
- Spouses working in the same business but following different careers
- Spouses working in the different businesses but whose career targets are similar to each other's.
- Spouses working in different businesses and whose career targets are not similar to each other's.

When the abovementioned cases are investigated, there can be problems such as competition and jealousy between spouses. In addition to this, as a result of male's looking himself up from female in business life, male's force for female for making her leave the job or have an interval is among the encountered problems (Aydın, 2010).

1.8.6. Dual Career

Dual career is the case that an individual has two careers at the same time. A person has dual career if two jobs require a certain specialty and experience, and if

both of them provide individual title, career and status especially with regard to individuals who works for more than one business. Here the problem is not whether an individual has dual career or not but his preference about which one he will give more importance to since trying to advance his career in two jobs that he chose is really hard, even impossible. Yet it should not be expected that he can accomplish with the dimidiate energy. Because of this, advancing in interested and aimed career step rather than developing career in two jobs will increase job motivation and motivation by preventing the difficulties that he encounters (Aybatlı, 2008).

1.8.7. Disfavoring

Harms of disfavoring to the institution beside the individual are very big. So, this problem which is encountered in institutions much should be discussed carefully, factors that can be the reasons of disfavoring should be investigated and necessary precautions should be taken before this case occurs because firm has big share for appearing of disfavoring problem. The institution should have a role in solution of the problem (Mutlu, 2010).

1.8.8. Layoff

It expresses the situation of obliging an individual to leave the job involuntary. Layoff can happen for some reasons such as low performance, closing down the business, changing of manufacturing type and shrinkage of the business. Even if layoff is known as a career gap for an individual, it can create a new career opportunity with which he can show his potential with a new job (Kocabey, 2010).

1.8.9. Plateau of Career

It expresses stability in career advancement of an individual for a certain period because of his own private or business life. Because extension of this period more than adequate will affect both employee and organization negatively, it will be necessary to activate both individual and organizational precautions on time (Sansarcı, 2011).

Structures of institutions which have decreasing number of management positions show that it is inevitable to be time for an individual when he cannot

advance more in his career. In addition, it is not a must for career advancement to be upwards consistently. Here employee loses his career allegation, his motivation and productivity decrease. Now efforts and expectations at the beginning are not seen because however he tries hard, he does not perceive a chance for an award or advancement. In this stage, both individual and company should be avoid negative reactions in terms of physical and emotional, should support positive mental attitude and continue healthy business and human relationships (Sav, 2008).

CHAPTER TWO

2. ORGANIZATIONAL COMMITMENT

2.1. CONCEPT OF ORGANIZATIONAL COMMITMENT

The concept of organizational commitment is one of the issues which is mostly researched in the fields of management-organization, organizational behavior and human resources management. The literature reveals that organizational commitment has always been a current issue and the focus of various researches. In addition, organizational commitment is included in ever-increasing studies as a variable, therefore it is indirectly addressed as well. Another reason why organizational commitment draws such attention is the intent and behavior of quitting the job and the close relation which is identified to exist between them, which is a subject of high importance for organizations. It can be also said that organizational commitment is positively associated with work behaviors which are of high importance for organizations, such as job performance, organizational citizenship behavior and attendance to work. Accordingly, it is believed that understanding the development, functioning and management of the process of organizational commitment would provide benefits to organizations (Çakmak, 2011). Sense of belonging inherent to the term of commitment results in development of a type of relation between individual and his organization and it helps individuals within an organization to gather around mutual values, objectives and culture. That's why the concept of organizational commitment is considered to have effect on increase of organizational efficiency, defining yourself with the organization, productivity, outputs such as labor transform or labor turnover, or degree of accepting organizational change. It is the concept which draws the attention of researchers who focus on today's working life, as it is associated with all of these organizational outputs.

Organizational commitment is explained within various conceptual frames with behavior-based and attitude-based viewpoints. Organizational commitment was explained as a psychological link between individuals and their organizations in the past. It was researched as a concept which does not include a multi-dimensional

approach. According to Morrow, there are more than twenty five conceptual definitions and measurement tools related to organizational commitment. In their study which was carried out in 1997, Meyer and Allen emphasized that there was not a consensus with regard to the definition of organizational commitment; but most of researchers accepted that such commitment was a psychological relation between the individual and the organization and structure of such relation might have various aspects (Öztürk 2008).

2.1.1. Definition of Organizational Commitment

Before defining the term of organizational commitment, we should understand the meaning of 'organization'. Organization is a type of social relation which is established to achieve a certain goal, and which has a certain structure and permanence. (Taşçı, 2013:4).

Plain organizational structure, flexibility and productivity is critical for organizations to adapt to rapidly changing environment and competition conditions of business life (Yalçın, 2013). Commitment of employees is the most important key to the development in competition environment and to increase of efficiency of organizational mechanism. So what is organizational commitment or commitment to organization?

Organizational commitment is one of the modern management terms which is highly emphasized. As the importance attached to personnel improved, number of researches concerning the concept of organizational commitment increased and various definitions were made. Some of the remarkable definitions related to this concept are given below:

- According to one of the definitions, organizational commitment means an employee's identifying himself with the organization and becoming committed to the organization (Yıldız, 2011).
- Grusky (1966) defines commitment as 'the power of relation to the organization' (Boylu vd, 2007).
- Commitment is the willingness of social actors in offering their energy and commitment to social systems (Kanter, 1968).

- It means acceptance of objectives and values of the organization by the personnel, as well as personnel's showing more effort for benefits of organization (Lauer, 1968).
- It is the total of attitudes and tendencies which connects identity of an individual to the organization (Sheldon, 1971).
- It means an employee's identifying himself with organization, adopting the job and offering his loyalty to the job, as well as being emotionally committed to the objectives and values of the organization (Buchanan, 1974).
- It is the total of normative pressures internalized to act in compliance with objectives of an organization (Wiener, 1982).
- Organizational commitment is a behavior which shapes relation of personnel with the organization and which enables personnel to take the decision of becoming a permanent member of the organization (Meyer and Allen, 1996).
- According to another definition, organizational commitment covers the will of personnel to stay within the organization, identification with overall efficiency, benefits and success of the organization, loyalty of personnel towards the organization, as well as efforts of personnel to contribute to the success of his/her organization (Bayram, 2005).
- Explained as psychological commitment of personnel to the organization, organizational commitment is also defined as the will of personnel to work for and stay within the organization, as well as adoption of objectives and values of the organization by the personnel (Çetin Gürkan, 2006).
- It is the process of identification with purposes of multiple items of an organization (it may cover senior management, customers, industrial unions and the society; in general) (Reichers, 1985).
- Balay (2000) defines organizational commitment as investments of employee in an organization, orientation towards behaviors which result in attitudinal commitment, as well as identification with objectives and values of organization (Bayram, 2005).
- Following their research in 1979, Mowdey, Steers and Porter defined organizational commitment as an emotional relation between worker and

organization. According to them, organizational commitment is the relative power of an individual's identification with and participation in a certain organization (Yüceler, 2009).

As you can see in the definitions, organizational commitment means adoption of objectives and values of an organization by the personnel, identification of the same with own objectives and values by the personnel, feeling the equality between contributions to the organization and awards received by the personnel, doing his best to ensure efficiency and success of the organization by the personnel, and sticking to the organization by considering emotional and ethical values even when it is in own interests of the personnel to leave the organization (Şahin, 2007).

2.1.2. Importance of Organizational Commitment

Organizations confront various complex problems that they have to overcome in order to survive in today's rapidly changing and harsh business world. Changes that take place in internal and external environment of organizations require them to adapt to new developments (Aytaç, 2003: 320). Organizational commitment is one of the primary activities and ultimate targets of survival endeavors of organizations (Demir, 2009). Human factor is the source with most important role within organizations which have to make the best of their limited sources in order to surpass their competitors. Crucial as the key to get ahead in competition, human factor urge organizations to produce human-oriented policies. That's why organizational commitment gains more importance for organizations.

Commitment of employees is considered as the most critical factor for success of an organization. Organizations seek to increase organizational commitment of their members, since organizational commitment transform employees into people who solve problems, rather than produce problems. Organizations have to improve commitment of their employees if they want to survive or reach prosperity in the business world. Organizations where organizational commitment is high are generally more effective and productive than others.

It is identified that absence of employees whose commitment is high is significantly lower than that of employees whose organizational commitment is low

(MathiugeandZagac, 1990). Possibility to exhibit negative behaviors such as tardiness or quitting the job is also low for employees whose organizational commitment is high. Employees who adopt targets of the organization and strive to accomplish those targets gain competitive power to their organizations. Since such employees present positive opinions, their organizations don't experience any difficulty in engaging qualified personnel (Budak, 2009).

2.2. CONCEPTS EQUIVALENT TO ORGANIZATIONAL COMMITMENT

2.2.1. Organizational Committment

It is identified that the terms committment and commitment substitute each other in researches. However, these two concepts have different meanings. Organizational committment means carrying organizational integration into the future of organization. From this aspect, organizational committment is different from organizational commitment which means being adhered to current benefits and targets of an organization, as organizational Committment covers being adhered to future targets of an organization as well (Gürül, 2013).

2.2.2. Organizational Loyalty

Organizational commitment is confused with many terms due to the word 'commitment' in its definition. One of them is the term 'loyalty'. Both loyalty and commitment is long term emotions within an organization. Loyalty means identifying the self with an organization and feeling emotional responsibility, which is based on sense of responsibility and duty. It is an important factor in the relation between employee's values and expectations and the decisions of staying at the organization or quitting the job. Accordingly, loyalty decreases with quitting, while it increases in positive and rewarding environments (Uygur, 2009: 15).

