

BİLGE AÇAN

**Moderator Effect Of Leader  
Member Exchange  
in the Relation Between  
Organizational Commitment And  
Turnover Intention  
A Case Of Smes**





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# CHAPTER 1

## INTRODUCTION

Employee turnover is a serious problem that companies face by the reason of the costs such as employment termination, staff acquisition and hiring process (Abbasi and Hollman, 2008; Ahmad and Omar, 2010). How to restrain employee's turnover can be considered against better employment opportunities in other organizations and causing skilled employees to escape from their competitors (Malik et al., 2011).

The role of organizational commitment in reducing employee turnover intention is important. It can be possible to reduce employee turnover by fostering organizational commitment (Deconnink and Bachmann, 1994). Related empirical research has shown that significant negative relationship between organizational commitment and turnover intention (Suliman and Al-Juanaibi, 2010; Maqbool et al., 2012) and the main focus of organizational commitment research has been on the psychological attachment of workers to their workplaces, the factors to be possibility contributing to their attachment and the consequences of such attachment (Allen and Meyer, 1990, 1993; Brown, 1996; Leow and Khong, 2009). The consequence of this attachment, results with the intention of turnover decreases. Besides this, related studies have found negative relationship organizational commitment

and turnover intentions (Hussain and Asif, 2012; Ali and Baloch, 2009).

Leader has a substantial impact on employees based on the assignment of guide and coordinate (Hoveide et al., 2011). Leader has to inspire and motivate the followers, maintain good human relations with them. This process includes interpersonal relationship between leaders and followers (Keyamuddin, 2012). In high quality leader member exchange (LMX) relation between leader and follower based on mutual influence and high level of satisfaction and effectiveness, in terms of honesty it is a better communication. Conversely in low quality LMX relation involves fewer resource, information and lower employee satisfaction. In addition to this, it causes lower organizational commitment and higher employee turnover (Gestner and Day, 1977; Maslyn and Uhl-Bien, 2001). Additionally, Harris et al. (2009) indicated a low quality LMX relationship increases employee's turnover intention.

In terms of small-medium enterprises' (SME) leaders, LMX is more important because of the leaders position. Leaders give shape to the behaviour of subordinates (Dansereau et al., 1975; Hassan and Chandaran, 2005). Cope et al. (2011) indicated that leader has multiple roles in SMEs organizations. These roles are marketer, salesman, a public relation specialist, a financial audit and so on. Therefore leaders have dominant role in the organization and they have knowledge about all department to keep control over them. These give SMEs leaders comprehensive decision-making power (Willard et al., 1992; Cope et al., 2011).

SMEs are managed by informal way and characterized by flat hierarchies (Mintzberg, 1979; Matzler et al., 2008). Flat hierarchy incline to be used in small business that the leader has the authority (Levy and Powell, 2005). This means that they communicate everyone in company. Leow and

Khong (2009) conducted that the interpersonal relationship is the ability that leaders should have. Good interpersonal relationship between leaders and followers create high LMX relation. In exchange of this, employees show higher commitment, satisfaction and spend more time and effort for company (Carson and Carson, 2002 ; Leow and Khong, 2009). Likewise the high LMX and higher level of commitment might be effective on preventing the stepping-stone view of SMEs by employees.

Employee who is in the beginning of his/her career considers SMEs to gain experience before finding a job in bigger firms. In consequence of this, SMEs can't keep qualified employee that contributed the productivity of the organization. This can affect their commitment adversely by the means of employees' dissatisfaction (Abdullah et al., 2007). As a result of this, organizations face loss of job specific skills and costs of hiring and training new workers (Garino and Martin, 2005; Ahmad and Omar, 2010). To predict employee intentions, organizational commitment is an important predictor (Mowday et al., 1982; Shore and Martin, 1989). Based on studies, there is statistically significant relationship between turnover intention and organizational commitment (Ali and Baloch, 2009). Because employees with higher level of commitment are more likely stay in organizations (Mowday et al., 1982; Cohen, 1993). Related researches on LMX has shown that LMX is negatively related with turnover intention (Han and Jekel, 2011, Hassan and Chandaran, 2005) and positively related with organizational commitment (Leow and Khong, 2009). Likewise Ansari et al. (2007) found that LMX remarkably predict organizational commitment and turnover intentions. This means that LMX may play an important role in organizational commitment and turnover intention relation especially in SMEs owing to the roles of leader. Despite the fact that their relation with one another is

well-defined in the literature, there isn't any research found about the moderator effect of LMX on this relation.

This study tries to consider of two points raised above by setting the following two objectives (1) to understand how differs the negative relationship between dimensions of organizational commitment (affective, continuance, normative commitment) and turnover intention and (2) wheather this relationship would be moderated by dimensions of leader member exchange (affect, loyalty, contribution, proffessional respect). This research aims to analyze these relationships in SMEs in Turkey.

## **CHAPTER 2**

# **LITERATURE REVIEW**

This chapter reviews the literature relevant to study variables. First, a review of previous literature on study variables will be discussed. Then, relationships among these variables are presented.

### **Social Exchange Theory**

Social exchange theory is the most effective approach to understand workplace behaviour (Shamsudin et al., 2012) and exchange behaviour in organizations (Cropanzano and Mitchel, 2005; Tüzün and Kalemci, 2012).

Homans (1961: 13) defined social exchange “as the exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two persons.” Blau defined (1964: 91) social exchange “voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others.”

If the theory contributes to the social relationship as positively, they will avoid of adverse behaviour mutually by increasing contribution of both leader and employees to the social relationship (Shamsudin et al., 2012). Individuals could maintain relationship with the presence of reciprocity in social relations ( Chibucos, 2005). During the social

exchange process individuals offer benefits to each other like status in exchange for leadership, attachment for friendship, recommendation so on (Molm,1997).

LMX depends on social exchange theory (Blau, 1964; Thibaut and Kelly, 1959; Sanchez and Byrne, 2004) and LMX researchers have investigated social exchange roots of LMX (Liden et al., 1997; Maslyn and Uhl-Bien, 2001; Uhl-Bien et al.,2000; Uhl-Bien and Maslyn, 2003;Wayne et al. 1997; Sullivan et al., 2003). Likewise Blau (1964) indicated social exchange theory can clarified the effect of leadership to human interaction and Hollander and Offermann (1990) reinforced this with the significance of social exchange between supervisors and subordinate and their impact and interpersonal perception over one another. Lo et al. (2010) conducted that the quality of loyalty and competence that leaders have can build a reputation in the eyes of employees. Therefore leaders can turn this reputation into an advantage by having effect on employees' commitment and compliance to attain organization's objectives.

Leader member exchange is one of the types that social exchanges have been studied ( Graen and Scandura 1987;Wayne et al. 1997) . The LMX quality depends on the amount of resource, information and support which is between leaders and followers (Dienesch and Liden,1986; Liden et al.,1997; Wayne et al.,1997). Increasing social exchange is related to lower intention to quit, higher commitment , better performance and employee contributions (Shore et al.,2009; Tüzün and Kalemci, 2012). Besides Ahmad and Omar (2010) stated that social exchange theory can clarified organizational commitment and turnover intention.

Social exchange theory stated that normative commitment based on standard of mutually that individuals should act (Cropanzano and Mitchell 2005; Fu et al.,2009). In terms of

continuance commitment, individuals whose purpose is calculated benefits do not make an effort to support the organization (Blau,1964). The bond improves as a result of the favorable behavior from organization to employees. Therefore, employees' emotional attachment show a tendency to increase (Fu et al.,2009).

### **Turnover Intention**

To cope with employee turnover is a significant issue for the organizations in terms of detrimental effects. Employee turnover that employee's intention of leaving from organization relate to company's performance. Also employee turnover is lose of human capital value particularly in case of increasing number (Zhang et al., 2006; Weibo et al., 2010).

Turnover defined as employee's estimated possibility that they will remain in organization. ( Cotton and Tuttle, 1986; Samad, 2006). Tett and Meyer (1993) defined turnover intentions as knowing willfulness to look for job in other organizations . Price (2001: 600) is defined as the "individual movement across the membership boundary of an organization". It is last movement before the idea of quitting, looking for alternative jobs and evaluating other prospects (Mobley, 1977; Wang, 2012). It influences company's productivity negatively (Glebbeek and Bax,2004; Mbah and Ikemefuna,2012).

Turnover intention is classified as voluntarily and involuntarily. The desicion that made by employee is voluntary (Mbah and Ikemefuna, 2012). Voluntarily turnover is employees' self determining in consequence of both negative work environment and other alternative jobs. Besides employees can desire alternative jobs in terms of better financial, career and rewarding (Tumwesigye, 2010). Having no other alternative in termination is involuntarily (Mbah and Ikemefuna, 2012).

The effect of turnover intention can be categorized as direct and indirect costs. Dess and Shaw (2001) conducted direct costs as replacement, recruitment, selection, temporary staff, management time. Additionally indirect costs involves morale, pressure on remaining staff, costs of learning . Deepa and Stella (2012) explored numbers of factors caused employee turnover. Some of them are the strenght of leadership, sense of employee commitment, shared goal can be effective with such indices of turnover intentions and turnover rate.

Theorists reported different process and explanatory constructs about turnover. One of them is Mobley (1977) employee turnover model ( West, 2004). There are ten stages that illustrated by William Mobley (1977). These stages of employee turnover are:

1. Evaluation of Existing Job
2. Experienced Job Satisfaction/ Dissatisfaction
3. Thinking of Quitting
4. Evaluation of Expected Utility of Search
5. Intention to Search for Alternatives
6. Search for Alternatives
7. Evaluation of Alternatives
8. Comparison of Alternatives
9. Comparison of Alternatives with Present Job
10. Intention to Quit/Stay
11. Quit/Stay (Mobley, 1977: 238)

West (2004) indicated that The Hom and Griffeth (1995) model consists of the integration of Mobley (1997) and Price and Mualler (1986). They thought organizational commitment and job satisfaction as antecedents of turnover intention. Factor related to job satisfaction involves features of work characteristics, group cohesion, compensentation, features of work itself. Factors which attach employees to organization



includes economic or opportunity costs of leaving such as knowledge or seniority-based or non-transferable benefits (West, 2004 ).

