



**T.C. YEDITEPE UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES**

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**“Human Resources Management Practices and Intention to leave : the
moderating and mediating roles of Professional Commitment and
Perceived Organizational Support**

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"Human Resources Management Practices and Intention
to Leave: The Moderating and Mediating roles of
Professional Commitment and Perceived Organizational Support +
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ABSTRACT

Employee's intention to leave and Human resource management(HRM) practices relationship has become a popular research area among the practitioners and the researchers. This relationship is critical, because employees in organizations are perceived as priceless contributors prominently in the realization of organizational goals and objectives.

In this study, we intended to examine the effect of a selected number of human resources practices on employees'intention to leave with respect to perceived organizational support and professional commitment of these employees in companies in Turkey.

The data was was collected from different companies in İstanbul, Bursa, Ankara and İzmir by contacting Human Resource Management (HRM) departments and also by e-mailing the questionnaires to the respondents. Selection of the sample of this study was done by taking into consideration a balanced composition of Turkish workforce. The target population covered employees working in different organizations in İstanbul, Bursa, Ankara and İzmir. The questionnaires were sent to 500 employees and number of total respondents was 200 from 14 different organizations.

For this study, a self-administred questionnaire was developed. It consisted two components.

The first component of the questionnaire comprised of 7-Point Likert type scale items. These questions aimed to reveal the selection practices, training and development opportunities, performance appraisal practices, Work-family support practices, perceived organizational support (POS), professional commitment and intention to leave. The second part of the questionnaire identified employees' demographic data, such as age, gender, education level, current job position and tenure with the current job position.

The results indicate that there is a negative relationship between selection practices, training and development opportunities, performance appraisal practices, work-family support practices applied in an organization and employees' intention to leave in organizations in Turkey.

On the other hand, results show that there are two dimensions of Perceived Organizational Support, which are Positive Perceived Organizational Support and Negative Perceived Organizational Support.

The results reveal that there is a significant and a positive relationship between Positive Perceived Organizational Support and the human resources practices chosen in this study. For example, when fair and objective selection practices increases, Positive Perceived Organizational Support also increases. Moreover, the higher the use of work-family support practices in a company, the more the Positive Perceived Organizational Support of employees.

The results also indicate that only Negative Perceived Organizational Support mediates the relationship between selection practices, training and development opportunities, performance appraisal practices and employees' intention to leave in Turkey. Only in work-family support practices, both Negative Perceived Organizational Support and Positive Perceived Organizational Support mediate the relationship between work-family support Practices applied in a company and employees' intention to leave in Turkey.

The results also reveal that professional commitment does not moderate the relationship between Perceived Organizational Support and employees' intention to leave in Turkey.

After the literature review, it has been understood that there is a gap exists regarding the relationship between human resources practices and employees' intention to leave an organization in Turkish literature. This study intends to fill this gap.

ÖZET

İnsan Kaynakları Uygulamaları ile çalışanların işten ayrılma niyeti arasındaki ilişki, araştırmacılar ve uygulamacılar açısından giderek önem kazanmaktadır. Bu ilişki kritiktir, çünkü çalışanlar; belirgin şekilde, işletme amaç, hedeflerinin gerçekleştirilmesinde paha biçilmez pay sahipleri olarak görülmektedirler.

Bu çalışmada seçmiş olduğumuz insan kaynakları uygulamalarının çalışanların işten ayrılma niyeti üzerindeki etkisinin, bu çalışanların Algısal Örgüt Desteği ve Profesyonel Sadakatleri bağlamında incelenmesi amaçlanmıştır.

Veri, İstanbul, Bursa, Ankara ve İzmir'deki farklı firmaların, insan kaynakları bölümleri ile temas edilerek ve anketlerin katılımcılara e-posta yolu ile gönderilmesi sureti ile toplanmıştır. Bu çalışmanın örneklemenin seçiminde dengeli bir işgücü yapısı dikkate alınmıştır. Anketler, 500 çalışana gönderilmiş ve 14 farklı işletmeden toplam 200 katılımcı anketi doldurmak sureti ile çalışmaya katılmıştır.

Bu çalışma için spesifik olarak iki bölümden oluşan bir anket hazırlanmıştır. Anketin ilk bölümünde; 7'li likert ölçeğine göre hazırlanmış olan ve insan kaynağı seçimi uygulamaları, eğitim ve gelişim fırsatları, performans değerlendirme uygulamaları, yaşam-aile desteği uygulamaları, algısal örgüt desteği, profesyonel sadakat ve işten ayrılma niyeti ile ilgili maddeler yer almaktadır. İkinci bölümde ise yaş, cinsiyet, eğitim düzeyi, iş pozisyonu ve mevcut pozisyonundaki deneyim süresinden oluşan demografik veri yer almaktadır.

Araştırmanın sonuçları, insan kaynağı seçimi uygulamaları, eğitim ve gelişim fırsatları, performans değerlendirme uygulamaları, iş-aile desteği uygulamaları ile Türkiye'deki çalışanların işten ayrılma niyeti arasında negatif bir ilişki olduğuna işaret etmektedir.

Diğer taraftan, sonuçlar, Algısal Örgüt Desteğinin iki boyutu olduğuna işaret etmektedir-bunlar Pozitif Algısal Örgüt Desteği ve Negatif Algısal Örgüt Desteği'dir.

Çalışmada ortaya konulan bir başka bulgu ise, Pozitif Algısal Örgüt Desteği ile bu çalışmada seçilen insan kaynakları uygulamaları arasında anlamlı ve pozitif bir ilişkinin olmasıdır. Örneğin, objektif ve adil insan kaynağı seçimi uygulamaları arttıkça, Pozitif Algısal Örgüt Desteği de artmaktadır.Hatta işletmede iş-yaşam desteği uygulamaları arttıkça, çalışanların Pozitif Algısal Örgüt Desteği de artmaktadır.

Araştırmanın sonuçları, Negatif Algısal Örgüt Desteği'nin; insan kaynağı seçimi uygulamaları, eğitim ve gelişim fırsatları, performans değerlendirme uygulamaları ile Türkiye'deki çalışanların işten ayrılma niyeti arasındaki ilişkide etkili olduğunu göstermektedir. Sadece iş-yaşam desteği uygulamalarında, hem Pozitif Algısal Örgüt Desteği hem de Negatif Algısal Örgüt Desteği-ikisi birlikte-bu ilişkiyi etkilemektedir.

Buna ilave olarak araştırma sonuçları, Profesyonel Sadakatin Algısal Örgüt Desteği ile çalışanların işten ayrılma niyeti üzerinde etkileri olmadığını göstermektedir.

Yapılan araştırma çerçevesinde, Türk akademik literatüründe insan kaynakları uygulamaları ile çalışanların işten ayrılma niyeti üzerindeki etkilerinin kapsamlı bir şekilde çalışılmadığı saptanmıştır. Bu çalışma ile söz konusu eksikliğin giderilmesine katkıda bulunulması amaçlanmaktadır.

1. INTRODUCTION

Managing employee turnover in the organizations has long been an important problem for a long time. Mobley(1982) indicated that not only the economic costs of the employee turnover is high, but there are also social and communication oriented factors of turnover that are not usually managed well, in terms of those employees'commitment to the organization. Moreover, sustaining employee retention in an organization is still a popular area of research to researchers, practitioners and the managers in the organizations.

In the literature, focus has been given to behavioral intentions and actual turnover relationship, with taking intention to leave as a predictor of turnover (Arnold and Feldman,1982; Steel and Ovalle, 1984;Ghiselli, La Lopa and Bai,2001). Moreover, Carmeli and Weisberg(2006) pointed out that to provide a solution to actual turnover problem,in other words,in order to decrease turnover in the organization, organization should find a way to clarify and determine the motives that will help them guarantee the decrease.

The affect of behavioral intentions on actual turnover has been supported with many empirical and conceptual studies like Igharia and Greenhaus(1992) and Chandrashekaran, Mcneilly, Russand Marinove(2000).

According to Social exchange theory and organizational support theory (Blau,1964,Eisenberger et al.,1986), it is emphasized that the employees receiving high levels of support from the organization are usually inclined to repay the organization. A useful and a critical way to interchang the organization's favorable treatment can be achieved via continued participation(Allen, Shore, & Griffeth, 2003; Wayne et al., 1997). Moreover, March and Simon(1958) indicated that employees receiving more support from the organization would have less desire to leave.

HRM practices provided by the organizations are usually perceived as the favorable treatment by the employees and with these practices, employees perceive that the organization cares about them. These would help the organizations to enhance employee retention and affect their understanding about the support of the organization.

At the same time, a significant area that remains to be explicitly explored is the potential moderating impact of commitment to one's profession on important organizational outcomes emanating from perceived organizational support.

The present study aims **to investigate the impact of human resources management practices on employees' intention to leave in organizations in Turkey with the moderating and mediating effects of Perceived Organizational Support and Professional Commitment.**

Although we are aware of the fact that there are external factors such as **economic factors** , **competition and the role of government** on employees' intention to leave in Turkey, because of several constraints-such as time limitations, we have decided to keep these external factors outside the coverage of this research.

1.1. Problem Statement

Employee's intention to leave and Human resource management(HRM) practices relationship has become a popular research area among the practitioners and the researchers. As Redman and Wilkinson(2001) suggested, it is because of the fact that, within the development in the HRM and Organization, employees became the priceless assets in the organizations.

Moreover, Boselie and Wiele van der(2002) and Ferratt et. al.(2005) discussed the fact that HRM practices in organizations are critical factors of organizations through their efforts to sustain retention. These studies brought interesting and important empirical support for the HRM practices and intention to leave relationship. But it is important to note that previous researches often did not take the behavioral reactions affecting these relationships into account, as Guest,Michie,Conway and Sheehan(2003) and Morrison(1996) have pointed out.

Moreover, examining the extent to which professional commitment moderates linkages between POS and important outcomes like employees' intention to leave would help to extend the framework of the concept about the psychological processes directed to the occurrence of commitment via theory of organizational support and theory of social exchange.

1.2. Purpose of the study

The purpose of the study is threefold:

- To examine the relationship between various human resources practices and employees' intention to leave in organizations in Turkey
- To examine the moderating effect of Professional Commitment between Perceived Organizational Support and employees' intention to leave in organizations in Turkey
- To examine the mediating effect of Perceived Organizational Support between chosen human resources practices and employees' intention to leave in organizations in Turkey

1.3. Importance of the study

Previous studies about intentions, such as intention to leave, mostly have focused on factors like attitudes, external factors, job related variables as predictors of turnover decisions, specifically intention to leave (Shore, Thornton and Newton, 1990; Ghiselli et al. 2001). For a long time, the effect of HRM Practices on work environment has been neglected, so that not so many research about intention to leave have focused on HRM practices as a predictor of employees' intention to leave (Batt and Valcour 2003; Hemdi and Nasurdin, 2006).

In Turkish business literature, there is a scarcity about the the studies on employee perceptions of HRM practices and employees' intention to leave.

Thus, the study intends to provide a significant contribution to Turkish business world both by examining the impact of human resources management practices such as selection practices, training and development opportunities, performance appraisal practices and Work-family support practices on a behavioral intention such as employees' intention to leave and by highlighting the importance of employee's perception of support from their organization

that is a crucial part of their decision to stay or leave the organization with respect to their commitment to their profession.

1.4. Research Questions to be addressed

The study attempts to concentrate on the following research questions that need further analysis.

1. What is the impact of selection practices on the employees' intention to leave their organization in Turkey?
2. What is the impact of training and development opportunities by the organization on the employees' intention to leave their organization in Turkey?
3. What is the impact of performance appraisal practices on the employees' intention to leave their organization in Turkey?
4. What is the impact of Work-family support practices on the employees' intention to leave their organization in Turkey?
5. Do these human resources practices-which this study focuses- motivate the employees to stay with one organization in Turkey?
6. Does professional commitment moderate the relationship between perceived organizational support(POS) and the employees' intention to leave their organization in Turkey?
7. Does perceived organizational support mediate the relationship between selection practices and the employees' intention to leave their organization in Turkey?
8. Does perceived organizational support mediate the relationship between training and development opportunities and the employees' intention to leave their organization in Turkey?

9. Does perceived organizational support mediate the relationship between performance appraisal practices and the employees' intention to leave their organization in Turkey?

10. Does perceived organizational support mediate the relationship between Work-family support practices and the employees' intention to leave their organization in Turkey?

2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Intention to leave

In their studies, Igharia and Greenhaus(1992) and Ajzen and Fishbein(1980), suggested that intentions should be described as the most critical and important determinants of actual behavior.

Moreover, Sager(1991),in his study, conducted to the salespeople, intention to leave was found to discriminate between employees who tend to stay and employees who tend to leave.

But it is important to note that although there are empirical and theoretical studies that help us to argue that intentions indicate subsequent behavior accurately, there is a gap that is need to be fullfilled about the determinants of these intentions.

Moreover, because of the population sample heterogeneity, diverse design in research,measurement consistency lack, there has been not so much consistency in the theoretical and empirical resarch to date.

In their study, Mowday, Porter and Steers(1982) clarified that intention to leave is individual's estimation which is subjective and it is related with the probability of leaving an organization in the near future. Moreover, Mobley, Horner and Hollingsworth(1978) indicated that it is conscious and it symbolizes a deliberate desire to not to stay with the organization with a short-term orientation and it can be thought of the last segment in the withdrawal cognition process.

It is considered as a conscious and deliberate desire to leave the organization within the near future and as the last part of a sequence in the withdrawal cognition process (Mobley, Horner and Hollingsworth 1978).

As a concept, in their study Vandenberg and Nelson(1996) tried to clarify and argued that it is about individual's estimated-subjective-probability and it is about permanently leaving the organization in the near future. Moreover, Alexander, Lichtenstein, Oh & Uman(1998) indicated that intention to leave is about the employee's perception, rather than a behavior and it should provide a link between employee's job satisfaction's attitudinal component and employee turnover's behavioral component.

Parasuraman(1989) and Blegen(1993) both have argued that as concepts, commitment and intention to leave, are separately used, but related concepts and these concepts are underlined by some researchers. Researchers in the early literature, like Tett and Meyer(1993) and Shore and Martin(1989) have shown attempts to relate intention to leave with actual turnover. They indicated that before employees' actually job leave, intention to leave occurs.

In addition to this, there is another important concept called tenure. Tenure can be defined as the number of years spent by an employee in an organization he/she works in. In the organizational psychology literature, it is formally defined as the number of years that an individual has been formally employed by the organization.

In their studies, which are at the empirical level, Guper(1999) and Gable, Hollon&Dangelo (1984) indicated there exists a relationship between intention to leave and employee tenure. These studies showed that there exists an inverse relationship between tenure and turnover. In other words, employees with a long tenure have tendency to stay in the organization.

Moreover, the usage of the concept of "turnover intention" over "actual turnover" is suggested, because of the fact that the latter is much more difficult to predict than intentions(Buledorn,1982).

In their research, concentrated on the turnover at the occupational level, Dalessio et al.(1986) tried to bring an explanation to the direct and indirect antecedents of intention to leave, with respect to actual turnover. In addition to this, it was found that intention to leave is positively related to actual turnover by Noor&Maad(2008).

Besides, Villanueva&Djurkovic(2009) indicated that there are many attitudinal models that deal with the concept of "intention to leave" of employees'

Some researchers pointed out that empirical and theoretical research that deals with turnover antecedents, usually concentrated on job attitudes' and organizational commitment's affect on individuals, in other words, employee's intention to leave(Deery& Jago,2009).

In another research, a relationship between organizational commitment and job satisfaction was analyzed. In that research, it was found that these two variables-organizational commitment and job satisfaction- are mediators of the relationship between intention to leave and stress at work(occupational stress)(Villanueva&Djurkovic,2009).

The findings of Villanueva&Djurkovic(2009) supported the current research, in which organizational commitment and job commitment mediate and outcome variable to be examined is intention to leave of employees. However, as Deery&Jago(2009) added and tried to clarify that this research is conducted in the organizations where strategic managers have objectives to develop strategies to find a solution to high levels of employee turnover at the company level.

For the turnover decision and employees' intention to leave relationship, it can be indicated that turnover decision of an employee can be affected in two ways by employees' intention to leave. First of all, although there are no other alternative job opportunities, there may be direct relation-a direct lead. Second, there may be an indirect lead, this may happen by leading the employee to look for new job alternatives. In order to this, the organization and employee formal relation is ended with the result in the likelihood of terminating the contract(Mowday et.al.,1982)

Researchers like Kramer, McGraw&Schuler(1997) and Kalliath&Beck(2001) gave their efforts to clarify the determinants of individual's intention to leave. In order to realize this, they tried to examine the antecedents of employee's intention to leave in organization.

For a long time, the behavior of "quitting" has been the main concentration for researcher and the managers in the organizations. Intention to leave is perceived to indicate such behavior strongly, but as a substitute manner.

In their research, Krausz et al.(1995) focused on the nurses' intention to leave. In this research, it was found that, when compared to other attitudinal measures, intention to leave predicts actual turnover better.

Moreover, they claimed that it is better use the “intentions” as the criterion than using “behavior” as the dependent variable. Because, they indicated that behaviors are such factors that are affected by other variables like economic factors, corporate policy and strategies and these factors can not be controlled by the researcher himself. But above all, these factors usually affect the research findings. Moreover, in their research, Steel and Ovalle (1984) indicated that self-expressed intentions of an individual usually predicts the turnover best. For this reason, employees’ intention to leave should be used as the dependent variable.

A research about nurses’ turnover, it has been stated that intentions mediate the relationship between turnover and attitudes and determine the turnover immediately (Parasuraman, 1989). In addition to this, it has been said that when employees express an intention to leave, this means that they also express an emotional response toward their profession (Price and Mueller, 1981).