According to Kang and colleagues (2004), organizational loyalty refers to employee behaviors that include increasing organizational benefits rather than individual benefits and being committed to these benefits. Such behaviors cover

striving to improve overall organizational benefits and making positive discourses about the organization for purpose of creating a positive image (Çöl, 2004).

Even though these two terms show similarity, they differentiate with regard to essential points. In addition, both organizational commitment and organizational loyalty refers to the endeavour to sustain affiliation to the organization. Organizational loyalty is based on cultural values, while organizational commitment is based on job and related success. On the other hand, organizational loyalty arise as a result of long-term commitment (Yılmaz, 2013).

2.2.3. Commitment to Profession

Unlike commitment to job, commitment to profession is related to how important and central profession of an individual is in his life, which is gained as a result of his works that are carried out for purpose of gaining competence and ability in a certain branch (Baysal and Paksoy, 1999). Commitment to profession is defined as the time spent and effort made by individuals in improving themselves technically and practising their profession more successfully.

Commitment to profession refers to an employee's understanding the place and importance of his profession in his life, in parallel with the knowledge, competence and experience gained in working life. Commitment to profession means being identified with the profession and carrying out a profession with love. On the other hand, commitment to organization refers to being identified with an organization and feeling a sense of belonging to that organization.

If we are to compare professional commitment and organizational commitment, these two terms are generally considered to be opposite to each other, since norms and values of commitment to organization and commitment to profession are incompatible in principle. It is observed that commitment to utilitarian organizations is quite difficult for employees who were committed to a profession before, that commitment to profession is more permanent than commitment to organization for such employees (Kılınç, 2013). Corporate commitment of employees who adhere to their objectives and professional targets is low. Nobody but employees who are committed both to an profession and an organization, and who

balance their benefits with organizational benefits will succeed and contribute to productivity.

2.2.4. Commitment to Colleagues

Another term that is similar to and confused with organizational commitment is commitment to colleagues. Commitment to colleages is expressed as an employee's identifying himself with other employees within his organization and feeling loyalty to them. When a person is employed within an organization, elder employees guide him, meet his needs and effectuate permanent effects in his attitudes towards the organization.

Individuals whose instinct of commitment is high attach particular importance to warm relations and friendships. They choose working in environments where they are together with other people, help and share things with them, rather than dealing with future plans. Commitment to colleagues is a goal for such people. In these cases, employee either does not quit his job due to his commitment to colleagues or has difficulties when it is required to quit his job.

Commitment to colleagues has certain outcomes both for the individual and the organization. With regard to the individual, sense of belonging to a group has positive effects on performance of the employee. Commitment to colleagues significantly contributes to resolution of problems related to work. Social participation improves the sense of solidarity and creates the infrastructure required for formation and development of a strong organizational commitment (Budak, 2009).

2.2.5. Commitment to Job

Another term associated with and similar to organizational commitment is commitment to job. Commitment to job is the emotional connection and faith that an employee feels concerning his job. Commitment to job is different from organizational commitment. Commitment to job is defined as internalization of importance and value of a job by an employee, as well as attitudes and trends which connect identity of an employee to his job.

Commitment to job is also defined as an employee's making his job center and focus of his life and a part of his identity. According to another definition, it is employee's consideration of his job as an important part of his life. Allport (1943) defines commitment to job as meeting the needs such as participation in work, prestige, dignity, self-respect, autonomy and feeling of honor at work.

Commitment to job is also expressed as deeming the job important within the frame of self-worth and self-respect. It is also possible to define the term as the degree of importance and value given to a job, in other words; degree of participation in activities of job and defining oneself with the job in psychological terms (Sağlam Arı, Bal ve Çına Bal, 2010).

Commitment to job is feeling internal motivation to and becoming integrated with a job. It is the pleasure that an employee gets from his job and the will to maintain the job. In addition, it also refers to the commitment on immediate arrangement and fulfillment of requirements of the job (Uygur, 2009:33).

Characteristics of this term are listed as below in researches carried out on commitment to job:

- Relation between the job and the image that an employee has about himself
- Degree of embracing the job by employee
- The extent that self-value of employee is influenced by level of performance perceived
- Degree of an employee's identification himself with his job.

Terms 'commitment to organization' and 'commitment to job' are usually confused with each other. Number of researches related to determination of the relation between these two terms is not high in the literature. While commitment to job refers to professional commitment, organizational commitment (or commitment to organization) refers to commitment to corporations.

Commitment to job is defined as identification with the job that is carried out and owned by employee, as well as degree of integration with the job. In organizational commitment, the key factor is organization (Kaya, 2013).

2.3. INDICATORS OF ORGANIZATIONAL COMMITMENT

Commitment of employees to their organizations can occur in the form of various attitudes or behaviors. Yet, certain indicators allow the evaluation of organizational commitment of employees. These indicators are accepting and depending on values and objectives of the organization, making self-sacrifice for the organization, identifying self with identity of the organization, and the process of internalization.

2.3.1. Accepting and Depending on Values and Objectives of Organization

The most important indicator of organizational commitment is the compatibility between objectives and targets of employees and the objectives, targets, values and vision of an organization. An employee who cannot accept objectives and targets of an organization is not expected to become committed to that organization. Leading names of the subject of organizational commitment, Porter, Steers and Mowday consider accepting and feeling a strong faith in values and objectives of an organization as the minimum requirement of organizational commitment. Distance between expectations and offers is the most important criteria that determines the level of organizational commitment.

In consideration of this information, it is possible to say that organizational commitment of employees who don't adopt objectives and values of their organizations will be low. Therefore (particularly) managers of organizations should ensure that culture, values and objectives of organizations are accepted and adopted by each of employees.

Effective methods of communication should be used in this regard, as it is discussed in our research (Kıraç, 2012).

2.3.2. Making Self-Sacrifice for the Organization

Another important indicator of organizational commitment is the willingness to make more effort for the benefit of organization. Yet, such effort must exceed formal requirements of the job. Willingness of employees to work more depends on the degree of organizational commitment. If an employee makes self-sacrifice for the

success of his organization without expecting material benefits, it is considered as an important indicator of identification with the organization (Yeniçeri, Demirel, 2011: 355)

Abovementioned characteristic which is present in social structure of Japan enabled the country to quickly recover with regard to economy, even though Japan was defeated in the Second World War (Gündoğan, 2009).

2.3.3. Identification with Organization

Identification is the effect arising from will of employees to imitate an organization which they are satisfied with. When an employee identifies his organization with the characteristics he uses to define himself, then it is possible to say that such employee identifies himself with his organization and that he feels a strong commitment to the organization. Briefly, identification refers to an employee's integrating himself with his organization in return for things that he values.

The higher the image and credibility of an organization, the higher the degree of identification of employees with their organization. Identification with the job or organization gives rise to the sense of peace and happiness in employees. As a result, employees go to work as if they go to their home. This sense of peace and happiness has positive effects on productivity as well. Such employees feel themselves as part of their organizations and their commitment to organization increase accordingly. As commitment to organization increases, employees have positive beliefs about their organizations.

Employees are generally proud of their commitment to the organizations which they identify themselves and they talk about their pride outside their organizations (Somuncu, 2008).

2.3.4. Internalization

Internalization means evaluation and adoption of values and rules related to one's culture in own personality. Therefore the person both learns and accepts the things that he learns through socialization.

Internalization is a process of influencing, which covers combination of values that guide the behavior. Organizational values and objectives are internalized when relevant attitudes and beliefs of management of an organization match up with values and objectives of employees (Dolu, 2011).

2.4. CLASSIFICATION OF ORGANIZATIONAL COMMITMENT

Various authors suggest different approaches concerning the classification of organizational commitment. Organizational behaviorists and social psychologists have different points of view in this regard. In the literature, the term 'organizational commitment' is generally discussed under two different approaches, namely attitudinal and behavioral. According to attitudinal approach, commitment is an emotional reaction, while it is considered as the extension of past behaviors of an individual according to the behavioral approach. The approach of multiple commitment, which develops out of these two approaches and which brings a different point of view will be addressed as the third type.

2.4.1. Approach of Attitudinal Commitment

Attitudes have three items: emotional, cognitive and behavioral. Emotional item refers to emotional behaviors driven with the item of attitude, in other words; it is the emotional reactions that attitude creates in the person. Cognitive item refers to beliefs that a person has about an item, incident or other people. Behavioral item refers to taking action in line with the attitude. In this context, attitudinal commitment is an emotional tendency towards the organization or a point of view concerning the organization, which develops as a result of an assessment of the relation between person and organization. Attitudes of a person related to the relation between himself and the organization ensures that the person exhibits certain behaviors towards his organization or tends to exhibit such behaviors. These behaviors include behaviors associated with quitting or staying within the organization, and striving/not striving for the benefit of organization (Kaya, 2013).

2.4.1.1. Etzioni Approach and Classification

Etzioni researched compliance systems within organizations, as well as forms of orientation to these systems by employees. Accordingly, orientation of employees to compliance systems is titled as participation in organization. Degree of this orientation can be high or low, while direction can be positive or negative. Etzioni names positive participation as commitment, while negative participation is named as alienation. Commitment is addressed in three forms according to this approach (Kervancı, 2013).

- **Moral Commitment**

It is based on employee's internalization of values, norms and objectives of organization and identifying himself with the authority. Employees show higher commitment to their organizations when they follow purposes which are beneficial for the society.

- **Cheeseparing Commitment**

This kind of commitment is based on the relation of dealing between organization and employees. Employees become committed to their organization due to the rewards that they expect to receive in return for value they add to their organization.

- **Alienating Commitment**

This kind of commitment develops with classification of behaviors of employees and it refers to negative orientation towards the organization. Employee maintains his affiliation to organization even though he does not feel commitment to the same (Yeniçeri, Demirel, 2011: 354).