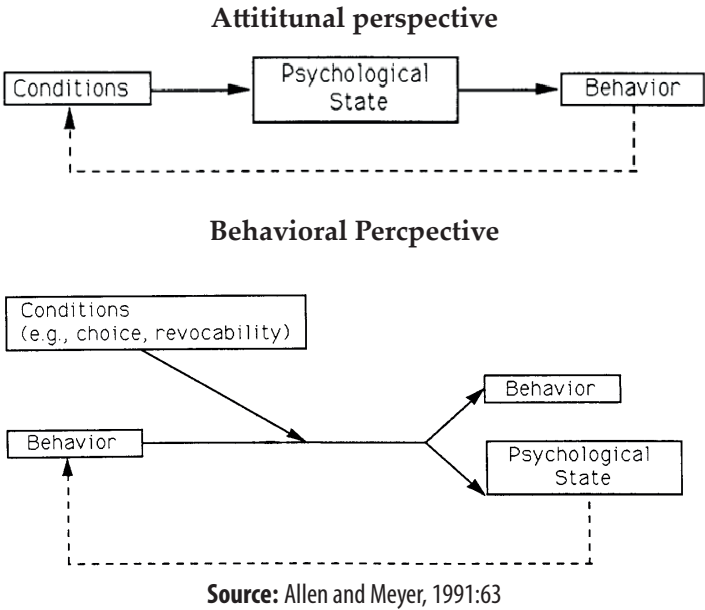
Besides Lee and Mitchell (1994) proposed unfolding model. They did not stay focused psychological process of quitting. The model involved “shock to the system” and quantity of psychological analysis before intention to quit and the act of quitting. Speed or reasons of quitting voluntary turnover become different from employee to employee (Hanisch, 2002).

### **Organizational Commitment**

In the beginning of 1960s, organizational commitment was presented in the subject of management science (Suliman and Al-Juanibi, 2010) and it also has an important place in the field of organizational behavior, industrial psychology and human resource management (Allen and Meyer, 1996; Mowday et al., 1997; Porter et al, 1974; Stevens et al.,1978; Karim and Noor , 2006). Allen and Meyer (1991) indicated two approaches which are “attitudinal” and “behavioral “ commitment play a role to the improvement and history of commitment. Attitudinal commitment is the continuum that individuals came to think their engage with the organization. The example for this is accordance of individuals values or goals with company. In behavioral commitment process individuals stuck into organization and try to find solution for this problem (Mowday et al.,1982; Allen and Meyer, 1991). Attitudinal tradition is seen as measurable psychological state and its antecedent and consequence are focus of researchers. In behavioral commitment conditions like volition and irrevocability attach people to course of action . To maintain that action they give shape to belief (Salancik, 1977; Meyer et al., 2008). This distinction is about focus

of commitment in terms of similarity between affective commitment and attitudinal commitment and between behavioral commitment and continuance commitment (Aven et al., 1993; Virtanen, 2000).

**Figure 1.** The attitudinal and Behavioral Perspectives on Organizational Commitment



Hall et al. (1970: 176–177) define organizational commitment as the “process by which the goals of the organizations and those of the individual become increasingly integrated and congruent”. Mowday et al. (1979: 226) defines organizational commitment as “the relative strength of an individual’s identification with and involvement in a particular organization”. Wiener (1982: 421) defined as “ the totality of normative pressures to act in a way which meets organizational goals and interests”. O’Reilly and Chatman (1986: 493) defines as “the psychological attachment felt by the person for the organization; it will reflect the degree to which the individual internalizes or adopts characteristics or

perspectives of the organization". Mathieu and Zajac (1990: 171) defines as "a bond or linking of the individual to the organization." Porter et al. (1974: 604), define organizational commitment as "the strength of an individual's identification with and involvement in a particular organization". Allen and Meyer (1991: 67) stated the various definitions as "The view that commitment is psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for the decision for the decision to continue membership in the organization".

As a consequence of definitions of commitment, Meyer and Herscovitch (2001: 301) make general reference to commitment " (a) is stabilizing or obliging for, that (b) gives direction to behaviour (e.g.) restricts freedom, binds the person to a course of action".

O'Reilly and Chatman (1986) proposed three components which were compliance, identification and internalization. They proposed that these components attach employees to the organization. In compliance component, the only important thing for employees is gaining reward without not to care shared belief and values with organization. Disimilarly, identification component occur if individuals respect values or goals of organization. Therefore he prides to be member of the organization. The component of internalization occur when employee's attitude and behavior match with organization's. As a consequence, employees accept the influence of organization (O'Reilly and Chatman, 1986; Nwadei, 2004).

Meyer and Allen (1990: 3) suggested three components of commitment "Employees with strong affective commitment remain because they want to, those with strong continuance commitment because they need to, and those with strong normative commitment because they feel they ought to do so."

Earlier, they suggested two components. These are affective and continuance commitment. They define affective commitment as attach to the organization emotionally, identify and involve in the organization and continuance commitment in a way means realized costs coming as a result of leaving the organization (Meyer and Allen,1984; Meyer et al.,2002). Third definable component of commitment which is normative commitment captures a perceived responsibility to keep staying in employing organization ( Meyer and Allen,1990; Meyer et al.2002).

**Table 1.** Definition of Commitment

<b>Affective Orientation</b>
The attachment of an individual’s fund of affectivity and emotion to the group. (Kanter, 1968, p.507)
An attitude or an orientation toward the organization which links or attaches the identity of the person to the organization. (Sheldon, 1971, p.143)
The process by which the goals of the organization and those of the individual become increasingly integrated or congruent. (Hall, Schneider, & Nygren, 1970, pp.176-177)
A partisan, affective attachment to the goals and values of the organization, to one’s role in relation to goals and values, and to the organization for its own sake, apart from its purely instrument worth. (Buchanan, 1974, p.533)
The relative strength of an individual’s identification with and involvement in a particular organization. (Mowday, Porter, & Steers, 1982, p.27)
<b>Cost-Based</b>
Profit associated with continued participation and a “cost” associated with leaving. (Kanter, 1968, p.504)
Commitment comes into being with a person, by making a side bet, links extraneous interests with a consistent line of activity (Becker, 1960, p.32)
A structural phenomenon which occurs as a result of individual-organizational transactions and alterations in side bets or investments over time. (Hrebiniak & Alutto, 1972, p.556)

### **Obligation or Moral Responsibility**

Commitment behaviours are socially accepted behaviours that exceed formal and/or normative expectations relevant to the object of commitment. (Wiener & Gechman, 1977, p.48)

The totality of internalized normative pressures to act in a way which meets organizational goals and interests. (Wiener, 1982, p.421)

The committed employee considers it morally right to stay in the company, regardless of how much status enhancement or satisfaction to firm gives him or her over the years. ( Marsh & Mannari, 1977, p.59)

**Source:** Allen and Meyer, 1997:12

There are others multidimensional conceptualization. Angle and Perry (1981) developed organizational commitment scale which distinguished between value commitment and commitment to stay. Following this, Mayer and Schoorman (1992) offered two dimensions for organizational commitment which were continuance and value commitment. Besides, Jaros et al. (1993) suggested to multidimensional components of commitment that were consist of three components which looks similar with Allen and Meyer (1991). These components are; affective, continuance and moral commitment. Lastly, Penley and Gould (1988) developed multidimensional framework and distinguished between moral, calculative and alinative .

**Table 2.** Dimensions of Organizational Commitment within Multidimensional Models

Multidimensional Models	
<i>Angle and Perry (1981, p.4)</i>	
Value Commitment	"Commitment to support the goals of organization"
Commitment to Stay	"Commitment to retain their organizational membership"
<i>O'Reilly and Chatman (1986, p.493)</i>	
Compliance	"Instrumental involvement for specific extrinsic rewards"
Identification	"Attachment based on a desire for affiliation with the organization"
Internalization	"Involvement predicated on congruence between individual and organizational values"
<i>Penley and Gould (1988)</i>	
Moral	"Acceptance of and identification with organizational goals"
Calculative	"A commitment attachment which results when an employee no longer perceives that there are reward commensurate with investments, yet he or she remains due to environmental pressures" (p.48)
<i>Meyer and Allen (1991, p.67)</i>	
Affective	"The employee's emotional attachment to, identification with, and involvement in the organization"
Continuance	"An awareness of the costs associated with leaving the organization"
Normative	"A feeling of obligation to continue employment"
<i>Mayar and Schoorman (1992, p.673)</i>	
Value	"A belief in and acceptance of organizational goals and values and a willingness to exert considerable effort on behalf of the organization"
Continuance	"The desire to remain a member of the organization"
<i>Jaros et al. (1993)</i>	
Affective	"The degree to which an individual is psychologically attached to an such as loyalty, affection, warmth, belongingness, fondness, pleasure, and so on" (p.954)
Continuance	"The degree to which an individual experiences a sense of being locked in place because of high costs of leaving" (p.953)
Moral	"The degree to which an individual is psychologically attached to an employing organization through internalization of its goals, values, and missions" (p.955)

Resource: Meyer and Herscovith, 2001:304

Antecedents of affective commitment has been divided as four categories; personal and structural specifications, features related jobs and work backgrounds (Mowday et al., 1982; Allen and Meyer ,1991). Personal characteristic composed of two variables. These are demographic and dispositional variables ( Meyer and Allen, 1997; Young, 2006). In addition to this, Meyer and Allen (1991: 70) classified work experience into two categories as “ Those that satisfied employees need to feel comfortable in the organization, both physically and psychologically, and those that contributed to employees’ feeling of competence at work” .

Meyer and Allen (1991) proposed side bet theory as antecedents of continuance commitment owing to perceived costs related to leaving the organizations which have been studied mostly by researchers. If individuals invest more to various entities, they will commit to this entities. It is fact that an employee handles very significant investment in the organization and the importance of this fact increases parallell to the number of side bets. (Becker, 1960; Yammarina and Danserau, 2009). The examples of these investments are; tenure towards pensions, promotions, work relations (Sethi and Barrier, 1997). Social or economic investment are classified into four categories; cultural expectation, bureaucratic arrangements, face to face interaction and individual adjustment to social position (Becker, 1960; Jaros, 2012). Employees with strong normative commitment are under the familial and cultural socialization in the first place and organizational socialization follows this as the second place (Wiener, 1982; Allen and Meyer, 1990). Familial and cultural socialization provides to find ourselves and our movements. Our thoughts about ourself take shape by the means of our familial and cultural socialization (Fiedler et al., 1971; Markus and Kitamaya, 1991; Dunlap, 2000). It also has impact on our movements according to other members of community (Rhoads, 1997; Ward, 1997; Dunlap, 2000).