2.2 Selection Practices and Intention to Leave

According to Crowley (1999) and Czaplewski et al. (2001), selection can be defined as the process of deciding to hire or not to hire concerning job candidates. It expresses a process where necessary information is collected and evaluated about a person in order to direct an employment offer. This can be realized in different ways, by offering a position for a potential employee (applicant) or by offering a different position for a current employee, who is still working in the organization.

This process is very critical, because there are so many legal and environmental constraints and factors about this process and this process determines the future projections of both the individual-employee and the company itself-organization.

From traditional techniques like traditional interview, form and references, to the modern and more sophisticated approaches like assessment centers, personality inventories and so forth, human resources departments in the organizations implement different methods, practices that lie along a continuum that changes.

In their study, Edgar and Geare (2005) concluded that Selection practices have positive effects on organizational commitment.

According to Rioux and Bernthal(1999), the more effective the organization's selection, the more likely they are to hire and retain satisfied employees, thus reduce employee's intention to leave.

In another research, that was dealing pre-selection practices concern, it was indicated that employees who perceived that the job preview process they experience during the interview was not realistic, these employees highly tended to leave their jobs(Pitt and Ramaseshan, 1995).

2.3 Training and Development Opportunities and Intention to Leave

In the human resources management area, training management and developing employees has been gaining increased attention among researchers and human resources practitioners. As Wetland(2003) and Goldstein(1991) pointed out, training and developing employees mean an investment, a different form of a human capital investment, directed to the employee and corporate level development.

As a definition, Sparrow(1996) indicated that it is the practice of management that can be managed to draw out an expected behaviors, attitudes which are not usually written but mutual.

In the organizational context, perception of an employee about the training and development opportunities provided by his/her organization, plays an crucial role. When employees see that they are empowered or encouraged by their managers, this perception affects their sensitivity to be attached to the organization and affects their emotions of moral obligation to be part of the organization, in other words,affect their tendency to stay with the organization.

Generally speaking, there is a belief that there exists a relationship with training and development opportunities and turnover in the negative way. In other words, researchers like Samuel&Chipunza(2009) indicated that in the organizations where there are abundant,extensive training and development opportunities, an experience of lower level of turnover is faced. Morevoer, training employees indicates that organization's management commit to build a life-long relationship with its employees.By this indication, it is possible to reduce turnover decision by increasing employee retention.

Organizations take the advantage of sustaining their expected performance in order to survive in the complex,changing and competitive business environment by providing training and development opportunities to their employees. In other words, the real success in business depends on to what extend the individuals in the organization are being trained and developed at the individual and professional development level.

It is critical and important for managers in the organizations to accept that although organization may implement many HRM practices in order to empower employees' skills and knowledge, training and developing employees is usually unique to improve human capital quality,which may result in higher levels of organizational commitment and less employees'intention to leave the organization.

As Liu(2004) has indicated, training and development opportunities provided by the organization embellish and improve individual's capability and act as the mentor for them in order to accomplish and sustain long-term career success and competency at work.

According to some other researchers like Grace&Khalsa(2003) and Rosser(2004), who focused on the training and development-intention to leave relationship at the academic environment, development and training opportunities act as the important factor of HRM practices that influence the job satisfaction at the faculty. This results with the occurrence of the satisfaction-intention to leave interaction.

For the training and development opportunities and job attitudes relationship, common,accepted wisdom differ from contemporary approach. Accepted wisdom indicates that with the extensive training and development opportunities, competency of employees become high, they become more competent and at the same time more marketable, this means that they may show tendency to leave the organization at the first instance. On the other hand,modern researches showed that opportunities of training and development influence attitudes at work.

Shaw et.al(1998) clarified training and development opportunities as an investment strategy for the organizations in terms of sustaining job stability. These kind of organizational actions demonstrate an important signals of the contract between the organization and its employees. But this contract is not formal, but informal and psychological contract.Moreover, Shaw et.al(1998) pointed out that this improves employees' sensitivity of being attached to the organization and helps to sustain retention.

From the findings of the existing literature like Bassi et.al(1996), Bassi&Van Buren(1997), Vorhies&Harke(2000), Jonet et. al.(2001) and at last, Oakland&Oakland(2001), it has been supported that employees' intention to leave is negatively related with the training and development opportunities provided by the organization. Moreover, Storey&Sisson(1993) have pointed out that training means a symbol. It is a symbol of the commitment of the organization/employer to their employees.

Frazis et al.(1998) have suggested that by the training opportunities provided by the organization, employees have a chance to gain specific developments at work, this enrichment results with productivity increase for the organization and act as the raiser for the wages in that organization. With a situation like this, it acts as an incentive and motive for an employee to lessen their intention to leave the organization.

Stahl et al.(2009) supported the findings of Frazis et al.(1998) and found that the deficiency or the absence of development may boost the tendency to leave the organization. Negrin & Tzafrir(2004) argued that the lack or the absence of development and training opportunities is the main reason for individuals to search for alternative career opportunities.

In their research, Lambert & Hogan and Barton(2001) indicated that the lack of training opportunities in an organization is the second most important variable between the search for alternative job opportunities and employees' intention to leave the organization.

Mitchell et al.(2001) pointed out that training and development opportunities may improve the fit between individual and job, in terms of 'job embeddedness' view.

There training opportunities will be negatively related to employees' intention to leave. In their study, Hemdi and Nasurdin(2006) indicated a relationship between training and development opportunities and employees' intention to leave.

Researches showed that if employees do not find their job meaningful and if there do not find opportunities for their career advancement, their intention to leave their organization is significantly influenced(Miller and Wheeler,1992. Moreover, organizations should concentrate on training as a priority in order to empower their employees and help them achieve higher potential.

Employees' perception of developmental opportunities affects their motivation and their confidence in their work. The receipt and the perception of the training and development opportunities might result with the sense of attachment to the organization and the lower levels of intention to leave. As Hall&Moss(1990) have concluded in their study, if the organization wants to enhance employees' attachment, it must invest in their development.

Allen,Shore and Griffieth(2003) argued that successful-high performers in an organization have tendency to leave the organization because of the absence/lack of the development and promotion opportunities and organizations react to this by reducing the training opportunities due to turnover intention. Moreover, it has been suggested that tools like job enrichment,rotation and career development opportunities may help the organizations to improve the retention of their employees(Miller and Wheeler,1992).

In addition to this, it has been found that if employees perceive that they have training and development opportunities in their companies, their commitment to the organization is high(Landau&Hammer,1986) Lam et al.'s (2002) study on new hotel employees confirmed that commitment and turnover intentions were significantly related to training. They argued that if an employee does not understand how to perform his or her tasks effectively, frustration level will increase and that employee will often leave at the earliest opportunity. Moreover, in their studies, both Sheridan(1992) and Bassi and Van Buren(1999) concluded that if the employees's training and development needs are met with the training and development needs of the organization, employees tend to stay in the organizations.

2.4 Performance Appraisal Practices and Intention to Leave

According to Landy and Farr(1980), Performance appraisal can be perceived as a human resources management tool that has gained so much attention for more than decades.

As Mathis& Jackson(2003), it can be defined as the process of evaluating how well employees perform their jobs according to a standard set and this process is finalized by the communication of this information to those employees.

The amount of performance appraisal research is intense in the human resources management literature, but it is accepted that there is a limitation of much of this research to the advancement of the performance appraisal understanding (Latham & Lee, 1986; Murphy & Cleveland, 1991).

In the early 1980's, in order to guarantee the objectivity or in other words, in order to reduce the subjectivity in performance ratings, empirical and theoretical research in performance appraisal focused on the improvement of rating instruments' psychometric characteristics (Feldman,1981).

Developing a better, reliable, valid performance rating scale was the main focus and a great deal of attention was received in terms of the psychometric aspect of performance appraisal practices (Woehr & Miller, 1997).

With the implementation of new formats like the Behaviorally Anchored Rating Scale (BARS), Behavioral Observation Scale (BOS), and the Mixed Standard Scale, many researchers focused on rating scale format.

Efficacy research in different performance rating scale format generally showed that the change in the rating scale did not affect the ratings (Woehr & Miller, 1997).

Arvey and Murphy(1998) reviewed the rating scale research and indicated that there were literally hundreds of rating scale studies and ways of achieving ratings that were objective measures of performance.

Another highly influential and a critical review on performance appraisal research was published by Landy and Farr (1980). In this evaluation, they tried to focus on other areas such as the performance appraisal process in an organizational context. Moreover, they tried to examine,perceive and understand the role of the rater. They categorized the characterization of the performance appraisal studies.These categories were; characteristics of the rater and rate, the rating format-form, rating context and rating process.

First, Landy and Farr(1980), later Feldman(1981) have made great influence in performance appraisal research. With their contributions, the concentration of the researchers in this area changed. They started to give less emphasis on rating scale format and rater training. They started to give more emphasis to understand the rater in terms of decision-making process with the role of processing social cues and information.

“Rater process perspective” was defined by Ilgen,Barnes-Farrell and Mc Kellin(1993). They indicated that this perspective includes three critical operation sets. First, the acquisition of information about the employees who will be evaluated, Second; the organization and the storage of this information in the memory and at last, integration and the recording of an evaluation.

With the help of the concepts of cognitive psychology and psychological research, researchers managed to adress these three critical processes and develop performance appraisal process theories(Feldman, 1981, Ilgen & Feldman, 1983).

Accuracy criteria development, accuracy of performance rating were two common research areas in 1980. Researchers gave great importance on psychometric biases, like halo, central tendency and leniency. These psychometric biases were also called rating errors. They assumed that lack of accuracy was the implication of these errors (Ilgen, Barnes-Farrell, & McKellin, 1993).

Later, focus on appraisal research shifted. It shifted from errors of raters to performance standards and ratings discrepancy.

With their study, Murphy and Cleveland (1995) suggested that researchers in the performance appraisal should give rating context priority and need to examine the context of rating, and then try to analyze the effectiveness in rating dimension or rating system dimension.

Bernardin and Beatty (1984) argued that traditional psychometric variables like halo, leniency, discriminability may not be as efficient as relative measures of the attitudinal kind while predicting the validity of rating. They supported their notion with the fact that an appraisal system can be well in psychometric design and construction, but if it lacks an acceptance of the users or if there is a resistance, efficiency can not be realized. Roberts (1990) indicated that the effectiveness of a performance appraisal system depends on the attitudes of the raters and ratees.

Research review concentrating in the late 1980's and early 1990's was published by Bretz, Milkovich and Read (1992). They concluded that this era appraisal research too much focused on the cognitive process side of appraisal. User characteristics, errors in the rating process and the problematic of accuracy were examined. Feedback process, training of the rater and the format were also the areas that the researchers focused frequently.

Karol(1996) also indicated that empirical studies have mainly focused on the process and the ingredients that affect the communication and attitudes exhibited by the system actors-rater,ratee- in the evaluation process. Moreover, he argued that experimental setting and not being in the field are two main characteristics of these studies.

In his study, Karol(1996) emphasized that practical literature's focus is primarily on goal-setting emphasis,review interview, performance appraisal process improvement, improvement in the contribution of the employee to the process.

In another research, it has been indicated that there exists a gap, a substantial gap between performance appraisal research and performance appraisal practice indicated by the literature. Because in these studies appraisal's cognitive process's discrete variables were emphasized and studies were conducted in the labs(Arvel and Murphy,1998)

Moreover, previous studies did not focus on the performance appraisal as a "system", but focused on the individual level. Studying performance appraisal in an organizational context was a real need, later studies started to focus on appraisal in a comprehensive and organizational context.

Focus differences is the main reason for the lack of agreement between practitioners and researchers. In their study, Bretz,Milkovich&Read(1992) emphasized that researchers heavily focused on identifying appraisal systems with the most accurate measurement.

In this study, by taking Delery and Doty(1996), Tsuit et al.(1997) as a reference, performance appraisal is conceptualized as the degree to which individuals in an organization perceive that their organizations have implemented formal performance appraisal mechanisms,feedback systems for the purpose of controlling and developing the employees in an organization.

A concept called “test metaphor” was named by Folger, Konovsky and Cropanzano (1992). This concept highlights rating format as a means of maintaining accuracy in performance appraisals and the main concentration for the performance appraisal studies at the theoretical and empirical level is to lessen biases in order to accomplish accuracy.

Three assumptions of test metaphor about the nature of performance appraisal are stated by Folger et al. (1992).

- Work arrangements admit valid and reliable performance measures-but this assumption is sometimes criticized, because of the difficulty of measuring performance in an objective way in some jobs.
- Raters can evaluate the performance in an accurate way. Feldman (1981) made a critique of this assumption and suggested that cognitive processing of individuals has limitations and these limitations produce a bound for the objectivity of the performance evaluation.
- Existence of rational, unique standard to assess performance.

They suggested that organizations should focus on maintaining the fairness in the performance appraisal process, rather than giving too much emphasis on performance appraisal accuracy, which is a more achievable goal (Folger et al., 1992). With this point of view, concentration shifted from the objective accuracy of the performance appraisal system to the perceived fairness of the system.

In addition to this conceptualization, if an employee perceives an accurate appraisal tool as unfair, this perception may produce negative consequences or negative outcomes. Scholars like Sashkin & Williams (1990), Sabbagh, Yechezkel & Nura (1994) suggested that fairness should be accepted, mainly because of the importance of organizational/societal justice, not only because of accuracy's not achievement.

Fairness in human resources practices is an area that many scholars have focused. Moreover, providing fairness in the performance appraisal process has been examined by many researchers. Bretz, Mikovich and Read (1992) study is an example for this. They pointed out the importance role of perception of fairness of appraisal system and the importance role of perception of fairness of the review of performance.

Murphy and Cleveland (1992) tried to clarify the conditions/criteria of the "fair" and "accurate" performance appraisals in their research. They emphasized the conditions given below:

- Frequent conduction of performance appraisal
- Existence of a formal system of performance appraisal
- High degree of know-how at job by the managers
- Opportunity to appeal ratings by the ratees in an organization
- Highly relevant dimensions of performance
- Cooperative organizational culture, climate

It has been suggested that if the employees perceive and believe that the appraisal system is irrelevant or political or biased, the system can mean dissatisfaction (Skarlicki and Folger, 1997). Moreover, in their study, Latham and Wexley (1981) emphasized that the negative perception about the process such as being unfair or being inaccurate is a critical obstacle/problem for the managers in the organizations.

There are some factors that might help to determine the perceived fairness of the performance appraisals by the employees. Kavanagh, Benson and Brown(2007) argued that it might be better for organizations to concentrate on the manageable processes of performance appraisal. With a focus like this, rules can be changed/updated and the performance appraisal operation can be affected,for example, by redesigning the rater training programmes.

Researchers like Landy,Barnes and Murphy(1978) have tried to bring a bridge between employees' attitudes toward his/her supervisor and employee's perceived fairness of performance appraisal.They have underlined that supervisor's ability to make an accurate evaluation of subordinate's performance is an important determinant of the perceived fairness of performance appraisal process. Moreover, openness to communication with subordinates by the supervisor promotes positive attitudes in terms of perceived fairness of the performance appraisal process(Fulk,Brief and Barr,1985)

In his study, Quarles(1994) pointed out the importance of reward system evaluation criteria on employees'intention to leave. In addition to this, Dailey&Kirk(1992) concluded that effective performance appraisal,planning systems would contribute to employees' perceived fairness and they were less likely to leave the organization and vice versa. In their research, Konovsky and Cropanzo(1991) concluded that there is a significant relationship between perceived fairness of performance and turnover intentions, specifically employees' intention to leave an organization.

An employee's decision to leave an organisation is typically a progressive process. While it may be triggered by some type of dissatisfaction (Hom and Griffeth, 1995) or "shock" (Morrell et al., 2008) the decision involves a series of related cognitive and behavioral considerations before the person actually terminates their employment with the organisation (Campbell and Campbell, 2000).

The process begins by having thoughts (withdrawal cognitions) about leaving the current job and according to Rosse(1998) it is possible to argue that dissatisfied employees increasingly ordain more prenominal demonstrations of withdrawals of job over time.

It is suggested that intentions to leave should be viewed as a form of withdrawal from the organisation and may be affected by the performance appraisal experience quality. In their research, Fugate et.al.(2008) proposed that employees have tendency to withdraw from the situations that are counter to their best interests.

Fairness and objectivity is crucial, because employees tend to feel confusion about the performance standards or key performance indicators, when they do not have sufficient information or when they are not aware of the corporate requirements of the performance appraisal system. In addition to this, if they believe that their performance or their contributions are not evaluated objectively, this will be able to affect their attitudes about the environment at work and will be able to ease their intention to leave their organization.

Dailey and Kirk(1992) concluded that performance appraisal or planning systems which are not effective would result in perceived unfairness by the employees and these employees likely to consider leaving the organization. Moreover, a relationship was found between the effectiveness of performance appraisal and employees' intention to leave by Hemdi and Nasurdin(2006).

In another research, it has been stated that if performance appraisal system or methods in an organizations is not clear, but ambiguous, employees may feel less sense of attachment and involvement, less satisfaction with their jobs and results are lower levels of organizational commitment and a tendency to leave(Tor et.al,1997).

2.5 Work-family support practices and Intention to Leave

Thompson, Andreassi & Prottas (2005) brought a definition to Work-family support practices and defined work-family support practices as the main level indicators of an organization. They highlighted that they act as indicators and help to prioritize family over work or work over family.

In addition to this, Forsyth and Polzer-Debruyne (2007) stated that the enhancement of job satisfaction and the reduction of stress, pressure at work with a result of lessened employee's intention to leave is directly related with the fact that employees perceive that his/her organization supports him/her and provides work-life support to him/her.

