Abstract

This paper analyzes the connection between normative commitment and turnover intentions of Turkish bank employees, in Ankara, Turkey. Research methodology was comprised from the quantitative research method utilizing one structured survey instrument consisting of 14 items (five for descriptive and nine for inferential statistics). A survey was carried out in a cross-sectional time-frame study manner and the study that involved 130 participants was performed within five different private banks’ employees in Ankara, Turkey. The normative commitment and intention to leave were first analyzed for reliability. A Pearson product-moment correlation was run to determine the relationship between all variables of interest and there was a strong, negative correlation between normative commitment and the intention to leave, which was statistically significant ($r = -0.323$, $n = 130$, $p < 0.000$). This quantitative research shows that there was a strong, negative and statistically significant relationship between turnover intentions and normative commitment. It is very important to increase the commitment level of employees and decrease turnover intention for companies’ future.

Keywords: Normative Commitment, Turnover Intentions, Private Banks.
I. INTRODUCTION

Labor is one of the most important resources of production. In the service sector, especially, in the banking sector, the human resources directly affect the service quality. To deliver high quality to customers is possible with the committed workers. On the other hand, hiring, retaining and training employees in the banks are one of the biggest challenges where labor turnover is very high.

Employees have their own aims and if they are not satisfied with their job, they have an inclination to quit their jobs (Saporna and Claveria, 2013). For managers, it is highly important to keep committed and well trained employees within the companies. That means that increasing organizational commitment and reducing turnover intentions are two important goals of the companies. Dedication of staff leads to two positive results on the basis of organization, the first one is that the customer service is greater for the interest of their organization, which appeals and attracts customers and the second one is the desire to continue, as it decreases turnover rate, and eventually decreases the expenditures allocated and devoted to hire and train new employees (Nguyen et al., 2014). On the other hand, the employee turnover has become a major problem for Turkish economy. According to a survey conducted by Turkey People Management Association (PERYÖN), out of every 100 employees, 32 employees were newly recruited and 21 percent of employees left their jobs in 2014 (i.e. maximum level of turnover in the last four years)(Peryon and Towers, 2015).

In this context, the main aim of the study was to investigate the relationship between the normative commitment and turnover intentions in five private Turkish banks in capital of Ankara. The banking industry was viewed as an ideal environment to test the commitment and turnover intentions’ relationship due to its highly competitive nature, high levels of customer contact and relatively long-term relationships with customers (Boshoff and Allen, 2000). It was hypothesized that the normative organizational commitment would negatively correlate to turnover intentions among employees in five private banks, in Ankara, Turkey.
II. LITERATURE REVIEW

2.1. Organizational Commitment

Researcher Whyte (1956) defined the organizational commitment and claimed that “white collar employees in large organizations live their lives dominated by the company life and their commitment. A man/woman of organization not only works for the organization, but he/she also commits himself/herself to the organization, and feels as if he/she belongs to it” (Doeschot, 2008).

Information, related to the rate of sentiments felt by the staff for their organizations, is provided by the level of the organizational dedication (Afsar, 2014).

There are two different perspectives that were proposed by the researchers. Mowday et al. (1982) stated two different descriptions specifying two approaches in their book. First approach is called the attitudinal commitment and second approach is called the behavioral commitment. They noted that: “Attitudinal commitment focuses on the process by which people come to think about their relationship with the organization. In many ways, it can be thought of, as a mindset, in which the individuals consider the extent to which their own values and goals are congruent with those of the organization.”

“Behavioral commitment, on the other hand, relates to the process by which the individuals become locked into a certain organization and how they deal with the problem.” It is potential for the behavioral results of dedication to affect the circumstances, which assist the steadiness or alteration of dedication, in the attitudinal approach (Meyer and Allen, 1991).

In the behavioral approach, the attitudes, which are the consequences of behavior, can be predicted to affect the behavior’s potential to occur again, in time (Meyer & Allen, 1991). Both, the attitudinal and behavioral approaches and the supplementary connection between them were combined by Meyer and Allen (1991). Moreover, Meyer and Allen (1991), in their article, include the idea of the organizational dedication, as a set of mind or a psychological state needing to be deduced to the conformity of values and expectations. So, as to carry on a membership in the organization, it is argued by Meyer and Allen (1991), is to reflect a desire, a requisite...
and/or a necessity. The authors listed above also stated three types of commitment in their article; affective commitment, continuance commitment and normative commitment.

They noted that:
- “The affective commitment reflects a desire to maintain membership in the organization that develops, largely, as the result of work experiences that create feelings of comfort and personnel competence.”
- “Continuance commitment – Meyer and Allen also stated that continuance commitment reflects a need to remain and result from recognition of various costs (e.g. existence of side bets, lack of alternatives) associated with leaving, etc.”
- “Normative commitment – The last type of commitment reflects an obligation to remain with the company resulting from the internationalization of a loyalty norm(s) and/or the receipt(s) of favors that require repayment.”