## **Organizational Commitment and Turnover Intention**

Meyer and Allen (1997) conducted that the more the employees commit, the more they will wish to stay in organization. Sawmya and Panchanatham (2011) indicated that major factor to explain voluntarily turnover is organizational commitment. Moreover, Allen and Meyer (1990) conducted that commitment was negative indicator for turnover intention. In addition to this, Meyer et al. (2002) found negative relation between turnover intention and three forms of organizational commitment. Also they found that all dimensions of commitment negatively related with turnover intention. In Turkey, organizational commitment can predict turnover intentions (Wasti, 2003; Guntur et al., 2012).

It is often seen that, in organizations where the employees have a high level of normative commitment, remaining within the organization is perceived as a need (Meyer and Allen, 1991; Meyer and Allen, 1997). Guatam et al., (2001) found just dimensions of affective commitment could predict the turnover intentions. In continuance commitment dimensions, employees calculate interests that bind them to the organizations. These interests are; retirement, seniority, social rank and access to social network. Employee would not take a risk of losing these interest leaving from current organization. Continuance commitment might divided into two substrate which are continuance-sacrifice and continuance-alternative (Mcgee and Ford, 1987; Stephans et al., 2004). In continuance-sacrifices commitment, Vandenberghe et al. (2011) indicated employees have some advantages that they think not to have elsewhere, therefore, they don't think staying in current organization harmful and stressful. Based on continuance-alternative commitment, employees have available resources at work. Not having these resources cause stress and they prefer to stay than leaving. it can be stated that, highly committed employees have a tendency to stay in their organization (Mowday et al., 1982; Cohen, 1993).



Commitment effects employee's relationship with organization, following actions and their decision whether stay in organization or not (Mathieu and Zajac, 1990; Meyer and Allen, 1991; Stephens et al., 2004). Organizations should understand how to improve and foster commitment to reduce turnover. Employees with strong affective commitment have a tendency to stay inside the organization (Meyer and Allen, 1990; Sulman and Al-Juaibi, 2010). The employees showing high organizational commitment tend to bring out more positive attitudes towards their jobs and they more in to improving their performance inside the organization. When compared with others, the difference is clearly seen. It is a fact that absenteeism and turnover issues are decreased on such situations (Felfe and Yan, 2009). Mowday et al. (1979) proposed that commitment can be better predictor for turnover intention in comparison with job satisfaction. Based on results of related empirical research has shown that higher organizational commitment lead to lower turnover intention (Deconnick and Bachmann, 1994; Chughtai and Zafar, 2006; Salleh et al., 2012).

### **The Moderating Effect of Leader Member Exchange in Relation Between Organizational Commitment and Turnover Intention**

Leader-Member Exchange theory offered that leaders improve different types of relationship while dealing with subordinates rather than using the same style for all of them (Dansereau et al., 1975; Graen and Cashman, 1975; Liden and Graen, 1980; Graen et al., 1982; Graen and Scandura, 1987; Liden and Maslyn, 1998). Likewise LMX theory is offered as an alternative approach of leadership. (Graen and Wakabayni, 1994; Philips and Bedeian, 1994). In addition to this, Philips and Bedeian (1994: 990) suggested that "Leaders may develop different types of relations with different members of the same work group."

Scandura et al. (1986:580) defined LMX:

(a) a system of components and their relationship involving both members of dyad (c) interdependent patterns of behaviours, and (d) sharing mutual outcome instrumentalities and (e) producing conceptions of environments, cause maps, and value."

Yukl (2006:117) described LMX as the "the role making processes between a leader and each individual subordinate and the exchange relationship that develops over time" Aryee and Chen (2006: 793) described "LMX is the recognition that leaders develop different relationships with each subordinate, ranging from low to high quality."

Lmx theory consist of four stages (see figure 2). These stages are; discovery of differentiated dyad, investigation of characteristics of LMX relation and their organizational implication, description of dyadic partnership building, aggregation of differentiated dyadic relationship (Graen and Uhl-Bien, 1995). Vertical Dyad Linkage (VDL) research is documented as "leaders do not use an average leadership style but rather develop differentiated relationships with their direct respect." (Dansereau et al.,1975; Graen and Uhl-Bien, 1995: 225).

The first stage is "dyad relation that manager develops differentiated relationship with subordinates". Some documentation about develops differentiated relationship in the VDL research attained and this research indicated as a consequence of research about the behavior of manager that different professional reported different description about same person. The reason of this is quality of exchange (Graen and Wakabayashi, 1994; Graen and Uhl-Bien, 1995).

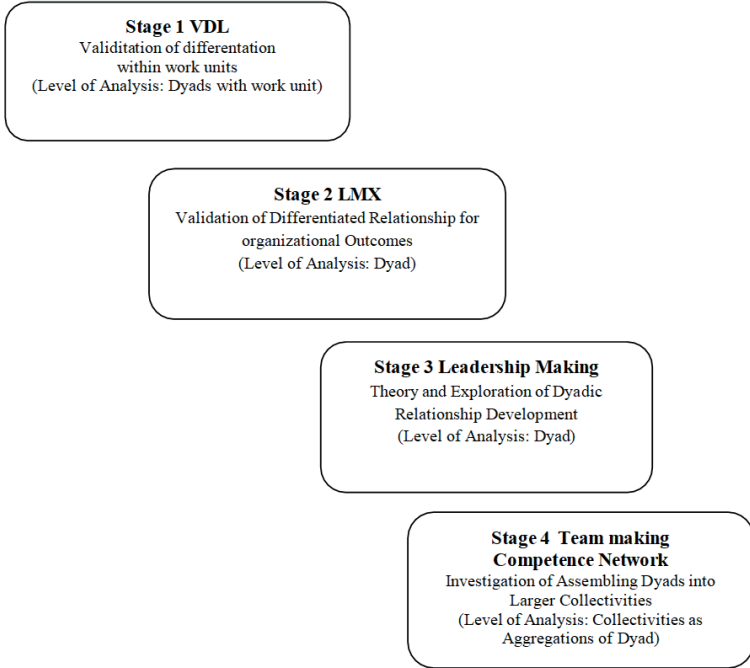
Second stage is " focus on the relationship and its outcomes". The beginning of relationship includes role-taking, role-making and role-routilization process (Liden et

al.,1997; Leow and Khong, 2009). In role taking process is about leader evaluation of subordinate's talent, skills and their responds to requests. During role making process is exchange of member's time, skill and effort with leader's formal rewards (Miller, 2012). In role-routalization phase includes two groups as " in- group" and "out-group". In-group involves high level of reliance, mutual impression and reinforcement (Fairhurst and Chandler, 1989; Miller, 2012) whereas out-group involves opposite of this (Miller, 2012).

Third stage is "description of dyadic partnership building". Graen and Uhl-Bien (1995) developed leadership making model that examine how LMX develops. There are 3 stages in this model which are stranger, acquaintance and mature stages. Stranger process includes leader member relation with independence of each sides in dyad role-making interaction in the second stages which was acquaintance involves increment of role interactions. It goes beyond economic exchanges and grow into personel. Mature partnership includes role-making process and relation which create loyalty, support and high mutual influence (Thibodeaux and Hays-Thomas, 2005).

The forth stage of "expension of dyadic partnership to group and network levels" is viewing LMX as systems of independent dyadic relation or network assemblies (Graen and Scandura, 1987; Uhl-Bien, 2011). Graen and Uhl-Bien (1995: 234) describe leadership structure "as the pattern of leadership relationships among individuals throughout the organization.". This relationship is beyond of work unit, it includes functional, divisional, organizational boundaries and it is not formal. This relationship is between leaders and peers, teammates ( Graen and Uhl-Bien, 1995).

**Figure 2:** Stages in Development of LMX theory



**Source:** Graen and Uhl-Bien, 1995: 226

Quality of leader and members is considered as reciprocal exchange of resource and supports. Although low quality is restricted to employment contract, high quality LMX exceed this contract by exchanging of both material and non- material goods. Therefore, leaders and members have high levels of reciprocal respect, reliance, affiliation and indispensability as mutually (Dansereau et al., 1975; Graen, 1976; Graen and Schiemann, 1978; Graen and Uhl-Bien, 1995; Liden et al., 1993; Le Blanc and Romá, 2012).

Liden and Maslyn (1998) indicated multidimensional structure for LMX that make contribution to improvement LMX distinctively. Dienesch and Liden (1986) first proposed that LMX differentiated as contribution, loyalty and affect . They (1986: 624) defined contribution as the “perception of the amount, direction, and quality of work-oriented activity

each member puts forth toward the mutual goals (explicit or implicit) of the dyad". They (1986: 625) defined loyalty as "expression of public support for the goals and personnel character of the other member of the dyad." Also they (1986: 625) defined affect as "mutual affection members of the dyad have for each other based on primarily on interpersonal attraction rather than work or professional values. Liden and Maslyn (1998) enhanced with addition of fourth dimensions of LMX which is professional respect. They proposed "four dimensions of LMX relationships labeled contribution (e.g., performing work beyond what is specified in the job description), affect (e.g., friendship and liking), loyalty (e.g., loyalty and mutual obligation), and Professional respect (e.g., respect for professional capabilities)." (Maslyn and Uhl-Bien, 2001: 699)

LMX quality specifies higher level of organizational commitment and lower levels of employee turnover (Gestnar and Day, 1997; Kim et al., 2010). Employees with low quality LMX (out-group) are inclined to have higher level of turnover owing to feeling of exclusion whereas employees with high level of LMX (in-group) inclined to have lower level of turnover intention by reason of feeling inclusion of organization (Harris et al., 2005; Kim et al., 2010). In group members have some more advantages than out-group members. These advantages are; higher amounts of knowledge, inclusion, affection, tolerance, reliability, and relevance from supervisors. These advantages give employees the impression of belonging in group (Gomez and Rosen, 2001; Lin and Ma, 2004). As a consequence of this case, employees have empowering work places and this situation provides employees show higher commitment to their organization (Wharton et al., 2011). Employees that belong in group have preferential support from leader and they feel accepted and valued (Sparrow and Liden, 2005; Han and Jekel, 2011). Therefore employees

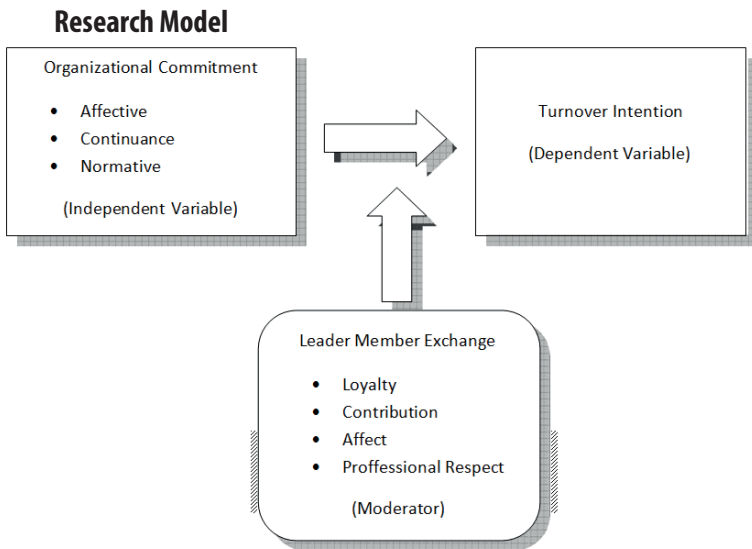
with high quality LMX tend not to think about quitting (Han and Jekel, 2011). Related studies inciated negative relation between LMX and turnover intentions (Han and Jekel, 2011, Kim et al., 2010, Graen et al., 1982, Ansari et al., 2000, Hassan and Chandaran, 2005) and positive relation between LMX and organizational commitment (Duchon et al.,1986, Lin and Ma,2004, Deconnick, 2011).