Edwards and Rothbard (2000) characterized work-family support practices like paid parental leave, flextime as progressive and important. They are progressive and important, because they help individuals to harmonize their family life and work. Hudson (2005) considers Work-family support practices an antecedent of organizational commitment.

Work-life balance has been gaining increased attention among employees and employers. This issue is critically important because of changes in the demographics like increase number of female employees in the organizations and dual career families. Ramu (1989), Komarraju (1997), Rajadhyaksha and Bahatnagar (2000) and at last Bharat (2003), all these researchers, have pointed out that these factors have brought forth increase in the workplace diversity and a need of individuals to balance their family and professional lives.

Today, it is very a common belief and notion that managers and the organizations it self need to be more sensitive to the new, complex, diverse and the changing nature of the workforce and they need to focus and be aware of the need to conform to work-family issues of their employees.

In addition to this, several organizations have tendencies to design and implement formal programmes like flexible work schedules, elder care referral services in order to help their employees to balance work-family demands.

Researchers who have previously worked on the influence of work-family balance on individual level outcomes such as job satisfaction turnover intentions and commitment usually focused on the employees' perceptions of these programmes provided by the organization. In these researches, below given are the distinguishments among those researchers:

- i. belief about programme's formal availability
- ii. the degree of accessibility of these programmes in practice
- iii. the degree of implementation of these programmes in a functional and a geographical dimension
- iv. if it is offered to all levels of employees in the organization hierarchy
- v. if it's benefit has a large magnitude.

In work-family balance researches, the concentration on the perceptions of employees set aside the point that these researches focused on the affect of these programs on behaviors, attitudes of employees in the organizations. But it is necessary to note organizations are also interested about the affect of the programs for maintaining and improving effectiveness at the organizational level.

In the organizations, work-family practices are usually designed and implemented with a strategy of enhancing organizational commitment and employee loyalty. The idea that lies behind this strategy is that with these programmes, employees feel sense of attachment and tend to show commitment to the organization. In other words, if employees are not aware of the existence of these programmes, these positive attitudes will not be able to occur.

Beyond these issues given above, sometimes expectations and values of employees differ between leave and stay. In their study, Gonyea and Googins(1992) concluded that employees will tend to stay if their company values and sympathize with their personal priorities, family issues, dual career issues and other individual expectancies.

Quite a few researches tried to analyze the affect of work-family support practices, such as flexible working, parental leave, childcare assistance on employees intention to leave. An example for this is Grover and Crooker(1995) study. They have concluded that there is a positive and significant telationship between the accessibility and availability of work-family support practices and organizational commtment. When these programmes are offered to these employees, these employees also provided substantially less intention to resign their profession.

In his research, Gaan(2008) has indicated that the existence of family support programmes like supervisor support, flexiblw working, co-worker support within the organization ease and assist the organization to maintain and increase talented employee retention. With respect to Gaan(2008), Allen(2001) has argued that if organization support its employees in forming an integration between work and family responsibilities, this would contribute to decrease organization's employees' intention to leave the job.

In another research, flexible work arrangements are positioned as the crucial part of work-family support that plays an important role in employees' intention to leave(Pasewark and Viator,2006). Moreover, it has been investigated the relationship between support by the organization and employee's inten to leave and it has been concluded that there is a negative relationship between organization's support and employees'intention to leave. In other words, they said that if the organization support increases, employees'intention to leave decrease.

Allen(2001) concluded that work-family conflict, organizational commitment, intention to leave are significantly related with the perceptions of employees toward work-family support practices adopted by the organization.

In a research, conducted by Bame(1993), it has been concluded that even though employees had higher workload, with a given shorter work hours and an alternative work schedules, there was a tendency of low levels of turnover. The findings of this research proposed that organizations should focus on providing flexible work schedules in order to succeed in reducing employees' intention to leave an organization.

In another research, organization level responses to turnover and work-family conflict were examined. It has been indicated that these are the responses that harmonize work redesign and incentives that enhance commitment with work-family support practices(Batt and Valcour,2003).

According to Valcour and Batt(2003), organizations should consider work-family support practices as critical issues because of the fact that they play a crucial role in order to lessen turnover.

Moreover, it was found that female employees' job tenure has positive association with work-family support practices and also these practices have considerable influence on employees' turnover rate(Yu,2008).

According to Yasbek(2004), these practices also assist organizations in controlling and decreasing the work stress, reducing the work accidents, creating a culture and climate where productivity is enhanced.

In accordance with this notion, organizations should consider and implement these practices that will help them manage a fit between employees' family and employees' work (Thompson et al.(2005). Hence, according to Hom and Kinick(2001),the organizations need to focus on adopting these practices that can help them providing reduction in employee turnover.

Moreover, the idea of adopting these practices has been gaining increased attention and increased importance(Bashir and Ramay,2008).

According to Yasbek(2004) and Ling&Phillips(2006), organizations of today have more awareness about work-family balance and the adopting these programmes. The awareness can be highlighted with working hours, work stress and turnover intentions. It can be indicated complexity of working schedules,longer working hours results with the stress increase and employees' intention to leave increase

Forsyth and Polzer-Debruyne(2007) also supported the notion that the employees' feeling for his/her organization's support and perception about the accessibility of work-family support practices, job satisfaction can be enhanced, reduction of work pressure is achieved and the organization may have a chance to reduce it's employees' intention to leave.

In another research by Grover and Cooker(1995), a set of family-responsive programmes were examined and it was concluded that if the accessibility to these programmes-in other words to these benefits-are high, the employees' intention to leave is low.The findings of this research underlined the view that the impementation of these practices represents organizations's care for it's employees and affecting sense of attachment of these employees in a long-term orientation.This research was supported with the conclusion that workers with flexible work hours had lower levels of intention to leave their organization(Scandura and Lankau,1997).

2.6 Perceived Organizational Support(POS) as a Mediator

Organization literature has shown efforts to focus on perceived organization support(POS) as a variable that predicts the commitment in organization. As a concept, it is defined as the commitment of organization to its employees. It described the support receipt from employer by employee to help them in achieving a required task in an effective manner(Makanjee et al.,2006).

POS is defined as a perception of employee of the way the organization values his/her contribution and cares about his/her well-being by Eisenberger et al.(1986). In addition to this, it may be considered as an intangible element of exchange between the employee and his/her organization. Thus, it responds to important and social emotional needs of the employee.

Moreover, POS indicates an essential fragment of the social exchange relationship between employees and the employer, because it clarifies what the organization has done for them.

As discussed by Nicholson(2003) and Idsoe(2006), OB literature has defined perceived organizational support as an attitudinal type of support over the past three decades. According to Levinson(1965), the concept of POS lied on the classic assumption that employees form a human like judgment of kind,tolerant or malicious intent to the organization and such judgments amount to global attitude.

Levinson (1965) noted that actions taken by agents of the organization are often viewed as indications of the organization's intent rather than attributed solely to the agents' personal motives. This personification of the organization, suggested Levinson, is abetted by the organization's legal, moral, and financial responsibility for the actions of its agents; by organizational policies, norms, and culture that provide continuity and prescribe role behaviors; and by the power the organization's agents exert over individual employees.

On the basis of the organization's personification, employees view their favorable or unfavorable treatment as an indication that the organization favors or disfavors them.

POS is accepted as the main concept in organization support theory in terms of Eisenberger and Rhoades' studies (Eisenberger et al., 1986; Eisenberger et al., 1997; Rhoades & Eisenberger, 2002).

Eisenberger et al. (1986) added that for the concept of Perceived Organizational Support, employees' tend to assign the organization humanlike characteristics. This attitude promotes POS's development. Moreover, this concept may contribute to positive affect on employee behavior, attitudes. This is because of the fact, it fosters sensitivity and obliges employees to give back to organization.

In a recent research among radiographers in South Africa, POS-organizational commitment relationship was investigated (Makanjee et al., 2006). Researchers focused on POS, because of its recent relationships (clarified before) to variables like safety of the client, turnover and patient care quality. Their findings supported the notion that POS has been related to variables like satisfaction, commitment, support and leader-member exchange. The results indicated that individuals in organizations constitute a general assumption concerning the organization's actions and commitment to employees.

However, little research has been conducted to understand the mediating effect through which POS affects behaviors and attitudes. Research that tried to examine POS with employee commitment and job performance is an exception. In this research, a concept of "felt obligation" is indicated as an important mediating variable of the POS and outcome relationship.

Felt obligation can be defined as the belief of employee perceiving if he or she could give importance to the well-being of the organization and should help the organization to be successful((Eisenberger et.al.,2001).

Research findings support the organizational support theory and social exchange theory in terms of the application of the norm of reciprocity to the employer-employee relationship.

Blau(1964) has mentioned that wilful assistance/help is perceived positively and accepted by the employee that also shows that the donor really considers employee. Some researchers in social exchange theory claim that employees feel the resources more valuable if they are based on voluntary choice rather than obligations or must have mechanisms beyond donor's control.

As a support to this approach, Eisenerger et. al(1986) and Eisenberger , Cummings , Armeli & Lynch pointed out that, favorable treatments or conditions provided by the organization such as training and development opportunities and rewards contribute to more POS when if employee perceives that these are the products of voluntary practices/actions of the organization rather than these are the bringings of external obligations like union negotiations and governmental health,safety regulations.

In this relationship, supervisors in the organizations play an important role. If employees receive favorable treatment from his/her supervisor, this would result with the occurrence of POS.This is because of the understanding that supervisors have roles as organizational agents. This relationship's magnitude relies on the extent to which employee recognizes the supervisor with the organization, as opposed to seeing the actions of supervisor as these actions peculiar to the supervisor.

Moreover, it is important to note that organizational support theory highlights the psychological procedures that form the base of the results of POS:

- Felt obligation should be produced as a result of the reciprocity norm basis, this production should give result as employees' care about his/her organization and to assist the organization achieve its goals.
- Social and emotional, in other words socio-emotional needs should be realized by POS, where care, approval and respect are implied. This would contribute to the organizational membership incorporation of employees and the clear integration of their role status into their social identity.
- As a concept, POS should act as the motive or the strength of employees' perceptions or beliefs about organizations' recognizing and rewarding high employee performance. These procedures or processes should have encouraging results and advantages for both the employer(for ex: increase in the affective commitment, increase in effectiveness, turnover reduction) and the employee(for ex: increase in job satisfaction, loyalty).

Organizational support theory acts as the definer, helps experimenting the assumptions and predictions concerning antecedents and outcomes of POS and makes it easier to examine the procedures of it easily and empirically.

In the related literature to Organization support theory, it has been stressed that in order to make the employee perceive a HRM practice as a way of support, a crucial condition is needed(Rhoades and Eisenberger,2002). Moreover, these implementations should not be the result of governmental issues or union based mechanisms. For this reason, it should be accentuated that increase in wage or improvement of conditions at the workplace are not true examples for POS.

In addition to this, in this research, it was found that employees' intention to leave and POS are negatively related. If employees feel that their contributions are valued and if they think that the organization supports them, they usually do not search for alternative jobs (Rhoades and Eisenberger, 2002).

Indeed, it would appear reasonable to assume that an organization encourages employees to stay with the organization if the organization cares for its employees and wellbeing by looking to form a calm business atmosphere and a suitable organizational climate.

In the studies like Wayne et al. (1997), Allen et al. (1993), Rhoades and Eisenberger (2003), it has been emphasized that if the employee perceives that the organization implements HRM practices that will help his/her wellbeing, he or she will have a tendency to stay with the organization. In other words, he or she will choose not to leave the organization.

As a concept, POS is designed via a process of "personification", the reason for this design is that the organization is not so close to the employees' expectations. Because rewards and punishment experiences received from the powerful members of the organizations affect the perception of "personalization" of the employees in the organization (Reichers, 1985; Shore & Shore, 1995; Wayne et al., 1997).

Wayne et al. (1997) and Settoon et al. (1996), in their studies, both have focused on the importance of supervisor-employee relationship on POS. They have concluded that supervisors are the people who control the administration and allocation of resources, discretionary motives/reward and also support. For this reason, the relationship between employee and supervisor is very crucial in fostering POS of employee.

In their studies, Settoon et al. (1996) and Rhoades and Eisenberger (2002) emphasized the place of the terms of "the norm of reciprocity" and the term of "social exchange". They used these terms in order to define the employee motives to show positive behaviors at work.

Moreover, they noted that these behaviors' occurrence is important, because they are not rewarded formally and they are not legally required by the organization or by government. Also, by Bateman and Organ(1983), it has been indicated that, the social exchange theory tries to project that, under certain conditions, employees try to react in a positive manner to the conditions if they believe that they will benefit from them.

In other words, as Eder(2008) has pointed out, if organization shows concern for its employees and act in positive manner toward its employees, employees in the organization perceive that they should give back and behave in the positive manner which is helpful to the organization. Setton et al.(199) completes this mechanism with the argument that, occurrence of exchange relationship is the result of this mechanism.

As a support to the findings given above, Van Knippenberg(2006) has argued that even in a booming economy, when an employee perceives that his/her organization has acted in a positive manner toward him/her, he or she shows commitment and tends to stay with the organization, in other, lessen his/her intention to leave the organization.

On the contrary, if employee feels that his/her organization has acted in a negative manner toward him/her, he or she is more likely to leave the organization(Chiu et.al,2005). According to Eisenberger et al.(2001), organizations may constitute many forms of actions in a positive manner toward their employees and these forms ease the positive reciprocation of employees in the organization. This also means that the link between turnover and POS can ease to create options for managers to act in the positive manner and develop strategies, procedures to provide talented employee loyalty.

Researchers like Falkenberg and Schyns(2007), Allen and Meyer(1990) have all concluded that turnover and organizational commitment are two variables that are strongly related. They have indicated that if commitment is high, intention to leave of employees is low, this would contribute to decrease turnover rate.

It can be argued that as a variable, Perceived Organizational Support(POS) acts as the mediating variable between Human Resources Management Practices and employees' intention to leave. Because, in an organization, HRM practices mean voluntary-favorable practices by the organization,in other words, employee perceive them in this manner, they mean these practices as the symbol of their employees' care about him or her.

In another study, it has been indicated that with implenting these practices, organizations give messages to their employees. This message is that they value them as long-tem assets and this perception or evaluation by the employee enlarges the degree of POS(Morrison,1996). Moreover, it has been suggested that these practices should act as the symbol of the potential of employee and indicates investment in the employee by the organization (Shore&Shore,1995).

According to Rhoades&Eisenberger(2001), these receipts indicate employees'contributions' positive evaluations, so that this would contribute to higher POS and increase in the employees' sense of attachment.

2.7 Professional Commitment as a Moderator

Meyer&Allen(1997) have indicated that empirical studies of commitment have mainly focused on organizational commitment. Moreover, it has been claimed that understaing the concept of commitment at the occupational level is also very crucial for quite a few reasons(Lee,Carswell and Allen,2000):

- Occupation of an employee gives meaning and is a sense of identification; it may be linked to performance, attachment and retention.

- It is much more easy and understandable that identification with profession can be achieved easier than the identification with the organization-skills in occupation and expertise can easily be transferred to other organizations, companies.

Since employees do not have the control of organizational decisions, their professional decisions are usually determined by them and so may be committed.

Exchange approach by Morris and Sherman(1981) and psychological approach by(Mowday,Porter&Steers,1982) are two empirical approaches of commitment literature. In the exchange approach, commitment is examined as inducements' outcome-implies individual,object transactions. Exchange approach is also called as "continuance commitment". In the psychological approach-which is also called as "affective commitment", it emphasizes a high-intense and positively manner orientation toward an object.

As Mowday et al.(1982) have discussed, common definition of the concept of "commitment" usually emphasizes the identification of the individual with an object with a special importance or the bond at a psychological level. This constitutes something beyond systematically defined involvement.

It is employees' belief which is strong and it is employees' value acceptances at the professional level, an ambition to show ample energy through profession and an accurate ambition to be professional.

Different researchers like Paullay,Alliger&Stone-Romero(1994), Brown&Leigh(1996), Papo(2000) have tried to define the concept of "commitment" from different perspectives. One definition says that it is the degree of engagement in performing accurate task. Other says that it is the perceived degree of importance of work's place in an individual's life.

As a concept, Aranya and Ferris(1984) and Aranya et al.(1981) have stated that Professional commitment is the extent to which employee identifies and feels him/herself involved in his/her profession. Moreover, it also symbolizes employee's goal acceptancy, employee's profession valuation. Also, it is the signal of employee's ambition to show effort toward work and at last, an ambition to remain in the profession.

In another study by Larson(1977), it is defined as professions's socialization process. According to Kerr(2005) and Hall et. Al(2005), as a concept, with the help of ''organizational commitment'', Professional commitment design and methodology is developed.

In the psychological approach to commitment to a profession, like Morrow and Wirth(1989) and Blau(1989), professional commitment is examined in terms of ''affective attachment'' dimension. There is one critical disadvantage of this approach is that it may not bring a comprehensive explanation to profession-individual link or relationship.

In order to bring a comprehensive explanation to this link, an evidence for the generalization of three component model of Organizational Commitment (Meyer and Allen,1991), was studied by Meyer et al(1993)

According to the comprehensive study and examination of three component model, the concept of ''professional commitment'' also has three components, just like organizational commitment.

- I. Affective Professional Commitment (APC)
- II. Normative Professional Commitment (NPC)
- III. Continuance Professional Commitment(CPC)

It has been indicated that in the professional commitment framework, these components are consistent with three component model of organizational commitment(Meyer and Allen,1991). Additionally, while individuals' tenure in a profession may be related to each component of commitment, variations in weights for each component can alter the nature of individuals' involvement in the profession.

APC is the tendency of an employee to remain in a profession because they want to. The ambition to remain in a profession may manifest itself in various ways such as an increased likelihood of keeping abreast of the current developments in the profession. APC is believed to develop during socialization processes that emphasize the understanding of professional values and requirements experienced upon entering a profession (Aranya et al. 1982).