2.4.1.2. Kanter Approach and Classification

This view is based on researches of Kanter and Buchanan who make different definitions of commitment. According to Kanter (1968), commitment is the willingness of employees to offer their energy and loyalty to social systems, and employees' integrating their personalities to social affairs that will satisfy their will and requirements. On the other hand, Buchanan (1974) defines commitment as committing to organization, objectives and values of organization, and roles

associated with purposes of organization with a sense of partisanship (dogmatic commitment).

According to Kanter, commitment is comprised of three main types-commitment aimed at permanency, clasping commitment, and control commitment. In commitment aimed at permanency, it is difficult and costly for employees to quit their organization as they make personal investments in their organization. In this case, employee has to maintain his association since he made remarkable sacrifice on behalf of the organization. Clasping commitment refers to commitment to a group or relations in a group. It gives employee emotional satisfaction to belong to a group, communicate with and care each member of group (Eğilmezkol, 2011). Control commitment arises with the connection to norms of organization which shape behaviors of employee at will of the organization. Employee finds rules and expectations of organization right and ethical, since they comply with his own values. That's why such employee deems it necessary to comply with and abide by directives of organization (Alamur, 2005).

2.4.1.3. O'Reilly and Chatman Approach and Classification

Evaluating organizational commitment as psychological commitment of an employee to his organization, O'Reilly and Chatman suggests that organizational commitment has three behavior-based aspects: behavior of compliance, behavior of identification, and behavior of internalization.

Behavior of compliance represents attitudes and behaviors that an employee exhibits in order to receive a reward or avoid a penalty. 'Compliance commitment' arises for purpose of receiving certain rewards, not for shared values. In this type of commitment, appeal of reward and offensiveness of penalty is in question.

Behavior of identification refers to an employee's will and act to resemble a phenomenon which develops a social effect that the employee experiences. 'Identification commitment' arises for purpose of establishing or maintaining a satisfying relation with others. Therefore employee feels honored to be a member of a group.

Behavior of internalization is the motivation to do the right thing in the presence of a social effect. It becomes evident with norms. 'Internalization commitment' refers to alignment of values of the organization and the employee.

Concerning identification and internalization commitment, employees make additional effort and spend extra time for benefit of their organization, without expecting benefit in return. Willingness of employees to stay within the organization is high. Concerning compliance commitment, employees stay within the organization only for purpose of receiving certain rewards, and they avoid working more than requirements of the job, which results in lower willingness to stay within the organization (Bozkaya, 2013).

2.4.1.4. Penley and Gould Approach and Classification

Approach of Penley and Gould is based on the model of participation in organization by Etzioni. In his model, Etzioni discusses systems of compliance within organizations, as well as orientation to these systems by employees. Penley and Gould (1988) states that Etzioni's moral, selfish and alienating model of participation or commitment is quite appropriate to explain organizational commitment, but that the model did not draw enough attention in the literature for certain reasons. One of the important reasons is the complexity of this model. Because the model incorporates two emotional commitment – namely; moral and alienating. Yet, it is not clear whether these terms are independent of or opposite to each other. If they are used opposite to each other, alienating commitment would be the negative of moral commitment, the term 'alienating' will not be necessary. Penley and Gould addressed these two terms independent of each other. In this case, opposite of moral commitment is not alienating commitment, it is the absence of moral commitment.

Another reason why Etzioni's commitment model did not draw much attention is the macro character of this model. Unlike Kanter, Etzioni emphasizes that a single compliance system and related commitment type would be applicable within organizations. However, it is possible to observe various compliance systems and commitment types all together. At this point, Penley and Gould claims that

multiple compliance systems and commitment types could be seen all together within organizations. (Gül, 2002).

Penley and Gould (1988) suggests that organizational commitment has three different aspects, basing upon the forms of participation in organization, which is covered by the model of Etzioni (1961).

Moral commitment is the type of commitment which is based on acceptance and identification with objectives of the organization. In this case, employee devotes himself to his organization, feels responsible for the success of organization and supports the same.

Selfish commitment is based on receiving incentives and rewards in return for contributions of employees. In this type of commitment, organization is considered as a means to achieve certain rewards.

Alienating commitment: It is based on perceptions that the person does not have control over internal environment of the organization, and that there is not any alternative jobs or organizations. In this type of commitment, employee believes that rewards and penalties are given randomly, not in return for the quality and amount of work. It gives the impression that employee does not have control over internal environment of the organization. On the other hand, absence of alternative jobs or organizations also lead to the development of alienating commitment. In this case, employee believes that he does not have control over external environment of his organization. If an employee believes that he does not have control over internal and external environment of the organization, it will lead to development of a negative emotional relation between employee and organization (Dağdeviren Gözen, 2007).

2.4.1.5. Allen and Meyer Approach and Classification

Classification by Allen and Meyer is the most commonly seen classification type in the literature. In this classification, organizational commitment is addressed according to a three-dimensional approach. Accordingly, organizational commitment is the process of identification of objectives with various components that constitute the organization. Components that constitute the organization are senior management, customers, industrial unions, employees, state, laws, suppliers and the public opinion. Therefore organizational commitment arises from the total of various

commitments towards these components that constitute the organization. Most important researches of researchers who claim that organizational commitment should be addressed from a multidimensional perspective are the researches of Allen and Meyer. In their organizational commitment approach, Allen and Meyer addressed attitudinal and behavioral approaches and their supplementary relations collectively. In this approach, the term of organizational commitment is considered as a psychological state concerning beliefs and/or feelings of employee related to the organization (Özünlü, 2013).

Allen and Meyer made important contributions to resources of organizational commitment with their researches that they carried out since 1980s. Claiming that organizational commitment may develop in various forms, they researched only one aspect in the beginning. In their fifteen researches which were published in 1984, Meyer and Allen distinguished organizational commitment as emotional commitment and permanence commitment. Yet, they developed triple model in their researches in 1990 and classified organizational commitment basing upon three main items. They are emotional commitment (emotional commitment to the organization), normative commitment (obligation to stay within the organization), and commitment of permanence (perceived results of quitting the job). Concerning emotional commitment, employees stay within their organization as they want to stay, while the reason to stay is requirement in the commitment of permanance. In normative commitment, they stay within their organization because they feel responsibility (Bozkaya, 2013).

- **Emotional Commitment**

Emotional commitment is defined as emotional connection to organization by employees, as well as their will to participate in and identification with the organization. An employee with emotional commitment feels positive feelings and pleasure for being a member of the organization. An employee with strong emotional commitment continues to work within the organization only because he wants to do so (Meyer and Allen, 1991: 67).

Employees are eager to strive for benefits of their organization. That's why emotional commitment is the most desired commitment type at organizations. Job experiences and personal characteristics have direct effects on emotional

commitment. According to a research carried out in our country, it is determined that satisfaction from job and the communitarian organization culture are the variants which affect emotional commitment at the most.

Meyer and Allen (1984) emphasizes that emotional commitment of employees increase as they get older, their job experience increases or time they spent at the organization increases (Göksel, Aydıntan, 2012).

- **Normative Commitment**

This kind of commitment arises from considering staying within the organization as a moral obligation. Employee prefers to stay within the organization due to his moral beliefs and values. In this commitment type, employee believes that loyalty is important, and he sticks to his organization with a sense of moral responsibility and obligation.

Normative commitment arises as a personal liability. Employee feels that he is debted to his organization. Employees continue to work within the organization because of their feeling of gratitude, trainings received, or friendships and close relations that they established. Briefly, normative commitment is influenced by social and cultural features of employees. Employees with high normative commitment consider working at the organization as a 'task' for themselves (Gürül, 2013). Normative commitment is more frequently observed in employees whose job experince is high and who worked at the organization for long years.

- **Commitment of Permanence**

In this type of commitment, employees recognise costs of quitting their job. Such employees maintain their affiliation to the organization as they need to do so (Kurşunoğlu, Bakay and Tanrıöğen, 2010). At this point, sense of obligation arises. Amount, size and level of investments made in the organization by the employee, as well as absense or presence of alternative jobs are among the factors that affect the decision of either quitting or staying at the organization. In addition, financial possibilities, prestige, dignity, mass housing, family status, personal features and settlement are other factors that have effect on the willingness to stay within the organization (Mahmutoğlu, 2008: 75,76).

2.4.2. Approach of Behavioral Commitment

Behavioral commitment arises from commitment to behavioral activities of employees. According to this approach, behavioral commitment is based on socio-psychological perspective. It is associated with the process of becoming committed to the organization by employees, depending on past experiences and compliance of employees.

Behavioral commitment is a term related to the problem of working for a very long time for a certain organization and employees' way to deal with this problem. Employees with behavioral commitment are committed to a certain activity, not the organization itself (Eğriboyun, 2013).

Behavioral commitment is related to behaviors of an individual, rather than the organization itself. For example, after an employee exhibits a behavior, he maintains such behavior for certain reasons and become committed to that behavior. As time goes by, employee develops attitudes which justify or comply with that behavior, which increases the possibility to repeat such behavior (Budak, 2009).

2.4.2.1. Becker Approach and Classification

Becker conceptualizes commitment with accumulation of interests (side bet) or sunk costs of the organization. Employees transfer their important values to organizations. They make effort and spend time for their organizations and receive side benefits such as seniority and retirement pay in return. The higher the value of resources invested in the organization by employees, the higher their organizational commitment is. Because they receive side benefits in return for their investments (Usta, Küçükaltan, 2012).

According to Becker, side bet sources which result in commitment of employees are:

- Social expectations: An individual may make side bets that restrict his behaviors due to social and moral sanctions of expectations of his society. An example to such social pressures is regarding persons who frequently change jobs as unreliable.
- Bureaucratic arrangements: It is the second source of side bets. For example, think about a person whose salary is deducted for a certain amount each

month for the retirement pay. When this person wants to quit his job, he will recognise that the money deducted from his salary during his term of service reached a high amount. This bureaucratic arrangement related to the retirement pay urges the employee to make a side bet, since he will lose said amount which he deserves and which is deducted from his salary for years and he will not receive retirement pay if he quits his job.