It appears that LMX has significant relationship with both organizational commitment and turnover intention. It can be said that the negative relationship of organizational commitment and turnover intention would be moderated by LMX.

## CHAPTER 3

# METHODOLOGY

This chapter describes the methods and procedures that are used to investigate the moderator effect of leader member exchange in the relationship between organizational commitment and turnover intention. This chapter provides information about research questions, data analysis, correlation matrix, exploratory factor analysis and confirmatory factor analysis.



**Figure 3.** Model of the Study

## Research Questions

1. How does the negative relationship between dimensions of organizational commitment (affective, continuance, normative commitment) and turnover intention differ?
2. Which dimensions of leader member exchange (affect, loyalty, contribution, professional respect) moderates the negative relationship between dimensions of organizational commitment (affective, continuance, normative commitment) and turnover intention?

## Data Analysis

In the present study, as shown in table 1, 300 participants (115 females, 174 males and 11 participants are missing) are from various departments working in small- medium enterprises, Turkey participated in the current study. Regarding education level of participants, while most of the students are high school graduates with 36.3% of the participants (N=109 people), following that college graduates with 23.7% of the participants (N=71 people). Only small part of the participants have a master's degree with 4.0 % of the participants (N=12 people). When sample group was investigated per business sector, it can be seen that majority of participants are from sales-marketing sector with 42.7 % of the participants (N=128 people). Most of the participants consist of workers with 47.0 % of the participants (N=141 people), following this marketing experts with 20.7 % of the participants (N=62 people). Regarding of tenure of participants, it can be seen that 29.3 % of the participants (N=88 people) have a tenure between 1-3 years, 22.3 % of the participants (N=67 people) have a tenure between 5-10 years, 16.3 % of the participants (N=49 people) have a tenure between 3-5 years, 14.3 % of the participants (N=43 people) have a tenure between 10-20 years (Mean= 6.03, Std.Dev. =6.20).



**Table 3.** Demographic Characteristics of Participants

<b>Variable</b>	<b>N</b>	<b>%</b>
<b>Age</b>		
15-20	14	4.7
20-30	30	43.3
30-40	107	35.7
40-50	28	9.3
≥50	14	4.7
<b>Gender</b>		
Female	115	38.3
Male	174	58.0
<b>Education Level</b>		
Primary School	23	7.7
Secondary School	32	10.7
High School	109	36.3
College	71	27.3
University	37	12.3
Master	12	4.0
<b>Business Sector</b>		
Energy	10	3.3
Sales-Marketing	128	42.7
Textile	26	8.7
Health	11	3.7
Sheet Metal	9	3.0
Education	5	1.7
Electricity	2	0.7
Food	32	10.7
Communication	4	1.3
Construction	16	5.3
Support	6	2.0
Automotive	6	2.0
Tourism	3	1.0
<b>Job Position</b>		
Worker	141	47.0
Engineer	1	0.3
Architect	1	0.3
Financial Adviser	1	0.3

Technician	13	4.3
Translator	1	0.3
General Employee	12	4.0
Grafiker Designer	1	0.3
Human Resource Assitant	2	0.7
Marketing Expert	62	20.7
Managers	28	9.3
Bookkeeper	20	6.
<b>Tenure</b>	18	6.0
0-1		
1-3	88	29.3
3-5	49	16.3
5-10	67	22.3
10-20	43	14.3
≥20	20	6.7

The sample of the study was confined to selected SMEs operating in Turkey. In this study, SMEs is defined as “enterprises whose number of employees are less than 250 and annual turnover or annual balance sheet does not exceed 25 million Turkish Liras.”( KOSGEB, 2012: 3). The organizations participating were selected from four different cities in Turkey( Ankara, İstanbul, Kayseri, Zonguldak).

The questions regarding demographic characteristic of the respondents included age, gender of respondents , education level and tenure. Some of these demographic questions were asked as open-ended questions. Questionnaires were distributed to employees via their supervisor and a short statement of the study was made. Respondents had four weeks to reply. Following four week period, employees completed and returned the questionnaires. 1000 questionnaires distributed to employees and 613 questionnaires returned but 300 was usable.

In the present study, materials included demographic information form, organizational commitment scale,

multidimensional LMX scale and turnover intention scale. Demographic information form included demographic questions such as age, gender, educational level, business sector, job position, tenure. (See Appendix A).

Organizational Commitment Questionnaire that was developed by Mowday et al. (1979) is one of the earliest and mostly used measure used by researchers. The measure includes several items related willingness of employees to remain in organization (Meyer et al., 2008). Organizational Commitment Questionnaire consists of 15 items. Good reliability and validity data have been conducted by researchers (Allen and Meyer, 1997; Millward, 2005). Three factors characterized the questionnaire. These are; “(1) a strong belief in and acceptance of the organization’s goals and values; (2) a willingness to exert considerable effort on behalf of the organization; and (3) a strong desire to maintain membership in the organization...” (Mowday et al, 1982: 27). However the Organizational Commitment Questionnaire which developed by Porter et al. (1974) was used from many researchers, there is a thought of not to be suitable for measuring affective dimensions of organizational commitment (Allen and Meyer, 1990; Angle and Perry, 1981; Reichers, 1985; Dale and Fox, 2008). The basic one is about six negatively worded items that many of them close “intention to quit” items (Reichers, 1985; Dale and Fox, 2008).

Meyer and Allen (1997) developed organizational commitment measure which consists of three components of commitment. Questions of affective commitment are to measure emotional attachment, normative commitment questions are related to pressures that employees feel to stay and continuance commitment related costs as a consequence of leaving organization that employee’s perception (Coleman et al., 1999; Meyer et al., 1993; Fields, 2002). They reduced measures as each dimensions consist of eight items (Allen and Meyer, 1997; Fields, 2002).

Affective commitment scale was developed by Porter and his colleagues (Mowday et al., 1979; Allen and Meyer, 1990) which consist of 15 item and has admissibility to the acceptance of psychometric properties. It is also supported by Great Britain as a result of parallel measure among blue-collar workers (Cook and Wall, 1980: Allen and Meyer, 1990). Wiener and Vardi (1980) developed obligation-based commitment scale which was only scale found in the literature . Moreover Ritzer and Trice (1969) developed cost induced commitment. Hrebiniak and Alutto (1972) made change as show the probability of turnover with several reasons such as increases pay, status, freedom and promotional opportunity.

We used organizational commitment scale developed by Meyer, Allen, and Smith (1993) The questionnaire translated into Turkish by Wasti (1999) . The questionnaire consists of 33 items (9 for affective commitment; 10 for continuance commitment, and 14 for normative commitment). which are grouped basically around 3 major factors name as; affective , continuance and normative commitment. Responses to each items are rated by 5 point likert scale;1=strongly disagree,2=disagree,3=neither agree nor disagree, 4=agree, 5=strongly agree. Example of items from OCQ questionnaire include (a) affective commitment- "My organization has a great deal of personel meaning for me.": (b) continuance commitment- "I would like to leave this organization and start from the beginning in another organization: (c) normative commitment- "Even if it were to my advantage , I would not feel it would be right to leave my organization now.

Various LMX measures have been developed by many researchers. The original had 2-item (Dansereau et. al., 1975; Liden and Maslyn, 1998) but the items were about negotiating latitude and later the mesure was increased 4-item (Graen and Cashman,1975; Liden and Graen, 1980; Vecchio, 1985; Liden and Maslyn,1998). As a result of adding fifth item more, it

was renamed as LMX (Graen et al., 1982; Ferris, 1985; Liden and Maslyn, 1998). 7-item scale developed to measure quality of leader member relation. It is grounded on LMX construct conducted its strong correlation with several LMX measures (Scandura and Graen, 1984; Lee, 2000; Hassan and Chandaran, 2005). In addition to this, Schriesheim et al. (1992) developed and tested LMX-6. There are six items which includes three dimensions and two items for each dimensions. These dimensions are contribution, loyalty and affect (Liden and Maslyn, 1998). The dimensions of LMX-7 proposed by Graen and Uhl-Bien (1995) and it is contrast with LMX-MDM. LMX-MDM was designed as against LMX-7 (Joseph et al., 2011).

Multidimensional LMX scale developed by Liden and Maslyn (1998). The scale is called as LMX-MDM. It has 12 questions and four dimensions comprising each three questions. These dimensions are ; affect, loyalty, contribution, professional respect. Responses to each item are rated by 7 point likert scale ranging from “strongly disagree” to “strongly agree”. Examples of items from LMX-MDM include (a) affect- “ I like my immediate supervisor very much as person”: (b) Loyalty- “I do work for my immediate supervisor”: (c) contribution-“I don’t mind working my hardest for my immediate supervisor” : (d) professional respect- “I admire my immediate supervisor’s professional skills.”

Various turnover intention scales were used from researchers. Wayne, Shore and Liden (1997) designed questionnaire which comprises 5- item. Three of them were taken from Landau and Hammer (1986), one item from Nadler, Jenkins, Commann and Lawler (1975) , fifth item were added from them (Ansari et al., 2000). Michigan Organizational Assessment Questionnaire was developed which was consist of three item (Commann et al., 1979; Ali and Jan, 2012). Mitchell’s (1981) turnover intention scale consists of 4-item and following this Seashore, Lawler, Mirvis, and Commann’s

(1982) 3-item scale. Hom and Griffeth (1991) was designed scale. It is part of Michigan Organizational Assessment Questionnaire that consist of three single factor (Cammann et al, 1979; Kim et al.2010) These are; thinking of quitting, intent to search, intention to quit ( Kim et al.2010). Mckay et al.,(2007) developed measure to assess turnover intention.