It stands to reason, then, that increased socialization may result in stronger APC. For instance, the APC of staff auditors with five years of audit experience, and therefore five years of socialization, may exhibit higher levels of APC than staff auditors with one year of experience.

NPC identifies the obligation felt by the individual and this feeling affects the extent to which individual choose remain in his/her profession.

The third component of professional commitment is CPC, which is an individual's tendency to remain in a profession because of accumulated investments or side-bets (Becker 1960) in the profession or perceived lack of comparable alternatives.

It can be noted that if the continuance commitment is high, employee may show tendency to search for new jobs or career opportunites, but this may result with the stay in the organization if employee perceives that he/she has no other alternatives. These individuals may not be as likely as individuals with low continuance commitment to participate in activities or exhibit behaviors that are seen as beneficial to the profession (e.g., compliance with professional standards or publicly promoting the profession).

Professional Commitment emphasizes that it is not easy to renege on the commitment, if committed line of actions is invested.(Tayler ,1988). There is a mutual relationship that employee attitudes are affected by the treatment of the organization and at the same time attitudes of employees' toward the profession may affect these outcomes.

While the way employees are treated by the organization is likely to have a significant impact on employee attitudes and behaviors, the employees' attitudes toward the occupation or profession they work in may also influence these outcomes.

Moreover, it has been suggested that the psychological link between a person and his/her profession,in other words, professional commitment, influences employee's behaviors,attitudes in his/her organization(Lee, Carswell, & Allen, 2000;Meyer, Allen, & Smith, 1993).

It has been argued that it is very critical and important to understand the role of a commitment to a profession, because of the potential link of professional commitment to outcomes such as performance and retention(Lee et al.,2000)

In some previous studies, such as Gouldner(1957,1858),there was a belief that there exists a conflict between the values directed to employees' occupation and the ones directed to the organization.

But later studies, such as Leet et.al(2000), it has been argued that these values or norms should not necessarily be inconsistent or conflicting with each other.

It has been supported that commitment to a profession contributes to intention to turnover and at the same time the actual turnover. In his research dealing with nurses, Meyer et al.(1993) indicated that commitment to profession of "nursing" was related with less intention to leave.

In another study, it has been argued that very deep commitment is must in profession and this means a strong desire of financial gain and consider the adoption of critic values/assessments(Weick and Mc Daniel,1989).

As an area of research,commitment can be examined in many domains ((Morrow, 1983, 1993). But, commitment to occupation or profession and commitment to the organization have gained more popularity. Professional commitment is defined as the emotions of an individual toward the profession or an occupation.Moreover, organizational commitment can be defined as the perceptions,beliefs,goal acceptancy and a willingnees to show effort on behalf of the organization and to be part of the organization (Vandenberg & Scarpello, 1994).

Also, many researchers concentrated on the relationship between organizational commitment and professional commitment and their research has showed strong support for a positive relationship between these two types of commitment (Lee et al., 2000; Mathieu & Zajac, 1990; Wallace, 1993).

Commitment to a profession is perceived as a causal antecedent to a commitment to a profession,because of the fact that socialization process in the occupation during the entry to the organization also affects the moderately stable level of commitment to a profession in that organization(Vandenberg and Scarpello,1994). In other words, it can be indicated that employee's commitment to the organization can be affected by his or her professional commitment.Also, many other organization-level variables may get into interaction in terms of this influence. The role of commitment to a profession, in other words, professional commitment,should not be neglected, in terms of POS-organizational commitment relationship.

While employees perceving higher levels of support from the organization may have more tendency to stay in the organization, employees with the perception of less support may be less likely to stay in the organization.

Moreover, there are also reasons to expect that professional commitment will moderate the relationship between POS and employees' intention to leave. One reason is that individuals with stronger commitment to their profession are likely to feel somewhat connected with others in their workplace who are in their same profession, thus potentially constituting an alternative or supplemental source of support (Blau, 2000; Morrow & Wirth, 1989).

2.8. Theoretical Framework

This research is influenced by the theoretical fields of human resources management, organizational support theory, the concept of turnover and the concept of professional commitment.

3. Proposed Research Model and Hypotheses

The primary aim of this study can be stated as follows:

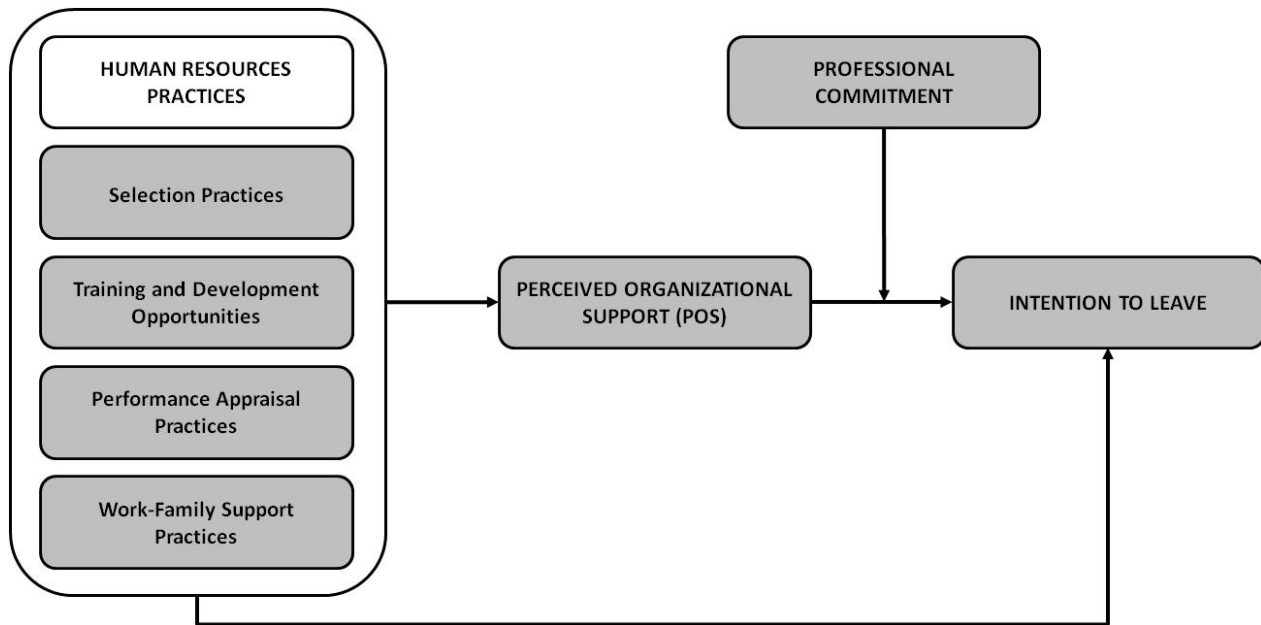
- To examine the relationship between human resources practices and employees' intention to leave.
- to examine the mediating effect of perceived organizational support on the relationship between human resources practices, which this study specifically focuses on (selection practices, training and development opportunities, performance appraisal practices and Work-family support practices) and employees' intention to leave.
- to examine the moderating effect of professional commitment between the perceived organizational support and employees' intention to leave in Turkey.

In greater detail, the study attempts to concentrate on the following research questions that need further analysis.

1. What is the effect of selection practices on the employees'intention to leave in Turkey?
2. What is the effect of training and development opportunities on the employees'intention to leave in Turkey?
3. What is the effect of performance appraisal practices on the employees'intention to leave in Turkey?
4. What is the effect of Work-family support practices on the employees'intention to leave in Turkey?
5. How does perceived organizational support effect the relationship between''selection practices'' and employees'intention to leave in Turkey?
6. How does perceived organizational support effect the relationship between''training and development opportunities'' and employees'intention to leave in Turkey?
7. How does perceived organizational support effect the relationship between''performance appraisal practices'' and employees'intention to leave in Turkey?
8. How does perceived organizational support effect the relationship between''Work-family support practices'' and employees'intention to leave in Turkey?
9. How does professional commitment effect the relationship between''perceived organizational support'' and employees' intention to leave in Turkey?

Thus, Proposed model of the study is given below:

Figure 1. Proposed Model



Thus,our hypotheses will be as given below:

H1: Fair and Objective Selection Practices carried out in a company will have negative influence on the employees' intention to leave.

H2: Training and Development Opportunities provided by the company will have negative influence on the employees' intention to leave.

H3: Fair and Objective Performance Appraisal Practices carried out in a company will have negative influence on the employees' intention to leave.

H4: The higher the use of work-family support practices in a company, the lower the employees' intention to leave an organization.

H5: Fair and Objective Selection Practices carried out in a company will have positive influence on POS.

H6: Training and Development Opportunities provided by the company will have positive influence on POS.

H7: Fair and Objective Performance Appraisal Practices carried out in a company will have positive influence on POS.

H8: The higher the use of work-family support practices in a company, the more the POS of employees.

H9: POS will mediate the relationship between Fair and Objective Selection Practices carried out in a company and employees' intention to leave an organization.

H10: POS will mediate the relationship between Training and Development Opportunities provided by the company and employees' intention to leave an organization.

H11: POS will mediate the relationship between Fair and Objective Performance Appraisal Practices carried out in a company and employees' intention to leave an organization.

H12: POS will mediate the relationship between the high-use of Work-family support practices in a company and employees' intention to leave an organization.

H13: POS will have a negative influence on the employees' intention to leave an organization.

H14: Professional commitment will moderate the relationship between POS and employees' intention to leave an organization, so that the negative relationship between POS and employees' intention to leave will be stronger for employees with lower professional commitment, compared to those with higher professional commitment.

4. Research Design and Methodology

In this part of the research, we explain the approach used and the methodology applied. First we explain the research outline and the strategy then go on to clarify the research approach and the techniques used for choosing the sample. Data collection process is also explained in this part.

4.1. Research Outline

This research has gone through three sequential stages: Preparation stage, design and development stage, and implementation and validation stage. These stages are briefly introduced below.

4.1.1 Preparation Stage

This research has embraced two sequential preparation phases:

First stage of the preparation phase was a carefully designed literature review. Necessary background information from the literature in the field of human resources management, organizational support theory, the concept of turnover and the concept of professional commitment were compiled.

The literature study shed a light on the four main aspects of the proposed research model; "Human resources practices", which this study specifically focuses on (Selection Practices, Training and Development Opportunities, Performance Appraisal Practices, Work-family Support Practices applied in a company), "Perceived Organizational Support (POS)", "Professional Commitment" and "Intention to Leave".

The second stage of the preparation involves the development of the theoretical framework for the study. Based on the literature review and the formal and informal interviews conducted with scholars and practitioners, researcher has developed a theoretical framework explaining the relationship between human resources practices and employees' intention to leave and also to examine the moderating effect of professional commitment between the perceived organizational support and employees' intention to leave.

4.1.2. Design and Development Stage

This phase included the finalization of the model design and the development of the survey questionnaire. The quantitative data was held by a survey study including four measurement instruments "Human resources practices" which specifically focuses on (Selection Practices, Training and Development Opportunities, Performance Appraisal Practices, Work-family Support Practices), "Perceived Organizational Support (POS)", "Professional Commitment" and "Intention to Leave". Prior the research, a pilot study will be conducted to test the responses by a convenience sampling approach. SPSS 20.0 software program was used for statistical analyses.

4.1.3. Implementation and validation phase

Distribution of the questionnaires, acquisition of relevant data and the implementation of the proposed model were completed in this phase. Reliability and validity analysis have been performed, and research questions have been answered based on the hypothesis testing.

4.2. Sampling

The data collection process took place during the period of 2010 and 2011. The data was collected from different companies in İstanbul, Bursa, Ankara and İzmir by contacting to Human Resource Management (HRM) departments and also by e-mailing the questionnaires to the respondents. Selection of the sample of this study was done by taking into consideration a balanced composition of Turkish workforce. Before the final form of the questionnaire, a pilot study was conducted.

By conducting a pilot study with 30 employees, we tried to perform the validation of instrument's effectiveness and also the appropriateness of instrument's items/questions to draw out right information to answer research's primary questions. In other words, with pilot study; we aimed to sequence items, reword questions, analyze time frame to conduct the final questionnaire. After completing the pilot study, an evaluation of this study was done and the questionnaire was finalized.

The target population covered employees working in different organizations in İstanbul, Bursa, Ankara and İzmir. The questionnaires were sent to 500 employees and number of total respondents was 200 from 14 different organizations, with a %40 return rate.

4.3. Research Approach

A quantitative research method was used for the study. Hypothesis testing type of research design was preferred because the problem addressed by this study to examine the impact of selection practices, training and development opportunities, performance appraisal practices and Work-family support practices on the employees' intention to leave an organization in Turkey and analyze whether perceived organizational support of employees in Turkey mediate the relationship between these human resources practices and employees' intention to

leave an organization in Turkey . The nature of the design is correlational, and it is a cross-sectional investigation.

4.4. The Structure of the Questionnaire and Measurement Instruments

In the following two sections the structure of the questionnaire is explained and the measurement instruments used for this study are introduced.

4.4.1. The Structure of the Questionnaire

A self-administered questionnaire was developed for this particular study consisting of two components. The first component of the questionnaire comprised of several Likert-type scale items. These questions seek to assess selection practices, training and development opportunities, performance appraisal practices, Work-family support practices, perceived organizational support (POS), professional commitment and employees' intention to leave. The second part of the questionnaire identified employees' demographic data, such as age, gender, education level, current job position and tenure with the current job position.

4.4.2. Measurement Instruments

Seven different measurement instruments were used for this study. All the items; except demographic questions, are measured using 7-point Likert-type scale. In the following section, research variables and measurement instruments are presented.

Table 1. Overview of research variables and measurement instruments used for the study

Variables	Operational Definition	Measurement instrument
Selection Practices	Deciding to hire or not to hire concerning job candidates(Crowley,1999 and Czaplewski et al.2001)	7 items
Training And Development Opportunities	Strategy developed to invest in employees to sustain job stability and enlarge the bond of employee and organization(Shaw et.al.,1998).	6 items
Performance Appraisal Practices	Evaluation of process of how well employees perform their jobs to a standard set and its' informative communication(Mathis and Jackson,2003)	3 items
Perceived Organizational Support	A perception of employee about the way his/her organization	8 items

	values employees' contribution, cares about employees' wellbeing perception of employee of the way the organization values his/her contribution and cares about his/her wellbeing(Eisenberger, et al.1986)	
Professional Commitment	The extent to which employee identifies and feels himself/herself involved in his/her profession(Aranya et al.,1981).	3 items
Intention To Leave	Individual's estimation which is subjective and it is related with the probability of leaving an organization in the near future (Mowday, Porter and Steers 1982).	3 items

4.4.2.1. Perceived Organizational Support Questionnaire

Short version of POS questionnaire(Eisenberger,1986) was used in this study. This 8-item scale follows the recommendation of Rhoades and Eisenberger (2002, p. 699) that “Because the original scale is unidimensional and has high internal reliability, the use of shorter versions does not appear problematic. Prudence nevertheless dictates that both facets of the definition of POS (valuation of employees’ contribution and care about employees’ well-being) be represented in short versions of the questionnaire”.

4.4.2.2. Intention to Leave Scale

Intention to leave the organization was measured using the Lichtenstein et al. (2004) In the Lichtenstein et al. (2004) study, Cronbach’s alpha for the measure was 0.83.

4.4.2.3. Professional Commitment Scale

Three items from Blau(1998) was adapted to measure Professional Commitment.

4.4.2.4. Selection Practices Measure

3 items from Edgar and Geare(2005) and 4 items from Marwat,Qureshi and Ramay(2006) were adopted to measure selection practices.

4.4.2.5. Training and Development Opportunities Measure

5 items were adopted from Edgar&Geare(2005) in order to measure opportunities for training and development.

4.4.2.6. Performance Appraisal Practices Measure

3 items were chosen from Chang(2005) in order to measure training and development opportunities.

4.4.2.7. Work-family support practices Measure

From the study of Judge,Bouderau and Bretz(1994), three items were chosen in order to measure work-family support practices.

5. RESEARCH FINDINGS

For testing the questionnaire's construct, factor analyses were employed. With the factor analyses' results, summated scores were used to develop new variables and then these variables were labeled and the revision of the theoretical model was done.

In order to analyze the factor-dependent variable relationship, multiple regression analyses and correlation were applied.

At last, t-test and ANOVA analyses were conducted to analyze if there was a difference between demographic variable with all dimensions.

5.1. DESCRIPTIVE STATISTICS OF THE SAMPLE

Descriptive statistics for the survey respondents was gender, education level, marital status, income and age.

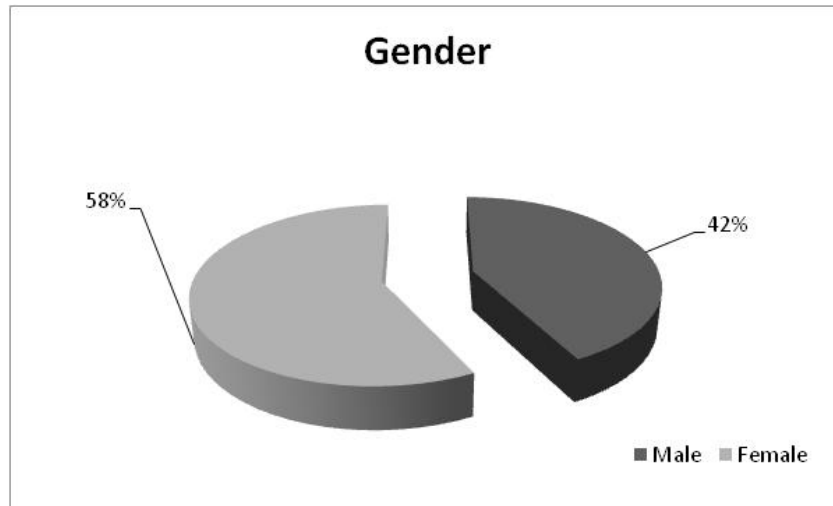
5.1.1. Respondents' Demographics - Gender

The sample of survey respondents consist of females and males, 58 % of the respondents are female whereas 42% are males.

Table 2. Frequency distribution of Gender

GENDER		
	Frequency	Percent
Male	84	42,0
Female	116	58,0
Total	200	100

Figure 2. Gender frequency pie chart



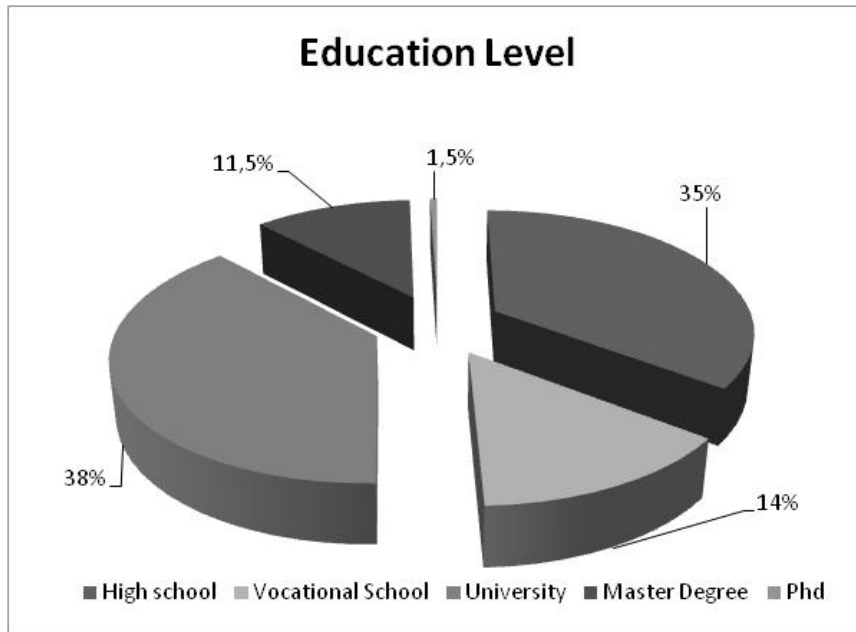
5.1.2. Respondents' Demographics - Education Level

Of all the respondents in this survey, % 35 are High School, %14 are Vocational School, %38 are University graduates, %11,5 are Master graduates and 1,5 % have Phd Degree.

Table 3. Frequency distribution of Education Level

EDUCATION LEVEL		
	Frequency	Percent
High School	70	35,0
Vocational School	28	14,0
University	76	38,0
Master	23	11,5
Phd	3	1,5
Total	200	100

Figure 3. Education Level frequency pie chart



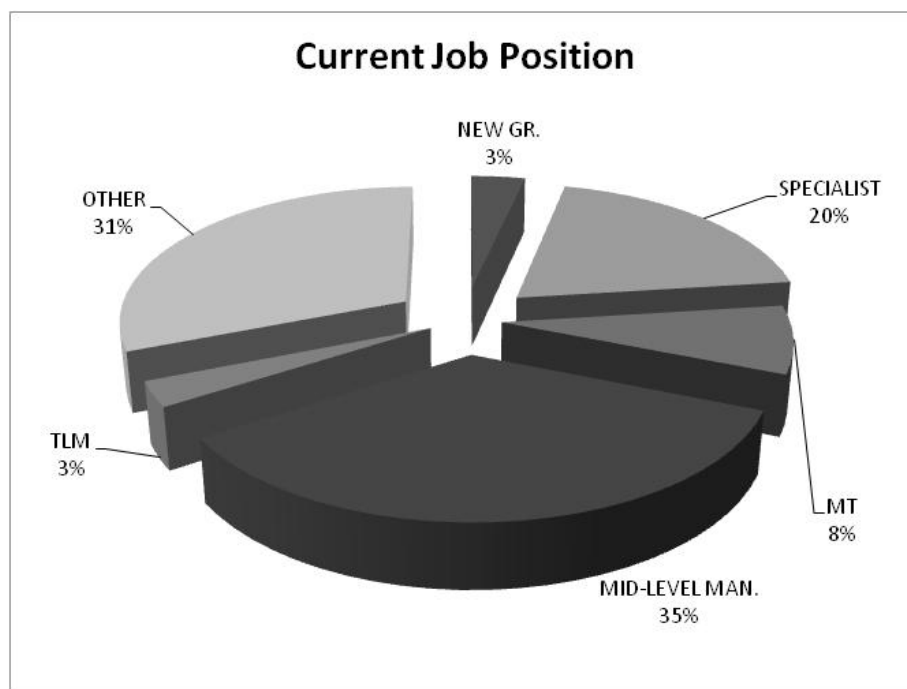
5.1.3. Respondents' Demographics - Current Job Position

Of all the respondents in this survey, % 3,5 are New Graduate, %19,5 are Specialist, %8 are MT, %35 are Mid-Level Man, %3 are TLM and 1,5 % are other job positions.

Table 4. Frequency distribution of Curent Job Position

CURRENT JOB POSITION		
	Frequency	Percent
NEW GRADUATE	7	3,5
SPECIALIST	39	19,5
MANAGEMENT TRAINEE	16	8,0
MID-LEVEL MANAGER	70	35,0
TOP-LEVEL MANAGER	6	3,0
OTHER	62	31,0
Total	200	100

Figure 4. Current Job Position frequency pie chart



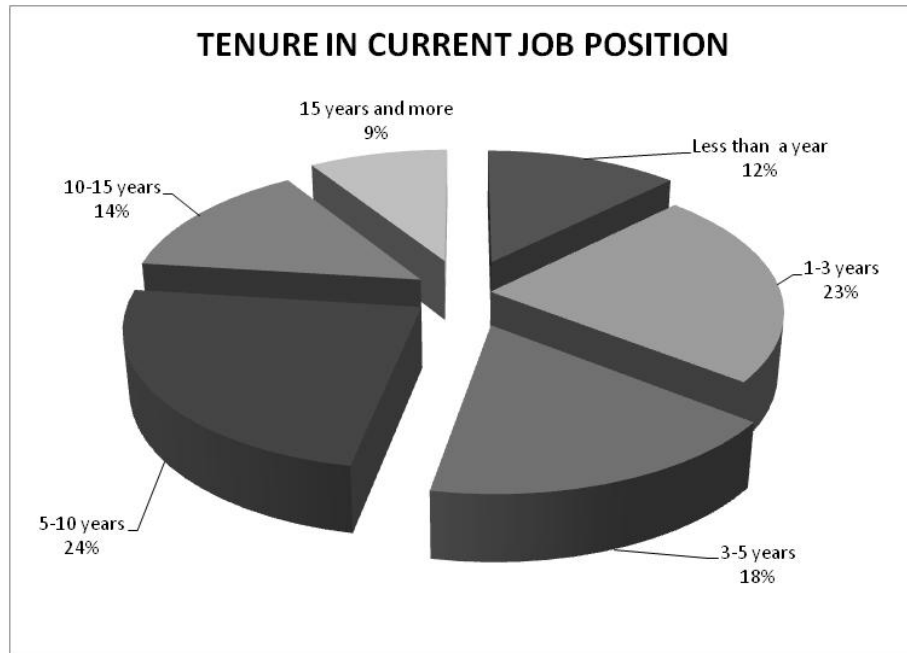
5.1.4. Respondents' Demographics - Tenure in Current Job Position

Of all the respondents in this survey, % 12,5 are Less than a year, %23 are 1-3 yers, %17,5 are 3-5 years, %24 are 5-10 years, %14 are 10-15 years and %9 are 15 years and more.

Table 5. Frequency distribution of Tenure in Curent Job Position

TENURE IN CURRENT JOB POSITION		
	Frequency	Percent
Less than a year	25	12,5
1-3 years	46	23,0
3-5 years	35	17,5
5-10 years	48	24,0
10-15 years	28	14,0
15 years and more	18	9,0
Total	200	100

Figure 5. Tenure In Current Job Position frequency pie chart



5.1.5. Respondents' Demographics - Age

Age of the sample ranged between 21 to 62 with a mean of 33,43 and a standard deviation of 8,34.

5.2. Factor Analysis

Hair et al.2006 clarified that factor analysis is a process that aims to find out the highly interrelated variable sets, in other words, ‘factors’.

Factor analysis is generally performed to determine the relationship between the judgmentally developed content categories and the empirically derived constructs’or to figure out whether with different sets of data, the same constructs derived in the previous studies can be derived as well. Therefore, in this study, factor analysis is done to find out how many different dimensions the respondents perceive in the constructs and whether they perceive them the same as in the original data with which the scale was developed and also to see whether the derived constructs in this study confirms the existence of theoretically developed content categories.

At the beginning of each factor test, the measure of sampling adequacy is calculated in order to see if the data is appropriate to apply the factor analysis to (Durmuş et al., 2011). Statistics that can represent this adequacy are Keiser- Meyer-Olkin (KMO) and Bartlett’s test of sphericity. KMO shows that the data used in the analysis is a homogenous collection of variables and that there are correlations between variables. The lower limit for KMO that is generally agreed upon is 0.50 (Hair et al., 2006, p.115).

Bartlett's test on the other hand gives the statistical significance of the inter-correlation between variable (Hair et al., 2006), and the upper limit for the value of p in Social Sciences that is generally agreed upon is 0.05. KMO and Bartlett's tests in this study are found to be satisfactory for all eight constructs in the study and tables for each factor analysis for the studied concepts are exhibited in the following sections.

5.2.1. Factor and Reliability Analysis for Human Resource Practices

Human Resource Practices have four sub dimensions which are named Selection Practices, Training and Development Opportunities, Performance Appraisal Practices and Work-Family Support Practices. All factor analyses results were given in the following sections.

5.2.1.1. Factor and Reliability Analysis for Selection Practices

In order to understand if the data is appropriate or not for the factor analysis conduction, Kaiser-Meyer-Olkin, a measure of sampling adequacy and Bartlett's test of sphericity tests were used. Results with (KMO=0.801, χ^2 Bartlett test (10)=389.170, p=0.000) showed appropriateness.

Each item's inclusion was supported with the fact that anti-image correlation matrix's diagonals were all over 0.50. Moreover, Principal component analysis and varimax rotation were performed. Factors with eigenvalues over one were retained (Hair et. al., 1998) and the exclusion of items with factor loadings below 0.50 and items with high cross loadings was done. One dimension was found. Total variance was 60.33%. At last, Cronbach's alpha coefficient of reliability was estimated for factors' internal consistency test.

Table 6. Factor Analysis result for Selection Practices

Factor Name	Factor item	Factor Loading	%Variance	Reliability
Selection Practices	Selection system in our organization selects those having the desired knowledge and skills,attitudes.	0.844	60.33	0.828
	The selection systems followed in our organizationa are highly scientific and rigorous.	0.830		
	In our organization, line managers and HR managers participate in selection.	0.826		
	Valid and standardized tests are used when required in the selection process.	0.708		
	All appointments in this organisation are based on merit.	0.658		

5.2.1.2. Factor and Reliability Analysis for Training and Development Opportunities

In order to understand if the data is appropriate or not for the factor analysis conduction, Kaiser-Meyer-Olkin, a measure of sampling adequacy and Bartlett's test of sphericity tests were used. Results with (KMO=0.850, χ^2 Bartlett test (10)=615.049, p=0.000) showed appropriateness.

Each item's inclusion was supported with the fact that anti image correlation matrix's diagonals were all over 0.50. Moreover, Principal component analysis and varimax rotation were performed. Factors with eigenvalues over one were retained(Hair et.al.,1998). And the exclusion of items with factor loadings below 0.50 and items with high cross loadings was done.One dimension was found. Total variance was 71.89%. At last, Cronbach's alpha coefficient of reliability was estimated for factor's internal consistency test.

Table 7. Factor Analysis result for Training and Development Opportunities

Factor Name	Factor item	Factor Loading	%Variance	Reliability
Training and Development Opportunities	This organisation has provided me with training opportunities enabling me to extend my range of skills and abilities	0.881	71.89	0.899
	This organisation is committed to the training and development of its employees	0.873		
	My employer encourages me to extend my abilities	0.861		
	I get the opportunity to discuss my training and development requirements with my employer	0.848		
	My work pays for any work-related training and/or development I want to undertake	0.771		

5.2.1.3. Factor and Reliability Analysis for Work-Family Support Practices

In order to understand if the data is appropriate or not for the factor analysis conduction, Kaiser-Meyer-Olkin, a measure of sampling adequacy and Bartlett's test of sphericity tests were used. Results with (KMO=0.634, χ^2 Bartlett test (3)=160.082, p=0.000) were appropriate.

Each item's inclusion was supported with the fact that anti image correlation matrix's diagonals were all over 0.50. Moreover, Principal component analysis and varimax rotation were performed. Factors with eigenvalues over one were retained(Hair et.al.,1998). And the exclusion of items with factor loadings below 0.50 and items with high cross loadings was done. One dimension was found. Total variance was 67.19%. At last, Cronbach's alpha coefficient of reliability was estimated for factor's internal consistency test.

Table 8. Factor Analysis result for Work-Family Support Practices

Factor Name	Factor item	Factor Loading	%Variance	Reliability
Work-Family Support Practices	My organization provides programs to assist in balancing demands of families with children and/or elderly family members.	0.886	67.19	0.754
	My organization stresses the importance of family, leisure, and health.	0.817		
	My organization provides programs to assist balancing demands of dual career couples.	0.751		

5.2.1.4. Factor and Reliability Analysis for Performance Appraisal Practices

In order to understand if the data is appropriate or not for the factor analysis conduction, Kaiser-Meyer-Olkin, a measure of sampling adequacy and Bartlett's test of sphericity tests were used. Results with (KMO=0.738, χ^2 Bartlett test (3)=322.232, p=0.000) were appropriate.

Each item's inclusion was supported with the fact that anti image correlation matrix's diagonals were all over 0.50. Moreover, Principal component analysis and varimax rotation were performed. Factors with eigenvalues over one were retained (Hair et.al., 1998). And the exclusion of items with factor loadings below 0.50 and items with high cross loadings was done. One dimension was found. Total variance was 80.88%. At last, Cronbach's alpha coefficient of reliability was estimated for factor's internal consistency test.

Table 9. Factor Analysis result for Performance Appraisal Practices

Factor Name	Factor item	Factor Loading	%Variance	Reliability
Performance Appraisal Practices	The company has provided enough information regarding specific methods of the performance evaluation system	0.886	80.88	0.882
	Performance appraisals are based on objective and quantifiable results	0.817		
	Employees are allowed to formally communicate with supervisors regarding the appraisal results	0.751		

5.2.2. Factor and Reliability Analysis for Perceived Organizational Support

In order to understand if the data is appropriate or not for the factor analysis conduction, Kaiser-Meyer-Olkin, a measure of sampling adequacy and Bartlett's test of sphericity tests were used. Results with (KMO=0.789, χ^2 Bartlett test (28)=488.254, p=0.000) were appropriate.

Each item's inclusion was supported with the fact that anti image correlation matrix's diagonals were all over 0.50. Moreover, Principal component analysis and varimax rotation were performed. Factors with eigenvalues over one were retained(Hair et.al.,1998). And the exclusion of items with factor loadings below 0.50 and items with high cross loadings was done.At the end, two dimensions were found.

Table 10. Factor Analysis result for Perceived Organizational Support

Factor Name	Factor item	Factor Loading	%Variance	Reliability
Negative Organizational Support	The organization would ignore any complaint from me	0.841	30.32	0.756
	Even if I did the best job possible, the organization would fail to notice.	0.750		
	The organization fails to appreciate any extra effort from me.	0.747		
	The organization shows very little concern for me.	0.589		
Positive Organizational Support	The organization cares about my general satisfaction at work.	0.842	29.20	0.767
	The organization takes pride in my accomplishments at work.	0.770		
	The organization really cares about my well-being	0.713		
	The organization values my contribution to its well-being.	0.601		

5.2.3. Factor and Reliability Analysis for Professional Commitment

In order to understand if the data is appropriate or not for the factor analysis conduction, Kaiser-Meyer-Olkin, a measure of sampling adequacy and Bartlett's test of sphericity tests were used. Results with (KMO=0.704, χ^2 Bartlett test (3)=219.097, p=0.000) were appropriate.

Each item's inclusion was supported with the fact that anti image correlation matrix's diagonals were all over 0.50. Moreover, Principal component analysis and varimax rotation were performed. Factors with eigenvalues over one were retained (Hair et.al., 1998). And the exclusion of items with factor loadings below 0.50 and items with high cross loadings was done. At the end, one dimension was found. Total variance was 73.75%. At last, Cronbach's alpha coefficient of reliability was estimated for factor's internal consistency test.

Table 11. Factor Analysis result for Professional Commitment

Factor Name	Factor item	Factor Loading	%Variance	Reliability
Professional Commitment	I like this profession too much to give it up.	0.885	73.75	0.822
	I definitely want a career for myself in this profession.	0.869		
	If I could do it all over again, I would choose to work in this profession.	0.821		

5.2.4. Factor and Reliability Analysis for Intention to Leave

In order to understand if the data is appropriate or not for the factor analysis conduction, Kaiser-Meyer-Olkin, a measure of sampling adequacy and Bartlett's test of sphericity tests were used. Results with (KMO=0.671, χ^2 Bartlett test (3)=338.078, p=0.000) were appropriate.

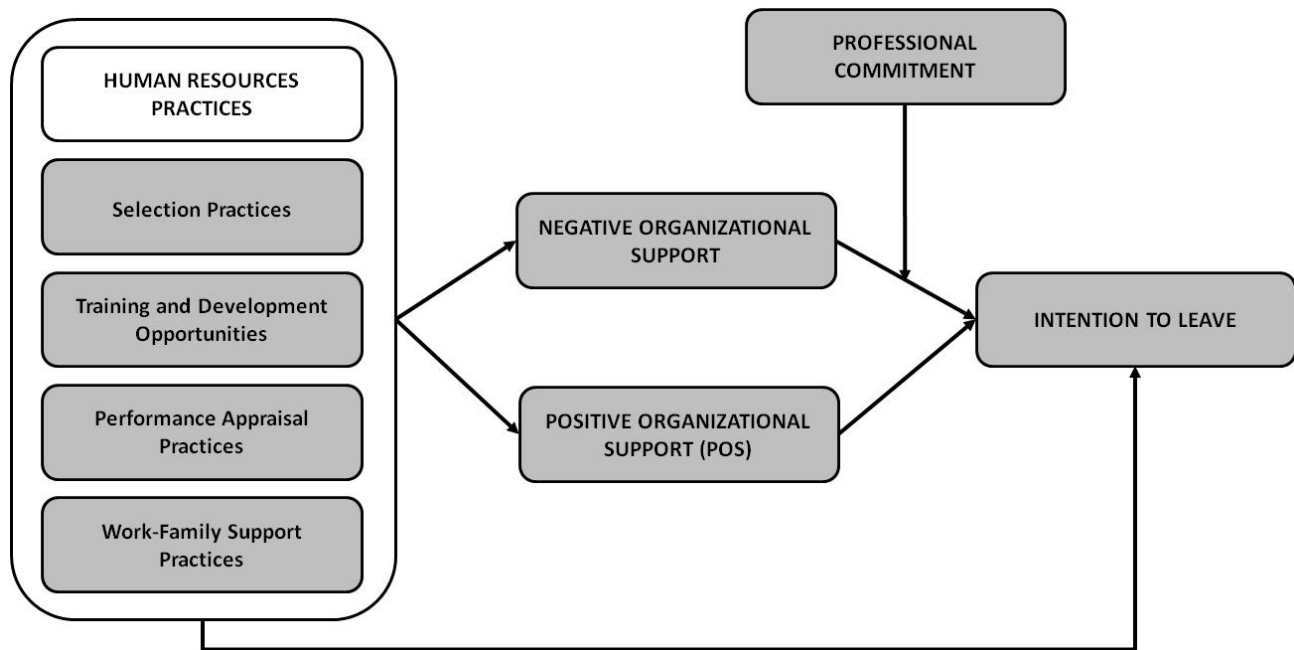
Each item's inclusion was supported with the fact that anti image correlation matrix's diagonals were all over 0.50. Moreover, Principal component analysis and varimax rotation were performed. Factors with eigenvalues over one were retained(Hair et.al.,1998). And the exclusion of items with factor loadings below 0.50 and items with high cross loadings was done.At the end, one dimension was found. Total variance was 79.42%. At last, Cronbach's alpha coefficient of reliability was estimated for factor's internal consistency test.

Table 12. Factor Analysis result for Intention to Leave

Factor Name	Factor item	Factor Loading	%Variance	Reliability
Intention to Leave	I frequently think of leaving this organization	0.940	79.42	0.865
	There is a good chance that I will leave this organization in the next year	0.896		
	I will probably look for a new organization in the next year	0.834		

After the Factor analyses, Proposed model was revised and tested.

Figure 6. Revised research model



5.3. Regression Analyses

For testing the theorteical model which was revised, a series of multiple regression analyses was performed.

5.3.1. Simple Linear Regressions between Selection Practices and Intention to Leave

In order to find the relationship between Selection Practices and Intention to Leave Simple Linear Regression Analysis was performed.

Table 13. Regressions for Selection Practices and Intention to Leave

Dependent variable : Intention to Leave			
Independent variables :	Beta	t-value	p-value
Selection Practices	-0.451	-7.109	0.000

As reflected on Table 13, Selection Practices has negative contribution on Intention to Leave. The overall explanatory power of model was 20% ($R=0.451$; $R^2=0.203$; $F=50.532$, $p=0.000$).

Intention to Leave is explained by Selection Practices.

Beta is negative, when selection practices increases, employees' intention to leave decreases.

Thus, H1 is supported.

H1: Fair and Objective Selection Practices carried out in a company will have negative influence on the employees' intention to leave.

5.3.2. Simple Linear Regressions between Training and Development Opportunities and Intention to Leave

In order to find the relationship between Training and Development Opportunities and Intention to Leave, Simple Linear Regression Analysis was performed.

Table 14. Regressions for Training and Development Opportunities and Intention to Leave

Dependent variable : Intention to Leave			
Independent variables :	Beta	t-value	p-value
Training and Development Opportunities	-0.465	-7.393	0.000

As reflected on Table 14, Training and Development Opportunities has negative contribution on Intention to Leave. Model's overall explanatory power was found as 21% ($R=0.465$; $R^2=0.216$; $F=54.653$, $p=0.000$).

Intention to Leave is explained by Training and Development Opportunities.

Beta is negative, when training and development opportunities increases, employees' intention to leave decreases.

Thus, H2 is supported. This result is consistent with Landau and Hammer's study(1986).

H2: Training and Development Opportunities provided by the company will have negative influence on the employees' intention to leave.

5.3.3. Simple Linear Regressions between Performance Appraisal Practices and Intention to Leave

In order to find the relationship between Performance Appraisal Practices and Intention to Leave Simple Linear Regression Analysis was performed.

Table 15. Regressions for Performance Appraisal Practices and Intention to Leave

Dependent variable : Intention to Leave			
Independent variables :	Beta	t-value	p-value
Performance Appraisal Practices	-0.439	-6.878	0.000

As reflected on Table 15, Performance Appraisal Practices has negative contribution on Intention to Leave. Model's overall explanatory power was found as 19% ($R=0.439$; $R^2=0.193$; $F=47.309$, $p=0.000$).

Intention to Leave is explained by Performance Appraisal Practices.

Beta is negative, when performance appraisal practices increases, employees' intention to leave decreases.

Thus, H3 is supported.

H3: Fair and Objective Performance Appraisal Practices carried out in a company will have negative influence on the employees' intention to leave.

5.3.4. Simple Linear Regressions between Work-family support practices and Intention to Leave

In order to find the relationship between Work-family support practices and Intention to Leave, Simple Linear Regression Analysis was performed.

Table 16. Regressions for Work-family support practices and Intention to Leave

Dependent variable : Intention to Leave			
Independent variables :	Beta	t-value	p-value
Work-family support practices	-0.220	-3.180	0.000

As reflected on Table 16, Work-family support practices has negative contribution on Intention to Leave. Model's overall explanatory power was found as 1% ($R=0.220$; $R^2=0.049$; $F=10.113$, $p=0.000$).

Intention to leave is explained by Work-family support practices.

Beta is negative, when work-family support practices increases, employees' intention to leave decreases.

Thus, H4 is supported.

H4: The higher the use of work-family support practices in a company, the lower the employees' intention to leave an organization.

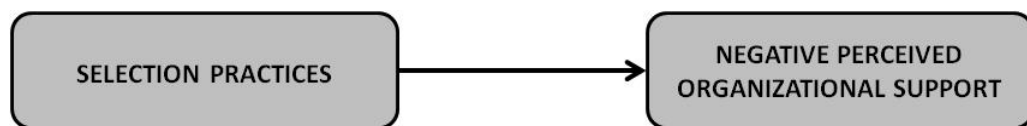
5.3.5. Simple Linear Regressions between Selection Practices and Perceived Organizational Support (POS)

In order to find the relationship between Selection Practices and Perceived Organizational Support (POS), Simple Linear Regression Analyses was performed for Negative and Positive Perceived Organizational Support.

5.3.5.1. Simple Linear Regressions between Selection Practices and Negative Perceived Organizational Support

In order to find the relationship between Selection Practices and Negative Perceived Organizational Support, Simple Linear Regression Analysis was performed.

Figure 7. Regression for Selection Practices and Negative Perceived Organizational Support



Selection Practices has no contribution on Negative Perceived Organizational Support.

Negative Perceived Organizational Support is not explained by Selection Practices.

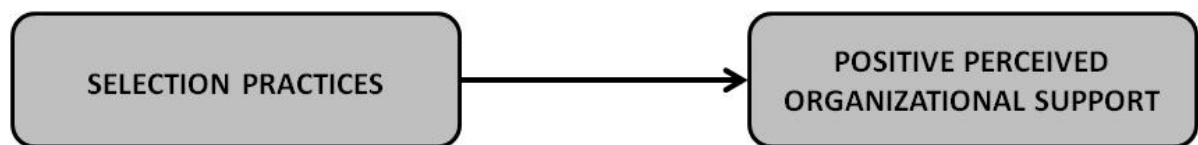
Thus, H5a is not supported.

H5a: Fair and Objective Selection Practices carried out in a company will have positive influence on Negative Perceived Organizational Support.

5.3.5.2. Simple Linear Regressions between Selection Practices and Positive Perceived Organizational Support

In order to find the relationship between Selection Practices and Positive Perceived Organizational Support, Simple Linear Regression Analyses was performed.

Figure 8. Regression for Selection Practices and Positive Perceived Organizational Support



Model's overall explanatory power was found as 9% ($R=0.298$; $R^2=0.089$; $F=19.280$, $p=0.000$).

Table 17. Regressions for Selection Practices and Positive Perceived Organizational Support

Dependent variable : Positive Perceived Organizational Support			
Independent variables :	Beta	t-value	p-value
Selection Practices	0.298	4.391	0.000

As reflected on Table 17, Selection Practices has contribution on Positive Perceived Organizational Support.

Positive Perceived Organizational Support is explained by Selection Practices.

Beta is positive, when selection practices increases, Positive Perceived Organizational Support also increases.

Thus, H5b is supported.

H5b: Fair and Objective Selection Practices carried out in a company will have positive influence on Positive Perceived Organizational Support.

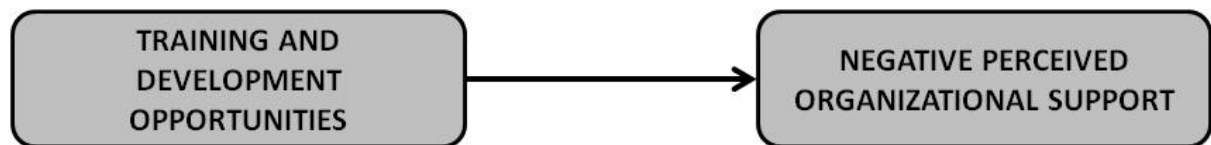
5.3.6. Simple Linear Regressions between Training and Development Opportunities and Perceived Organizational Support (POS)

In order to find the relationship between Training and Development Opportunities and Perceived Organizational Support (POS), Simple Linear Regression Analyses was performed for Negative and Positive Perceived Organizational Support.

5.3.6.1. Simple Linear Regressions between Training and Development Opportunities and Negative Perceived Organizational Support

In order to find the relationship between Training and Development Opportunities and Negative Perceived Organizational Support, Simple Linear Regression Analyses was performed.

Figure 9. Regression for Training and Development Opportunities and Negative Perceived Organizational Support



Model's overall explanatory power was found as 9% ($R=0.404$; $R^2=0.164$; $F=38.709$, $p=0.000$).

Table 18. Regressions for Training and Development Opportunities and Negative Perceived Organizational Support

Dependent variable : Negative Perceived Organizational Support			
Independent variables :	Beta	t-value	p-value
Training and Development Opportunities	-0.404	-6.222	0.000

As reflected on Table 18, Training and Development Opportunities has negative contribution on Negative Perceived Organizational Support.

Negative Perceived Organizational Support is not explained by Training and Development Opportunities.

Beta is negative, when training and development opportunities increases, negative perceived organizational support decreases.

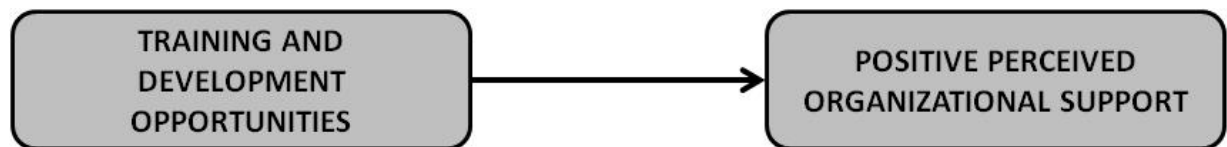
Thus, H6a is not supported.

H6a: Training and Development Opportunities provided by the company will have positive influence on Negative Perceived Organizational Support

5.3.6.2. Simple Linear Regressions between Training and Development Opportunities and Positive Perceived Organizational Support

In order to find the relationship between Training and Development Opportunities and Positive Perceived Organizational Support, Simple Linear Regression Analyses was performed.

Figure 10. Regression for Training and Development Opportunities and Positive Perceived Organizational Support



Model's overall explanatory power was found as 9% ($R=0.560$; $R^2=0.313$; $F=90.297$, $p=0.000$).

Table 19. Regressions for Training and Development Opportunities and Positive Perceived Organizational Support

Dependent variable : Positive Perceived Organizational Support			
Independent variables :	Beta	t-value	p-value
Training and Development Opportunities	0.560	9.502	0.000

As reflected on Table 19, Training and Development Opportunities has contribution on Positive Perceived Organizational Support.

Positive Perceived Organizational Support is explained by Training and Development Opportunities.

Beta is positive, when training and development opportunities increases, Positive Perceived Organizational Support also increases.

Thus, H6b is supported.

H6b: Training and Development Opportunities provided by the company will have positive influence on Positive Perceived Organizational Support.

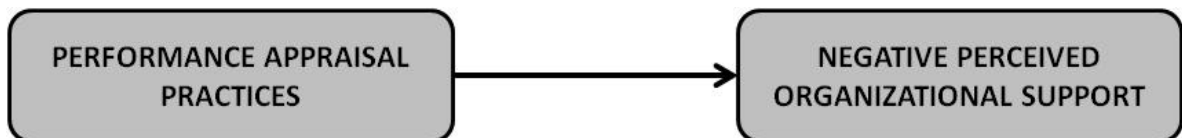
5.3.7. Simple Linear Regressions between Performance Appraisal Practices and Perceived Organizational Support (POS)

In order to find the relationship between Performance Appraisal Practices and Perceived Organizational Support (POS) Simple Linear Regression Analyses was performed for Negative and Positive Perceived Organizational Support.

5.3.7.1. Simple Linear Regressions between Performance Appraisal Practices and Negative Perceived Organizational Support

In order to find the relationship between Performance Appraisal Practices and Negative Perceived Organizational Support, Simple Linear Regression Analyses was performed.

Figure 11. Regressions for Performance Appraisal Practices and Negative Perceived Organizational Support



Model's overall explanatory power was found as 9% ($R=0.380$; $R^2=0.145$; $F=33.458$, $p=0.000$).

Table 20. Regressions for Performance Appraisal Practices and Negative Perceived Organizational Support

Dependent variable : Negative Perceived Organizational Support			
Independent variables :	Beta	t-value	p-value
Performance Appraisal Practices	-0.380	-5.784	0.000

As reflected on Table 20, Performance Appraisal Practices has negative contribution on Negative Perceived Organizational Support.

Negative Perceived Organizational Support is not explained by Performance Appraisal Practices.

Beta is negative, when performance appraisal practices increases, Negative Perceived Organizational Support decreases.

Thus, H7a is not supported.

H7a: Fair and Objective Performance Appraisal Practices carried out in a company will have positive influence on Negative Perceived Organizational Support.

5.3.7.2. Simple Linear Regressions between Performance Appraisal Practices and Positive Perceived Organizational Support

In order to find the relationship between Performance Appraisal Practices and Positive Perceived Organizational Support ,Simple Linear Regression Analyses was performed.

Figure 12. Regressions for Performance Appraisal Practices and Positive Perceived Organizational Support



Model's overall explanatory power was found as 26% ($R=0.512$; $R^2=0.262$; $F=70.196$, $p=0.000$).

Table 21. Regressions for Performance Appraisal Practices and Positive Perceived Organizational Support

Dependent variable : Positive Perceived Organizational Support			
Independent variables :	Beta	t-value	p-value
Performance Appraisal Practices	0.512	8.378	0.000

As reflected on Table 21, Performance Appraisal Practices has contribution on Positive Perceived Organizational Support.

Positive Perceived Organizational Support is explained by Performance Appraisal Practices. Beta is positive, when performance appraisal practices increases, Positive Perceived Organizational Support also increases.

Thus, H7b is supported.

H7b: Fair and Objective Performance Appraisal Practices carried out in a company will have positive influence on Positive Perceived Organizational Support.

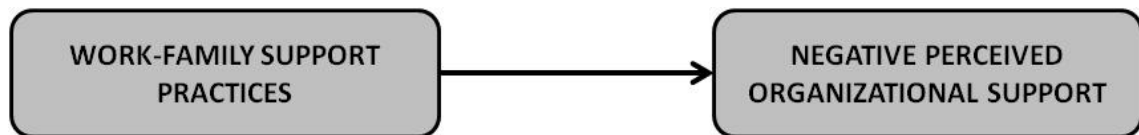
5.3.8. Simple Linear Regressions between Work-Family Support Practices and Perceived Organizational Support (POS)

In order to find the relationship between Work-Family Support Practices and Perceived Organizational Support (POS), Simple Linear Regression Analyses was performed for Negative and Positive Perceived Organizational Support.

5.3.8.1. Simple Linear Regressions between Work-Family Support Practices and Negative Perceived Organizational Support

In order to find the relationship between Work-Family Support Practices and Negative Perceived Organizational Support Simple Linear Regression Analysis was performed.