2.2. Turnover Intentions

If organizations are willing to keep their employees within the company, they need to diminish employees’ turnover (Doeschot, 2008). Turnover can be voluntarily or in voluntarily An example for the voluntary turnover displays a personnel’s opinion on departing from an organization, although an example of involuntary turnover, or a release presents a personnel’s opinion on ending the employment relationship (Doeschot, 2008). Some researchers (Shaw, et al., 1998) assumed that the reduction, enterprises and anticipations of staff were in coherence with voluntary turnover. It was also assumed by Shaw et.al (1998) that employers could acquire information to use for the basis of their discharges, through better auditing, however, the expected effect did not materialize. Henceforth, staff’s turnover has a disadvantageous impact on the job performance and eventually on the organizational productivity (Boshoff and Allen, 2000).

2.3. Organizational Commitment and Turnover intention link

According to the recent studies the organizational commitment has the important effect on employees’ turnover intentions. Guntur, Haerani and Hasan (2012) showed, in their research, that normative commitments have a simultaneously negative and significant effect
on turnover intentions of the nurses at private hospitals in Makassar, Indonesia. In addition, Khatri, Fern and Budhwar (2001) found that the organizational commitment was negatively associated with turnover intentions. Another study about the commitment and turnover was proposed by Cohen (1993) and he stated that the strong commitment and turnover intentions relationship depends on different variables, like, age, career stage etc.

With their article Park, Christie and Sype (2014) stated that the significant outcome of the organizational commitment (OC) was pointed out as the negativity of the nature of correlation between OC and staff who intends to resign from the organization. The model, based on the turnover intentions, actually, resolutely advocates their Hypothesis no. 6 (i.e. Employees who are dedicated to the organization have the smallest tendency to resign from the organization and it can be inferred that a contrary relationship between OC and staff who intends to resign from the organization is likely to come out) (Park et.al., 2014).

This study assessed whether the normative commitment to the organization was affected by turnover intentions of employees at five private banks, in Ankara, Turkey.

Considering the previous research results, the hypotheses of this research are:

H0: Normative commitment has significantly significant effect on intention to leave the organization; and
H1: Normative commitment has no statistically significant effect on intentions to leave the organization.

III. METHODOLOGY, DATA ANALYSIS AND RESULTS

3.1. General Approach

The data for the study were gathered from 130 employees in five private banks in Ankara, Turkey. The employees from the following five private banks were surveyed: Garanti Bank, Halk Bank, Ing Bank, Seker Bank and Ziraat Bank. Data were collected through personally administered questionnaires at banks. The participants were informed about study and asked to answer descriptive and inferential statistics
questions utilizing structured Quantitative Survey Instrument with 5-points Likert’s scale. The study was carried out in summer of 2015, in a cross-sectional time frame manner.

Normative commitment scale questions were collected from Allen, Meyer and Smith’s study (1993) and turnover intention questions were collected from the study of Boshoff and Allen (2000).

3.2. Examples of Normative Commitment Scale

I do not feel any obligation to remain with my current employer. (R);
1. Even if it were to my advantage, I do not feel it would be right to leave my organization now;
2. I would feel guilty if I left my organization now;
3. This organization deserves my loyalty;
4. I would not leave my organization right now because I have a sense of obligation to the people in it;
5. I owe a great deal to my organization;

3.3. Intention to leave

1. I often think about resigning;
2. It would not take much to make me resign from the bank; and
3. I will probably be looking for another job soon;

* Please note (R) denotes reverse coded research question.

3.4. Results

The total of 130 respondents (e.g. 50 males; 80 females), from five private Turkish banks were surveyed in regards to their normative commitment to their organizations and intention to leave (employee turnover). Majority of respondents had a bachelor’s degree (i.e. 98 respondents or 75.4 percent). Majority of respondents were between 26 and 35 years of age (i.e. 77 respondents or 59.2 percent). Most respondents (i.e. 31 respondents or 23.8 percent) worked in the position of the cashier, while most of them had been with the organization less than five years (i.e. 61 respondents or 46.9 percent). Exploring the answers to normative commitment scale questions, we can see that respondents meander within neutral range of answers (as measured on 5-pt. Likert’s scale). What we can see from Table
1, (below), is notable disagreement with statements 1 and 2 (where mode equals 2, in both cases), indicating that despite the fact that mean values are close to neutral, the most respondents would not feel any guilt if they left the organization at this moment.