We used turnover intention scale which ground on Mobley, Horner and Hollingsworth theory (1978). It has three items. These items are; (1) I think a lot about leaving the organization, (2) I am actively searching for an alternative to the organization and (3) As soon as it is possible, I will leave the organization. Response ranged by 7 Likert scalling from “strongly disagree” to “strongly agree”.

In the present study, in order to examine differences of demographic variables on the measures of the study, one way Anova test and independent Samples t-test were conducted.

One way Anova test was used to investigate the influence of age on organizational commitment, leader member exchange and turnover intention. Three numbers of age group were constituted to test the influence of age on research variables. Some groups was not available to test due to inadequate participants. These groups were combined with other age groups which were available to test. The scheffe Post hoc multiple comparisons were conducted to establish the direction of the differences in perception the age.

According to the result in Table 4, there are significant differences between normative commitment and age ( $F=3.168$  and  $p=.044 < .05$ ), age and affect ( $F=5.294$ ,  $p=.006 < .05$ ), age and turnover intention ( $F=2.999$ ,  $p=.05$ ), age and affective commitment ( $F=5.802$ ,  $p=.003 < .05$ ). There is no significant difference between age and continuance commitment, loyalty, contribution and respect. According to the Scheffe post Hoc multiple comparisons result of affect, there is a significance difference between the age of 15-30 (mean=3.4003) and the

age of 40 or older than 40 (mean= 5.0650,  $p=.006 < .05$ ). So it can be said that the level of the age of 40 or older than 40 is stronger than the age of 15-30. According to turnover intention, , there is a significance difference between the age of 30-40 (mean=2.5372) and the age of 40 or older than 40 (mean= 3.2350,  $p=.05$ ). So it can be said that the level of the age of 40 or older than 40 is stronger than the age of 30-

40. As a result of the scheffe Post hoc multiple comparisons there was not found significance difference between the ages and affective commitment.

**Table 4.** One-way ANOVA test result-Age

AGE		N	Mean	Std.Deviation	F	Sig
Affective Commitment	15-30	149	3.5764	.87101	5.802	.003
	30-40	103	3.7206	.66026		
	≥40	41	3.2195	.82570		
	Total	293	3.5772	.80958		
Continuance Commitment	15-30	149	3.4003	.80671	.015	.985
	30-40	103	3.4133	.84667		
	≥40	41	3.0575	.81570		
	Total	293	3.3569	.82829		
Normative Commitment	15-30	149	3.1302	.70238	3.168	.044
	30-40	103	3.1165	.67825		
	≥40	41	3.1341	.70662		
	Total	293	3.1259	.69223		
LMX Affect	15-30	149	5.6689	1.04945	5.294	.006
	30-40	103	5.5049	1.00637		
	≥40	41	5.0650	1.19308		
	Total	293	5.5267	1.07117		
LMX Loyalty	15-30	149	5.2685	1.13481	1.030	.358
	30-40	103	5.1812	1.17969		
	≥40	41	5.9756	1.23466		
	Total	293	5.1968	1.16501		
LMX Contribution	15-30	149	4.9195	1.51402	1.145	.320
	30-40	103	4.7994	1.40132		
	≥40	41	4.5203	1.72248		
	Total	293	4.8214	1.50732		

LMX Professional Respect	15-30	149	5.4183	1.14828	2.262	.106
	30-40	103	5.4595	1.06552		
	≥40	41	5.0407	1.09086		
	Total	293	5.3800	1.11672		
Turnover Intention	15-30	149	2.8054	1.65496	2.999	.051
	30-40	103	2.5372	1.45539		
	≥40	41	3.2350	1.47007		
	Total	293	2.7713	1.57404		

The relationship between gender and organizational commitment, leader member exchange and turnover intention was analyzed through Independent Sample T-Tests. The results are shown in Table 5. According to the results, only one significant relationship could be obtained . There is a significant difference between personnel's gender and affect ( $F=3.302$  ,  $t=2.030$  and  $p=.043<.05$ ). Mean for men is 5.6783 and mean for women is 5.4176. So the leader member exchange dimensions of affect of men is more than the women.

**Table 5.** Independent Sample T-Tests Result- Gender

Variables	Gender	N	Mean	Std. Deviation	Std.Error Mean	F	Sig	T
Affective Commitment	Female	115	3.5527	.91109	.08496	5.508	.751	-.317
	Male	174	3.5849	.73663	.05584			
Continuance Commitment	Female	115	3.1522	.75526	.07043	1.709	.551	-.597
	Male	174	3.1023	.65181	.04941			
Normative Commitment	Female	115	3.3348	.83317	.07769	.007	.712	-.369
	Male	174	3.3715	.82527	.06256			
Turnover Intention	Female	115	2.8058	1.68584	.15721	3.316	.883	.148
	Male	174	2.7778	1.50330	.11396			
LMXaffect	Female	115	5.6783	.98520	.09187	3.302	.043	2.030
	Male	174	5.4176	1.11936	.08486			
LMXLoyalty	Female	115	5.2899	1.19740	.11166	.482	.218	1.233
	Male	174	5.1169	1.14678	.08694			
Lmx Contribution	Female	115	4.6667	1.63240	.15222	3.260	.218	-1.234
	Male	174	4.8908	1.42695	.10818			
LMX Prof. Respect	Female	115	5.4783	1.08249	.10094	.159	.155	1.427
	Male	174	5.2835	1.16855	.08859			



The relation between educational level and organizational commitment, leader member exchange and turnover intention was analyzed with One-way Anova tests, followed by scheffe in order to establish the direction in perception due to education. Three numbers of educational levels were constituted to test the influence of educational level on research variables. Some groups was not available to test due to inadequate participants. These groups were combined with other educational levels which were available to test.

According to results, only one significant relationship could be obtained. There are significant differences between turnover intention ( $F=2.999$ ,  $p=.05$ ) and educational level. As a result of Scheffe Post hoc multiple comparisons, there was not found significance difference between primary education, high school, graduate and turnover intention.

Independent Sample T- Tests were also conducted to reveal the relationship between business sector and organizational commitment , leader member exchange, turnover intention. According to the results there is no significant relationship between business sector and organizational commitment, leader member exchange and turnover intention.

Two numbers of position were constituted to test the influence of position to research variables. Some groups were not available to test due to inadequate participants. These groups were combined with other positions which were available to test. Independent Sample T- Tests were also conducted to reveal the relationship between position and organizational commitment , leader member exchange and turnover intention. According to the results, there is a significant difference between position and affective commitment (  $F= 3.044$  ,  $t=2.124$ ,  $p=.035$ ) . Mean of white collar employee is 3.7009 and mean for blue collar employee is 3.4967. So the affective commitment level of white collar

employee is higher than blue collar employee. There is also significant difference between position and turnover intention (  $F= .703$  ,  $t=-2.081$  ,  $p=.038$  ) . Mean of white collar employee is 2.5590 and mean for blue collar employee is 3.9455. So the turnover intention level of blue collar employee is higher than white collar employee. The results are shown in Table 6.

**Table 6.** Independent Sample T-Tests Result- Position

Variables	Position	N	Mean	Std. Deviation	Std. Error Mean	F	Sig	T
<b>Affective commitment</b>	Whitecollar	130	3.7009	.72536	.06362	3.044	.035	2.124
	Blue collar	153	3.4967	.86772	.07015			
<b>Continuance Commitment</b>	Whitecollar	130	3.1615	.67771	.05944	.123	.587	.544
	Blue collar	153	3.1163	.71216	.05757			
<b>Normative Commitment</b>	Whitecollar	130	3.3681	.84161	.07381	.322	.961	-.049
	Blue collar	153	3.3730	.81759	.06610			
<b>Turnover Intention</b>	Whitecollar	130	2.5590	1.53524	.13465	.703	.038	-2.081
	Blue collar	153	2.9455	1.57533	.12736			
<b>LMXaffect</b>	Whitecollar	130	5.6231	1.07944	.09467	.822	.138	1.488
	Blue collar	153	5.4314	1.08072	.08737			
<b>LMXLoyalty</b>	Whitecollar	130	5.2000	1.21688	.10673	.249	.940	.075
	Blue collar	153	5.1895	1.13411	.09169			
<b>Lmx Contribution</b>	Whitecollar	130	4.9282	1.34234	.11773	7.689	.340	.956
	Blue collar	153	4.7603	1.61248	.13036			
<b>LMX Prof. Respect</b>	Whitecollar	130	5.4897	1.12001	.09823	.136	.184	1.331
	Blue collar	153	5.3115	1.12499	.09025			

Four numbers of tenure were constituted (0-3, 3-5, 5-10,  $\geq 10$  ) to test the influence of tenure to research variables. Some groups was not available to test due to inadequate participants. These groups were combined with other tenures which were available to test. The relationship between tenure and organizational commitment, leader member exchange and turnover intention was analyzed with One- Way ANOVA test. According to the results, there is a significant differences between continuance commitment and tenure ( $F= 2.875$  ,  $p= .037 < .05$ ). As a result of Scheffe Post hoc multiple

comparisons, there was not found significance difference tenure and continuance commitment.

The correlation matrix, shown in Table 7, are given the means, standard deviation, cronbach alphas and inter-correlation. Pearson two-tailed correlation analysis was used to examine correlations between the study variables.

One of the moderator variable which is affect has positively and significantly correlated with dimensions of organizational commitment which affective ( $r=.44$ ), continuance ( $r=.19$ ) and normative ( $r=.30$ ) commitment. Loyalty is one of the moderator variable that positively and significantly correlated with dimensions of organizational commitment which are affective ( $r=.41$ ), continuance ( $r=.30$ ) and normative( $r=.49$ ) commitment. And also the moderator variable of contribution is correlated with the dimensions of organizational commitment that are affective ( $r=.53$ ), continuance( $r=.22$ ) and normative ( $r=.53$ ) commitment as positively and significantly. Accordingly, the last moderator variable professional respect correlated with affective ( $r=.42$ ), continuance( $r=.15$ ) and normative( $r=.25$ ) commitment significantly and positively. Accordingly, turnover intention was found to have significant negative correlations with dimensions of LMX which are affect ( $r= -.23$ ), loyalty ( $r=-.25$ ), contribution ( $r=-.38$ ) and professional respect ( $r=-.20$ ). And there is also significant negative relationship between turnover intention and three dimensions of organizational commitment which are affective commitment ( $r=-.63$ ), continuance commitment ( $r=-.24$ ) and normative commitment ( $r=-.49$ ).