- Social interactions: It is another side bet source of Becker. People have certain beliefs about a person, which urge such person to exhibit behaviors compliant with such beliefs. For example, if a person asserts himself as reliable, he shoud not tell lies to maintain this belief about himself. In this case, he develops commitment towards honest behaviors.
- Social roles: Side bets may arise from a person's becoming adapted to a certain social situation. In this case, person is accustumed to fulfilling requirements of a certain social role, and he fails to adapt himself to another role.

According to Becker, side bets which are made due to abovementioned sources, and investments made in them are increasing in time. That's why age and seniority of a person is considered as main indicators of investments. As a person gets older and his seniority increases, his investments also increase and it becomes difficult for the person to quit his job (Gül, 2003).

2.4.2.2. Salancik Approach and Classification

Salancik defines organizational commitment as 'behavioral actions that arise as a result of commitment attitudes of persons'. Unlike organizational commitment approach of Becker, Gül (2002) emphasizes that organizational commitment approach of Salancik is based on the compliance between behaviors and attitudes. According to Gül (2002), if there is a compliance between behaviors and attitudes, employees develop commitment to their organizaiton. Employees feel stressed and nervous when their behaviors and attitudes don't comply with each other. Compliance between attitudes and behaviors gives rise to commitment. Salancik suggests that commitment will develop when a person identifies himself with his behaviors. Three characteristics which connect an individual to his behaviors are visibility, irrevocability and voluntariness of behavior. According to Akalın (2006),

individuals exhibit less or more loyalty to their behaviors and related meanings, depending on extent of these characteristics. In other words, each behavior has a different effect on development of commitment. Behaviors which are clear, unquestionable, irrevocable, witnessed by others and exhibited voluntarily have effects on commitment (Uslu, 2012).

2.4.3. Multiple Commitment Approach

In an organization, employees may develop multiple commitments to various groups which they interact with. Employees who are affiliated with both their organization and an industrial union are example to this situation. Various groups, employees, managers, industrial unions and the public opinion are suggested as examples to sources of multiple commitment. According to researches, both managers and employees themselves are aware of the tendency of employees to multiple roles.

Reichers (1985) claims that reasons of organizational commitment may vary from person to person, that while the reason might be product quality for a person, it might be close interest and sincerity to employees for another person according to the multiple commitment approach (Ağıroğlu Bakır, 2013).

2.5. OUTCOMES OF ORGANIZATIONAL COMMITMENT

One of the most important targets of organizations is to improve abilities and competencies of employees, get the highest level of efficiency, and to improve organizational commitment of employees. Employees with high organizational commitment make more contributions to the organization and production and display better performance than employees with low organizational commitment. In addition, employees whose organizational commitment is high establish healthy relations with other members and their levels of satisfaction with their job is usually higher than others. Therefore it is critical for organizations to identify organizational commitment of employees (Çetin Gürkan, 2006).

Outcomes of commitment to organization can be positive or negative depending on the effect of commitment. When organizational objectives are not acceptable, high level of commitment by employees might expedite dissolution of

the organization. On the other hand, high level of commitment may result in efficient behaviors when objectives are reasonable and acceptible (Gülle, 2013).

Researches revealed that outcomes of organizational commitment by employees are generally behavioral. There is a positive relation between commitment and job satisfaction, motivation, participation and will to stay within the organization, while there is a negative relation between the commitment and absence and changing jobs (Yağcı, 2007).

In his research related to organizational commitment, Randall (1987) addressed levels of commitment, as well as positive and negative outcomes of these levels on the organization and the employee. Terms of low, moderate and high organizational commitment are explained below.

- **Low Organizational Commitment**

Low organizational commitment is usually associated with high labor turnover, absence, low job quality, disloyalty to organization, employee theft, insufficient effort, change of residence and similar outcomes. In this level of commitment, employee is lacking strong attitudes and tendencies that connect him to organization. Creativity of employee and being open to improvement can be in question. In addition, since the employee is committed to his organization at low level, he might search alternative job opportunities, which may result in more efficient utilization of human resources. If the organization manages to utilize from this communication system-which is informal and genuine-in due time, it may overcome problems which can cost much in the future.

Since low organizational commitment leads to rumors, objections and complaints, it tarnishes names of organizations, breaks confidence of customers, obstructs adaption to new situations and causes loss of revenue. Informal and unfavorable communication within an organization threatens the authority structure and renders the legitimacy of top management questionable (Mamedov, 2013).

- **Moderate Organizational Commitment**

In this type of commitment, experience of employee is strong, yet organizational identification and commitment is not strong enough. Employee objects to the system which aims at reshaping him, and he strives to protect his identity as an individual. In this case, employees adopt only certain values of the

organization. While they meet expectations of the organization, they also identify themselves with the organization and preserve their personal values. Yet, moderate organizational commitment may not result in positive results at all times. Employees waver or suffer from a conflict between social responsibility and organizational loyalty, which might result in inconstancy and inefficient functioning of the organization (Doğan, Kılıç, 2008).

- **High Organizational Commitment**

In this type of commitment, employee is committed to his organization with strong attitudes and tendencies. Developed as a result of identification with the organization, high organizational commitment reflects significant results both for the employee and the organization. Employee is satisfied with his salary and success at the job, while he maintains a high level of loyalty despite external pressures. The understanding 'Be loyal to organization, so that the organization will be loyal to you' appears here. Organization rewards employee by authorizing and promoting the employee in return for his loyalty. Employees with high commitment represent the work force that is reliable and stable. Employees voluntarily accept objective of the organization, based on the target of producing the most efficient product. As a result, the organization achieves high level of success.

In addition, high organizational commitment might obstruct improvement of employee and restrict his dynamism within the organization, which might suppress innovation and creativity and develop resistance to improvement. It may also give rise to certain negative outcomes for the organization. Excessive commitment can lead to decrease of flexibility of organization, overreliance to past practices and policies, consequently permanent settlement of traditional practices. In high level of commitment, organization may fail to change its structure and strategies to respond to environmental changes (Karagöz, 2007).

CHAPTER THREE

3. THE IMPACT OF CAREER MANAGEMENT PRACTICES ON ORGANIZATIONAL COMMITMENT: A STUDY IN THE TRNC.

3.1. PURPOSE, SIGNIFICANCE AND SCOPE OF THE STUDY

The main purpose of the study is to comparatively assess the relationship between career management practices and the organizational commitment of managers and employees at various different ranks. To this end, it is examined in what follows what sort of an impact career management activities such as promotion, wage and salary increases, international assignments and training programs have on organizational commitment.

In the face of a globalizing world and progressively increasing economic competition, companies need to be concerned, not just with the production of goods and services, but also with the productivity of their employees. Within the context of such intensive competition and rapid changes, the organizational commitment of employees, besides their skills and work experience, takes on greater significance. Realizing that human capital is their most important asset, companies need to implement various organizational innovations and take managerial measures in order to keep up with the changing business environment.

The scope of the present study of the impact of career management on organizational commitment includes public institutions and enterprises as well as private companies operating in the TRNC. In the sample selection process, web data was also used. The websites of companies and public instutions were visited first in order to examine whether they have a human resources division and what sort of human resources management policies they adopt.

3.2. METHOD

3.2.1. Design of the study

The survey used in this study was carried out by means of a questionnaire about career management practices and organizational commitment. The questionnarie was administered personally in face-to-face interviews or, where this was not possible, by e-mail.

Before the questionnaire was administered, the individual participants were informed about the survey; and it was also confirmed that they comprehend all of the survey questions. As the data collection method, questionnarie is preferred. Thomas (1998) defines questionnaire as an investigative tool comprising a number of questions designed to provide a description of people's living conditions, beliefs and attitudes. Compared to other data collection techniques (interview, observation), questionnaires have the advantages that they can be quickly administered to far larger groups from different geographical regions and that they are less expensive. However, a long questionnaire means that a longer time will be required to complete it, which leads to a decrease in the willingness to answer and answering without much consideration. This, in turn, typically results in invalid or incorrect responses, and even makes it more probable that the questionnaire will not be completed. Therefore, the initial 44 questions were reduced to 16 by excluding those irrelevant to the employment issue.

The primary assumption of questionnaires is that respondents are being honest (Büyüköztürk vd., 2013: 124). Thus, it was assumed in the study that the respondents are acting sincerely.

The questionnaire used in the study is adapted from Albayrak (2007) by omitting questions that are irrelevant to the present studty. Albayrak (2007) states in his study that his questionnaire is based on the organizational commitment scale developed by Allen and Meyer, and calculates the reliability coefficient of his five-point Likert scale questionnaire with 44 questions as 87%. In the present study, the reliability coefficient of the modified questionnaire with 16 questions was calculated, in consultation with two faculy members expert on the subject, as 79%.

The following survey focuses on the concepts of career and organizational commitment. It explains these concepts and investigates the relationship between them. Within this context, career management practices (promotion, wage increase, transfer, international training programs, etc.) are considered an independent

variable, whereas organizational commitment is a dependent variable. The leading question in examining their relationship is whether the organizational commitment of individuals increases proportionally with career management practices.

The present study uses a "descriptive research design" as a study design. Studies that seek to describe a given situation as completely and meticulously as possible are called descriptive studies (Büyüköztürk, 2013: 22). According to Büyüköztürk (2013, 22), survey method is the most common descriptive design in social science, because it enables researchers to outline various features (talents, preferences, behavior, etc.) of individuals, groups or physical environments. In this study, a survey was conducted to describe the facts.

3.2.2. Universe and Sample

The universe of the study consists of all private companies as well as public institutions and enterprises operating in the TRNC. In accordance with the request of the participants, the names of the companies will not be specified.