Figure 13. Regressions for Work-Family Support Practices and Negative Perceived Organizational Support



Work-Family Support Practices has no contribution on Negative Perceived Organizational Support.

Negative Perceived Organizational Support is not explained by Work-Family Support Practices.

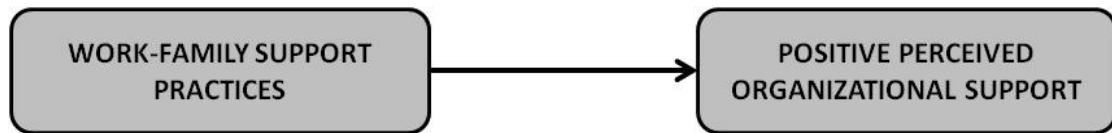
Thus, H8a is not supported.

H8a: The higher the use of work-family support practices in a company, the more the Negative Perceived Organizational Support of employees.

5.3.8.2. Simple Linear Regressions between Work-Family Support Practices and Positive Perceived Organizational Support

In order to find the relationship between Work-Family Support Practices and Positive Perceived Organizational Support, Simple Linear Regression Analyses was performed.

Figure 14. Regressions for Work-Family Support Practices and Positive Perceived Organizational Support



Model's overall explanatory power was found as 9% ($R=0.298$; $R^2=0.089$; $F=19.280$, $p=0.000$).

Table 22. Regressions for Work-Family Support Practices and Positive Perceived Organizational Support

Dependent variable : Positive Perceived Organizational Support			
Independent variables :	Beta	t-value	p-value
Work-Family Support Practices	0.298	4.391	0.000

As reflected on Table 22, Work-Family Support Practices has contribution on Positive Perceived Organizational Support.

Positive Perceived Organizational Support is explained by Work-Family Support Practices.

Beta is positive, when work-family support practices increases, Positive Perceived Organizational Support also increases. This result is consistent with the study of Bame(1993).

Thus, H8b is supported.

H8b: The higher the use of work-family support practices in a company, the more the Positive Perceived Organizational Support of employees.

5.3.9. Hierarchical Regression Analyses - Selection Practices, POS and Intention to Leave

Hierarchical regression analyses conducted to test the model for Intention to Leave. In a first step, Selection Practices entered into the regression model. In a second step, Negative and Positive Perceived Organizational Support entered into the regression model. Results are displayed in Table 23.

Figure 15. Hierarchical Regression Analyses - Selection Practices, POS and Intention to Leave

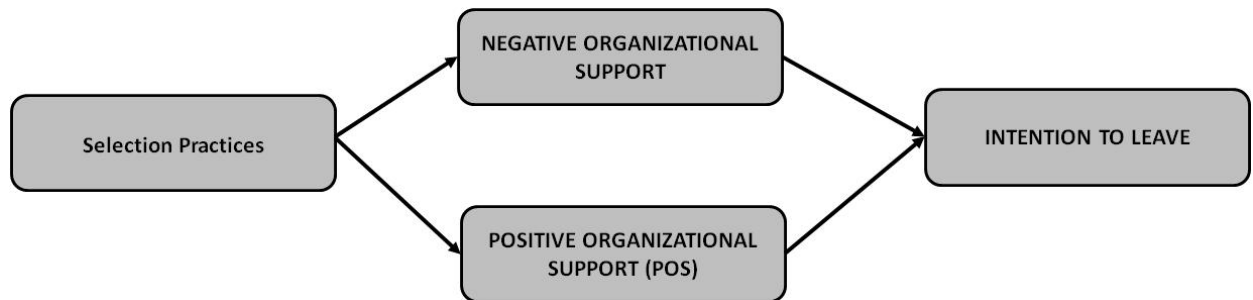


Table 23. Hierarchical Regression Analyses Results- Selection Practices, POS and Intention to Leave

	β	t value	p	F value	p	ΔF	p
Model 1							
Selection Practices	-0.451	-7.109	0.00 0	50.50 2	0.00 0	50.532	0,000
Model 2							
Selection Practices	-0.337	-5.062	0.00 0	34.87 2	0,00 0	18.022	0.000
Negative Perceived Organizational Support	0.282	4.245	0.00 0				

Additionally, research model was ran with the same data sets of regression analyses with Selection Practices, POS and Intention to Leave. Selection Practices ($\beta = -0.337$) related to Negative Perceived Organizational Support ($\beta = 0,282$), which in turn predicted Intention to Leave.

Table 24. R^2 Change Results- Selection Practices, POS and Intention to Leave

	R^2	ΔR^2
Model 1	0.203	0.203
Selection Practices		
Model 2	0.270	0.067
Selection Practices		
Negative Perceived Organizational Support		

H9 is partially supported, because Negative Perceived Organizational Support mediates the relationship between Fair and Objective Selection Practices carried out in a company and employees' intention to leave an organization, but Positive Organizational Support does not.

H9: Negative and Positive Organizational Support will mediate the relationship between Fair and Objective Selection Practices carried out in a company and employees' intention to leave an organization.

5.3.10. Hierarchical Regression Analyses - Training and Development Opportunities, POS and Intention to Leave

Hierarchical regression analyses conducted to test the model for Intention to Leave. In a first step, Training and Development Opportunities entered into the regression model.

In a second step, Negative and Positive Perceived Organizational Support entered into the regression model. Result are displayed in Table 25.

Figure 16. Hierarchical Regression Analyses - Training and Development Opportunities, POS and Intention to Leave

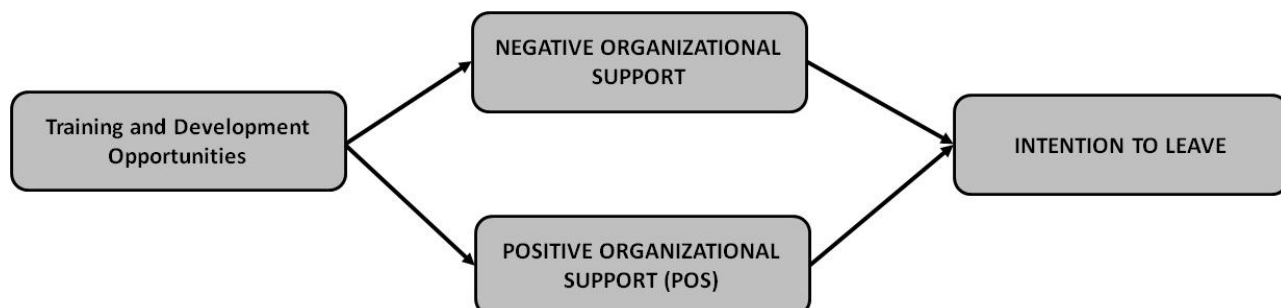


Table 25. Hierarchical Regression Analyses Results- Training and Development Opportunities, POS and Intention to Leave

	β	t value	p	F value	p	ΔF	P
Model 1							
Training and Development Opportunities	-0.465	-7.393	0.000	54.653	0.000	54.653	0,000
Model 2							
Training and Development Opportunities	-0.354	-5.350	0.000	38.125	0,000	17.366	0.000
Negative Perceived Organizational Support	0.275	4.167	0.000				

Additionally, research model was ran with the same data sets of regression analyses with Training and Development Opportunities, POS and Intention to Leave. Training and Development Opportunities ($\beta = -0.354$) related to Negative Perceived Organizational Support ($\beta = 0.275$), which in turn predicted Intention to Leave.

Table 26. R^2 Change Results- Training and Development Opportunities, POS and Intention to Leave

	R^2	ΔR^2
Model 1	0.216	0.216
Training and Development Opportunities		
Model 2	0.280	0.063
Training and Development Opportunities		
Negative Perceived Organizational Support		

H10 is partially supported, because Negative Perceived Organizational Support mediates the relationship between Training and Development Opportunities provided by the company and employees' intention to leave an organization, but Positive Organizational Support does not.

H10: Negative and Positive Organizational Support will mediate the relationship between Training and Development Opportunities provided by the company and employees' intention to leave an organization.

5.3.11. Hierarchical Regression Analyses - Performance Appraisal Practices, POS and Intention to Leave

Hierarchical regression analyses conducted to test the model for Intention to Leave. In a first step, Performance Appraisal Practices entered into the regression model. In a second step, Negative and Positive Perceived Organizational Support entered into the regression model.

Result are displayed in Table 27.

Figure 17. Hierarchical Regression Analyses - Performance Appraisal Practices, POS and Intention to Leave

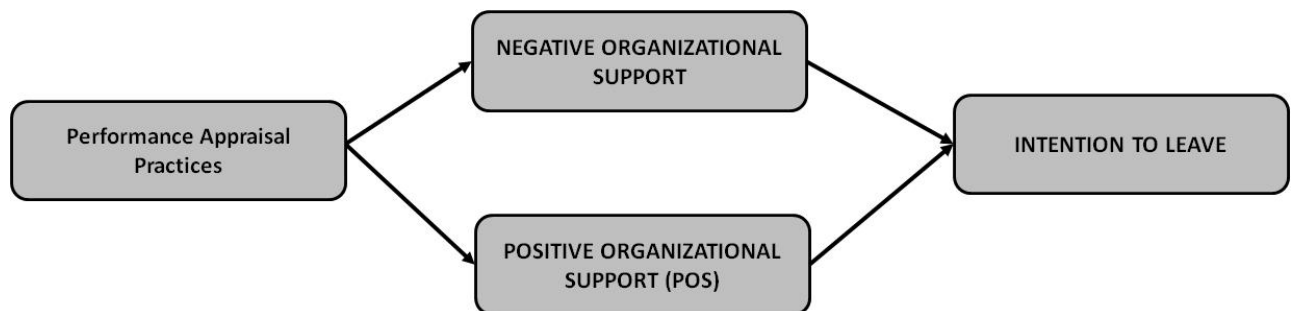


Table 27. Hierarchical Regression Analyses Results- Performance Appraisal Practices, POS and Intention to Leave

	β	t value	p	F value	p	ΔF	p
Model 1							
Performance Appraisal Practices	-0.439	-6.878	0.000	47.309	0.000	47.309	0,000
Model 2							
Performance Appraisal Practices	-0.327	-4.963	0.000	35.848	0,000	19.877	0.000
Negative Perceived Organizational Support	0.294	4.458	0.000				

Additionally, research model was ran with the same data sets of regression analyses with Performance Appraisal Practices, POS and Intention to Leave. Performance Appraisal Practices ($\beta = -0.327$) related to Negative Perceived Organizational Support ($\beta = 0.294$), which in turn predicted Intention to Leave.

Table 28. R^2 Change Results- Performance Appraisal Practices, POS and Intention to Leave

	R^2	ΔR^2
Model 1	0.193	0.193
Performance Appraisal Practices		
Model 2	0.267	0.074
Performance Appraisal Practices		
Negative Perceived Organizational Support		

H11 is partially supported, because Negative Perceived Organizational Support mediates the relationship between Fair and Objective Performance Appraisal Practices carried out in a company and employees' intention to leave an organization, but Positive Organizational Support does not.

H11: Negative and Positive Organizational Support will mediate the relationship between Fair and Objective Performance Appraisal Practices carried out in a company and employees' intention to leave an organization.

5.3.12. Hierarchical Regression Analyses - Work-Family Support Practices, POS and Intention to Leave

Hierarchical regression analyses conducted to test the model for Intention to Leave. In a first step, Work-Family Support Practices entered into the regression model. In a second step, Negative and Positive Perceived Organizational Support entered into the regression model. Result are displayed in Table 29.

Figure 18. Hierarchical Regression Analyses - Work-Family Support Practices, POS and Intention to Leave

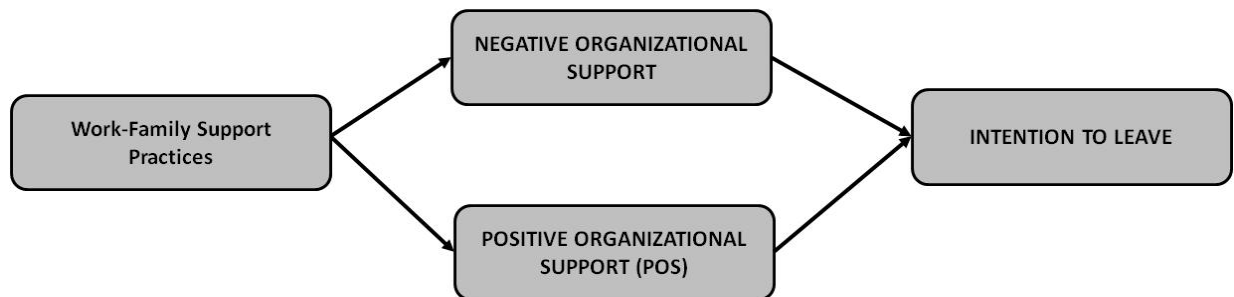


Table 29. Hierarchical Regression Analyses Results- Work-Family Support Practices, POS and Intention to Leave

	β	t value	p	F value	p	ΔF	p
Model 1							
Work-Family Support Practices	-0.220	-3.180	0.000	10.113	0.000	10.113	0.002
Model 2							
Work-Family Support Practices	-0.168	-2.616	0.000	25.065	0.000	38.122	0.000
Negative Perceived Organizational Support	0.396	6.174	0.000				
Model 3							
Work-Family Support Practices	-0.129	-1.947	0.053	18.678	0.000	4.910	0.028
Negative Perceived Organizational Support	0.324	4.458	0.000				
Positive Perceived Organizational Support	-0.164	4.458	0.000				

Additionally, research model was ran with the same data sets of regression analyses with Work-Family Support Practices, POS and Intention to Leave.

Table 30. R^2 Change Results- Work-Family Support Practices, POS and Intention to Leave

	R^2	ΔR^2
Model 1	0.049	0.049
Work-Family Support Practices		
Model 2	0.195	0.154
Work-Family Support Practices		
Model 3	0.210	0.019
Work-Family Support Practices		
Negative Perceived Organizational Support		
Positive Perceived Organizational Support		

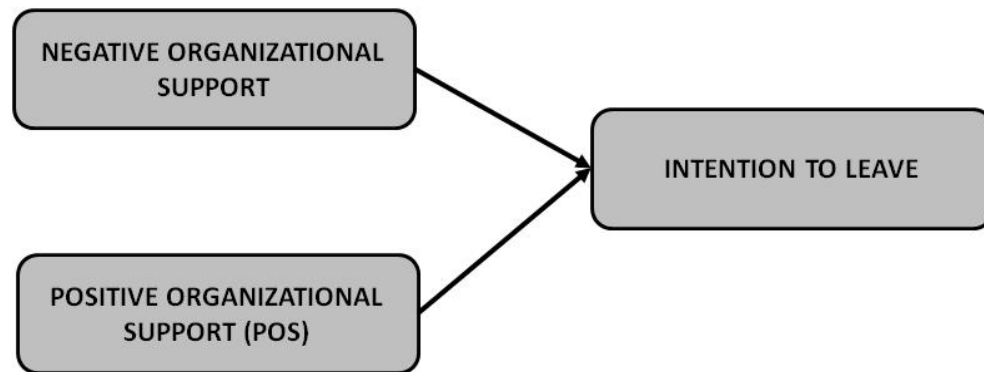
H12 is supported, because both Negative Organizational Support and Positive Organizational Support mediate the relationship between work-family support Practices carried out in a company and employees' intention to leave an organization .

H12: Negative and Positive Organizational Support will mediate the relationship between the high-use of Work-family support practices in a company and employees' intention to leave an organization.

5.3.13. Multiple Linear Regressions between Perceived Organizational Support (POS) and Intention to Leave

In order to find the relationship between Negative and Positive Organizational Support and Intention to Leave, Multiple Linear Regression Analyses was performed.

Figure 19. Regressions for Perceived OrganizationalSupport (POS) and Intention to Leave



As reflected on Table 31, Perceived OrganizationalSupport (POS) has contribution on Intention to Leave. Model's overall explanatory power was found as 20% ($R=0.455$; $R^2=0.207$; $F=25.756$, $p=0.000$)

Table 31. Regressions for Perceived Organizational Support (POS) and Intention to Leave

Dependent variable : Intention to Leave			
Independent variables :	Beta	t-value	p-value
Negative Organizational Support	0.323	4.483	0.000
Positive Organizational Support	-0.203	-2.825	0.005

H13 is partially supported, when Negative Organizational Support increases, the employees' intention to leave an organization also increases, but when Positive Organizational Support increases, the employees' intention to leave an organization decreases.

H13: Negative and Positive Organizational Support will have a negative influence on the employees' intention to leave an organization.

5.3.14. Hierarchical Regression Analyses - POS, Professional Commitment and Intention to Leave

Hierarchical regression analyses conducted to test the model for Intention to Leave. In a first step, Negative and Positive Organizational Support entered into the regression model. In a second step, Professional Commitment entered into the regression model. Result are displayed in Table 32.

Figure 20. Hierarchical Regression Analyses - POS, Professional Commitment and Intention to Leave

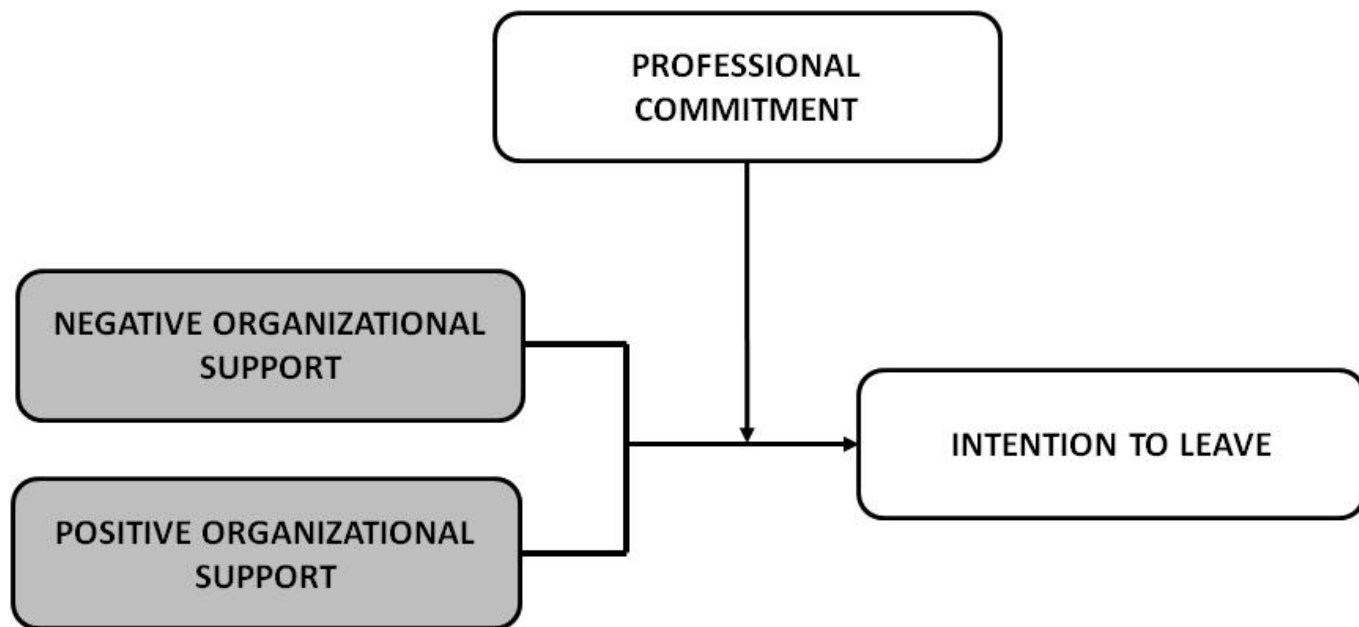


Table 32. Hierarchical Regression Analyses Results- POS, Professional Commitment and Intention to Leave

	β	t value	p	F value	p	ΔF	p
Model 1							
Negative Perceived Organizational Support	0.419	6.484	0.000	42.047	0.000	42.047	0,002
Model 3							
Negative Perceived Organizational Support	0.323	4.483	0.000	25.756	0.000	7.982	0.005
Positive Perceived Organizational Support	-0.203	-2.825	0.005				

Additionally, research model was ran with the same data sets of regression analyses with POS, Professional Commitment and Intention to Leave. Negative Perceived Organizational Support ($\beta = 0.323$) and Positive Perceived Organizational Support ($\beta = -0.203$) related to Intention to Leave.

Table 33. R^2 Change Results- POS, Professional Commitment and Intention to Leave

	R^2	ΔR^2
Model 1	0.175	0.175
Negative Perceived Organizational Support		
Model 2	0.207	0.032
Negative Perceived Organizational Support		
Positive Perceived Organizational Support		

H14 is not supported, Professional Commitment has no moderating effect between POS and employees' intention to leave an organization.

H14: Professional commitment will moderate the relationship between POS and employees' intention to leave an organization, so that the negative relationship between POS and employees' intention to leave an organization will be stronger for employees with lower professional commitment, compared to those with higher professional commitment.

6.CONCLUSION

6.1 Conclusion

The focus of this study was on examining the impact of human resources practices on employees' intention to leave with the mediating and moderating effect of Perceived Organizational Support and Professional Commitment in companies in Turkey.

In general, the results support contextual theories of the effects of human resources practices on employees' intention to leave their organization.

Previous studies about employees' intention to leave mostly have focused on attitudes about job, external factors and job related variables as the predictors of intention to leave and turnover.

In Turkish business literature, there is a scarcity about the the studies on employee perceptions of HRM practices and employees' intention to leave. Thus, the study intended to provide a significant contribution to Turkish business literature both by examining the impact of human resources management practices on a behavioral intention such as employees' intention to leave and by highlighting the importance of employee's perception of support from their organization that is a crucial part of their decision to stay or leave the organization with respect to their commitment to their profession.

Moreover, this study tried to bridge the literature of Human Resources Management and Organizational Behavior by integrating POS, Commitment and Human Resources Practices, ,because most research about POS and Commitment has been conducted in OB literature.

In this research, the data was collected from different companies in İstanbul, Bursa, Ankara and İzmir by contacting to the Human Resource Management (HRM) departments and also by e-mailing the questionnaires to the respondents. Those were the companies where human resources management practices, such as selection, training and development, performance appraisal and work-family support were carried out through formal human resources management policies and procedures.

Previous studies have found relations between POS and a selected HRM Practices (Meyer & Smith, 2000; Wayne et al., 1997). They were emphasized as the critical factors that organizations depend in treating their employees. Thus, in this study, it was hypothesized that employee perception of a set of HR Practices in, including selection practices, training and development opportunities, performance appraisal practices and work-family support practices would influence to the examination of POS.

In this study, two dimensions of Perceived Organizational Support was found-Positive Perceived Organizational Support and Negative Perceived Organizational Support. The findings showed that all of the selected HRM Practices-selection practices, training and development opportunities, performance appraisal practices and work-family support practices have contributions on Positive Perceived Organizational Support, consistent with the predictions in terms of the literature.

As hypothesized it was found that fair and objective selection practices, training and development opportunities, fair and objective performance appraisal practices and work-family support practices have negative relationships with employees' intention to leave in companies in Turkey. The results confirmed the theoretical arguments explained in the literature review empirically.

Consistent with results of a few previous studies (Edgar and Geare,2005; Pitt and Ramaseshan,1995) this study showed that selection practices that were perceived as fair and objective by the employees reduce their leave intentions in Turkey.

On opportunities for development,training, findings of this research indicated that employees who perceive such developmental opportunities might repay their organization with the likeliness of extending their self-fulfillment, leading to reduce their intention to leave the companies in Turkey. This results obtained showed consistency with the studies of Vorhies&Harke(2000) and Bassi&Van Buren(1997)

Two other indicators of HR Practices, performance appraisal practices and work-family support practices were also found to be significantly negatively related to employees' intention to leave. Employees' intention to leave compose a way of exit from the organization and may be affected by practices' quality and it's perceived fairness.Supporting the results of previous studies like Dailey&Kirk(1992) and Hemdi & Nasurdin (2006) , it has been found that if employee have ambiguities about the process or procedures of appraisal, in other words, if they are not clear about the process,perceive that communication is not effective and perceive that process is not fair,this was significantly related to employees' intention to leave.

On work-family support practices, this study showed that the higher the use of work-family support practices in a company, the lower the intention to leave an organization of employees in Turkey. The findings indicated that organizations need to be more sensitive to the complex,diverse work environment and have to give emphasis to the employee's expectations in order to decrease the intention to leave of employees.

Moreover, one of the the purposes of this study was to determine if Perceived Organizational Support mediated the relationship between Human Resources Practices and the employees' intention to leave an organization. The current literature related to organization development repeatedly brought attention to perceieved organization support (POS) as a predictor of organizational commitment.

Organizational support theory concluded that employees' tendency to assign the organization human like characteristics, usually encourages POS and with the positive influence of POS, employees start to have a sense of obligation of repaying the organization(Eisenberger et.al.,1986).

POS can have a positive impact on employee attitudes and behaviors mainly because it creates a sense of obligation within the individuals to repay the organization (Eisenberger et al., 1986).

In this study,the results showed that only Negative Perceved Organizational Support mediated the relationship between Selection Practices,Training and Development Opportunities and Performance Appraisal Practices and the employees' intention to leave an organization.The hypotheses were found to be partially supportive. Only for the work-family support practices, this relationship was found to be mediated by both Negative Perceved Organizational Support and Positive Perceived Organizational Support.

At last, the findings of this study did not support the previous studies and the notion that Professional Commitment moderates the relationship between Perceived Organizational Support and Intention to Leave. Some of the previous studies(Blau,2000; Morrow & Wirth , 1989) have argued that individuls with stronger commitment to their profession are likely to feel somewhat connected with others in their workplace who are in their same profession, thus potentially constituting an alternative or supplemental source of support.

It was not confirmed that the strength of the relationship between employees' intention to leave and POS depends on the professional commitment level of an employee. Moreover, it was not found that employees with lower professional commitment, have more intention to leave, in terms of the POS and intention to leave negative relationship, when compared with employees having higher professional commitment.

Moreover, even though previous empirical studies indicated findings for the relationship between commitment at occupation-professional commitment-and other work-related variables, this study deepens our perception and understanding of the importance of the concept of "professional commitment" by investigating its interaction with the concept of Perceived Organizational Support. Results indicated that the influence of POS on outcomes is not context-free. With the difference of the levels of employees' professional commitment, reaction to the support perceived by different employees also changes.

At last, the study showed that organizations need to focus to the impact of individual differences in their employees, and commitment to profession in particular, when analyzing the impact of Perceived Organizational Support.

6.2 Implications for Management

The Human Resource Practices discussed above assist their employees to balance and harmonize their different level needs. This would contribute to the positive behaviors or attitudes of employees. More over, these behaviors or attitudes help to reduce employees' intention to leave and perceived organizational support is obtained.

The findings suggest that managers can look for several strategies and tactics from a variety of human resources practices in order to build deeper links, effect the perception of their employees and can create greater potential sacrifices for employees should they decide to look for or pursue other employment opportunities.

By providing systematic, formal and clearly defined selection procedures to their employees, organizations may hire and retain satisfied employees, thus have a chance to control their turnover policy.

The availability and extensiveness of training and development opportunities convey the message to employees that they are being supported, valued by the organization. Hence, it would be worthwhile for organizations to provide ample training and development programs on an ongoing basis to their employees. Moreover, training and development opportunities can be designed and used as a strategy in order to sustain job stability.

Training and development opportunities by the organization may consider a very important part of the informal contract between the organization and the employee. This means the occurrence of a sense of attachment perceived by the employee and help to sustain retention.

Moreover, organizations have to concentrate on the fairness and objectivity of the performance appraisal systems they conduct. Fairness and objectivity is crucial, because employees tend to feel confusion about the performance standards or key performance

indicators, when they do not have sufficient information or when they are not aware of the corporate requirements of the performance appraisal system. In addition to this, if they believe that their performance or their contributions are not evaluated objectively, this will be able to affect their attitudes about the environment at work and will be able to ease their intention to leave their organization.

As a human resource practice, performance appraisal has shown improvement process. Once it was a concept that was thought to be related with the understanding of basic evaluation where line manager completes an annual report of his/her subordinates performance and mostly dealing with interactions between these parties in the performance appraisal interview. Although this understanding still carry on in quite a few organizations, the concept has changed a lot. It has become a system combining various activities and processes, in which the purpose is to evaluate, develop and enhance the competencies, skills of the employees and distribute rewards to the ones with expected outcomes.

The concept has shifted from ‘performance appraisal’ to ‘performance management’. It has been indicated that there exists at least three models of performance management (Williams, 1998):

1. System for the management of performance at the organizational context
2. System for the management of performance at the individual level
3. System for the integration of employee and organizational performance

Moreover, objectivity and quantifiable results act as the base for effective performance appraisals. Managers in the organizations should be aware of the fact that they need to foster a platform where systematic information/communication about the procedures and methods of the system is provided. Supervisors should open communication channels about the feedback of their subordinates' results.

In addition to these human resources practices given above, there are also important implications for managers through work-family support practices. If organizations give importance on work-family support practices, they will be able to implement these practices as part of their stress management programmes, work design efforts and commitment enhancing programmes. Managers in the organizations should give importance to create an work atmosphere where employees are sure that they won't be punished for the conflicts they face between family and work. It should be such a workplace climate that they will be supported in their efforts to consider work-family life concerns.

As one of the main implications, it is useful to note that supervisor's support for employee's work-family related concerns should be evaluated as one of the key performance indicators in the performance management process. This should be related with the reward system of supervisors in these organizations. But most of all, organizations should be aware of the fact that providing training and development opportunities and rewarding the contribution of their employees is not sufficient, but they also should give great importance to them as human by giving assistance through work-family balance.

6.3.Limitations and Suggestions For Future Research

This study has quite a few limitations that need to be mentioned.

First, survey questionnaires were distributed to 500 respondents, 200 respondents returned the survey questionnaires. Although, the sample size in this study meets the requirement for regression analysis, it would be better to have a bigger sample that represents the population better. For this reason, it is crucial to analyze again the conceptual model in this study by enlarging the sample size in order to generalize the results in the larger population context.

Moreover, this research mainly focused on the variable of “employees’ intention to leave”. This variable acts as an affective response and it is hard to claim that it is an objective measure. For this reason, only a cross-sectional analysis is allowed because of data nature, causality can not be established.

Second, because this study includes only four areas of human resource practices, future research may include more areas, to assess the moderating and mediating roles of Perceived Organizational Support and Professional Commitment on the human resource practices-employees’ intention to leave relationship. Future researchers may need to widen the scope of investigation by incorporating these HRM practices.

Moreover, it can be claimed that other attitudes at work potentially mediates the link between HRM Practices and employees’ intention to leave. Other variables like organizational justice, trust etc. will also be able to used as the mediators or the moderators in order to explain this hypothesized relationship.

Also, in this study, the concentration is on how employees react to the favorable treatment of the organization, the other side of the mutual relationship is not included. So, it may be an interesting analysis if a future research is conducted on whether employee attitudes in reaction to previous organizational support may affect the decision of management on how much support to provide for employees in organizations in Turkey via HR Practices. With the help of more longitudinal data, these issues will be able to be addressed easily.

At last, although there are also external factors that have impact on employees' intention to leave in organizations in Turkey such as **economic factors, competition, the role of government**, because of time limitations, these factors have been kept outside the coverage of the research. As a suggestion for a future research, researchers may want to incorporate these factors in terms of explaining a model in a detailed way.

COVER LETTER FOR QUESTIONNAIRE

The following questionnaire is being used to study the relationship between chosen human resources practices and employees' intention to leave in organizations in Turkey. The research will also try to find out the moderating and mediating roles of Perceived Organizational Support and Professional Commitment on this relationship.

The participation in the research is completely voluntary and information will remain confidential. It should only take a few minutes to complete and involves ticking boxes with the most appropriate answer which best describes your opinion of the question.

Thank you very much for spending the time to fill in the questionnaires. Your contribution will highly be appreciated and it will be used only for academic purposes, privacy will be protected fully.

Student

Advisor

Umut KÖKSAL

Prof. Dr. Ülkü DİCLE

APPENDIX A: Perceived Organizational Support Survey (8-item version)

Note: Scale 1= Strongly Disagree and 7 = Strongly Agree. The statements were amended for the employee, where necessary, to reflect their perspective.

- The organization values my contribution to its well-being.
- The organization fails to appreciate any extra effort from me. (R)
- The organization would ignore any complaint from me. (R)
- The organization really cares about my well-being.
- Even if I did the best job possible, the organization would fail to notice. (R)
- The organization cares about my general satisfaction at work.
- The organization shows very little concern for me. (R)
- The organization takes pride in my accomplishments at work.

APPENDIX B: Intention to Leave Scale (Lichtenstein *et al.*, 2004)

Note: Scale 1= Strongly Disagree and 7 = Strongly Agree. The statements were amended for the employee, where necessary, to reflect their perspective.

Items

- There is a good chance that I will leave this organization in the next year
- I frequently think of leaving this organization
- I will probably look for a new organization in the next year

APPENDIX C: Professional Commitment Scale (Blau,1988)

Note: Scale 1= Strongly Disagree and 7 = Strongly Agree. The statements were amended for the employee, where necessary, to reflect their perspective.

Items

- If I could do it all over again, I would choose to work in this profession.
- I definitely want a career for myself in this profession.
- I like this profession too much to give it up.

APPENDIX D: Selection Practices Measure

Note: Scale 1= Strongly Disagree and 7 = Strongly Agree. The statements were amended for the employee, where necessary, to reflect their perspective.

Edgar and Geare(2005)

Items

- This organisation does not need to pay more attention to the way it recruits people(*Here, "recruits" will be replaced with "selects")
- All appointments in this organisation are based on merit (i.e. the best person for the job is selected regardless of their personal characteristics)
- Interview panels are used during the recruitment and selection process in this organisation

Marwat,Qureshi and Ramay(2006)

Items

- The selection systems followed in our organizationa are highly scientific and rigorous
- In our organization, line managers and HR managers participate in selection
- Valid and standardized tests are used when required in the selection process
- Selection system in our organization selects those having the desired knowledge and skills,attitudes

APPENDIX E: Training and Development Opportunities Scale

Note: Scale 1= Strongly Disagree and 7 = Strongly Agree. The statements were amended for the employee, where necessary, to reflect their perspective.

Items

- My employer encourages me to extend my abilities
- This organisation has provided me with training opportunities enabling me to extend my range of skills and abilities
- I get the opportunity to discuss my training and development requirements with my employer
- My work pays for any work-related training and/or development I want to undertake
- This organisation is committed to the training and development of its employees

APPENDIX F: Performance Appraisal Scale

Note: Scale 1= Strongly Disagree and 7 = Strongly Agree. The statements were amended for the employee, where necessary, to reflect their perspective.

Items

- Performance appraisals are based on objective and quantifiable results
- The company has provided enough information regarding specific methods of the performance evaluation system
- Employees are allowed to formally communicate with supervisors regarding the appraisal results

APPENDIX G: Work-family support practices

Note: Scale 1= Strongly Disagree and 7 = Strongly Agree. The statements were amended for the employee, where necessary, to reflect their perspective.

Items

- My organization provides programs to assist balancing demands of dual career couples.
- My organization provides programs to assist in balancing demands of families with children and/or elderly family members.
- My organization stresses the importance of family, leisure, and health.

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