The Cronbach alpha coefficients were shown for the study variables in Table 7. The cronbach alphas level were 0.89 for affective commitment, 0.78 for continuance commitment, 0.92 for normative commitment and 0.90 for whole scale. The cronbach alphas level were 0.90 for affect, 0.76 for loyalty,

0.85 for contribution, 0.92 for professional respect and 0.88 for whole scale. The conbach alpha level of turnover intention was 0.88.

**Table 7.** Means, Standard Deviation and Correlation of All factor

Study Variable	1	2	3	4	5	6	7	8
1-Affective Commitment	(0.89)							
2-Continuance Commitment	.361(**)	(0,78)						
3-Normative Commitment	.705(**)	.488(**)	(0.92)					
4-Affect	.437(**)	.188(**)	.305(**)	(0.90)				
5-Loyalty	.414(**)	.305(**)	.487(**)	.443(**)	(0.76)			
6-Contribution	.533(**)	.222(**)	.535(**)	.409(**)	.583(**)	(0.85)		
7-Proffesional Respect	.418(**)	.155(**)	.252(**)	.733(**)	.424(**)	.447(**)	(0.92)	
8-Turnover Intention	-.627(**)	-.237(**)	-.492(**)	-.234(**)	-.248(**)	-.381(**)	-.205(**)	(0.88)
Mean	3.58	3.13	3.37	5.52	5.20	4.81	5.36	2.75
SD	0.8	0.7	0.8	1.07	1.16	1.51	1.13	1.57

**Notes:** N=300, \*\*  $p < .01$ , two-tailed.; Cronbach's alphas are given in parentheses

In pursuit of correlation matrix, the results of the factor analysis of organizational commitment presents in Table 8. In order to determine the explaratory factor dimensions, factor analysis conducted. Items participate in different factor loadings under the variables of the study and those with low factor loadings were excluded.

For the organizational commitment principal factors extraction with varimax rotation performed. Principal factor extraction was used to estimate number of factor. Estimation of number of factors was first examined through Kaiser criterion, which suggested 7 factor. However, due to the possibility of overestimation, screen plot was used for assurance. Three factors were used in the final analysis. The total explained variance by the 3 factors was %56.

The first factor, which was named “Affective commitment” consisted of 9 items. This factor explained %10 of total variance . As the results of data reduction, some statements were excluded from the questionnaire. Affective commitment statements were reduced to 8 statements (Statements:1,2,3,4,5,6,7,8).

The second factor is continuance commitment that consisted of 10 items. This factor explained %7 of total variance. As the results of data reduction, some statements were excluded from the questionnaire. Continuance commitment statements were reduced to 7 statements (Statements:11,12,13,14,15,16,17).

The third factor which was named “Normative commitment” consisted of 14 items. This factor explained %38 of total variance . As the results of data reduction, some statements were excluded from the questionnaire. Normative commitment statements were reduced to 9 statements (Statements:22, 23, 25, 27, 28, 29, 30, 31 ,32, 33, 9). Seemed that normative commitment factor covers the item 9 from the affective commitment scale. According to the orijinal scale, item is in affective commitment factor and this matter is equivalent to the normative commitment and the terms of the meaning is very close to each other according to perception of employees who participated in the survey. Therefore it is concluded that the outcome of the reflection might be possible.

**Table 8.** Factor Analysis of Organizational Commitment

Variables	Affective Commitment	Continuance Commitment	Normative Commitment
AC-3	.749		
AC-2	.738		
AC-1	.717		
AC-5	.716		
AC-8	.691		
AC-7	.673		
AC-6	.642		
AC-4	.606		
CC-8		.803	
CC-3		.725	
CC-4		.649	
CC-5		.613	
CC-7		.605	
CC-6		.543	
CC-2		.501	
NC-12			.845
NC-8			.779
NC-4			.723
NC-13			.694
NC-11			.694
NC-14			.674
NC-6			.671
NC-9			.625
NC-10			.568
AC-9			.539
NC-3			.508

Kaiser-Meyer-Olkin Measure of Sampling Edaquacy : .898

Bartlett's Test of SphericityApprox.Chi-Square: 4711.594; df: 325; sig.: .000

Table 9. presents the results of the factor analysis for leader-member exchange. In total, 12 items are included in the analysis. The factors are not the exact representation of the original scale. However the composition of the items in each factor seems to be quite satisfactory as can be observed in table 9, because the items belonging to the same dimensions

originally are generally grouped under the same factor. In this study, affect and professional respect dimensions' items from a single factor whereas loyalty and contribution dimensions items come from the other main factor. It is important to note that the Kaiser-Meyer-Olkin test for initial lmx items recorded as ,866 which shows that the data used in the analysis is a homogenous collection of variables which are suitable for factor analysis. Barlett's test is significant and also confirms the statistical significance of the correlation. Total variance explained is %66.

The first factor which is named "Affect-Professional Respect" consisted of 6 items. This factor explained %50 of the total variance. The second factor is "Loyalty- Contribution" consisted of 6 items too. This second factor explained %15 of the total variance.

**Table 9.** Factor Analysis of Leader Member Exchange

Variables	Affect-Professional	Loyalty-Contribution Respect
LA-3	.866	
LP-10	.850	
LA-1	.848	
LP-12	.832	
LP-11	.801	
LA-2	.740	
LC-8		.835
LL-5		.774
LC-9		.756
LC-7		.754
LL-6		.717
LL-4		.550

Kaiser-Meyer-Olkin Measure of Sampling Adequacy : .866

Bartlett's Test of Sphericity Approx. Chi-Square: 2535.068; df: 66; sig.: .000

Factor analysis of turnover intention scale yielded no factors. For this reason, this variable was taken as a whole. Analysis was done with 3 items. Scale's KMO measure of sampling adequacy was valued as ,731 and Barlette's test

of sphericity was 485,550 and had significance value is .000. Explained variance of scale was %80 and which indicated a high internal consistency. The results and analysis can also be seen at the Table 10.

**Table 10.** Factor Analysis of Turnover Intention

Variables	Turnover Intention
T.INT-2	.920
T.INT-1	.895
T.INT-3	.879
<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy: .731</b>	
<b>Bartlett's Test of Sphericity Approx. Chi-Square: 485.550; df: 3; sig.: .000</b>	

Confirmatory factor analysis were conducted after the exploratory factor analysis had been carried out. Confirmatory factor analysis is used to “the relations between observed variables and latent factors and the relationship among the factors themselves” (Prooijen and Kloot, 2001:778). The organizational commitment measure was put to a confirmatory factor analysis to examine the one factor structure for each dimensions. For affective commitment, the resulting model fits the data well. Goodness of fit: CMIN/DF=2.4 , GFI=0.96 , AGFI=0.92 , CFI=0.98, NFI=0.96 , TLI=0.96 ,

RMSEA=0.06. Continuance commitment measure was subject to CFA to evaluate the one factor structure. One item was removed from the measure throughout CFA specifying to bring out better fitting model. The resulting model fits the data well. Goodness of fit: CMIN/DF=1.4 , GFI=0.99 , AGFI=0.97 , CFI=0.99 , NFI=0.98 ,

TLI=0.99 , RMSEA=0.02. Normative commitment measure was also put to CFA to examine the one factor structure . Two items were removed from the measure as long as CFA specifying to bring out a better fitting model. The resulting model fits the data well.



Goodness of fit: CMIN/DF =2.0 , GFI=0.96 , AGFI=0.94 , CFI=0.98 , NFI=0.97 , TLI=0.97, RMSEA=0.05.

The LMX-MDM was put to confirmatory factor analysis to examine the one factor structure for each dimension. For affect and professional respect measures was put to CFA to examine one factor structure. The resulting model fits the data well. Goodness of fit: CMIN/DF =1.28 , GFI=0.99 , AGFI=0.97 , CFI=0.99 , NFI=0.99 , TLI=0.99, RMSEA=0.03. The loyalty and contribution measures was put to CFA to evaluate one factor structure. The resulting model fits the data well. Goodness of fit: CMIN/DF :2.05, GFI=0.98 , AGFI=0.95 , CFI=0.99 , NFI=0.98, TLI=0.98, RMSEA=0.06. The results are shown in Table.11.

**Table 11.** Goodness of Fit Statistics for Each Variable

Variables	CMIN/DF	GFI	AGFI	CFI	NFI	TLI	RMSEA
	5	.85	.80	.90	.90	.90	.08
1.Affective C.	2.4	.96	.92	.98	.96	.96	.06
2.Cont. C.	1.4	.99	.97	.99	.98	.99	.02
3.Normative C.	2.0	.96	.94	.98	.97	.97	.05
4.Affect-Prof. R.	1.28	.99	.97	.99	.99	.99	.03
5.Loylty-Contr.	2.05	.98	.95	.99	.98	.98	.06



## CHAPTER 4

# RESEARCH FINDINGS

This chapter presents the conducted statistical analyses to test relationships among the variables in question according to research questions. To explore how the negative relationship between dimensions of organizational commitment (affective, continuance, normative commitment) and turnover intention differs, multiple regression analyses were conducted.

The results of the influence of affective, continuance and normative commitments on turnover intentions is presented in Table 12. The analysis showed that affective commitment has a negative significant influence on turnover intention ( $\beta = -.558$ ,  $t = -8.785$  and  $p = .000 < .05$ ). Both continuance commitment and normative commitment are not significance influence on turnover intention.

Generally interpretation of multiple linear regression showed that if affective commitment increase, it will make the turnover intentions to decrease. Moreover, among those three variable commitments, the affective commitment is the only variable has negative signifiacne on turnover intentions. R2 value is .399 which means 39.9% of the variance can significantly be explained by the independent variables.

**Table 12.** Regression Analysis between Turnover Intention and Organizational Commitment

Predictors	Turnover Intention		
	$\beta$	t	p

Affective Commitment	-.558	-8.785	.000
Continuance Commitment	-.016	-.319	.750
Normative Commitment	-.106	-1.565	.119
R2			.399
Adjusted R2			.392
F value			65.393

Whether the relationship between affective commitment and turnover intention would be moderated by dimensions of leader member exchange (affect, loyalty, contribution, professional respect) were tested by hierarchical regression analysis due to the only variable is affective commitment that has negative significance on turnover intentions. Owing to their non significant relation with turnover intention, continuance and normative commitments were not included in the analyses.