The study was conducted with 180 employees working in private companies and public institutions and enterprises in the TRNC (in Nicosia, Famagusta, and Kyrenia) operating in such diverse sectors as banking and finance, media and tourism. The participants were chosen by simple random sampling method. A sampling method is called simple random sampling if each unit of the population has an equal probability of selection (Büyüköztürk, 2013: 85).

The sample included officers, directors, managers and engineers working at various ranks.

3.3. HYPOTHESES AND ASSUMPTIONS OF THE STUDY

3.3.1. Hypotheses of the Study

In the light of the explanations provided in the theoretical part, the working hypothesis of the present study was that career management practices in a company have an impact on the organizational commitment of employees.

In other words, the main hypothesis of the study is:

Ha: Career management practices have an impact on organizational commitment.

Besides the working hypothesis, the sub-hypotheses are as follows:

H1: There is a significant difference in the organizational commitment of employees depending on the respective field of activity of the company.

H2: : There is a significant difference in the organizational commitment of employees depending on their demographic characteristics (gender, marital status, age, education).

H3: There is a significant difference in the organizational commitment of employees depending on their opinions about the most important factors in career success.

H4: The existence of a human resources division has an impact on organizational commitment.

3.3.2. Assumptions of the Study

Certain issues about the reliability of the data for the study were considered and the reliability is determined by the following assumptions.

- It was ensured that interested, willing individuals participated in the survey, who answered the questions sincerely.
- The data is collected by the researcher himself.
- The reliability of the data is ascertained by analysis.

3.4. Data Collection Tool and Presentation of the Process

Questionnaire was preferred as the data collection tool in this study. The questionnaire consisted of two parts. In the first part, there were 8 questions about the demographic characteristics of the participants and introductory questions about the company they work at as well as 6 questions about the career management practices. Thus, the first part comprised 14 questions. The second part of the questionnaire contained, on the other hand, 16 statements/questions concerning career and organizational commitment. These statements are coupled with five Likert-type response levels "Strongly agree," "Agree," "Undecided," "Disagree," "Strongly disagree." The questionnaire that was used can be seen in Appendix 1.

The questionnarie was administered to the sample of 212 employees personally in face-to-face interviews or, where this was not possible, by e-mail. The study is based on 180 returned questionnaires. The response rate is thus 85%.

3.4.1. Validity and Reliability Analysis

The concept of validity concerns how accurately a test measures some characteristic of an individual that it is supposed to measure. Whether the specific content of a test is both qualitatively and quantitatively sufficient to measure the characteristic that is supposed to be measured is indicated by content validity. In fact, content validity focuses on the question of "whether the test content can reflect the behavior that is to be measured" (Büyüköztürk, 2013; 180).

One reasonable way to determine content validity is to consult an expert. In this study, experts were consulted via expert evaluation forms. It is expected that the degree of agreement on the validity of each question is within the range of 90-100%. The validity of the questionnaire used in this study was determined in this fashion, by asking experts to rate each of the questions as "valid" or "not valid", and then calculating the reliability between these opinions according to the formula (inter-rater reliability = number of agreements / total number of agreements + disagreements) developed by Miles and Huberman (1994, 64). The degree of validity was assessed as 90%.

The reliability of the questionnaire used in the study was tested by putting it through a reliability analysis. Reliability can be defined as the internal consistency between the individual's responses (Büyüköztürk, 2013; 181). As a Likert-type five-point scale was used, Cronbach's alpha coefficient was utilized in order to determine the reliability of the scale. Accordingly, the reliability coefficient was calculated as 79%. If a test (scale) is assigned a value of within the range of 0.60-0.80, then the degree of reliability is considerably high. The reliability of the scale used in this study is determined as 0.792, which means that the relaibility of the test is fairly high.

3.5. Evaluation of the Survey Data and Statistical Analyses

After the survey period, the required checks were performed and the numbers of the questions were coded. The data in question were inputted to the SPSS software (version 18.0), and statistical analyses were employed in order to measure the variables of the study. The distribution of demographic characteristics were presented in tabular form. Reliability analyses were performed in order to determine

whether the survey is applicable, and since the survey turned out to be reliable, it was decided to apply it.

Statistical analyses of the data acquired via questionnaires were performed with the SPSS software (version 18.0) and the results were presented in tabular form. The data were analyzed on the basis of the tabular values. The evaluation is based on the five-point Likert scale, commonly used in social science. Accordingly,

- "Strongly agree" response was assigned 5 points,
- "Agree" response was assigned 4 points,
- "Undecided" response was assigned 3 points,
- "Disagree" response was assigned 2 points,
- "Strongly disagree" response was assigned 1 point.

The first 15 questions were evaluated on the above basis. However, the responses to 16. questions were assigned the opposite values (5 points to "Strongly disagree," 4 to "Disagree," 3 to "Undecided," 2 to "Agree," and 1 point to "Strongly agree"). As this question contains a negative statement, the most positive response was assigned the lowest value, and the most negative response was assigned the highest value.

In order to choose the appropriate analysis for the survey, the assumptions of normality were tested. The analysis performed gave the following results: mean = 56.53, median = 58.50, mode = 62, skewness coefficient = -0.65, kurtosis coefficient = 0.19. These results show that the distribution is not normal.

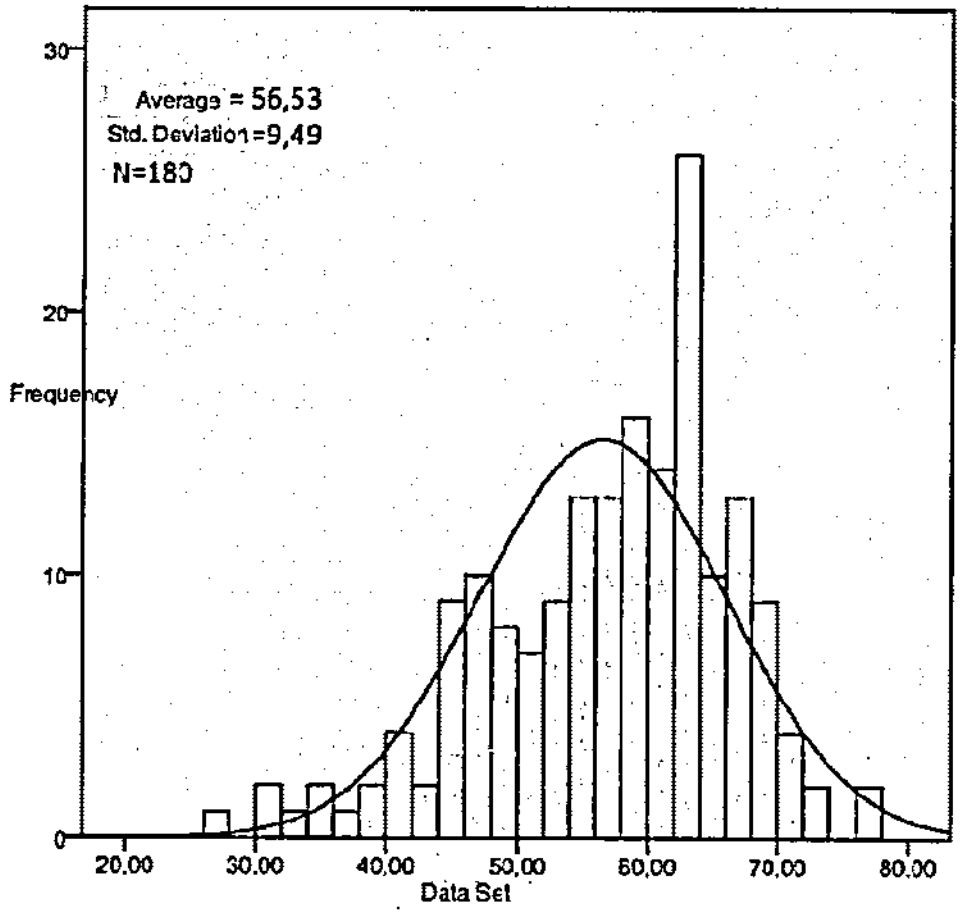

Figure 4: Normal Distrubition Histogram

While it is advised to employ parametric methods to analyze normally distributed data sets, non-parametric methods are applied to non-normally distributed data sets.

Thus, since the collected data set does not conform to the normal distribution, non-parametric methods were used in statistical analyses.

In the present study, the data were analyzed by employing statistical methods such as frequency distribution, reliability analysis, the Mann-Whitney U test, and the Kruskal-Wallis test.

A frequency distribution describes the distribution of the values or points that one or more variables take by representing the frequency of each value in numbers or as a percentage.

The Mann-Whitney U test and the Kruskal-Wallis test are non-parametric test. Non-parametric tests are ordering and classification tests. Parametric tests cannot be used in cases that do not conform to the normal distribution; instead, non-parametric tests are employed. The Mann-Whitney U test determines whether two independent groups have similar distributions in the universe with respect to the relevant variable. The U-test is also known as the alternative to the independent t-test in cases in which the assumption of normality is not satisfied. The Kruskal-Wallis test is used to compare three or more samples. This procedure is recommended in cases in which the assumption of normality of single-factor ANOVA is not satisfied (Büyüköztürk, 2013: 165-169).

3.6. Findings about the Demographic Characteristics of the Participating Employees

The findings about the demographic characteristics of the participating employees (including their gender, age, marital status, level of education, length of service and overall work experience, the type of company they work at) are presented below.

3.6.1. Distribution of Employees by Gender

31.7% of the participating employees are female, while 68.3% are male. According to the 2006 census in the TRNC, 46% of the population is female, whereas 54% is male (Atasoy, 2011). These numbers are perfectly consistent with the data obtained from the survey for the present study. In particular, just as in the 2006 census, the percentage of the male population is higher than the percentage of the female population. Table 2 below shows the distribution of the employees by gender.