Table 1: Normative Commitment Scale Statistics

<table>
<thead>
<tr>
<th>Normative Commitment</th>
<th>Mean</th>
<th>Median</th>
<th>Mode</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Even if it were to my advantage, I do not feel it would be right to leave my organization now</td>
<td>2.78</td>
<td>3.00</td>
<td>2</td>
</tr>
<tr>
<td>2. I would feel guilty if I left my organization now</td>
<td>2.54</td>
<td>2.00</td>
<td>2</td>
</tr>
<tr>
<td>3. This organization deserves my loyalty</td>
<td>3.29</td>
<td>3.00</td>
<td>3</td>
</tr>
<tr>
<td>4. I would not leave my organization right now because I have a sense of obligation to the people in it</td>
<td>3.35</td>
<td>4.00</td>
<td>4</td>
</tr>
<tr>
<td>5. I owe a great deal to my organization</td>
<td>2.98</td>
<td>3.00</td>
<td>3</td>
</tr>
</tbody>
</table>

The answers to “intention to leave” scale questions indicate that most respondents are firmly within neutral spectrum. Interestingly, the respondents seemed mostly disinterested in looking for another job (see Table 2, below, item number 4, mode equals 2).

Table 2: “Intention to Leave” Scale Statistics

<table>
<thead>
<tr>
<th>Intention to leave</th>
<th>Mean</th>
<th>Median</th>
<th>Mode</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I often think about resigning</td>
<td>2.82</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>2. It would not take much to make me resign from the bank</td>
<td>3.11</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3. I will probably be looking for another job soon</td>
<td>2.92</td>
<td>3</td>
<td>2</td>
</tr>
</tbody>
</table>

In order to assess the validity of the null hypothesis, the normative commitment and intention to leave were first analyzed for reliability. Normative commitment and intention to leave (with Cronbach’s Alpha factors of 0.623 and 0.649 respectively, were deemed acceptable (Kline, 1999; Cortina, 1993). In order to conduct the parametric testing, index variables (“normative commitment scale” and “intention to leave scale”) were constructed. The data showed no violation of normality, linearity or homoscedasticity.

Differences between groups’ on intention to leave the organization were explored. Results (see Table 3, above) indicate conventionally significant (i.e. 1 percent significance level) differences in intention to leave, in the age groups and the length of stay with the organization. Examination of Post-Hoc diagnostics (e.g. Fisher LSD) reveals that intention to leave is pronounced in the following groups.
of respondents (in relation to other groups): branch managers; with the organization for 6-10 years; below 35 years of age.

<table>
<thead>
<tr>
<th>Table 3: Group differences</th>
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<tbody>
<tr>
<td>Test statistic value (F or t)</td>
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<tr>
<td>-------------------------------</td>
</tr>
<tr>
<td>Organizational position (F, ANOVA)</td>
</tr>
<tr>
<td>Education (F, ANOVA)</td>
</tr>
<tr>
<td>Years with organization (F, ANOVA)</td>
</tr>
<tr>
<td>Age (F, ANOVA)</td>
</tr>
<tr>
<td>Gender (t, t-test)</td>
</tr>
</tbody>
</table>

*Significant at 1% level **Significant at 10% level

A Pearson product-moment correlation was run to determine the relationship between all variables of interest: variables included in the primary research hypothesis, and variables for which the correlation was statistically significant on a conventional level. There was a strong, negative correlation between normative commitment and the intention to leave, which was statistically significant (r = -0.323, n = 130, p < 0.000). The strong negative correlation between age of respondents and intention to leave was also statistically significant (r = -0.287, n = 130, p <0.001), as well as the years of service and intention to leave (r = -0.266, n = 130, p <0.002).

Thus, a multiple regression was run to predict intention to leave from normative commitment, age, and length of service with the organization. These variables statistically significantly predicted the intention to leave, F (3,126) = 7.711, p <0.000, R2 =0.155. Two variables (normative commitment and age of respondents) added statistically significantly to the prediction, in other words to varying degrees (i.e. normative commitment p <0.05; age of respondents’ p<0.10). Yet, at this point we were interested to see if the normative commitment, alone, could serve as a valid predictor of intention to leave when demographic characteristics of respondents were not controlled for in the regression model. Thus, a simple linear regression was calculated to predict intention to leave based on the observed normative commitment of respondents. A significant regression equation was found F (1,128) = 14.885, p < 0.000, with an R2 of 0.104 (R= 0.323).
IV. CONCLUSION

Analysis indicates that the normative commitment serves well as a predictor of the intention to leave the organization. The relationship between these variables is strong, negative and statistically significant. The regression model estimates confirm the validity of the null hypothesis, thus, we conclude that the normative commitment has a statistically significant effect on private Turkish banks’ employees intentions to leave their organization. It is important to note that the greater the levels of normative commitment exhibited by the employees, their intentions to leave the organization, correspondingly tend to diminish. Conversely, the smaller the level of normative commitment, intentions to leave the organization grows stronger.

It is a must for the banking sector to realize that the aforementioned factors needed to be assessed, since the employees’ dedication levels are based on these factors and thus, their influence on the organization, as well as the necessary actions, in order to raise the dedication levels, are inseparable parts of that assessment. It is speculated, as a result of the research conducted on the subject of organizational behavior that employees who are dedicated to their jobs have the tendency to be more hardworking with more gratification towards their jobs and to be less likely to quit their work, in comparison to the ones who exemplify lower dedication.

REFERENCES


Doeschot, C. (2008). “Enlarging Commitment, it sounds easy...but it takes a lot of