The variables which are significantly related in the multiple regression are entered to the hierarchical regression analysis with the factors of affect as moderator. The dependent variable and independent variables were measured in the first step of the regression analysis.

In the second step, moderator variable were entered. R square is simply the percentages of variance in the dependent variable explained by the collection of independent variable . In this case , the explained variance of first step is % 39 (adj. R<sup>2</sup> = .391 , F=97.170, P= 0.000 < 0.05). In the second step with the addition of moderator adjusted R square resulted increment and R<sup>2</sup> explained % 40 of the variance ( Adj. R<sup>2</sup>= .402, F=68.079, P= 0.000 < 0.05) and resulted in a negative significant contribution ( $\beta$ =-. 124,  $p$  < .05).

As a result of hierarchical regression analysis, it can be inferred that the negative relationship between affective commitment and turnover intention is moderated by affect.

**Table 13.** The Moderating Role of Affect

Indep. Variables	ANOVA					Coefficient		
	R <sup>2</sup>	Adj.R <sup>2</sup>	$\Delta R^2$	F	(p)	$\beta$	t	(p)
1.Step Affective com.	.396	.391	.396	97.170	.000	-.649	12.943	.000
Affect						.050	1.001	.318
2.Step Affective com.	.408	.402	.012	68.079	.000	-.612	11.475	.000
Affect						-.004	-,080	.142
Affective com*						-.124	-2.526	.012
Affect								
<b>Dependent Variable:</b>	<b>Turnover Intention</b>							

To find out whether professional respect moderates the relationship between affective commitment and turnover intentions were tested by hierarchical regression analysis.

The variables which are significantly related in the multiple regression are entered to the hierarchical regression analysis with the factors of professional respect as moderator. The dependent variable and independent variables were measured in the first step of the regression analysis.

In the second step, moderator variable were entered. R square is simply the percentages of variance in the dependent variable explained by the collection of independent variable . In this case , the explained variance of first step is % 39 (adj. R<sup>2</sup> = .393 , F=97.974, P= 0.000 < 0.05).

In the second step with the addition of moderator adjusted R square resulted increment and R<sup>2</sup> explained % 40 of the variance ( Adj. R<sup>2</sup>=.400, F=67.378, P= 0.000 < 0.05) and resulted in a negative significant contribution( $\beta$ = -.093  $p$  < .05).

As a result of hierarchical regression analysis, it can be inferred that the negative relationship between affective commitment and turnover intention is moderated by professional respect.

**Table 14.** The Moderating Role of Professional Respect

			ANOVA				Coefficient	
Indep. Variables	R <sup>2</sup>	Adj.R <sup>2</sup>	ΔR <sup>2</sup>	F	(p)	β	t	(p)
1.Step	.398	.393	.398	97.974	.000			
Affective com.						-.656	-13.238	.000
P.respect						.070	1.406	.161
2.Step	.406	.400	.008	67.378	.000			
Affective com.			-.640				-11.475	.000
P.respect			.048				-.080	.142
Affective com*								
P.respect			-.093				-2.031	.043
<b>Dependent Variable:</b> Turnover Intention								

Likewise, to find out wheather each of loyalty and contribution moderate the relationship between affective commitment and turnover intentions were tested by hierarchical regression analysis.

The variables which are significantly related in the multiple regression are entered to the hierarchical regression analysis with the factors of loyalty as moderator. In the second step with the addition of moderator, it was found loyalty could not contribute to the regression significantly. Similarly, the variables which are significantly related in the multiple regression are entered to the hierarchical regression analysis with the factors of contribution as moderator. In the second step with the addition of moderator, it was found contribution could not contribute to the regression significantly.

As a result of hierarchical regression analysis, it can be inferred that the negative relation between affective commitment and turnover intention is not moderated by each of loyalty and contribution dimensions.

## **CHAPTER 5**

### **CONCLUSION/DISCUSSION**

The aim of the present study was to examine the moderator effect of LMX on the negative relationship between organizational commitment and turnover intention. Before testing the moderator effect, we investigated whether dimensions of organizational commitment was negatively related to turnover intention. As a result of multiple regression analysis, only significant relationship was found between affective commitment and turnover intention. Previous research has shown the negative relation between affective commitment and turnover intention (Addae et al,2008; Ali and Baloch,2009; Ahmad and Omar, 2010). Affective commitment is significantly and strongly related to turnover intention than other components of organizational commitment (Jaros,1977; Young, 2006). Affective commitment is most effective component to predict turnover intention and it is important to foster affective commitment to reduce intention to quit (Young, 2006). Consistent with this, Guntur et al. (2012) conducted that affective commitment has a dominant negative significance on turnover intention as a result of their study. As it is indicated in the definition of affective commitment by Mowday et al. (1982) employees wish to remain in their organization and in process of time share same goals and values. Therefore they make a respectable effort

for company (Fu et al., 2009). Murphy and Li (2012) found that the positive relationship between SME and salespeople's affective commitment.

Beside this, Cope et al. (2011) indicated that the relationship between leader and members close and sincere in SMEs. Abdullah et al. (2007) conducted high organizational commitment in SMEs. Also they indicated the influence of job satisfaction on employees' organizational commitment. Manager plays an important role to gain commitment. Therefore employees behave and orientate considering his/her attitudes. Manager has significant impact on employees and their attachment (Saper et al., 1998; Murphy and Li, 2012). There is less conflict in SMEs due to diary mutual interaction between employees and supervisors. Employees can communicate easily with their supervisors and built up familial social relation. This situation reinforced relations between employees and supervisors, mutualization, mutual consideration and moral affiliation (Fashoyin et al., 2006). This atmosphere brings organizations an agreeable business climate that lead to higher level of job satisfaction. Effective supervisor and open communication improve employees' commitment and loyalty (Abdullah et al., 2007). It was found out that affective commitment is only significant relation with turnover in this study. Familial social relation, mutualization between leader and members can contribute to develop affective commitment in SMEs.

Our second research question was whether the relationship between affective commitment and turnover intention would be moderated by dimensions of leader member exchange (affect, loyalty, contribution, professional respect). These relationships were tested by hierarchical regression analysis. The results obtained revealed both affect and professional respect moderate affective commitment and turnover intention relationship. Schyns and Paul (2005)



conducted dimensions of LMX may positively related to affective commitment. They expect this relation according to emotional basis of dimension affect. Similarly they thought this relation between professional respect and affective commitment due to bond with leader. What is more, Eisenberger et al. (2010) indicated the positive relation between LMX and affective commitment and also LMX has positive main impact on affective commitment. As described that affect means mutual affection and mostly depends on interpersonal attraction (Dienesch and Liden, 1986; Liden and Maslyn, 1998). Leader and member improve friendship by being involved in an interaction with each other (Bridge and Baxter, 1992; Liden and Maslyn, 1998). SMEs make this intimate relationship with leader and with each others possible (Lans et al., 2008; Cope et al., 2011). Nevertheless, leaders have to get on well with others (Keyamuddin, 2012) and have to be emotionally intelligence (Schermerhorn et al., 2003; Keyamuddin, 2012) to solve problem and resolve conflicts in SMEs. As Liden and Maslyn (1998) stated that professional respect based on reputation which members and leader built inside or outside of the organization by excelling leader's line of work. Leader is a person who leads and motivate subordinates to achieve goals. To make this possible, s/he has to be efficient and well- equipped (Keyamuddin et al., 2012) due to uneducated employees in SMEs (Lans et al., 2008; Cope et al., 2011). Leaders have dominant role in SMEs (Macpherson, 2005; Cope et al., 2011). Owing to flat hierarchies that SMEs are characterized, SMEs leaders managed the business as informal and leaders have large span of control (Mintzberg, 1979; Matzler et al., 2008). Leaders roles are; determining what need to be done effectively, enabling to accomplish the shared objectives by individual and collective efforts (Yukl, 2003; Matzler et al., 2008). They must have knowledge about all department as the most well-informed person in organization. Above

findings indicate that interpersonal relationship and leader's role are substantially significant in SMEs. For these reason, these predictors are significant to moderate the affective commitment and turnover intention relationship and others predictors not.

The results obtained in consequence of hierarchical regression analysis revealed both loyalty and contribution could not contribute the regression significantly. Robin et al. (2010) indicated that several responsibilities that employees have and informal relationships in SMEs causes workload. As described contribution is activities that aimed at work for common goals (Dienesch and Liden, 1986; Liden and Maslyn, 1998). People's priorities show differences in terms of duties and manner of work ( Nickson, 2007). Workload density in SMEs could prevent this choice. This might be reason why contribution does not contribute to regression significantly. As described by Liden and Maslyn (1998) loyalty means both leader and members loyal and support each other. Sheean (2013) indicated that action learning, guidance, mentorship foster affective commitment in SMEs. The dimensions of loyalty is less affective to fulfil these role. This might be reason why loyalty does not contribute to regression significantly.

The findings about age showed that there is a significant differences between the age and affect . The level of affect of employee at the age of 40 or older than 40 is stronger than the age of 15-30. This partially means older people has strong effect than youngers. Age and other demographics have effect on manager –subordinate interaction and quality (Bauer and Green, 1996; Wayne et al.,1994; Maslyn and Uhl-Bien, 2005). Shea and Haasan (2006) stated that older employees have intellectual capabilities, social competence, strong principle and values. This shows accordance with qualities that leaders have. Older people make an effort for strong relationship and friendship (Sorkin and Rook .2006; Thomas

and Feldman, 2012). They have some willingness such as; feeling of belonging, recognition, reputation, consideration, impress over what happen to them (Shea and Haasan, 2006). These strengthen relationship and friendship.

There is a significant difference between the age and turnover intention. The level of turnover intention of employee at the age of 40 or older is stronger than the age of 30-40. In contrast with our finding, Porter and Steers (1972) conducted that older employees has lower turnover rate than younger and they show as reason for this adjustment problem of older employees and showing desire to remain for this reason. Older employees have more committed and they have positive relation with turnover intention by the reason of history with employing organization (Allen and Meyer, 1993; Suliman and Al-Juaibi, 2010). They feel more committed with working longer (Rabl and Triana, 2013). Although they are more committed, loyal and less likely leave the organization they have some troubles such as; orientating change, and dealing with problems. In contrast with younger employees, they are less creative, willing to train and flexible (Sargeant, 2006). This can cause age discrimination as Davidson and Fielden (2003) stated the discrimination against to older people and indicated the permanent problem is this. In addition to this, Gregory (2001) conducted about older employees that not to have capable to perform sufficient without considering actual physical or mental capabilities. This can effect their satisfaction adversely and increase older employees' turnover intention.

The findings about gender showed that there is a significant difference between personnel's gender and affect. The level of affect of men is higher than the women. As indicate above, SMEs create famiel social relation, close relationship and the chance of communicate with supervisor easily. Women give importance to friendships and relationships rather than individual success (Sastry, 2000). Men tended to

ask supervisor for help more than women whereas women choose to ask for help to member from family or friend outside of work as a result of two studies (Reed,1994; Van Der Pampe and Heus, 1993; Hopkins, 2005). They can find the opportunity to communicate easily and develop the relationship in SMEs due to characteristics of SMEs. This provides the environment that they tell their problems easily.

According to the results, there is a significant difference between position and affective commitment. So the affective commitment level of white collar employee is higher than blue collar employee. Porter and Steers (1972) indicated that white collar employees have more independence and they are in better position. They are independent in work environment and they can easily talk about their dispute about organization with leader. They are more educated, intelligent and more talented in negotiating demands (Singh, 2008). Sheean (2013) indicated the roles like conselling, guidance, mentoring that leaders have strenghten the level of affective commitment. Gimpelson and Lippoldt (2001) stated slow turnover for white-collar employees. They show the reason of this as difficulty of switching job and adjustment to change.

There is also a significant difference between position and turnover intention. So the turnover intention level of blue collar employee is higher than white collar employees. In contrast with white-collar employees, blue-collar employees are usually in low position and they have low opportunity for promotion (Ansperry,2003; Gibson and Papa, 2000; Lucas and Buzzanel, 2004) and compensated lower (Lucas and Buzzanel, 2004). Branham (2000) indicated that blue-collar employees tend to have higher turnover rate. Also Kim et al. (2004) conducted blue-collar employees have higher level of turnover rates.

There are some limitations of the present study that should be noted. First was timing of the data collection. Due to work load density of employees, collecting data took long time . Also some employees didn't have chance to participate due to this. Another limitation of this study is doubt of employees about privacy. Some employees conducted that leaders might find out their thought about their leaders and organizations through the questionnaire. Structure of SME was the reason of this limitations.

Our findings provides important guidelines for SME leaders. If they don't want to suffer due to loss of their qualified employees, they should focus on fostering LMX and organizational commitment. In addition to this, LMX and organizational commitment have a place in SME with regard structure of SME. Future research needs to adress this issue to understand which variables are important to prevent turnover intentions in SME. Future research should also examine how other variables should be effective to prevent employee's turnover intention in SME. Any study was found like this which examine relationship between study variables in SME in Turkey.

The findings of this study have considerable place in organizational behaviour practices associated with LMX and organizational commitment are notable important as a part of turnover intentions in SME. Organizations should settle down to strenght LMX and foster organizational commitment to prevent employee's turnover intentions.



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## **APPENDICES**

### **APPENDIX A**

Bu araştırma Çankaya Üniversitesi Sosyal Bilimler Enstitüsü, İşletme Yönetimi Bölümü, yüksek lisans programında yürütülmekte olan bir tez çalışması içerisinde yapılmaktadır. Sorular sadece veri toplamak için hazırlanmıştır. Katılımınız için teşekkür ederiz.

### **ANKET FORMU**

#### **BİRİNCİ BÖLÜM**

**YAŞINIZ:** .....

**CİNSİYETİNİZ:** ( ) KADIN ( ) ERKEK

**EGİTİM SEVİYENİZ:**

( ) İLKOKUL ( ) ORTAOKUL ( ) LİSE ( ) 2 YILLIK YÜKSEKOKUL  
( ) ÜNİVERSİTE ( ) YÜKSEK LİSANS ( ) DOKTORA

**KURUMUNUZ HANGİ ALANA FAALİYET  
GÖSTERMEKTEDİR?.....**

**KURUMDAKİ GÖREVİNİZ:.....**  
**KAÇ YILDIR BU KURUMDA ÇALIŞIYORSUNUZ?**

## İKİNCİ BÖLÜM

1 Hi katılmıyorum	2 Katılmıyorum	3 Biraz katılıyorum	4 Katılıyorum	5 Tamamen katılıyorum
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1. Meslek hayatımın kalan kısmını bu kuruluřta geirmek beni ok mutlu eder.	1	2	3	4	5
2. Kuruluřuma karřı gl bir aitiklik hissim yok	1	2	3	4	5
3. Bu kuruluřun benim iin ok kiřisel (zel) bir anlamı var.	1	2	3	4	5
4. Bu kuruluřun meselelerini gerekten de kendi meselelerim gibi hissediyorum.	1	2	3	4	5
5. Bu kuruluřa kendimi “duygusal olarak baėlı” hissetmiyorum	1	2	3	4	5
6. Buradaki iřimi kendi zel iřim gibi hissediyorum.	1	2	3	4	5
7. Kendimi kuruluřumda “ailenin bir parası” gibi hissetmiyorum.	1	2	3	4	5
8. Bu kuruluřun bir alıřanı olmanın gurur verici olduėunu dřnyorum.	1	2	3	4	5
9. Bu kuruluřun amalarını benimsiyorum.	1	2	3	4	5
10. řu anda kuruluřumda kalmak istek meselesi olduėu kadar mecburiyetten.	1	2	3	4	5
11. İstesem de, řu anda kuruluřumdan ayrılmak benim iin zor olurdu.	1	2	3	4	5
12. řu anda kuruluřumdan ayrılmak istediėime karar versem, hayatımın oėu alt st olur.	1	2	3	4	5
13. Yeni bir iřyerine aliřmak benim iin zor olurdu.	1	2	3	4	5

14. Başka bir işyerinin buradan daha iyi olacağının garantisini yok, burayı hiç almazsa biliyorum.	1	2	3	4	5
15. Bu işyerinden ayrılarak başka bir yerde sıfırdan başlamak istemezdim.	1	2	3	4	5
16. Bu kuruluştan ayrılanın az sayıdaki olumsuz sonuçlarından biri alternatif kıtlığı olurdu.	1	2	3	4	5
17. Bu kuruluşu bırakmayı düşünmeyeceğim kadar az seçeneğim olduğunu düşünüyorum.	1	2	3	4	5
18. Eğer bu kuruluşa kendimden bu kadar vermiş olmasaydım, başka yerde çalışmayı düşünebilirdim.	1	2	3	4	5
19. Zaman geçtikçe mevcut kuruluştan ayrılanın gittikçe zorlaştığını hissediyorum.	1	2	3	4	5
20. Daha iyi bir imkan çıkarsa, mevcut kuruluştan ayrılmamın ayıp olmadığını düşünüyorum.	1	2	3	4	5
21. Bu işyerinden ayrılarak burada kurduğum kişisel ilişkileri bozmam doğru olmaz.	1	2	3	4	5
22. Kuruluşa çok şey borçluyum.	1	2	3	4	5
23. Buradaki insanlara karşı yükümlülük hissettiğim için kuruluştan şu anda ayrılmazdım.	1	2	3	4	5
24. Biraz daha para için mevcut işyerimi değiştirmeyi ciddi olarak düşünmezdim.	1	2	3	4	5
25. Benim için avantajlı olsa da, kuruluştan şu anda ayrılanın doğru olmadığını hissediyorum.	1	2	3	4	5
26. Bu kuruluşa sadakat göstermenin görevim olduğunu düşünüyorum.	1	2	3	4	5
27. Kuruluşum maddi olarak zor durumda olsa bile, sonuna kadar kalırdım.	1	2	3	4	5
28. Bu kuruluşa gönül borcu hissediyorum.	1	2	3	4	5
29. Mevcut işverenimle kalmak için hiçbir manevi yükümlülük hissetmiyorum.	1	2	3	4	5
30. Bu kuruluş sayesinde ekmek parası kazanıyorum, karşılığında sadakat göstermeliyim.	1	2	3	4	5
31. Mevcut kuruluştan ayrılarak birlikte çalıştığım insanları yarı yolda bırakmak istemem.	1	2	3	4	5
32. Kuruluştan şimdi ayrılsam kendimi suçlu hissederim.	1	2	3	4	5
33. Bu kuruluş benim sadakatimi hak ediyor.	1	2	3	4	5

## ÜÇÜNCÜ BÖLÜM

1 Hiç katılmıyorum	2 Katılmıyorum	3 Biraz katılmıyorum	4 Kararsızım	5 Biraz Katılıyorum	6 Katılıyorum	7 Tamamen katılıyorum

1. Üstümü kiři olarak ok severim.	1	2	3	4	5	6	7
2. Üstüm her insanın arkadař olmayı isteyeceęi bir kiřidir.	1	2	3	4	5	6	7
3. Üstüm ile alıřmak zevklidir.	1	2	3	4	5	6	7
4. Yaptığım işler veya verdiğim kararlar söz konusu olursa, üstüm konuyu tam bilmele bile beni dięer üstüme karşı savunur.	1	2	3	4	5	6	7
5. İşyerinde, herhangi bir konuda dięerleri bana yüklenir veya zorlarsa üstüm beni onlara karşı savunur.	1	2	3	4	5	6	7
6. Eđer istemeden bir hata yaparsam, üstüm beni dięerlerine karşı beni savunur.	1	2	3	4	5	6	7
7. Üstüm için, görevimin dışındaki ekstra görevleri yapmaya hazırım.	1	2	3	4	5	6	7
8.Üstümün belirledięi hedeflere ulaşmak için, normalde benden beklenenden daha fazla aba göstermeye gönüllüyüm.	1	2	3	4	5	6	7
9. Üstüm için yapabileceğimin en fazlasını yapmaktan kaçınmam.	1	2	3	4	5	6	7
10.Üstümün iş konusundaki bilgisi bende hayranlık uyandırır.	1	2	3	4	5	6	7
11. Üstümün işine olan hakimiyetine ve iş bilgisine saygı duyarım.	1	2	3	4	5	6	7
12. Üstümün profesyonel yeteneklerini ok beęenirim.	1	2	3	4	5	6	7
13-Şu anki işimden sık sık ayrılmayı düşünüyorum.	1	2	3	4	5	6	7
14-Şu anki işimden ayrılmaya niyetliyim.	1	2	3	4	5	6	7
15-Yeni bir iş arıyorum.	1	2	3	4	5	6	7