Table 2: Distribution of employees by gender

Gender	f	Percentage (%)
Female	57	31,7
Male	123	68,3
Total	180	100

3.6.2. Distribution of Employees by Marital Status

As Table 3 below demonstrates, 47.2% of the participating employees are married, while 52.8% are single.

Table 3: Distribution of the employees by marital status

Marital Status	f	Percentage (%)
Married	85	47,2
Single	95	52,8
Total	180	100

3.6.3. Distribution of the Participating Employees by Age

As can be seen in Table 4, 17.8% of the participating employees are between the ages 20-25, 33.3% are between the ages 26-31, 25% are between 32-37, 13.9% are between 38-43, 6.7% are between 44-49, and 3.3% are 50 or older. According to the 2006 census in the TRNC, 26.9% of the population are between the ages 0-19, 24.5% are between 20-29, 15.8% are between 30-39, 17.1% are between 40-54, and 15.7% percent are 54 or older (Atasoy, 2011). These numbers, too, are consistent with the age groups resulted from the questionnaire. For example, those who are 50 or above have the lowest percentage (3.3%) of all age groups. This coheres with the statistical finding of the 2006 census that the age group 54 and above comprising senior individuals has the lowest percentage.

Table 4: Distribution of employees by age

Age	f	Percentage (%)
20-25	32	17,8
26-31	60	33,3
32-37	45	25,0
38-43	25	13,9
44-49	12	6,7
50 and above	6	3,3
Total	180	100

3.6.4. Distribution of the Participating Employees by Level of Education

2.8% of the participating employees completed primary school, and 18.9% secondary school. Further, 6.1% have associate, 48.9% bachelor's, 15.6% master's, and 7.8% PhD degrees. A survey conducted by the TRNC employment agency in February 2012 found that 41% of the population graduated from a university, 31% had primary and 27% secondary education, while 1% is illiterate (Özbil, 2012).

University graduates are found to be the majority by the survey conducted by the employment agency as well. Table 5 below illustrates the distribution of the participants by their level of education.

Table 5: Distribution of employees by level of education

Level of Education	f	Percentage (%)
Primary School	5	2,8
Secondary School	34	18,9
Associate Degree	11	6,1
Bachelor's Degree	88	48,9
Master's Degree	28	15,6
PhD	14	7,8
Total	180	100

3.6.5. Distribution of the Participating Employees by Length of Service

As can be seen in Table 6, 20.6% of the participating employees have been working at their current company for 1-11 months, 37.2% for 1-5 years, 24.4% for 6-10 years, 8.9% for 11-15 years, 5.0% for 16-20 years, and 3.9% for 21 and more years.

Table 6: Distribution of employees by length of service

Length of Service	f	Percentage (%)
1-11 months	37	20,6
1-5 years	67	37,2
6-10 years	44	24,4
11-15 years	16	8,9
16-20 years	9	5,0
21 years and more	7	3,9
Total	180	100

3.6.6. Distribution of the Participating Employees by Overall Work Experience

Table 7 illustrates the distribution of the participants by their overall work experience. Accordingly, 8.9% have been working for 1-11 months, 25.6% for 1-5 years, 27.8% for 6-10 years, 20.6% for 11-15 years, 8.9% for 16-20 years, 8.3% for 21 or more years.

Table 7: Distribution of employees by overall work experience

Overall Work Experience	f	Percentage (%)
1-11 months	16	8,9
1-5 years	46	25,6
6-10 years	50	27,8
11-15 years	37	20,6
16-20 years	16	8,9
21 years and more	15	8,3
Total	180	100

3.7. Findings about the Companies the Participants Work at

The findings about the companies the participants work at are documented below.

3.7.1. Distribution by the type of company

The distribution of the participants by the type of company they work at is given in Table 8 below. 37.8% work at public institutions or enterprises, 41.1% at private companies, 13.9% at service companies, and 7.2% at international companies.

Table 8: Distribution by type of company

Type of Company	f	Percentage (%)
Public Enterprise	68	37,8
Private Company	74	41,1
Service Company	25	13,9
International Company	13	7,2
Total	180	100

3.7.2. Distrbution by the Companies' Field of Activity

Asked about the field of activity of the company they work at, 18.9% of the participants responded by "Food," 18.3% by "Banking/Finance," 10% by "Tourism," 10% by "Media," and 42.8% chose the option "Other." The distribution by the field of activity is shown in Table 9.

Table 9: Distribution according to companies' field of activity

Field of Activity	f	Percentage (%)
Food	34	18,9
Banking/Finance	33	18,3
Tourism	18	10,0
Media	18	10,0
Other	77	42,8
Total	180	100

3.8. Findings about the Career Management Practices at Companies

This section of the study presents the findings about the career management practices at the companies and the employees' opinions about them.

3.8.1. Distribution of Human Resources Divisions

As Table 10 demonstrates, 58.9% of the participants work at a company which has a human resources division, whereas 41.1% work at companies without a human resources division.

The distribution of the responses to the question "which unit is responsible for employee-oriented practices such as performance evaluation, wages, personnel matters, and hiring?" is illustrated in Table 11. The distribution of the responses according to this table is as follows: 67.5% responded by "director," 14.8% by "chief executive," 10.8% by "employer," 5.5% by "staff manager," and 1.4% by "administrative affairs."

Table 10: Distribution of Human Resources Divisions

Human Resources Division	f	Percentage (%)
Yes	106	58,9
No	74	41,1
Total	180	100

Table 11: Distribution of the responses to the question of who is responsible for employee-oriented practices

No Human Resources Division	f	Percentage (%)
Director	50	67,5
Chief Executive	11	14,8
Employer	8	10,8
Staff Manager	4	5,5
Administrative Affairs	1	1,4
Total	74	100

3.8.2. Distribution by the Existence of Career Planning Activities

43.3% of the participants indicated that career planning activities take place at the company they work at, whereas 35.6% indicated that they do not. 21.1% stated that they do not know whether or not career planning activities take place. The distribution of the responses is given in Table 12 below.

Table 12: Distribution by the existence of career planning activities

Career Planning Activities	f	Percentage (%)
Yes	78	43,3
No	64	35,6
Do not know	38	21,1
Total	180	100

3.8.3. Distribution of Specific Career Planning Activities

When asked about the specific career planning activities that take place at their company, 25.6% of the participants responded by "Strengths and weaknesses of the employees are identified," 5% by "career goals are set," 10.5% by "available and possible career paths are determined," 6.1% by "career plans are established," 4.4% by "training programs are applied for the improvement of the employees," 12.3% by "the needs of the employees and the needs of the company are identified and reconciled," 5.5% by "career consulting and guidance are offered," 17.2% by "none of these activities take place," and 13.4% by "I have no idea." The results concerning career planning activities are presented in Table 13.

Table 13: Distribution of Specific Career Planning Activities

Career planning activities of companies	f	Percentage (%)
Strengths and weaknesses of the employees are identified	46	25,6
Career goals are set	9	5
Available and possible career paths are determined	19	10,5
Career plans are established	11	6,1
Training programs are applied for the improvement of the employees	8	4,4
The needs of the employees and the needs of the company are identified and reconciled	22	12,3
Career consulting and guidance are offered	10	5,5
None of these activies take place	31	17,2

No idea	**24**	**13,4**
Total	**180**	**100**

3.8.4. Distribution of the Opinions about who is Responsible for the Career Planning of the Employees

The responses of the participating employees to the question "who is responsible for the career planning of the employees?" are presented in Table 14 below. Accordingly, 12.8% think that companies are responsible for the career planning, 21.7% think that individuals themselves are responsible for career planning, and 65.6% think that both are jointly responsible.

Table 14: Distribution of the opinions about who is responsible for career planning

Who is responsible for career planning	f	Percentage (%)
Company	**23**	**12,8**
Individual	**39**	**21,7**
Both are jointly responsible	**118**	**65,6**
Total	**180**	**100**

3.8.5. Distribution of the Opinions about the Best Indication of Career Success

The best indication of career success is wage according to 12.2% of the participating employees, promotion according to 17.2%, high prestige according to 11.7%, long-term employment according to 10%, esteem according to 14.4%, social status according to 7.2%, and high living standards according to 27.2%. The distribution of the responses is given in Table 15.

Table 15: Distribution of the opinions about the best indication of career success

Best indication of career success	f	Percentage (%)
Wage	**22**	**12,2**
Promotion	**31**	**17,2**
High Prestige	**21**	**11,7**
Long-term employment	**18**	**10,0**
Esteem	**26**	**14,4**
Social status	**13**	**7,2**
High living standards	**49**	**27,2**
Total	**180**	**100**

3.8.6. Distribution of the Opinions about Career

As Table 16 shows, 10.6% of the participants responded to the question "what is a career?" by "the work experience of an individual in his/her lifetime," 6.7% by "the experience of an individual in his/her lifetime," 10% by "progress at work," 70% by "the totality of the training, skills and experience an individual acquires in the long-term in order to achieve the lifestyle he/she wants," and 2.8% by "I have no idea."

Table 16: Distribution of the opinions about career

Employees' opinions about career	f	Percentage (%)
The work experience of an individual in his/her lifetime	19	10,6
The experience of an individual in his/her lifetime	12	6,7
Progress at work	18	10,0
The totality of the training, skills and experience an individual acquires in the long-term in order to achieve the lifestyle he/she wants	126	70,0
No idea	5	2,8
Total	**180**	**100**

3.9. Findings from Statistical Analyses of the Hypotheses

The working hypothesis of the study was established as "The career management practices at a company has an impact on organizational commitment." Moreover, several sub-hypotheses supporting the working hypothesis were formulated.

The sub-hypotheses were evaluated by means of the appropriate data analyses as well. The relevant sub-hypotheses can be stated as follows:

H1: There is a significant difference in the organizational commitment of employees depending on the respective field of activity of the company.

H2: There is a significant difference in the organizational commitment of employees depending on their demographic characteristics (gender, marital status, age, education).

H3: There is a significant difference in the organizational commitment of employees depending on their opinions about the most important factors in career success.

H4: The existence of a human resources division has an impact on organizational commitment.

3.9.1. Examination of whether There Is a Significant Difference between the Organizational Commitment of the Employees Relative to the Field of Activity of the Company They Work at

To examine the question of whether there is a difference between the organizational commitment of the participants relative to their company's field of activity, the non-parametric Kruskal-Wallis test was used, because the groups do not fulfill the parametric conditions.

The result of the analysis showed that the points the participants received from the test about the impact of career management practices on organizational commitment do not significantly differ relative to the field of activity of their companies, x^2 (sd= 4, n= 180) = 8,4, p>.05.

Thus, organization commitment does not depend on the field of activity of the organization: the organizational commitment of an individual would not be altered if he/she switches to a different company operating in a different field of activity. However, if the mean ranks are considered, it can be observed that the organizational

commitment of those working at companies operating in the food sector is higher (105,6) than that of those working at companies operating in other sector, the media sector in particular (79,5)

Table 17: Kruskal-Wallis Test Results: Organizational Commitment of the Employees Relative to the Field of Activity of Their Companies

Field of Activity	n	Mean Rank	sd	X^2	p
Food	34	105,9	4	8,4	0,08
Tourism	18	102,3			
Banking/Finance	33	98,2			
Other	77	80,2			
Media	18	79,5			
Total	180				

3.9.2. Examination of whether there is a significant difference between the organizational commitment of the employees relative their demographic characteristics (gender, marital status, age, level of education)

It was examined by means of statistical analyses whether the organizational commitment of employees differs relative to their demographic characteristics such as gender, marital status, age, and level of education. The results of the statistical studies are presented below.

3.9.2.1. Examination of whether the organizational commitment of the participants differs relative to their gender

According to the results of the Mann-Whitney U analysis, the points the participants received from the test about the impact of career management practices on organizational commitment differ significantly relative to their gender, U= 2683,50, $p<.05$.

There is a significant difference between the mean ranks of the two groups: the analysis shows that organizational commitment differs relative to gender and that the organizational commitment of men is significantly higher than that of women.

The fact that men have far more job possibilities or the common self-image of men as the head of the household and family are among the most important factors that produce this result.

Table 18: The Mann-Whitney U Test Results: Organizational Commitment of the Employees Relative to Their Gender

Gender	n	Mean Rank	Sum of Ranks	U	p
Male	123	97,18	11953,50		
Female	57	76,08	4336,50	2683,50	.011
Total	180				

3.9.2.2. Examination of whether the organizational commitment of the participants differs relative to their marital status

To examine the question of whether there is a difference between the organizational commitment of the participants relative to their marital status, the non-parametric Mann-Whitney test was used, because the groups do not fulfill the parametric conditions.

The result of the analysis showed that the points the participants received from the test about the impact of career management practices on organizational commitment differ significantly relative to their marital status, $U = 3323,00$, $p < .05$.

There is a significant difference between the mean ranks of the two groups: the analysis reveals that organizational commitment differs relative to marital status and that the organizational commitment of married individuals is significantly higher than that of singles. The reason for this result seems to be that working members of a family have a strong the sense of responsibility: after all, they bear the expenses of those whom they are responsible for. This might lead them to be committed to the organization that they work at with a similar sense of responsibility.

The results of the analysis of the data is presented in Table 19.

Table 19: The Mann-Whitney U Test Results: Organizational Commitment of the Employees Relative to Their Marital Status

Marital Status	n	Mean Rank	Sum of Ranks	U	p
Married	85	98,91	8407,00		
Single	95	82,98	7883,00	3323,00	.040
Total	180				

3.9.2.3. Examination of whether the organizational commitment of the participants differs relative to their age

To examine the question of whether there is a difference between the organizational commitment of the participants relative to their age, the Kruskal-Wallis test was used, because the groups do not fulfill the parametric conditions. The result of this analysis was found as x^2 (sd= 5, n=180) = 9.407, p>.05, as illustrated in Table 20. There is no statistically significant difference between the organizational commitment of participants relative to their age. If one considers the mean ranks of the groups, one can observe that individuals that are 50 or older have the highest degree of commitment (109.67), while those who are between the ages 20-25 have the lowest degree of commitment (74.66). This result might be related to the fact older individual have a stronger sense of belonging and commitment than younger ones.

Table 20: The Kruskal-Wallis Test Results: Organizational Commitment of the Employees Relative to Their Age

Age	n	Mean Rank	sd	X^2	p
50 and above	6	109,67			
32-37	45	106,77			
44-49	12	97,92			
26-31	60	87,06	5	9,407	,094
38-43	25	81,60			
20-25	32	74,66			
Total	180				

3.9.2.4. Examination of whether organizational commitment of the participants differs relative to their level of education

To examine the question of whether there is a difference between the organizational commitment of the participants relative to their level of education, the Kruskal-Wallis test was used, because the groups do not fulfill the parametric conditions. The result of this analysis was found as x^2 (sd= 5, n= 180) = 5.454, p>.05. According to the results, there is no statistically significant difference between the organizational commitment of participants relative to their level of education. However, if one considers the mean ranks of the groups, one can observe that those with a PhD have a higher degree (108,00) of organizational commitment than other participants, particularly in comparison with those with a Master's degree (80,07).

Table 21: The Kruskal-Wallis Testi Sonuçları: Organizational Commitment of the Employees Relative to Their Level of Education

Level of Education	n	Mean Rank	sd	X^2	p
PhD	14	108,00			
Associate degree	11	103,23			
Secondary school	34	100,37			
Primary school	5	94,40	5	5,454	.363
Bachelor's degree	88	85,41			
Master's degree	28	80,07			
Total	180				

3.9.3. Examination of the relationship between the organizational commitment of the participants and their opinions about the best indication of career success

To examine the question of whether there is a difference between the organizational commitment of the participants relative to their opinions about the best indication of career success, the non-parametric Kruskal-Wallis test was used, because the groups do not fulfill the parametric conditions. The result of the analysis

showed that the points the participants received from the test about the impact of career management practices on organizational commitment differ significantly relative to their opininions about the best indication of career success. The result of the analysis was found as x^2 (sd= 6, n= 180)= 13.236, p<.05. As for the mean ranks of the groups, it can be observed that those who responded by "long-term employment" have the highest degree of organizational commitment. When individuals first take a job, their priority is to make a living and satisfy some personal needs. Those individuals who work at the same company for a long time will find it personally satisfactory to achieve certain shared aims through joint effort. As a result of this, organizational commitment increases proportionally with long-term employment, as the present study demonstrates.

Table 22: The Kruskal-Wallis test results: Analysis of the relationship between indications of career success and organizational commitment

Best indication of career success	n	Mean Rank	sd	X^2	p
Long-term employment	18	111.58	6	13.236	.039
High prestige	21	108.83			
High living standards	49	98.44			
Wage	22	96.59			
Esteem	26	75.54			
Social status	13	74.85			
Promotion	31	71.47			
Total	**180**				

3.9.4. Examination of the impact of human resources divisions on organizational commitment

According to the results analysis carried out, the points the participants received from the test about the impact of career management practices on organizational commitment differ significantly relative to the existence of a human resources division at the company they work at, U= 2569,50, p<.05. The difference between the mean ranks is significant: the organizational commitment of the participants who work at companies with a human resources division is significantly higher than that of those who work at companies without a human resources division.

Human resources divisions are crucial for organizational performance improvement. Career improvement activities, performance evaluations and encouraging well-performing employees through rewards, planned and efficient use of human resources, training and orientation programs, and the existence of a separate division responsible for all these activities increase both the efficiency of the company as well as the productivity and organizational commitment of employees.

Table 23: The Mann-Whitney U test results: Analysis of the impact of human resources divisions on organizational commitment

Human Resources Division	n	Mean Rank	Sum of Ranks	U	p
Yes	106	103,26	10945,50		
No	74	2,22	5344,50	2569,50	,000
Total	180				

CONCLUSION AND SUGGESTIONS

In this chapter, the findings of the study performed for the thesis entitled "The Impact of Career Management Practices on Organizational Commitment" are evaluated and some suggestions are made in the light of these findings.

The results of this study carried out to determine the impact of career management on organizational commitment can be summarized as follows.

- 58.9% of the companies considered in this study have a human resources division, while 41.1% do not. According to the survey, employee-oriented practices are the responsibility of a director (67.5%), a chief executive (14.8%), the employer (10.8%), a staff manager (5.5%), or the administrative affairs (1.4%) in companies without a human resources division. The analyis took this data as a starting point and showed that the organizational commitment of employees differs significantly relative to the existence of a human resources division at the company they work at and that those who work at a company with a human resources division is significantly high. Employees will be more active and involved, if career paths are open at the company they work at. The existence of a human resources division is the first step towards fair wage management, fair performance evaluation and fair rewarding.

As the present study demonstrates, human resources divisions play a significant role in increasing employees' organizational commitment and trust. Here are some suggestions about this connection that might be relevant for future research:

- Companies should be able to satisfy the primary needs of their employees; yet they also need to establish a stimulating organizational environment that would lead employees to be as productive as possible.
- Companies should continue to play an active role in the career progress of individuals and they should be ready to invest time and money in their training and personal development if they want to keep them at the company.
- Job rotation is essential to alleviate monotony and to keep the company an attractive place for employees to work at.

- Human resources divisions need to play an active role in establishing and maintaining the communication between employees. Celebrating successes, arranging frequent motivational activities such as social event are crucial in this context.

Organizational commitment is one of the most important factors in achieving organizational aims. Employees who are committed to the organization strongly believe in the aims and values of the organization, and comply willingly with orders and expectations. Further, they strive to give more than what is expected from them in order to realize the desired ends, and remain determined to stay at the company. This is why all companies seek to increase the level of commitment of their employees. Modern organizations try to achieve this through the functions of human resources management.

- It is clear that employees will not be very optimistic about the prospects of staying at the organization, if the organization does not provide additional information that would allow them to compare available career opportunities and explore their career plans. Such additional information should be provided by scholars/academics.
- Besides, scholars can help organizations in career planning by developing career strategies.
- One way to ensure that employees are properly informed about the career paths within the organization and the ways of making progress is to establish a career center that would offer consulting and guidance.
- While 35.6% of the participants stated that career planning activities do not take place at the company they work at, the majority of the participants (43.3%) stated that they do. However, 21.1% stated that they do not know whether or not career activities take place at the company they work at. It is very important that employees are well-informed about career and career planning. Activities such as career days would help create some awareness about these issues, which would also lead to increased organizational efficiency.

- According to the survey results, the most common career planning activity is "strengths and weaknesses of the employees are identified" (25.6%). The least common activity is, on the other hand, "training programs are applied for the improvement of the employees" (4.4%).
- Career planning and management requires continuity and specialization, and companies need to patiently support their employees in this respect.
- It is out of the question that unskilled, incompetent individuals are employed at the organization and that they are tolerated by executives. Companies that are involved in career planning activities need first to know their employees very well and take performance evaluations and work analyses very seriously. A successful executive can accurately assess which employee is interested in and enjoys which assignment most. It might be helpful to make good use of the 360-degree feedback method.
- Scholars can help organizations in career planning by developing career strategies. One example would be: "What is the 360-degree feedback method and how is it applied?"
- 65.6% of the employees think that both the company and the individual are jointly responsible for career planning.
- Companies need to be concerned with career management in order to keep their employees at the company, to boost their level of motivation and productivity, to increase their organizational commitment, to find and train fitting employees for a given job, and to be able to fill job positions that will be vacant and available in the future. Otherwise, employees will be unhappy, unproductive and unwilling to improve themselves, and seek other jobs because they feel that the company they work at fails to appreciate their merits. Therefore, companies need to take career management very seriously both for reasons of self-sustainability and in order to establish organizational commitmen by fulfilling the expactations of their employees.
- 70% of the employees define career as "the totality of the training, skills and experience an individual acquires in the long-term in order to achieve the lifestyle he/she wants." Individuals participate in certain training courses and

programs in order to prepare for achieving a certain social status and certain positions in professional life. Certain examinations or aptitude tests determine whether an individual has the necessary qualifications for some achieving some status or title. Sometimes, on the other hand, work experience is the foremost requirement for achieving some position. The significance of age and work experience in making progress within an organization is an appropriate topic for further research.

- 27.2% of the participating employees stated that high living standards is the best indication of career success. However, the study also included an analysis of the relationship between the employees' opinions about the best indication of career success and their organizational commitment, and the organizational commitment of those who think that long-term employment is the best indication of career success was shown to be significantly high. Having a satisfactory career means having reached a certain living standards. And being employed at the same organization for a long time is a clear indication of this.
- This study demonstrates that demographic factors such as gender, age, marital status and level of education play a significant role in organizational commitment. The analysis that was carried out revealed that organizational commitment differs relative to gender and that men have significantly more organizational commitment than women. It was found that there is no significant difference between the organizational commitment of the participants relative to their age. However, if one considers the mean ranks of the age groups, one can observe that individuals that are 50 or older have the highest degree of commitment, while those who are between the ages 20-25 have the lowest degree of commitment. Individuals internalize their job and the institution or company they work at. As a result of this, they begin to regard the organization they work at as their home after a while, which increases their organizational commitment. The result of another analysis showed that organizational commitment differs relative to marital status and that married individuals have significantly more organizational commitment than single ones. Yet a further analysis concerning demographic factors

suggests that there is no statistically significant difference between the organizational commitment of the participants relative to their level of education. Nevertheless, once one considers the mean ranks of the groups, one notes that those with a PhD have more organizational commitment than others.

- No statistically significant difference was found between the organizational commitment of the participants relative to the field of activity of the company that they work at. The organizational commitment of an individual would not be altered if he/she switches to a different company operating in a different field of activity. However, if we consider the mean ranks of the groups, we can observe that the organizational commitment of those working at companies operating in the food sector is higher than others.

Career planning and career development is considered nowadays as a joint responsibility of the individual and the organization. It is plausible to say that employees will not be very optimistic about the prospects of staying at the organization, if the organization fails to provide the additional information and possibilities that would guide them in comparing available career opportunities and developing their career plans. For if an organization undertakes career management activities, it will be perceived very positively by the employees, which will help increase and maintain organizational commitment. To sum up, the integration of the individual and the organization is possible, only if the aims and goals of the individual are successfully reconciled with the aims and goals of the organization.

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APPENDICES

Appendix 1. The questionnaire used in the study.

CYPRUS INTERNATIONAL UNIVERSITY

SURVEY STUDY

Dear Participant,

This questionnaire is designed for the graduate research conducted by Şenel DAĞ (Cyrus International University, Institute of Graduate Studies and Research). The questionnaire consists of two parts. The first comprises questions about introductory information, whereas the second part comprises statements concerning career and organizational commitment. There are absolutely no right or wrong answers to these statements. What matters is only that each of the questions is answered sincerely (without leaving out any of them). What is expected from you is to assess whether and to what extent you agree with the statements on the questionnaire. Please mark with an **(X)** the choice that seems to you the most appropriate response to each of the statements. In accordance with principles of confidentiality, your responses will be assessed only by the research throughout the study.

Thank you for your time and participation.

Şenel DAĞ
Cyprus International University
Institute of Graduate Studies and Research
Business Administration Graduate Student

SCALE (QUESTIONNAIRE)

BİRİNCİ BÖLÜM

1.Gender :□Female □Male

2.Marital Status :□Married □Single

3.Age :□20–25 □26–31 □32–37 □38–43 □44–49 □50 and above

4. Education

□Primary School □Secondary School □ Associate Degree □Bachelor's Degree □Master's Degree □PhD

5. Since when have you been working at this company? (Your length of service at this company)

□1–11 months □1–5 years □ 6–10 years □11–15 years □16–20 years □21 years or more

6. Since when have you been working? (Your overall work experience)

□1–11 months □1–5 years □ 6–10 years □11–15 years □16–20 years □21 years or more

7. What type of company do you work at?

□ Public company □Private company □Company with foreign capital

□ Production company □Service company □Trade company

□ National company □International company

8. What is the field of activity of your company?

□Food □Banking/Finance □Tourism

□Media □Other

9. Is there a human resources division at your company? □Yes □No

If your answer is **No**, please state which unit is responsible for employee-oriented practices such as performance evaluation, wages, personnel matters, and hiring

.....

10. Do career planning activities take place at your company?

□Yes □No □I do not know

11. What sort of career planning activities are available at your company?

□Strengths and weaknesses of the employees are identified.

□Career goals are set.

□Available and possible career paths are determined.

□Career plans are established.

□Training programs are applied for the improvement of the employees.

□The needs of the employees and the needs of the company are identified and reconciled.

□Career consulting and guidance are offered.

□None of these activities take place.

□I have no idea.

12. Who do you think is responsible for career management?

□Company □Individual □Both are jointly responsible

13. What do you think is the best indication of career success?

□Wage □Promotion □High Prestige

□Long-term employment □Esteem □Social status

□High living standards

14. What does career mean to you?

□The work experience of an individual in his/her lifetime.

□The experience of an individual in his/her lifetime

□Progress at work

□The totality of the training, skills and experience an individual acquires in the long-term in order to achieve the lifestyle he/she wants

□I have no idea.

SECOND PART

Please read carefully each of the statements below and mark your opinion about these statements with an (X) on the scale from "Strongly agree" to "Strongly disagree".	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1. I know where I want to be in professional life and what I need to do to reach there.					
2. At this company, there are several options to help employees make progress in their careers.					
3. At this company, employees get the required support for setting individual career goals and developing career strategies.					
4. At this company, employees are properly informed about the possibilities of making progress within the organization as well as about available and possible career paths.					
5. I enjoy my job more, because my job is in compliance with my skills and competencies.					

6. I participate in activities to improve my career.					
7. My job is in accordance with my professional skills, experience and interests.					
8. I want to spend the rest of my career at the company I am already working at.					
9. At this company, all employees have equal chances of promotion.					
10. I am concerned that I can reach my career goals at this company.					
11. I do not plan to leave this company because there are too few job opportunities out there.					
12. At this company, a successful employee can make significant progress.					
13. At this company, employees who have the required professional skills get promoted easily.					
14. At this company, training programs are available to make me more successful at my job.					
15. At this company, I feel myself as part of the family.					
16. At my company, having good relations is more important than doing your job to get promoted.					

AUTOBIOGRAPHY

Place and Year of Birth	: BALIKESIR, 1988
Educational Instutions Attended	: Time Period/ Name of Institution
Secondary School	: 2002-2005/ G.O.P. Anatolian High School
Associate Degree	: 2005-2007/ K.K.K. Officer Candidate School
Bachelor's Degree	:2008-2010/ Anadolu University (BBA)
Master's Degree	: 2012-2014/ CIU (MBA)
Marital Status	: Married
Foreign Languages	: ENGLISH
Work Experience	: 2007 – Turkish Armed Forces

International Assignments	:
Scholarships	:
Awards	:
Publications	:
Editorial	:
Projects	:
Conferences Attended	:
Memberships	: