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GRADUATE OF SOCIAL SCIENCES
FACULTY OF ECONOMIC AND ADMINISTRATIVE SCIENCES

MASTER THESIS

**THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT
AND TURNOVER INTENTION: THE EFFECTS OF PRIVATIZATION
PROCESS**

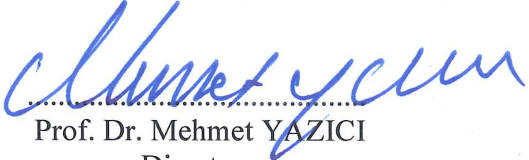
AYBÜKE DOĞRU TUMBA

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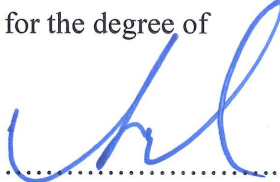
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Submitted by: **Aybüke DOĞRU TUMBA**

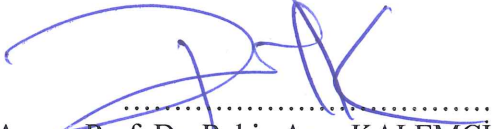
Approval of the Graduate School of Social Sciences, Çankaya University


Prof. Dr. Mehmet YAZICI
Director

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


Assoc. Prof. Dr. Ayşegül TAŞ
Head of Department

This is to certify that we have read this thesis and that in our opinion it is fully adequate, in scope and quality, as a thesis for the degree of Master of Science.


Assoc. Prof. Dr. Rabia Arzu KALEMCI
Supervisor

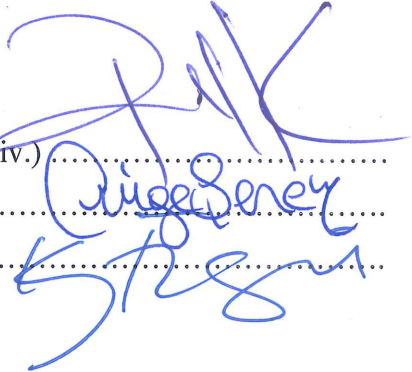
Examination Date:

Examining Committee Members:

Assoc.Prof. Dr. Rabia Arzu KALEMCI (Çankaya Univ.)

Assoc.Prof. Dr. İrge ŞENER (Çankaya Univ.)

Prof.Dr. İpek KALEMCI TÜZÜN (Başkent Univ.)



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Name, Last Name: Aybika DOGRU TUMBAL

Signature: 

Date: 08.10.2019

ABSTRACT

THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND TURNOVER INTENTION: THE EFFECTS OF PRIVATIZATION PROCESS

AYBÜKE DOĞRU TUMBA

MBA, Department of Business Administration

Supervisor: Assoc. Prof. Dr. Rabia Arzu Kalemci

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In this study, the relationship between organizational commitment and turnover intention was examined. The aim of the study is examining the relationship between organizational commitment and turnover intention and, investigating the moderator effect of privatization on this relationship. A survey is conducted to the 149 employees working in telecommunication sector in Turk Telekom. According to the results, while there are significant relationships between organizational commitment and turnover intention, there is no significant effect of the privatization on the relationship between organizational commitment and turnover intention. It is hoped that the results of the research will be benefited by the managers of the institution and the researchers working in this field.

Keywords: Organizational Commitment, Turnover Intention, Privatization

ÖZET

ÖRGÜTSEL BAĞLILIK VE İŞTEN AYRILMA NİYETİ ARASINDAKİ İLİŞKİ: ÖZELLEŞTİRME SÜRECİNİN ETKİLERİ

AYBÜKE DOĞRU TUMBA

Yüksek Lisans, İşletme Bölümü

Tez Yöneticisi: Doc. Dr. Rabia Arzu Kalemci

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Bu çalışmada örgütsel bağlılık ile işten ayrılma niyeti arasındaki ilişki incelenmiştir. Çalışmanın amacı, örgütsel bağlılık ve işten ayrılma niyeti arasındaki ilişkiyi incelemek ve özelleştirmenin bu ilişki üzerindeki düzenleyici (moderator) etkisini araştırmaktır. Bu maksatlar telekomünikasyon sektöründe, Türk Telekom'da çalışan 149 çalışana anket uygulanmıştır. Elde edilen sonuçlara göre, örgütsel bağlılık ile işten ayrılma niyeti arasında anlamlı bir ilişki olduğu görülürken, örgütsel bağlılık ile işten ayrılma niyeti arasındaki ilişkide özelleştirmenin anlamlı bir etkisinin bulunmadığı görülmüştür. Araştırma sonuçlarının kurum yöneticileri ve bu alanda çalışan araştırmacılara yararlı olacağı ümit edilmektedir.

Anahtar Kelimeler: Örgütsel Bağlılık, İşten Ayrılma Niyeti, Özelleştirme

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CHAPTER ONE

INTRODUCTION

Many studies are carried out in order to keep the productivity of the employees at the highest level. These include frequently studied topics such as motivation or leadership theories, but in some studies topics such as performance management are chosen. However, it is thought that it would be more meaningful to have high commitment to the organization and low turnover intention before increasing the productivity of the employees. Research show that policies and political components of performance evaluation cause quitting both physically and psychologically and increases the intention of turnover (Lepak, 2002). There are always financially inconclusive consequences of dismissing an employee. Once the employee leaves the job, it will take some time to fill in and this will return to the business as a plus cost. In addition, the high turnover rate may cause other employees to work below a certain concentration level. Turnover Intention has two types which are voluntarily and involuntarily. Voluntary turnover means employee's decision to leave the organization, in other words it means quitting. However, involuntary turnover is employer's decision to discharge (Shaw, 1998).

Organizational Commitment is a concept that includes loyalty and identification in person's relationship with organization (Meyer, 1984). This subject, which started to be studied in the 1950s, attracted more and more attention in the literature and led to the study of the subject within the framework of different variables. Employee's selection, education and having the goods in modernity are not enough for the employee to do his job better in terms of quality and quantity. The essential point for doing the job better is the motivation. Organization must consider and satisfy employees' requests, expectations and needs. By providing these needs, employees will show better and effective performance (Uygur, 2007). Strong organizational commitment results in less intention of leaving, absenteeism etc. (Fieldman & Moore, 1982). Organizational Commitment is more essential in recent years in terms of the relationship between performance level and turnover intention of employees. There is more effort to strengthen organizational commitment (Bakan, 2011). Because, it causes positive results not only about employee and organization, but also about working groups and society. The organizations that have less

committed employees operate their businesses in lower performance level. On the other hand, the organizations that have more committed employees operate businesses in higher performance level. There are three simultaneous mindsets (Örücü & Kışlalıoğlu, 2014) which are Affective (Emotional), Normative and Continuance Commitment. Emotional (affective) commitment appears because employee wants, continuance commitment appears because personal interests require to be committed and normative commitment is because of moral justifications.

In 1980s, expanding private sectors has risen rapidly. It was a move to the liberalism and the market. Many countries preferred to privatize public firms. By privatization, it is meant a combination of two changes undertaken by a reformer. The first one is referred to corporatization that means handover of control from government to managers. Than the second change is the reduction of the cash flow ownership by the Treasury and the increase of cash flow ownership of managers and outside shareholders (Boycko, 1996). The privatization methods are sale, lease, grant of operational rights, establishment of property rights other than ownership and profit-sharing model and other legal dispositions depending on the nature of the business. Some of first examples of privatized countries are Latin American countries. Many countries like Mexico, Cuba, Venezuela, Peru and Argentina implemented block sale method and then initial offering. New Zealand and Australia are among the first examples that completed privatization, too. Privatization is a symbol of both economic and political reforms in developed and developing countries. Almost in all countries, there are privatization and deregulation programs. One of the most leading sectors is telecommunication. Telecommunication sector is restructuring to respond to needs of worldwide economy. Turkey joint to world economy with privatizing Turk Telekom in 2005. The program had been proceeded by Valuation and Tender Commission that the members were from Privatization Administration, Under secretariat of Treasury and Ministry of Transportation. ¹

In this study, the relationship between organizational commitment and turnover intention was examined. Within the scope of the research, the moderator effect of privatization on the relationship between the two previous variables was also investigated. While the turnover intention as the dependent variable used in the

¹ http://www.oib.gov.tr/program/turkiyede_ozellestirme.htm

study, three sub-dimensions of organizational commitment, affective (emotional), normative and continuance commitment, were used as independent variable. A survey is conducted to the employees working in Turk Telekom. According to the survey results, Correlation, regression and variance analysis used to assess the relationships. According to the results, there are significant relationships for the demographic characteristics both on organizational commitment and turnover intention. Also, there is significant relationship between organizational commitment and turnover intention. But no significant relationship found for the effect of privatization on turnover intention and, moderation effect of privatization on the relationship between organizational commitment and turnover intention.

After the introduction, the second part of the research is followed by the literature review. In this section, after addressing the theory of social exchange, turnover intention, organizational commitment and privatization, information about the institution examined within the scope of this research is also included. In the third part of the study, there is information on research design. In this section, the research model, as well as research questions, data analysis and results are also included. Finally, the last, fourth chapter include the discussion of the research findings and the results.

It is hoped that the results of the research will be benefited by the managers of the institution and the researchers working in this field.

CHAPTER TWO

LITERATURE REVIEW

The chapter reviews the literature which is related to the study variables with the aim of outlining the theoretical and conceptual scope. Afterwards, the relationship between the variables will be described. For this purpose, first, the exchanges of employees with the organization within the framework of the theory of social exchange will be briefly mentioned. Furthermore, the concepts of turnover intention with the organizational commitment will be discussed. Then the issue of privatization will be addressed and ultimately the privatization process of the institution examined within the scope of the study will be discussed.

2.1 Social Exchange Theory

Social exchange theory is a model for understanding the society as interactions between people. In this perspective, our interactions are determined by rewards or punishments that we expect to receive from others even consciously or unconsciously². Rewards could be formed as money, gift, nodding, patting on the back. On the other hand, punishment could be beating, public humiliation, raised eyebrows, scowling, etc. According to Homans, Social exchange theory is the exchange of activity that is tangible or intangible, and more or less rewarding or costly, between at least two people (Homans, 1961). As an intangible activity, having a conversation with a friend costs you time and energy, however it can be balanced with rewards like confirmation of your value or development of a relationship. Gouldner (1960) defined social exchange theory that is related to reciprocity. When one's own outcomes is targeted to maximize, individuals tend to be in helping behavior to generate feelings of reciprocity (Gouldner, 1960). If there is shared values and norms between the organization and employees, they engage to each other and show reciprocal reactions (Wang & Hwang, 2012). Blau defined it as actions that are voluntary and be motivated by rewards (Blau, 1964). Emerson (1976) claims that social exchange theory is all about interactions that are formed by obligations. In a wide perspective, it is associated with value in sociology, benefit in economy, strengthening in psychology and reward in social psychology (Emerson, 1976).

² <https://www.thoughtco.com/social-exchange-theory-3026634>

Searle (2000) defined the fundamental principles of social exchange theory by using sociology and psychology: (1) Individuals behave in the expectation of rewards. (2) Relationships continue in time if rewards continue to improve when they are valued. (3) Individuals' relationship continues when one of them responds and the reward seems fair. (4) Costs of relationship don't exceed benefits. (5) Probability of having the expected reward is high (Searle, 2000).

According to the social exchange theory, employees shall continue to do their jobs due to necessities on the one hand, while on the other hand, within the framework of this theory, the degree of the employees' commitment to the organization may affect their work. Here we can talk about a relational link between the organization and the employee. Thanks to the strength of this bond, the employee can work more connectedly or remain in the organization, that can be said, organizational commitment. Or, because the bond is weakened for a variety of reasons, employees may begin to have the intention to quit, that is turnover intention.

2.2. Turnover Intention

Efficiency of employee selection and recruitment function has an opposite relationship between employee's turnover intention. Especially, challenging salary and training activities reduce the intention of turnover (Shaw J.D., 1998). According to Werner, training is the crucial variable to decrease turnover rate and provide employment continuity (Werner, 2000). McEvoy and Cascio (1985) also argued that job enrichment and realistic job previews have a strong effect on reducing turnover. Research show that policies and political components of performance evaluation cause quitting both physically and psychologically and increases the intention of turnover. However, by being capable of predicting the employee reduction with the help of effective human resource management implications, the rates of intention to quit will decrease (Lepak D.P, 2002). According to Guthrie, human resource practices has an impact on turnover and the relationship between retention and productivity is positive when firms implement high involvement Human resource practices, but it turns out to negative when they do not (Guthrie, 2001).

According to some researchers, negative effects and costs of an employee's quitting mean both the loss of qualified workforce and the cost of a new employee's recruitment, training and adaptation (Baysal, 1984; Niedermann, 2003; Günlük,

2013). Additionally, an employee's quitting causes damage to the harmony among others, loss of the connection and social interaction and demoralization. More important than those, organization loses competitive advantage as a result of drawing information of quitting employee (Zawacki, 1993)

In the beginning of the 20th century, the factors that influence employees' turnover were only economic such as salary, common training, labor market structure and job opportunities. Turnover Intention has two types which are voluntarily and involuntarily. Voluntary turnover means employee's decision to leave the organization, in other words it means quitting. Its major factors are attractiveness of the current job and possibility for an alternative (Shaw J.D., 1998). Some economics researchers claim that investment like pay and benefits in human capital of an organization makes a reduction on voluntary turnover (Osterman, 1987). However, involuntary turnover is employer's decision to discharge. Even though retirement, death and etc. are related to involuntary turnover, they are unintentional and out of control. "Where the exchange is less favorable to the employee than to the employer, the employee is most likely to leave the firm as soon as alternative employment options are available" (Tsui, 1997). There are some effects of turnover intention such as direct and indirect effects. The direct effects are as recruitment, replacement, selection and temporary staff. On the other hand, the indirect effects are like cost of learning, pressure on remaining staff and morale (Dess & Shaw, 2001).

There are turnover stages that William Mobley defined as Employee Turnover Model which contains 11 stages (Mobley, 1977:238). These stages are stated below.

- a) Evaluation of Existing Job
- b) Experienced Job Dissatisfaction
- c) Thinking of Quitting
- d) Evaluation of Expected Utility of Search
- e) Intention of Search for Alternatives
- f) Search for Alternatives
- g) Evaluation of Alternatives
- h) Comparison of Alternatives
- i) Comparison of Alternatives with Present Job

j) Intention to Stay/Quit

k) Stay/Quit

This model analyzes the following linkages: Age and tenure effects both job satisfaction and perceived alternative job opportunities; job satisfaction effects thinking about quitting, then intention to search for alternatives, then intention to quit, in the last step it leads to turnover (Michaels C.E., 1982). The study shows that perceived job alternative is a direct effect of intention of quitting, rather than a moderator factor of the relationship between intention and actual quitting.

2.3. Organizational Commitment

Organizational Commitment is a concept that includes loyalty and identification in person's relationship with organization (Meyer J.P., 1984). Porter emphasized that organizational commitment means a long-term relationship between employee and organization, it improves stage by stage, so it doesn't mean instantaneous and changeable process like satisfaction (Porter, 1974). Furthermore, Özdevecioğlu defines organizational commitment as adopting organization's goals and values, striving to be a part of organization and feeling as a strong member of family (Özdevecioğlu, 2003). So that commitment connects human resources activities to organizational performance efficiency and provides a feedback to human resources experts. McDonald and Makin defined organizational commitment as a psychological agreement between employee and the organization (McDonald, 2000). An attitudinal perspective defined as "a psychological state which both characterizes the employee's relationship with the organization and has implications for the decision to stay as member in the organization" (Meyer & Allen, 1997:11). Behavioral approach identifies with employees' choices to stay or not. As an example, an employee that prefers to work in another organization has to give up medical care, seniority rights, and advantages of corporate relationships. In this approach, organizational commitment means willing to stay and work in the organization even if there are alternative jobs (Deconinck J.B., 1994:214).

The concept of Organizational Commitment has started to be defined in 1956 by William Whyte and brought out 'Organization Men' definition to the literature (Rousseau, 1995). Whyte criticized American society and American business and said that businesses encouraged men to become "Organization Men" who simply

tried to follow bureaucratic procedures and to act like all the other men in the firm. Businesses did not encourage creativity and individuality and men did not try to be creative or individualistic (Whyte, 1956). He made some interviews with employees to understand their working environment, motivation, and opinions in relation to the corporate world. He found out that those employees did not only work for the company but also fully committed to it out of their personal interests. Furthermore, the organization man organized social groups consist of colleagues to create belongingness for the members. Individualism did not appeal to them, and these social groups were seen to be the centers of knowledge and creativity.

Employee's selection, education and having the goods in modernity are not sufficient for the employee to do his job better in terms of quality and quantity. The essential point for doing the job better is the motivation. Organization has to consider and satisfy employees' requests, expectations and needs. If organization could succeed, it could be effective on employees' spirit, motivation and job satisfaction. Therefore, employees will be strongly committed to organization and performances will increase rapidly. Employees' requests, expectations and needs are both material (salary, incentive pay, etc.) and nonmaterial (promotion, educational opportunities, etc.). By providing these needs, employees will show better and effective performance (Uygur, 2007). The most accepted definition of Organizational Commitment is made by Mowday, Steers and Porter as 'a power that reflects the tie of an individual to the organization' (Mowday R.T., 1979). Strong organizational commitment results in less intention of leaving, absenteeism etc. Employees which have strong commitment to organization have some characteristics (Fieldman & Moore, 1982:2). They need less inspection and discipline rules. They have higher performance than weakly committed employees. Their reliability and loyalty come out in any crisis conditions.

Organizational Commitment is more essential in recent years in terms of the relationship between performance level and turnover intention of employees. There is more effort to strengthen organizational commitment. Because, it causes positive results not only about employee and organization, but also about working groups and society. The organizations that have less committed employees operate their businesses in lower performance level. On the other hand, the organizations that have more committed employees operate businesses in higher performance level (Bakan,

2011). Higher organizational commitment in terms of employees provides more effort for the success of the organization, helps to work devotedly and causes better organizational gains (Dikmen, 2012). Besides, higher commitment reduces turnover intention and absenteeism, so the operation continues without disruption (Bakan, 2011).

There are three simultaneous mindsets which are Affective, Normative and Continuance Commitment. Allen and Meyer defined the committed employee as ‘an employee that supports its company through fair and foul, works regularly and devotedly, shares the same vision and goals’ by this 3-dimensional approach (Meyer & Allen, 1997).

2.3.1. Affective Commitment

This type of commitment is also known as Emotional Commitment. It is founded on emotions that the employee develops with the organization principally via positive work experience. Kanter (1968) defined it as an individual’s emotional relationship with a group (Çakar, 2005). It is related to perceptions of employee on organizational rewards, as manager support, high earnings and opportunity to promote (Eisenberger, 1990; Ameli, 2001). Hall indicated that it is a process that both individual’s and organization’s purposes ‘objectives become integrated and harmonized in time (Hall, 1970). The most popular and clear definition made by Mowday, Steers and Porter (1982). According to them, emotional commitment is about accepting purposes and values of the organization, striving for the organization and willing to stay as a member of the organization. With all of these, it is the power of unifying himself with the organization and intention to stay (Mowday R.T., 1979). Meyer and Allen defined affective commitment as ‘if an employee has a strong emotional commitment, he keeps working willingly’ (Meyer J. &, 1990). Employee who is high committed to the organization keeps working in the organization not because he needs to, but because he wants to.

This dimension has twice times longer life-span than the other two dimensions. It grows with positive work experiences such as job satisfaction and organizational equity. It relates to high level organizational citizenship and low-level absenteeism and tardiness. On the other hand, determinants of emotional commitment are personality, job characteristics, work experience and structural

features. Work experience causes qualification on duties with satisfying employees psychological needs and job satisfaction as well (Mowday R.T., 1979).

Meyer and Allen (1993) defined 11 factors that affect employee's emotional commitment as (1) having tough and glowing tasks, (2) clearly specified expectations of the organization, (3) informing employee about the purposes of his doing, (4) requiring employees to accomplish the necessities, (5) being considered on task ideas from managers, (6) harmonization among employees, (7) trusting the organization about its promises, (8) equalization among employees, (9) letting employees know about their values and importance of their working in the organization, (10) giving feedback to employees about their performances and (11) letting employees to participate in decisions to be taken about workload and performance (Meyer & Allen, 1993).

2.3.2. Continuance Commitment

Continuance commitment is a combination of both advantage of continuing to organization and disadvantage of turnover intention (Kanter, 1968). It is founded on both economic and social costs. An employee keeps working because of his needs. It is related to costs of leaving the organization. Employee makes his decision according to financial costs, disadvantages or negativities and advantages of staying. On the other hand, determinants of continuance commitment are employees' amount of investment and lack of perceived alternatives. For example, employee's time and energy that he spent to improve his job skills increase perceived quitting costs because it is hard to decide whether being transferred or not, and lack of alternatives. That's why employee believes there is no alternative and his continuance commitment to current job becomes stronger (Meyer, 1990; Meyer, 1991).

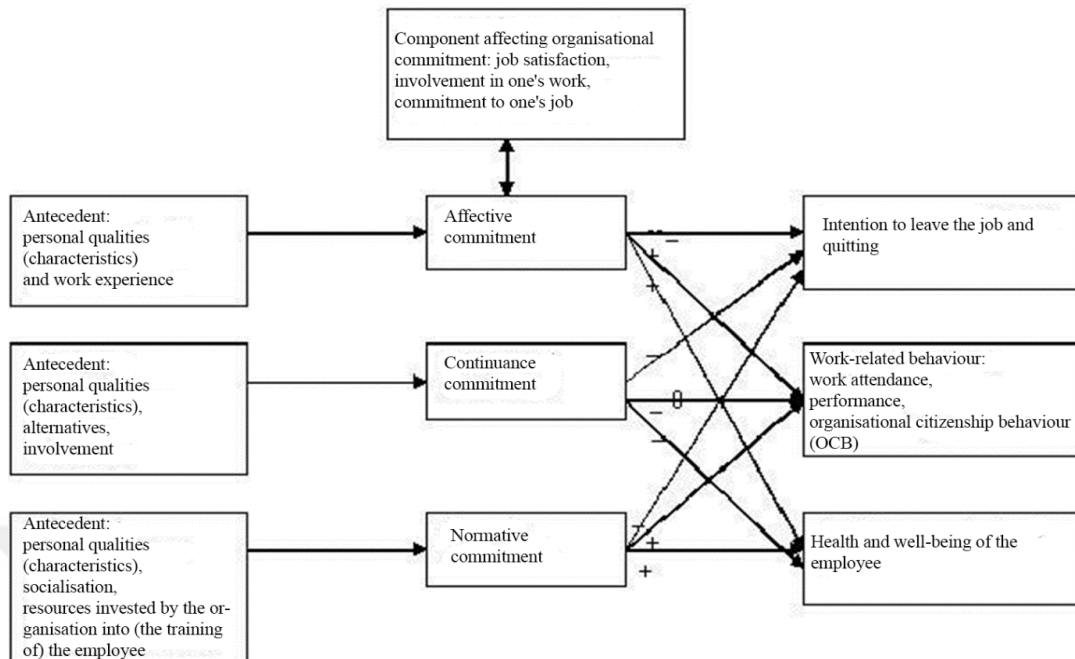
There are 6 factors Allen and Meyer (1993) defined that affect employee's continuance commitment individually and organizationally as (1) anxiety of losing abilities and skills gained in the current organization, (2) thought of not being able to take advantage of trainings that he received in the organization, (3) unwillingness to move in another city when it is needed, (4) thought of spending almost all his time and effort in the current organization, (5) anxiety of losing his severance pay when he quits and (6) anxiety of not able to find a better or equivalent alternative.

2.3.3. Normative Commitment

Wiener (1982) defined normative commitment as a concept of accepted pressures to meet both organizational purposes and interests (Wiener, 1982). It is founded on perceived obligation towards the organization. It differs from two other approaches. It mainly means that employee perceives his commitment to the organization as a duty. Therefore, it is kind of an obligatory commitment. Employee has a great task awareness and its obligations. It results in intention to stay somehow mandatorily (Meyer, 1990). On the other hand, normative commitment has two determinants. The first one is employee's organizational socialization experiences both concerning his past and his existence in the organization (Meyer, 1991). The second is organization's spending on employee's training and his future. Employee may feel loyalty because of the organization's spending on himself (Meyer, 1990). The essential difference between normative and continuance commitment is that employee's intention to stay is not because of material gains.

As a summary of all, emotional (affective) commitment appears because employee wants, continuance commitment appears because personal interests require to be committed and normative commitment is because of moral justifications. (Wasti, 2002) However, these three forms are not separable from each other. They create organizational commitment all together. So, employees get different experience from those three psychological cases (Meyer, 1991; Meyer, 1997).

Figure 1 - Antecedents and Sub Scales of Organizational Commitment.



Source: (Meyer, Stanley, Herscovitch & Topolnytsky, 2002:22)

When we examine the Figure 1 above (Meyer, Stanley, Herscovitch & Topolnytsky, 2002) in the center, there are the types of organizational commitment. On the left side, we see the variables that effect the progress of emotional, continuance and normative commitment. Then in the right side, there are the results of organizational commitment.

According to Meyer And Allen’s (1993) comprehensive research, emotional commitment grows with positive work experiences and it increases work performance, continuance commitment grows as a result of seniority and lack of alternatives however it doesn’t affect work efficiency. Normative commitment as the less searched type of commitment, it is related to employee’s personal loyalty norms.

2.4. Organizational Commitment and Turnover Intention

It is admitted that there is a significant relationship between organizational commitment and turnover intention. This relationship has a negative effect. If an employee’s values are coherent to his organization, it means willingness to stay in the organization (Tnay, 2013). In other words, an employee with higher level of commitment, he will have lower absenteeism and turnover intention (Blau, 1987).

Jaros's (1997) findings justify that the three dimensions of organizational commitment have meaningful and negative effect on turnover intention (Jaros, 1997). Eisenberger expressed that an employee who feel appreciated by manager, has high level of commitment and also is conscious of his responsibilities, involved in the organization and is innovative. So, it means low level of turnover intention (Eisenberger, 1990).

2.5. Privatization

During crisis period of 1929 and 1979, companies were nationalized by governments almost all over the world. The purpose of nationalization was to develop commercial activities (Zabalza K., 2011). However, in the 1980s, expanding private sectors has risen rapidly. This change caused another economic crisis. It was a move to the liberalism and the market. Many countries preferred to privatize public firms (Malkoç, 2009). The first generated meaning was selling out the state-owned enterprise to private sector with restructuring it (Şafak, 1996). The broad meaning of privatization is that the demand for share transfer on assets of the state to private sector with financial, social and political reasons (Cebe, 2015). The other definition is 'selling out the commercial and industrial institutions to private enterprises'. It has an opposite meaning with nationalization. Narrow scope is that administrative and possessive transfer of state-owned enterprises to private enterprises.

By privatization, it is meant a combination of two changes undertaken by a reformer. The first one is referred to corporatization that means handover of control from government to managers. Than the second change is the reduction of the cash flow ownership by the Treasury and the increase of cash flow ownership of managers and outside shareholders (Boycko, 1996). On the other hand, the major aims of privatization are increasing productivity, increasing foreign exchange income via foreign investment, strengthening free market economy, minimizing budget deficit, minimizing state's burden, modernizing the services, etc. (Koçak, 2011). Another purpose of privatization is to increase welfare of the society and to use scarce resources in maximum (Cebe, 2015). With the reasons of economic crisis, political events, budget deficits and ineffectiveness of government policies, privatization has expedited. However, the policy of privatization remains all controversial. So, the

ownership and other structural changes, like competition and regulation, in increasing economic performance remain uncertain (Parker, 2005).

2.5.1. Privatization Methods

Privatization methods are sale, lease, grant of operational rights, establishment of property rights other than ownership and profit-sharing model and other legal dispositions depending on the nature of the business. Privatized companies/institutions use one or more of these methods. Sale contains the transfer of ownership of company in full or partially or transfer of shares through domestic/international public offerings, block sales to real/legal entities, sales to employees/investment funds. %51 of shares must be transferred to define it as sale. It can be implemented in two different ways which are initial offering and sale of assets (Malkoç, 2009). Initial offering means general invitation for sale of capital market implements and sale after the invitation³. As the second, sale of assets defined as block sale. It means selling public shares fully or partially as a block or group in other words (Baytan, 1999). Leasing is transferring of the right of use for a defined period. After the leasing period, company is returned to the state. It is especially used for businesses with loss with the aim of taking advantage on dynamism of private sector management system. It can also be considered as an interim implementation that is intended to improve state-owned enterprises' conditions before privatization (Alper, 1994). Grant of operational rights is an agreement that state-owned enterprises contracts with a private company or an individual for the operations. Out of ownership rights, only operating rights are transferred to the company. The difference from leasing is that the company mostly is not included in share of profit, it is only paid a fee (Ganesh, 1998). Establishment of property rights other than ownership means restriction of goods and services and assets. It is also defined as Build – Operate – Transfer (BOT). It is a long-term franchise agreement method. It means the transfer of operating and development rights to a private company by the state. It is mostly used for high costly or high technology infrastructure investments such as railways, highways, bridges, telecommunications, etc. As the last method of

³ <http://www.resmigazete.gov.tr/eskiler/2012/12/20121230-1.htm>

privatization, profit sharing model can be devised according to specific structure of enterprises. In this method, both private company and the state share income.⁴

2.5.2. Privatization Around the World

Worldwide revenues from privatizations between 1988-2016 can be seen in Figure 2. Privatization programs have started with England, Chile, Argentina and Mexico in 1980s. These Latin America countries intended to minimize external debt and to prevent budget deficit. England should be analyzed apart from European countries with the reason that it is the first sample in industrialized western countries. Its primary purpose was to increase economic rivalry, to prevent governmental wastage and to protect consumer. The other reasons of privatization in England are governmental interventions in nationalized companies, excessive pressure of trade unions on wages and low profits of state-owned companies (Malkoç, 2009). In the beginning of 1991, the half of public institutions were transferred to private sector, 650.000 employees changed sectoral form, 1.250.000 council housing sold out and 9 million people owned shares of privatized institutions. It has shown as a success with reducing presence of the state in economy and creating high income for treasury in 10 years period. The biggest portion of income was on utilities with %39, 9 of all privatizations. The other biggest share was %19, 7 on telecommunication sector that cost 26 billion dollars. The following sector was transportation with %12, 1 of all privatizations that cost 16 billion dollars. Then, %11, 6 was manufacturing sector that cost 15 billion dollars.⁵ Many regulatory organizations established to prevent monopolist tendency and to support free trade after privatization. The organizations are Gas Supply Institution, Fair Trade Tracing Institution, Monopolies and Company Merging Commission and Telecom Institution.

⁴ http://www.oib.gov.tr/program/turkiyede_ozellestirme.htm

⁵ <http://www.privatizationbarometer.net/database.php>

Figure 2 - Worldwide Revenues from Privatizations 1988-2016.



France also faced with a deep depression after 1979 Oil Crisis just as many Western countries did. Privatization program started rapidly, and 65 state owned entities' shares sold out that cost 150-300 billion French franc with 800.000 employees (Sarisu, 2003). There were big banks, insurance companies, financial holding companies and industrial companies. 4 billion dollars revenue generated between 1986 and 1987 (İnağ, 1996). Three main purposes of privatization were providing economic and financial efficiency to privatized companies, reducing financial burden of privatized companies on government's budget and developing French capital market (Giz, 2003).

Germany's purposes on privatization were minimizing state's economic activities and maximizing privatized companies' activities in free market economy (Cebe, 2009). The program started in 1957 in West Germany. West Germany's other main purpose besides stated ones above was supporting social market economy and minimizing income inequality. Therefore, Preussag which was a joint company in mining sector was the first application. A quota imposed which limits buyers to take stock not more than 5 shares. By this limitation, shares sold to 26.119 buyers that cost 100 million German mark (Doğan, 1993). After the union of West and East Germany, privatization for 10 billion German mark were targeted. Volkswagen, Seat and Skoda shares purchased, and a multinational privatization type has formed (Kavun, 2009). 1996 was the beginning of successful privatization period with 13.9 billion dollars income (Malkoç, 2009). The peak years were 1999 and the followings that contains %67,8 of all income.

United States has interested in privatization both in general and local levels. Government and local governments used privatization to reduce service costs. In local administrations, %35 of refuse disposal, %42 of bus operations, %80 of vehicle towing and parking operations were privatized by use of contracting (Butler, 1990). Privatization in federal level has begun with the leading of Federal Property Review Board that established by President Reagan in 1982 (Malkoç, 2009). Municipal services, lifeguard services, prison services, fire services and refuse disposal run by private enterprises (Doğan, 1993). In centralized management, communication services that have great power and all local network processors were privatized. Besides of all, airways, railways, Cargo and bus services left out of legal regulations and finalized its process as legal-institutional liberalization (Aktan, 1993).

It is known that government structure is weaker in Japan than Western European countries. According to Mintaksu approach, expansion of the state is an obstacle on economic activities. Doko Commission decided on privatization of fundamental state-owned entities to make benefit of private enterprises' dynamics (Karluk, 1999). Privatization started in 1985 with the aim of getting rid of state's economic liabilities and operate free market. In 2005, privatization of Postal Services was passed the bill by legislature, regardless of the fact that it caused political conflicts (Karagöz, 2009). There were 25.000 branches and 400.000 employees (Malkoç, 2009).

Some of other first examples of privatized countries are Latin American countries. Many countries like Mexico, Cuba, Venezuela, Peru and Argentina implemented block sale method and then initial offering (Göktaş, 2002). New Zealand and Australia are the first examples that completed privatization, too. In Asia, especially Japan, and Hong Kong, Thailand and India privatization processes are almost done. However, China has less privatization program than the others.

2.5.3. Privatisation in Telecommunication Sector in Europe

Privatization is a symbol of both economic and political reforms in developed and developing countries. Almost in all countries, there are privatization and deregulation programs. One of the most leading sectors is telecommunication. When

examined telecommunication sector privatization, it is shown that telecom operators in West and North European countries are all privatized.⁶ In this region, out of Ireland, Denmark and Belgium, all of them are privatized via initial offering (Malkoç, 2009). In the East European countries are still proceeding privatization at a great pace. These countries mostly find a strategic partner for privatization.

Privatization in Telecommunication Sector in Europe can be seen in Table 1. The first model of privatization in telecom is UK (Kavun, 2009). In 1977, a report proposed by Cartel Commission to separate telecommunication and postal services and to provide service by 2 different operators (Malkoç, 2009). British Telecom (BT) has established in 1980. An unprecedented privatization program has started with the aim of increasing rivalry to improve domestic economy and transferring economic activities. The process of BT privatization in UK has started with separating postal services and telecommunication in 1981. A law has enacted to privatize BT in 1984 and transfer to private sector implemented in 3 stages. %50,2 BT shares of the state was sold in May of 1983. After the privatization, some precautions have taken to protect national interests on both BT's main status and telecom license. According to the precautions, none of partners could own more than %15 share and government could designate 2 board members without right to vote. Board members must be British citizens and the government could own 'golden share' with the right of veto to able to make changes that may not be accepted in BT's main status. In 1991, %21,8 of shares has sold via initial offering that cost 10,1 billion dollars. Then in 1993, %28 of shares has sold as the third stage (Malkoç, 2009).

Table 1 - Privatization in Telecommunication Sector in Europe.

Company	Year	Public Offering	Public Share	Strategic Investor
British Telecom	1984-1993	%100	%0	-
Deutsche Telecom Ag	1996-2006	%62	%15	%15
France Telecom	1997-2012	%62.2	%27.7	%2.9 Ft Employees
Belgacom Sa	1996-2004	%46.4	%50	%0.5 Belga Employees

⁶ <http://www.privatizationbarometer.net/database.php>

Telefonica De Espana	1987-1997	%90.8	%0	%5.4 Spain %3.8 Spain
Portugal Telecom	1995-2013	%98.2	%0	%4.8 Spain
Telecom Italia	1997-2002	%17	%0	%17 Italy
Tele Denmark	1994-1998	%73	%51.1	%17 Denmark-Usa

Source: Malkoç, 2009; Cebe, 2015; <http://www.privatizationbarometer.com/database.php>

French government has decided to privatize 4th big telecommunication company France Telecom partially towards European Union instructions in September of 1997.⁷ Before the decision, France Postal Service and France Telecom were separated. France Telecom formed in an autonomous structure and main contract and legal structure changed. %26,97 shares of France Telecom have owned by the government, %0,08 has remained in the Treasury, %68,93 has owned by public and %4,02 has purchased by employees.⁸

Between 1990 and 1999, 49 countries' telecom operators were privatized partially or fully. After 1999, 88 International Telecommunication Union (ITU) member countries had join to private sector administrations. Most of the privatization programs were in Europe and American countries. By the end of 1998, 25 of 53 ITU member telecom operators were privatized partially (Malkoç, 2009).

2.5.4. Privatization in Turkey

In the first years of establishment of republic of Turkey, government investments soared because of both economic and insufficiency of knowledge – technological and financial savings (Karagöz, 2009). Therefore, until 1980s, economy processed according to state's necessities because of state's traditional properties.

After the 1980s, significant changes occurred in the economic philosophy of the state (Öniş, 1989). These changes are mainly topics such as flexible prices, lifting control over price and quantity, reducing direct state intervention in the economy,

⁷ <http://www.fundinguniverse.com/company-histories/france-telecom-group-history/>

⁸ <https://www.orange.com/sirius/RA2009/memento/html/en/page3.html>

and avoiding instability due to budget deficit, inflation and foreign debt. (Öniş, 1989). Until these years, the dominant role of the state in the economy is not possible to mention a successful example like South Korea. This may of course have many reasons, but the two first issues that came to mind were that foreign investments before 1980 were too limited due to bans and bureaucratic constraints (Öniş, 1989) and for some reason Turkey was among the late industrialized countries. (Buğra, 2016). The term "late industrialized country" is used to describe countries where industrialization takes place without the capacity to produce a domestic technology (Buğra, 2016). As a matter of fact, the state withdrew its hand from the market and production at a certain level, especially after the 1980s. This means that the state is shrinking economically. In order to reduce the influence of the state hand in this economy, it has preferred to privatize the state-owned enterprises and transfer them to the private sector.

Privatization has come out after 1983. The first legal regulation has made with the Law 2983 that is real and legal entities are able to participate in state owned enterprises and institutions via share issue (Bal, 2013). Afterwards, the Law 3291 has enacted, and principles have determined that public institutions are involved in privatization program.⁹ 'Administration of Corporate Housing and Public Partnership' has been charged to run the program with the Law 2983. In years, administration has changed to 'High Commission of Public Partnership'.¹⁰ Law 2983 and 3291 has changed many times as well. With the aim of abolishing complexity and solving economic and legal problems, legislation arrangements have begun in 1992. The law that authorizes government on privatization regulations has invoked in 1994. However, Supreme Court has revoked the law and its 5 decrees. After a short while, the Law 4046 has invoked with reconciliation (Aktan, 2002). It contains establishments of 'Privatization Administration' and 'Privatization Fund', keeping preferred stock in strategic institutions, etc.¹¹ In this way, privatization process has started rapidly with the leading of Privatization Administration.

One of 1980's striking changes was the idea of integration to world economy. In addition to this idea, structural harmonization had started to implement free

⁹ http://www.oib.gov.tr/program/turkiyede_ozellestirme.htm

¹⁰ <http://www.resmigazete.gov.tr/arsiv/18344.pdf>

¹¹ <http://www.resmigazete.gov.tr/arsiv/22119.pdf>

market system and its policies. As the first step, a survey was conducted by “Morgan Guaranty Trust Company of New York” to public officials to establish expected purposes and missions of privatization in 1985 (Çetinkaya, 2012). The purposes were like enabling market power to set in motivation, increasing productivity, increasing quality- quantity and variety of good and services, expediting the development of capital market, attracting modern technology and management techniques and others (Baytan, 1999). Within the framework of the survey report, Morgan Guaranty Trust Company submitted 32 SOEs (State-Owned Enterprises) according to economic and investment priorities. However, the government didn’t accept the suggestion and only used the report as a guide (Cevizoğlu, 1998).

The process of privatization is implemented in 4 main steps which are deciding on privatization, legal and administrative preparation, implementation of transfer and following – inspecting (Baytan, 1999). The process of privatization is stated below step by step¹²:

- Inclusion of the company to the privatization portfolio
- Collection and analysis of data on the company
- Transfer of the company, preparation and approval of the main contract
- Selection of the advisors
- Advisory work
- Determination of the privatization strategy and implementation
- Selection of the method
- Tender procedures, approval, closing of deals
- Following up the privatized company

2.5.6. Implementations Between 1985-2018

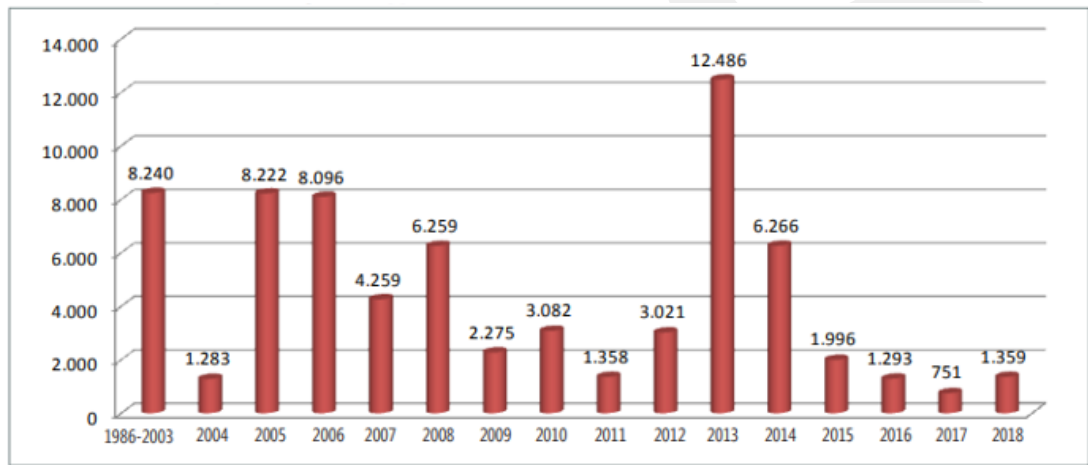
272 foundations’ public shares, 2332 properties, 10 highways, 2 Bosphorus bridges, 146 institutions, 7 harbors, gambling game royalties and vehicle inspection stations were included in the scope of privatization.¹³ Afterwards, 54 foundations’ public shares are excluded, liquidated, or merged with a foundation that was out of the scope.

¹² http://www.oib.gov.tr/program/turkiyede_ozellestirme.htm

¹³ http://www.oib.gov.tr/program/turkiyede_ozellestirme.htm

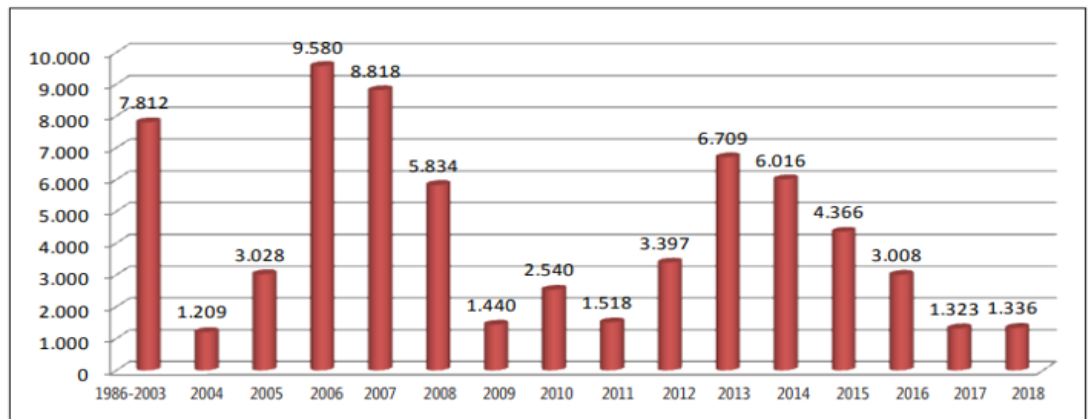
Transferred foundations are Öğretmenler Bankası to Halk Bankası in May 1992, Denizcilik Bankası to Emlak Bankası in November 1992 and Ardem A.Ş. to Arçelik A.Ş. in August 1999. Et ve Balık Ürünleri A.Ş. privatized with sale of assets method in 1992. However, in 2005, it removed from the program and turned into its old status (Cebe, 2015). By this time, total amount of privatization practices by Privatization Administration between 1986 and 2018 is about 70,2 billion USD. Sale/transfer of shares or assets in 217 institutions and 208 of these are lack of public share. The amounts in years are shown in Figure 3 and Figure 4 below.

Figure 3 - Amount of Privatization Implementations by Years (USD).



Source: OIB Activity Report (2018)

Figure 4 - Privatization Incomes and Past Years' Payments by Years (USD).



Source: OIB Activity Report (2018)

2.6. History of Turk Telekom

Milestones of Turk Telekom are stated herewith. As a part of PTT (Postal Telephone Telegraph Services), Turk Telekom is the service provider of telephone, internet and other telecommunication services. To understand Turk Telekom and its history, it should be started from the establishment of PTT. It is established in 1843 as the Postal Ministry¹⁴. Afterwards, postal offices became widespread and the usage of stamp started with an edict in 1863. In 1855, the Ministry of Telegraph established and both ministries were united in 1871. The first usage of telephone was after 1908 revolution and the first manual telephone central started to serve in İstanbul in 1909. So, the name changed to PTT¹⁵. The first automatic telephone station started to serve in Ankara with the capacity of 2000 lines in 1926. With the start of satellite telecommunication ground station service, communication started with 13 countries via Intelsat. Coin boxes founded for domestic and international calls in 1982. Mobile phones in Ankara- İstanbul, and beepers in Ankara- İstanbul- İzmir started to serve in 1986. Turkey met GSM technology in 1994 and started to serve its subscribers in Ankara-İstanbul-İzmir. Then, the first satellite of Turkey, Turksat, blasted off. With the separation of telecommunication and postal service, Turk Telekom Inc. has founded in 1995 (Cebe, 2015). Then, Aycell has founded as the GSM operator of Turk Telekom in 1998. GSM licence has transferred to Turkcell and Telsim for 25 years. With the privatization in 2005, shares of Turk Telekom transferred to Oger Joint Venture Group¹⁶. Innova, Argela and Sebit joint to Turk Telekom Group in 2007. %15 of Turk Telekom shares offered to public and it started trading in İstanbul Stock Exchange Market in 2008¹⁷. Then, it became the first integrated operator in Turkey in 2016.

2.7. Privatization of Turk Telekom

Telecommunication sector is restructuring to respond to needs of worldwide economy. So, Turkey has joint to world economy with privatizing Turk Telekom in 2005. The program had been proceeded by Valuation and Tender Commission that

¹⁴ <https://www.turktelekom.com.tr/hakkimizda/Sayfalar/kilometre-taslari.aspx>

¹⁵ https://www.ptt.gov.tr/Sayfalar/Kurumsal/Hakkimizda.aspx#ptt_tarihce

¹⁶ http://www.oib.gov.tr/program/turkiyede_ozellestirme.htm

¹⁷ <https://www.turktelekom.com.tr/hakkimizda/Sayfalar/kilometre-taslari.aspx>

the members were from Privatization Administration, Under secretariat of Treasury and Ministry of Transportation¹⁸. 2 tenders had gone for block sale of Turk Telekom which is the symbol of privatization in Turkey. However, expected result didn't come true because of contraction and legal problems in worldwide telecommunication sector (Çetinkaya, 2012). The tender process has made a new start in 25.11.2004 with a strategy that considers customer expectations and answers market conditions. In 2003, Principal Decision judged by Council of Ministers that contain proceeding both initial offering and %51 block sale preparation simultaneously and deciding the method in market conditions (Geriş, 2006). On the other hand, a demand analysis of privatization of Turk Telekom performed and the results were judged with the Decision that defines new sale strategies by Council of Ministers in 13.11.2003.¹⁹ The Decision includes; abolition of capital limitation for foreigners, narrowing the scope of golden share, make it possible to sell %100 of foundation, removing various tax obligations (Contribution to Earthquake Disaster Fund, Civil Defense Fund, National Productivity Center, Turkish Standards Institute) by 01.01.2005.²⁰

In the following, before the block sale tender, 'Information Process' were performed by Privatization Administration with the aim of brightening potential investors on legal, operational and financial conditions of the foundation, informing about the sale process and receiving opinions about privatization process (Malkoç, 2009). 11 domestic and foreign investors joined the process which ended in 31.07.2004. Financial advisors as a consortium of BNP Paribas, PDF Consultancy and Denizbank and Legal advisors as Cerrahoğlu and Baker and Mc. Kenzie.²¹ Block sale of %55 of shares and announcement of tender advertisement until 31.12.2004 judged by Council of Ministers' Decision in 15.10.2004²². Also, authorization for implementation of preliminary qualification criterions was given to Turk Telekom Tender Commission.

Tender process had started in 25.11.2014 via advertisements that are announced by domestic and foreign press agencies. 4 offers had received until the

¹⁸ http://www.oib.gov.tr/program/turkiyede_ozellestirme.htm

¹⁹ http://www.oib.gov.tr/program/turkiyede_ozellestirme.htm

²⁰ <http://www.resmigazete.gov.tr/eskiler/2003/12/20031212.htm>

²¹ http://www.oib.gov.tr/program/turkiyede_ozellestirme.htm

²² http://www.oib.gov.tr/program/turkiyede_ozellestirme.htm

due date 24.06.2005 and the tender was concluded in 01.07.2005. The highest offer was 6.550.000.000 US dollars of OGER Telecoms Joint Venture Group, and the second was 6.500.000.000 US dollars of ETİSALAT-ÇALIK Joint Venture Group (Cebe, 2009). Tender results were delivered to Competition Authority approval by the commission. Following the permission, it was approved in accordance with Telegraph and Telephone Law by Council of Ministers with the number 2005/9146 and the date 25.07.2005 and published in official gazette.²³ After the publishing, the share sale contract was signed with OGER Telecoms Joint Venture Group in 24.08.2005. Turk Telekom was excluded from state owned enterprise with the transfer operation in 14.11.2005. The program was rewarded as ‘The Most Successful Operation of 2005 in Developing Markets’ by ‘Acquisitions Monthly’.²⁴

Lately, within the framework of Council of Ministers’ Law dated 13.11.2003, preparatory work had started that is intended to offer a part of Treasury’s %45 shares to public after block sale. Privatization of %15 share of Turk Telekom until 31.12.2008 was decided on Council of Ministers’ Law dated 10.12.2007.²⁵ Afterwards, %15 shares were offered to public to Turk Telekom and The Post and Telegraph Organization General Directorate employees, purchasing powered investors, small account owners, domestic corporate investors and foreign corporate investors.

²³ <http://www.resmigazete.gov.tr/eskiler/2005/07/20050725.htm>

²⁴ http://www.oib.gov.tr/program/turkiyede_ozellestirme.htm

²⁵ <http://www.resmigazete.gov.tr/eskiler/2007/12/20071210.htm>

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter defines the methods and procedures which are used to analyze the relationship between organizational commitment and turnover intention with the effects of privatization process. A survey is conducted to the employees working in Turk Telekom. According to the survey results, Regression and Correlation Analysis used to assess the relationship. Simple Linear Regression will be chosen due to 1 dependent and 1 independent variables. It will be analyzed regarding to three commitment dimensions (affective, normative and continuance) to determine if the model is satisfactory.

This study analyzes the relationship between organizational commitment and turnover intention with the effects of privatization process. SPSS 23.0 (Statistical Package for Social Sciences) statistical analyzing software is used and expressed via detailed tables. Reliability and Validity Tests and Frequency Distribution are completed. In addition to that, data are determined as normal via Normality Test and T-test and Variance Analysis is applied. Afterwards, Regression and Correlation Analysis are used to evaluate the relationship between organizational commitment and turnover intention. Significance value is based on $p= 0.05$.

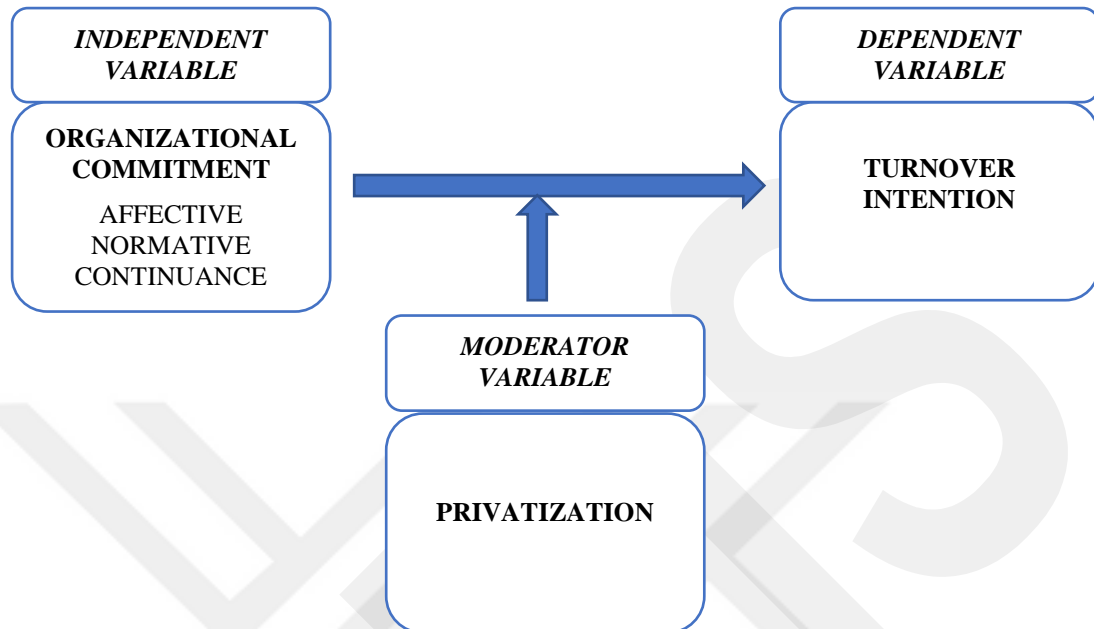
According to the correlation analysis results, the evaluation will be between -1 and +1. If there is a negative correlation between organizational commitment and turnover intention, as the value of one increase, the value of the other decreases. When there is a positive correlation between the two variables, as the value of one increase, the value of the other also increases.

3.1. Research Model

The research model designed within the scope of this study is included in Figure 5. As can be seen within the framework of a quantitative research pattern, the dependent variable is turnover intention, while the independent variable is the organizational commitment. The sub-dimensions of organizational commitment are in the model in the form of separate variables. In addition, privatization is the moderator variable. Within the scope of the research model, the relationship

between independent and dependent variable and causality will be examined and the moderator variable's place in this relationship will be examined.

Figure 5 - Research Model



3.2. Research Questions

Research Question 1: How does the relationship between organizational commitment's dimensions (affective, continuance, normative) and turnover intention differ?

Research Question 2: Does privatization have any effect on the relationship between organizational commitment and turnover intention?

3.3. Sample

The population of the research consists of the employees of Turk Telekom. For this purpose, 149 employees were reached by convenience sampling method.

3.4. Survey Instruments

Organizational commitment questionnaire is developed by Mowday in 1979 which is the first measurement used by researchers (Mowday, 1979). Organizational commitment questions measure employee's willingness to stay in the organization which is developed by Allen, Meyer and Smith (1993), then translated in Turkish by

Wasti (1999). The scale has 24 items that are for affective, normative and continuance commitment measurement. Emotional commitment has 8 items (Q1, Q2, Q3, Q4, Q5, Q6, Q7, Q8). One of the questions is “My organization has a great deal of personal meaning for me.”. Normative commitment has 9 items (Q9, Q10, Q11, Q12, Q13, Q14, Q15, Q16, Q17) which has the question like “Even if it were to my advantage, I would not feel it would be right to leave my organization now.” Then, continuance commitment has 7 items (Q18, Q19, Q20, Q21, Q22, Q23, Q24) that consists questions like “I would like to leave this organization and start from the beginning in another organization.”. 5-point likert scale is used to measure the responses. The options are; 1-strongly disagree, 2-disagree, 3-some agree, 4-agree, 5-strongly agree.

Turnover intention questionnaire is developed by Mobley, Horner and Hollingsworth theory (1978). This scale has 3 items (Q25, Q26, Q27) that are like “I am actively searching for an alternative to the organization.” And the scale is same as organizational commitment which is 5-point likert scale.

3.5. Data Analysis

3.5.1. Demographics

In the study, 149 participants which are %36,9 females and %63,1 males from various departments and cities in Turk Telekom are attended to the survey. The questionnaire was forwarded to employees via their managers with a short statement of the study. However, many of them were uncomfortable with the questions to answer. That’s why answered survey results are less than the delivered number. This situation has emphasized in the limitations of the research.

In the study, questionnaire is included demographic questions which some have open-ended answers, organizational commitment scale and turnover scale questions. Demographic questions include gender, age, educational status, position and tenure. As seen in the Table 2 below, age range is divided into 4 parts. The most of participants (82 people) are between 31-40 years old with %55. So, the less of them are older than 51 (6 people) which means the organization has younger population in accordance with the sample of 149 people.

Table 2 - Demographic Information of Participants.

Variables	Number of Participants	Percentage of Participants
<i>GENDER</i>		
Female	55	36,9%
Male	94	63,1%
<i>AGE</i>		
Up to 30	30	20,1%
31-40	82	55,0%
41-50	31	20,8%
Over 51	6	4,0%
<i>EDUCATIONAL STATUS</i>		
High School	6	4,0%
College	9	6,0%
University	101	67,8%
Master	32	21,5%
Doctorate	1	7,0%
<i>POSITION</i>		
Technician	3	2,0%
Assistant Specialist	21	14,1%
Specialist	83	55,7%
Engineer	14	9,4%
Supervisor	15	10,1%
Manager	13	8,7%
<i>TENURE</i>		
0-5	48	32,2%
6-10	68	45,6%
11-15	16	10,7%
16-20	10	6,7%
Over 21	7	4,7%

About educational status, participants are mostly graduated from university with %67,8 (101 people). In pursuit of, participants with a master's degree is %21,5 which equals to 32 people. However, doctorate level participant is only 1 person. Most of the participants' position is specialist with %55,7 which equals to 83 people. Regarding to tenure of participants, it is shown that %45,6 of them are working for 6-10 years which are 68 people. In pursuit of tenure, 48 people have a tenure between 0-5 years with %32,2 which means the organization has high population of fresh blood in accordance with the sample of 149 people.

3.5.2. Reliability and Factor Analysis

In this chapter, validity analysis of the survey is mentioned. In this context, Exploratory Factor Analysis (EFA) is used for organizational commitment and turnover intention scales. Factor analysis is a technique that transforms many interrelated variables to independent variables (Kalaycı, 2015:321). Bartlett and Kaiser-Meyer-Olkin (KMO) tests are used to evaluate relevance of data. Validity Test must be over 0.50 by using KMO method and Significance Value must be 0.00 by using Bartlett method. Kalaycı (2015:322) defines KMO values and meanings in Table 3:

Table 3 - KMO Value Meanings.

KMO Value	Meaning
0,90	Excellent
0,80	Very Good
0,70	Good
0,60	Average
0,50	Weak
Up to 0,50	Unacceptable

As shown in Table 4, KMO value of organizational commitment is 0,91 which is “Excellent”, and the value of turnover intention is 0,66 which is “Average” meaning.

Table 4 - Validity Analysis Results of Organizational Commitment and Turnover Intention.

Scale	KMO Value	Bartlett Sig Value
Organizational Commitment	0,91	0,00
Turnover Intention	0,66	0,00

3.5.3. Factor Analysis

In social science we often need to measure things that cannot be measured directly, so-called latent variables (Field, 2013:786). In this analysis we aim

extracting latent variables according to the factor loadings, or called sub scales, by using EFA. Table 5 shows the first factor analysis loadings of organizational commitment scale. As seen in the Table 5, most of items in the subscale of emotional commitment don't fit the appropriate component. Because of the survey instrument of organizational commitment was taken from another resource, it is crucial gaining the proper factor loadings for validity. So, it is decided to check the reliability for subscales of the organizational commitment.

Table 5 - First EFA Result of Organizational Commitment Scale.

Rotated Component Matrix			
Item	1	2	3
ec1	,81		
ec2			,77
ec3	,81		
ec4			,80
ec5	,87		
ec6	,81		
ec7	,69		
ec8	,85		
nc1	-,78		
nc2	-,58		
nc3	,50		
nc4	,60		
nc5	,79		
nc6	,69		
nc7	,79		
nc8	,64		
nc9	,64		
cc1		,60	
cc2		,75	
cc3		,63	
cc4		,80	
cc5		,75	
cc6		,78	
cc7		,38	
Eigenvalues	10,16	3,18	1,40
Variance Explained (%)	42,36	13,28	5,84
Total Variance Explained (%)	61,48		

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.

Table 6 shows the reliability analysis results for the subscales of Organizational Commitment scales. As seen in the table, some items in the survey has negative effect on the reliability of the whole scale according to the if item deleted column. These items (EC2, EC4, NC1 and NC2) removed from the analysis and EFA was done again. Although EFA shows more proper factor loadings compared to the previous one, items NC7 and CC7 didn't placed correct components. So, these items also removed from the analysis.

Table 6 - Reliability Analysis Results for Organizational Commitment Subscales.

	Emotional Commitment		Normative Commitment		Continuance Commitment
α	,709	α	,639	α	,842
	Cronbach's Alpha if Item Deleted		Cronbach's Alpha if Item Deleted		Cronbach's Alpha if Item Deleted
ec1	,61	nc1	,79	cc1	,82
ec2	,80	nc2	,75	cc2	,80
ec3	,60	nc3	,55	cc3	,81
ec4	,81	nc4	,53	cc4	,81
ec5	,59	nc5	,50	cc5	,81
ec6	,61	nc6	,51	cc6	,81
ec7	,66	nc7	,54	cc7	,85
ec8	,60	nc8	,51		
		nc9	,541		

Final analysis results for EFA and reliability analysis can be seen in the Table 7. According to the EFA and reliability results, Organizational Commitment scale become useful for the next analysis.

So, an EFA with principal component analysis was conducted on the 18 items with varimax rotation. The KMO = .93 and shows the sample size is very good for the factor analysis (Field, 2009:671). Barlett's test of sphericity $\chi^2 (153) = 1704,199$, $p < .001$, indicated that correlations between items were sufficiently large for EFA. Total variance explained in this EFA is 66.12%. Cronbach's alpha reliability scales show very well. When we use tests or other instruments to measure outcomes, we also need to make sure that these instruments provide reliable data (Gliner, Morgan ve Leech, 2017). Cronbach's alpha reliability refers to consistency of a series of

measurements. Kalaycı (2015:405) expresses reliability analysis according to Cronbach Alpha calculation as below:

- $\leq \alpha < 0.40$ (Scale is not reliable)
- $0.40 \leq \alpha < 0.60$ (Scale reliability is weak)
- $0.60 \leq \alpha < 0.80$ (Scale is quite reliable)
- $0.80 \leq \alpha < 1.00$ (Scale is highly reliable)

Table 7 - Final EFA Result of Organizational Commitment Scale.

Rotated Component Matrix			
Item	1	2	3
ec1	,74		
ec3	,82		
ec5	,87		
ec6	,84		
ec7	,73		
ec8	,76		
nc3		,67	
nc4		,68	
nc5		,60	
nc6		,72	
nc8		,42	
nc9		,44	
cc1			,61
cc2			,72
cc3			,71
cc4			,74
cc5			,75
cc6			,81
Cronbach Alpha	,92	,87	,85
	,92		
Eigenvalues	8,34	2,65	,90
Variance Explained (%)	46,33	14,76	5,03
Total Variance Explained (%)	66,12		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

3.5.4. Normality

Then data were checked for normality. Two components of normality are skewness and kurtosis, and skewness deals with the symmetry of the distribution; a skewed variable is a variable whose mean is not in the center of the distribution (Tabachnick & Fidell, 2013). Kurtosis has to do with the peakedness of distribution; a distribution is either too peaked (with short, thick tails) or too flat (with long, thin tails) (Tabachnick & Fidell, 2013). As shown in Table 8, all survey items have in limits (± 1.5) according to Tabachnick and Fidell (2013).

Table 8 - Survey Items' Test for Normality (Skewness and Kurtosis Statistics).

Item	N	Skew. Statistic	Kurt. Statistic	Item	N	Skew. Statistic	Kurt. Statistic
ec1	149	-0,64	-0,31	nc9	149	-0,15	-0,65
ec3	149	-0,67	-0,27	cc1	149	-0,15	-0,88
ec5	149	-0,61	-0,65	cc2	149	0,03	-0,93
ec6	149	-0,99	0,12	cc3	149	-0,06	-0,99
ec7	149	-0,43	-0,95	cc4	149	0,19	-0,73
ec8	149	-0,57	-0,42	cc5	149	-0,34	-0,51
nc3	149	-0,59	-0,12	cc6	149	-0,02	-0,47
nc4	149	0,17	-1,10	ti1	149	0,74	-0,39
nc5	149	-0,33	-0,88	ti2	149	0,91	-0,14
nc6	149	-0,36	-0,69	ti3	149	1,16	0,47
nc8	149	-0,12	-0,76				

3.5.5. Data Analysis of Demographics

To analyze the demographic characteristics' significant difference on organizational commitment's sub scales, those are gender, age, position and educational status, t-test and variance analysis (ANOVA) were conducted to determine the group differences.

According to the findings, it was examined whether the organizational commitment of the employees differed according to the gender variable. Analysis results in Table 9 shows for means no significant differences. In other words, subscales of Organizational Commitment, for EC ($t_{(147)} = .78; p > .05$), NC ($t_{(147)} = 1.43; p > .05$) and CC ($t_{(147)} = -0.04; p > .05$) there is no significant differences between males and females.

Table 9 - Independent-Samples T-Test Analysis Results for Organizational Commitment & Gender

Group Statistics								
Variables	Gender	N	Mean	Std. Deviation	Std. Error Mean	t	df	p
EC	Male	94	3.74	1.00	.10	.78	147	.43
	Female	55	3.60	1.06	.14			
NC	Male	94	3.35	.98	.10	1.43	147	.15
	Female	55	3.13	.84	.11			
CC	Male	94	3.02	.90	.09	-.04	147	.96
	Female	55	3.03	.88	.12			

According to the findings, it was examined whether the organizational commitment of the employees differed according to the age variable. ANOVA (analysis of variance) test, known as variance analysis or F Test, is used to analyze group averages and related processes. The ANOVA test is used to test whether the means of more than two groups are equal. In fact, this test generalizes the t-test for two groups for more than two groups. The aim of this analysis is to compare the means of more than two groups for a single factor and to test whether there is a difference in a certain significance ratio. Descriptive statistics can be seen in Table 10.

Table 10 - Descriptive Statistics of ANOVA for Organizational Commitment & Age

Variable / Age	N	Mean	Std. Deviation	Std. Error
EC	30 and below	30	3,20	1,13
	31-40	82	3,61	,91
	41-50	31	4,12	,96
	51 and up	6	4,92	,20
	Total	149	3,69	1,02
NC	30 and below	30	2,97	1,07
	31-40	82	3,18	,93
	41-50	31	3,67	,69
	51 and up	6	3,82	,56
	Total	149	3,27	,94
CC	30 and below	30	2,76	,96
	31-40	82	3,05	,82
	41-50	31	3,29	1,00
	51 and up	6	2,63	,40
	Total	149	3,02	,89

According to the ANOVA Results in Table 11, there is significant difference (sig<.05) between groups in EC and NC, and no significant difference (sig>.05) between groups in CC.

Table 11 - ANOVA Results for Organizational Commitment & Age

		Sum of Squares	df	Mean Square	F	Sig.
EC	Between Groups	22,61	3	7,53	8,27	,00
	Within Groups	132,02	145	,91		
	Total	154,64	148			
NC	Between Groups	10,12	3	3,37	4,08	,00
	Within Groups	119,73	145	,82		
	Total	129,85	148			
CC	Between Groups	5,35	3	1,78	2,31	,07
	Within Groups	111,75	145	,77		
	Total	117,10	148			

To understand the group differences Tukey post hoc test is used. Test result in Table 12 shows the group differences for all subscales. For EC, considering Table 10 and Table 12, aged employees have greater organizational commitment than younger. For NC, middle aged (41-50) employees have greater organizational commitment than younger.

Table 12 - Post Hoc (Tukey) Results of ANOVA for Organizational Commitment & Age

Multiple Comparisons					
Tukey HSD					
Dependent Variable	(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.
EC	30 and below	31-40	-,41	,20	,19
		41-50	-,92*	,24	,00
		51 and up	-1,72*	,43	,00
	31-40	30 and below	,41	,20	,19
		41-50	-,52	,20	,05
		51 and up	-1,31*	,40	,00
	41-50	30 and below	,92*	,24	,00
		31-40	,52	,20	,05
		51 and up	-,79	,43	,24
	51 and up	30 and below	1,72*	,43	,00
		31-40	1,31*	,40	,00
		41-50	,79	,43	,24
NC	30 and below	31-40	-,21	,19	,69
		41-50	-,70*	,23	,01
		51 and up	-,84	,41	,16
	31-40	30 and below	,21	,19	,69
		41-50	-,49	,19	,05
		51 and up	-,63	,38	,35
	41-50	30 and below	,70*	,23	,01
		31-40	,49	,19	,05
		51 and up	-,14	,41	,98
	51 and up	30 and below	,84	,41	,16
		31-40	,63	,38	,35
		41-50	,14	,41	,98

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

To analyze the significant difference of position on Organizational Commitment ANOVA was done. Descriptive statistics of ANOVA can be seen in Table 13.

Table 13 - Descriptive Statistics of ANOVA for Organizational Commitment & Position

		N	Mean	Std. Deviation	Std. Error
EC	Technician	3	3,11	1,64	,95
	Assistant Expert	21	3,45	1,11	,24
	Expert	83	3,80	,91	,10
	Engineer	14	3,08	1,09	,29
	Manager	15	3,96	,93	,24
	Director	13	3,78	1,28	,35
	Total	149	3,69	1,02	,08
	NC	Technician	3	3,17	1,01
Assistant Expert		21	3,41	1,02	,22
Expert		83	3,35	,84	,09
Engineer		14	2,65	1,15	,31
Manager		15	3,32	1,08	,28
Director		13	3,14	,84	,23
Total		149	3,27	,94	,08
CC		Technician	3	3,06	1,18
	Assistant Expert	21	3,17	,95	,21
	Expert	83	3,13	,83	,09
	Engineer	14	2,49	1,08	,29
	Manager	15	3,07	,99	,25
	Director	13	2,62	,57	,16
	Total	149	3,02	,89	,07

ANOVA Results for Organizational Commitment & Position can be seen in Table 14. According to the results there is no significant difference ($sig > .05$) between any group for all subscales.

Table 14 - ANOVA Results for Organizational Commitment & Position

		Sum of Squares	Df	Mean Square	F	Sig.
EC	Between Groups	9,57	5	1,91	1,88	,10
	Within Groups	145,06	143	1,01		
	Total	154,64	148			
NC	Between Groups	6,56	5	1,31	1,52	,18
	Within Groups	123,29	143	,86		
	Total	129,85	148			
CC	Between Groups	7,61	5	1,52	1,98	,08
	Within Groups	109,49	143	,76		
	Total	117,10	148			

To analyze the significant difference of education on organizational commitment ANOVA was done. Descriptive statistics of ANOVA can be seen in Table 15.

Table 15 - Descriptive Statistics of ANOVA for Organizational Commitment & Education.

		N	Mean	Std. Deviation	Std. Error
EC	High School	6	4,50	,56	,23
	Associate Degree	9	3,81	1,01	,34
	Bachelor's Degree	101	3,70	1,02	,10
	Master's Degree	32	3,51	1,04	,18
	Total	148	3,70	1,02	,08
NC	High School	6	4,12	,65	,26
	Associate Degree	9	3,36	,79	,26
	Bachelor's Degree	101	3,32	,90	,09
	Master's Degree	32	2,97	1,02	,18
	Total	148	3,28	,93	,08
CC	High School	6	3,61	1,13	,46
	Associate Degree	9	3,00	,69	,23
	Bachelor's Degree	101	3,05	,92	,09
	Master's Degree	32	2,85	,79	,14
	Total	148	3,03	,89	,07

ANOVA Results for Organizational Commitment & Education can be seen in Table 16. According to the results there is no significant difference ($\text{sig} > .05$) between groups for EC and CC. But for NC, there is significant differences between groups.

Table 16 - ANOVA Results for Organizational Commitment & Education

		Sum of Squares	Df	Mean Square	F	Sig.
EC	Between Groups	5,17	3	1,72	1,68	,17
	Within Groups	147,14	144	1,02		
	Total	152,31	147			
NC	Between Groups	7,48	3	2,49	2,99	,03
	Within Groups	119,78	144	,83		
	Total	127,27	147			
CC	Between Groups	3,08	3	1,02	1,30	,27
	Within Groups	113,74	144	,79		
	Total	116,83	147			

According to Tukey post hoc test results in Table 17, there is significant difference ($\text{sig} < .05$) between high school and master's degree graduates. Considering Table 15 and Table 17 data, high school graduates have greater NC (mean = 4.12) than master's degree graduates (mean = 2.97) and this is significantly different.

Table 17 - Post Hoc (Tukey) Results for Organizational Commitment & Education.

Multiple Comparisons					
Tukey HSD					
Dependent Variable	(I) Education	(J) Education	Mean Difference (I-J)	Std. Error	Sig.
NC	High School	Associate Degree	,76	,48	,40
		Bachelor's Degree	,80	,38	,17
		Master's Degree	1,15*	,41	,03
	Associate Degree	High School	-,76	,48	,40
		Bachelor's Degree	,04	,32	1,00
		Master's Degree	,39	,34	,67
	Bachelor's Degree	High School	-,80	,38	,17
		Associate Degree	-,04	,32	1,00
		Master's Degree	,35	,19	,24
	Master's Degree	High School	-1,15*	,41	,03
		Associate Degree	-,39	,34	,67
		Bachelor's Degree	-,35	,19	,24

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

To test the demographic characteristics' significant difference on turnover intention, gender, position and educational status, t-test and variance analysis (ANOVA) were conducted to determine the group differences.

According to the findings, it was examined whether the turnover intention of the employees differed according to the gender variable. Analysis results in Table 18 shows for means no significant differences. In other words, turnover intention ($t_{(147)} = .532; p > .05$) is not significantly different for the male and female groups.

Table 18 - - Independent-Samples T-Test Analysis Results for Turnover Intention & Gender.

Group Statistics								
TI	Gender	N	Mean	Std. Deviation	Std. Error Mean	t	Df	P
	Male	94	2,16	1,14	,12	,53	147	,59
	Female	55	2,05	1,09	,15			

Descriptive statistics of ANOVA can be seen in Table 19 for age's significant difference on turnover intention.

Table 19 - Descriptive Statistics of ANOVA for Turnover Intention & Age

Age	Turnover Intention			
	N	Mean	Std. Deviation	Std. Error
30 and below	30	2,53	1,29	,24
31-40	82	2,09	1,08	,12
41-50	31	1,73	,94	,17
51 and up	6	2,50	1,13	,46
Total	149	2,12	1,12	,09

According to the ANOVA Results in Table 20, there is significant difference ($sig < .05$) between groups.

Table 20 - ANOVA Results for Turnover Intention & Age

Turnover Intention					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10,77	3	3,59	2,97	,03
Within Groups	175,24	145	1,20		
Total	186,01	148			

To understand the group differences Tukey post hoc test is used. Test result in Table 21 shows the group differences for all subscales. Considering Table 21 and Table 19, middle aged (31-40 and 41-50) employees have least turnover intention.

Table 21 - Post Hoc (Tukey) Results of ANOVA for Turnover Intention & Age.

Multiple Comparisons				
Dependent Variable: Turnover Intention				
Tukey HSD				
(I) age	(J) age	Mean Difference (I-J)	Std. Error	Sig.
30 and below	31-40	,45	,23	,22
	41-50	,80*	,28	,02
	51 and up	,03	,49	1,00
31-40	30 and below	-,45	,23	,22
	41-50	,35	,23	,42
	51 and up	-,41	,46	,80
41-50	30 and below	-,80*	,28	,02
	31-40	-,35	,23	,42
	51 and up	-,77	,49	,40
51 and up	30 and below	-,03	,49	1,00
	31-40	,41	,46	,80
	41-50	,77	,49	,40

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

To analyze the significant difference of position on Turnover Intention ANOVA was done. Descriptive statistics of ANOVA can be seen in Table 22.

Table 22 - Descriptive Statistics for Turnover Intention & Position

Turnover Intention				
	N	Mean	Std. Deviation	Std. Error
Technician	3	2,33	2,31	1,33
Assistant Expert	21	2,16	1,08	,24
Expert	83	1,96	1,03	,11
Engineer	14	2,33	1,20	,32
Manager	15	2,31	1,38	,36
Director	13	2,56	1,04	,29
Total	149	2,12	1,12	,09

ANOVA results for Turnover Intention & Position can be seen in Table 23. According to the results there is no significant difference ($sig > .05$) between groups.

Table 23 - ANOVA Results for Turnover Intention & Position.

Turnover Intention					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6,04	5	1,20	,96	,44
Within Groups	179,97	143	1,25		
Total	186,01	148			

Descriptive statistics of ANOVA for Turnover Intention & Education can be seen in Table 24. One PhD graduate didn't include because of not forming a group.

Table 24 - Descriptive Statistics of ANOVA for Turnover Intention & Education

Turnover Intention				
	N	Mean	Std. Deviation	Std. Error
High School	6	1,67	,76	,31
Associate Degree	9	1,85	1,29	,43
Bachelor's Degree	101	2,06	1,10	,11
Master's Degree	32	2,42	1,17	,21
Total	148	2,12	1,12	,09

ANOVA Results for Turnover Intention & Education can be seen in Table 25. According to the results there is no significant difference ($sig > .05$) between groups.

Table 25 - ANOVA Results for Turnover Intention & Education

Turnover Intention					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6,50	4	1,62	1,30	,27
Within Groups	179,51	144	1,24		
Total	186,01	148			

To test the significant difference of privatization of Turk Telekom on organizational commitment, survey attendants divided into groups as recruited before privatization and after privatization. So, group differences examined by conducting independent sample t test. Analysis results in Table 26 indicates there is no significant differences between groups in NC ($t_{(147)} = -1.42$; $p > .05$) and CC ($t_{(147)} = -.66$; $p > .05$). But there is a significant difference between groups in EC ($t_{(147)} = -2.83$; $p < .05$). According to mean differences between groups in EC, it can be said that employees recruited after the privatization has greater Emotional Commitment than employees recruited before the privatization.

Table 26 - Independent-Samples T-Test Analysis Results for Organizational Commitment & Privatization

Group Statistics								
Variables	Privatization	N	Mean	Std. Deviation	Std. Error Mean	t	df	P
EC	Before	116	3.56	1.00	.09	-2.83	147	.00
	After	33	4.12	.99	.17			
NC	Before	116	3.21	.97	.09	-1.42	147	.11
	After	33	3.47	.79	.14			
CC	Before	116	3.00	.93	.09	-.66	147	.50
	After	33	3.11	.74	.13			

To test the significant difference of privatization of Turk Telekom on employee's turnover intention, group differences examined by conducting independent sample t test. According to results in Table 27 there is no significant difference ($t_{(147)} = -.92$; $p < .05$) between groups for turnover intention.

Table 27 - Independent-Samples T-Test Analysis Results for Turnover Intention & Privatization

		Group Statistics						
Variables	Privatization	N	Mean	Std. Deviation	Std. Error Mean	t	df	p
TI	Before	116	2.16	1.15	.10	.92	147	.33
	After	33	1.96	1.03	.18			

3.5.6. Correlation and Regression Analysis

To test the relationships between dimensions of organizational commitment (affective, normative, continuance) and turnover intention, correlation and regression analysis were conducted.

Correlation analysis was conducted to determine the existence of the relationships between variables, and its direction. Table 28 shows correlations between variables. It can be stated that all relationships between organization commitment and turnover intention are in a negative and moderate level ($-0.7 \leq r < -0.3$). According to the results, when organizational commitment gets higher, the turnover intention will be diminished.

Table 28 - Correlation Results Between Variables

Variables	M	1	2	3	4
1- Emotional Commitment	3,69	1			
2- Normative Commitment	3,27	.78**	1		
3- Continuance Commitment	3,02	.36**	.50**	1	
4- Turnover Intention	2,12	-.61**	-.55**	-.31**	1

** . Correlation is significant at the 0.01 level (2-tailed).

To understand the relationships between the variables in causality, OLS regression analysis was done. Table 29 indicates the regression models' summary statistics which DV=Turnover Intention and IVs=Emotional Commitment, Normative Commitment and Continuance Commitment. R² value exhibits how much change in DV is explained by IVs (Gürbüz ve Şahin, 2018). As seen in the Table 29, regression model is significant ($F_{(3,145)} = 31.51, p < .05$) and only emotional commitment

has significant effect ($t = -4.46$, $p < .05$) on turnover intention. $R^2 = 0.39$ meaning only 39.5% change on DV is explained by the IVs in the model.

Table 29 - Regression Analysis Results

Variables	Coefficients ^a					Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	4.86	.31		15.36	.00		
Emotional Commitment	-.50	.11	-.46	-4.46	.00	.38	2.58
Normative Commitment	-.19	.13	-.16	-1.46	.14	.32	3.03
Continuance Commitment	-.07	.09	-.05	-.77	.44	.73	1.35

^a Dependent Variable: Turnover Intention

$F_{(3,145)} = 31.51$, $p < .05$, $R^2 = 0.39$

Another subject analyzed was the effect of privatization on the relationship between organizational commitment and turnover intention. So, the employment time whether before privatization or after, taken as the moderator variable. Hence moderator variables exhibit in which situations the independent variable interacts with dependent variables (Gürbüz & Şahin, 2018), only significantly affects the turnover intention, emotional commitment used in the moderation model as independent variables.

In moderation analysis Hayes's (2018) SPSS extension, PROCESS (v.3.2.) was used. Variables mean centered, confidence interval set to %95 and bootstrap set to 5000. The output from the PROCESS can be found in Table 30. Interaction term was obtained by PROCESS. So, it can calculate the product of X and W (moderator). As can be seen in Table 30, when time emotional commitment taken as independent variable, there was no significant effect of the privatization on the relationship between emotional commitment and turnover intention ($p > 0.05$).

This moderation analysis is type of regression analysis and shows the relationship between independent variable and dependent variable, as well the second relationship on prior, the product of independent variable and moderator variable

(interaction term, $X*W$). So, it can be seen the whole regression model is significant ($p<.05$) and, regression coefficient (RC) for the independent variable, emotional commitment is negative (-.68) meaning that while turnover intention will be decreased when this value increase, that is direct proportion and, it is significant ($p<.05$). But showing the moderation effect, the interaction term's ($X*W$) effect is positive (.32) and not significant ($p>.05$). In Hayes's moderation and mediation extension PROCESS, there are other values for defining the significance of the regression model, lower level confidence interval (LLCI) and upper level confidence interval (ULCI). According to Hayes (2018) these values and bootstrapping methods are useful for gaining the reliability of the analysis. LLCI and ULCI for emotional commitment are both negative, meaning the significance of the effect of this variable. But, while LLCI is negative for the effect of interaction term, the ULCI is positive, meaning the effect is not significant.

Table 30 - Moderation Analysis Results (Moderator (W): Privatization & Dependent (Y): Turnover Intention)

Independent Variable (X)	R ²	SE ^a	RC ^b	t	p	LLCI ^c	ULCI ^d
	39.5	.776			.00		
Constant		.074	2.08	28.14	.00	1.94	2.23
Emotional Commitment		.072	-.68	-9.45	.00	-.832	-.54
Interaction Term (X * W)		.177	.32	1.81	.07	-.028	.67

^a: Standard Error

^b: Regression Coefficient

^c: Lower Level Confidence Interval

^d: Upper Level Confidence Interval

CHAPTER FOUR

RESULTS AND CONCLUSION

4.1. Results

In this study, the relationship between organizational commitment and turnover intention was examined. Within the scope of the research, the moderator effect of privatization on the relationship between the two previous variables was also investigated. While the turnover intention as the dependent variable used in the study, three sub-dimensions of organizational commitment, affective (emotional), normative and continuance commitment, were used as independent variable. For this purpose, the data obtained by the survey method were analyzed by using techniques such as correlation, regression and variance analysis within the scope of the research population and sample.

The research questions of the research:

Research Question 1: How does the relationship between organizational commitment's dimensions (affective, continuance, normative) and turnover intention differ according to demographic variables?

Research Question 2: Does privatization have any effect on the relationship between organizational commitment and turnover intention?

Organizational commitment questionnaire was developed by Mowday in 1979 then translated in Turkish by Wasti (1999). The scale has 24 items that are for emotional, normative and continuance commitment measurement. Turnover intention questionnaire is developed by Mobley, Horner and Hollingsworth theory (1978). This scale has 3 items. Both scales have 5-likert type answers; 1-strongly disagree, 2-disagree, 3-some agree, 4-agree, 5-strongly agree. In order to test the consistency via EFA, in terms of the sub-dimensions of the organizational commitment scale, 6 questions were excluded from the scale. Data were checked for normality with skewness and kurtosis of distribution.

In the study, 149 participants from various departments and cities in Turk Telekom are attended to the survey. When the demographic findings were examined: 55 females and 94 males, most of participants (82 people) are between 31-40 years old with %55, participants are mostly graduated from university with %67,8 (101

people), following participants with a master's degree is %21,5 which equals to 32 people, most of the participants' position is specialist with %55,7 which equals to 83 people.

To analyze the demographic characteristics' effects on organizational commitment, t test and variance analysis (ANOVA) were conducted to determine the group differences for demographics such as gender, age, position and educational status.

According to the findings, it was examined whether the organizational commitment of the employees differed according to the gender variable. Analysis results showed not significant differences (EC ($t_{(147)} = .78$; $p > .05$), NC ($t_{(147)} = 1.43$; $p > .05$) and CC ($t_{(147)} = -0.04$; $p > .05$) between males and females.

It was examined whether the organizational commitment of the employees differed according to the age variable. The ANOVA test is used to test whether the means of more than two groups are equal. According to the ANOVA results, there is significant difference ($\text{sig} < .05$) between groups in EC and NC, and no significant difference ($\text{sig} > .05$) between groups in CC. To understand the group differences Tukey post hoc test is used. For EC, aged employees have greater organizational commitment than younger and, for NC, middle aged (41-50) employees have greater organizational commitment than younger.

It was examined whether the organizational commitment of the employees differed according to the employee's position variable. ANOVA test results showed no significant difference ($\text{sig} > .05$) between any group for all subscales.

It was examined whether the organizational commitment of the employees differed according to the education variable. ANOVA results showed no significant difference ($\text{sig} > .05$) between groups for EC and CC, but for NC, significant differences between groups. According to Tukey post hoc test results there was a significant difference ($\text{sig} < .05$) between high school and master's degree graduates. That is, high school graduates have greater NC (mean = 4.12) than master's degree graduates (mean = 2.97) and this is significantly different.

To analyze the demographic characteristics' effects on turnover intention, demographics such as gender, age, position and educational status were included the t test and the ANOVA.

To understand the turnover intention of the employees, differ or not according to the gender variable t test analysis was done. Analysis results showed turnover intention ($t_{(147)} = .53$; $p > .05$) is not significantly different for the male and female groups.

It was examined whether the turnover intention of the employees differed according to the age variable. ANOVA results showed significant differences ($\text{sig} < .05$) between groups. Tukey post hoc test results showed middle aged (31-40 and 41-50) employees have least turnover intention.

It was examined whether the turnover intention of the employees differed according to the position variable. ANOVA results showed no significant differences ($\text{sig} > .05$) between groups.

It was examined whether the turnover intention of the employees differed according to the education variable. ANOVA results showed no significant differences ($\text{sig} > .05$) between groups.

To analyze the relationship between dimensions of organizational commitment (affective, normative, continuance) and turnover intention, correlation and regression analysis were conducted. Regression model was significant ($F_{(3,145)} = 31.51$, $p < .05$) and only emotional commitment has significant effect ($t = -4.46$, $p < .05$) on turnover intention. Only 39.5% change on DV is explained by the IVs in the model ($R^2 = 0.39$).

To analyze the privatization of Turk Telekom's effects on organizational commitment, survey attendants divided into groups as recruited before privatization and after privatization. Then, group differences examined by conducting independent sample t test. Analysis results indicate there is no significant differences between groups in NC ($t_{(147)} = -1.42$; $p > .05$) and CC ($t_{(147)} = -.66$; $p > .05$) but, there is significant difference between groups in EC ($t_{(147)} = -2.83$; $p < .05$). According to mean differences between groups in EC, it can be said that employees recruited after

the privatization has greater Emotional Commitment than employees recruited before the privatization.

To analyze the privatization of Turk Telekom's effects on turnover intention, group differences examined by conducting independent sample t test. According to results, there is no significant difference ($t_{(147)} = -.92; p < .05$) between groups for turnover intention.

To analyze the relationship between dimensions of organizational commitment (affective, normative, continuance) and turnover intention, and how privatization moderates this relationship, regression model set and the employment time whether before privatization or after, taken as the moderator variable. In moderation analysis Hayes's (2018) SPSS extension, PROCESS (v.3.2.) was used. Analysis results showed no significant effect of the privatization on the relationship between emotional commitment and turnover intention ($p > .05$).

4.2. Conclusion

The aim of this study was to examine the relationship between organizational commitment and turnover intention and analyze the effect of privatization on this relationship as a moderator. Before testing moderator effect, it was investigated whether dimensions of organizational commitment were negatively related to turnover intention. Regression analysis showed significant effect between organizational commitment and turnover intention. Besides analyzing this relationship, another analysis conducted to understand the demographic's effect both on the organizational commitment and turnover intention.

According to the analysis results, no significant differences were found between the genders in terms of sub-dimensions of organizational commitment and turnover intention. According to these results, it can be said that the organizational commitment of all employees participating in the research is above average and, turnover intention is below average regardless of gender. For the age variable, elderly employees have greater emotional commitment than younger and, middle aged (41-50) employees have greater normative commitment than younger. This situation is typical in terms of showing that older people are more emotionally attached to the organization. It is also predicted that normative commitment of

middle-aged people is higher than youth. The fact that there was no significant difference in terms of employee commitment according to the position worked was considered usual since it is not a situation encountered in the literature.

Another relationship examined was the connection between organizational commitment (for all sub-scales) and turnover intention. Regression analysis results showed there was only significant relationship between emotional commitment and turnover intention. Emotional commitment founded on emotions that the employee develops with the organization principally via positive work experience and, it is defined as an individual's emotional relationship with a group (Çakar, 2005; Kanter, 1968). Also, emotional commitment is about accepting purposes and values of the organization, striving for the organization and willing to stay as a member of the organization and, 'if an employee has a strong emotional commitment, he/she keeps working willingly' (Meyer, 1990). Although only emotional commitment has a significant effect on turnover intention, regression model explains the change on turnover intention by 39.5% ($R^2 = 0.39$) which means noteworthy amount of the effect on turnover intention can be estimated by one variable. Porter (1974) emphasized that organizational commitment means a long-term relationship between employee and organization, it improves stage by stage, so it doesn't mean instantaneous and changeable process like satisfaction. So, it can be inferred that while other dimensions of organizational commitment are not significant only emotional commitment can be significant. Another matter that may have caused this situation is the emotional attachment of Telekom's long-term duty to ensure communication of the country. Perhaps therefore the employees here may have felt connected to the organization for doing meaningful work. As a matter of fact, emotional (affective) commitment appears because employee wants, continuance commitment appears because personal interests require to be committed and normative commitment is because of moral justifications (Wasti, 2002).

To understand the strength of the privatization's effect on the relationship between organizational commitment and turnover intention, regression analysis was done. The moderator variable, privatization, found to be not significant, meaning cannot cause an amplifying or weakening effect between organizational commitment and turnover intention. In fact, the analysis conducted to determine the effect of privatization on turnover intention were not significant. For this reason, this result

was seen usual. But for the organizational commitment, there was only significant relationship between emotional commitment and turnover intention. Employees recruited after the privatization of the Telekom have greater Emotional Commitment than employees recruited before the privatization. This may mean that former employees may have lost their emotional commitment after privatization. If this is the case, measures may be required by the organization to increase employee commitment. As a matter of fact, the absenteeism and turnover intention of employees will increase if the organizational commitment is low (Blau, 1987).

To sum up the results of the analysis according to the research questions, it is clear for the subscale of organizational commitment, only emotional (affective) commitment has significant and negative effect on turnover intention. These results are consistent with Somers' work (1995) affective commitment emerged as the sole predictor of turnover. Emotional (affective) commitment appears because employee wants (Wasti, 2002), it is founded on emotions that the employee develops with the organization principally via positive work experience. This result shows the emotional relationship with a group (Kanter, 1968; Çakar, 2005) and can have the meaning of employee's positive perceptions on organizational rewards, as manager support, high earnings and opportunity to promote (Eisenberger, 1990; Ameli, 2001). In other words, according to the sample examined within the scope of this study, it can be stated that employees are emotionally committed to their institutions. Previous research has shown the negative relationship between affective commitment and turnover intention (Addae et al, 2008; Ali & Baloch, 2009; Ahmad & Omar, 2010; Aslan, 2013). Affective commitment is significantly and strongly related to turnover intention than other components of organizational commitment (Jaros,1977; Young, 2006). Cohen and Hudecek's work (1993) also showed that the commitment seen in older workers in this study was seen in high-status employees. Therefore, the negative relationship between emotional commitment and turnover intention was reaffirmed once again.

When we consider the sample taken within the scope of the research as an institution, considering that Turk Telekom has been active in the field of communication for years, it may have caused employees to show an emotional commitment in this direction. Already some studies (Zaim et al, 2010; Bilbil, Sütçü & Kıyat, 2013) show that Turk Telekom is in a good position in terms of customer

satisfaction and loyalty. In addition, the employees of the institution that changed hands with privatization may feel more connected to the institution with a different thinking. As a matter of fact, this may be one of the reasons for the increase in emotional commitment in older workers. Already, with privatization, the state wants to reduce its influence on the economy, there will be different side effects. One of them may be the emotional destruction experienced by employees who feel that they have been working in the state for years. With privatization in Turkey, companies that have been serving for many years have changed hands while some reactions have been reported in the press. In other words, anti-privatization behavior and statements are frequently encountered. In this case, the effect may be restricted to the rational thinking of the employees of the institution. So, there may be more commitment to the institution through an emotional thought system.

When the effects of privatization on employees are examined, a significant result was reached in terms of demographic variables, while the moderator effect of privatization on the relationship between organizational commitment and turnover intention has not been found. It can be said that employees recruited after the privatization has greater Emotional Commitment than employees recruited before the privatization. Along with privatization, some studies (Saka, 2006:82) have shown that employees be afraid of dismissal, but as a continuation of this fear, it can be considered that there is no emotional commitment in those employed after privatization. In other words, an emotional commitment to the organization may not have developed because of this concern among those employed before privatization. At the same time, regarding the moderating effect of privatization, it is thought that the privatization's effect cannot be measured because of the sample is small.

In fact, there are already researches that reveal the negative relationship between organizational commitment and the turnover intention. The point in this study is that organizational commitment exists casual but not as holistic, and only one sub-dimension with the turnover intention. Tett and Meyer's meta-analysis (1993) demonstrated the negative relationship of organizational commitment with the turnover intention, while also using job satisfaction as a variable. In fact, counter to expectation, it has been demonstrated that the effect of job satisfaction on the turnover intention is more than organizational commitment. For this reason, this can be paid attention to in future studies in the telecommunications sector. Another study

(Schwepker, 2001) examining the relationship between organizational commitment and the turnover intention was considered the ethical climate as a variable in the its antecedents. This study suggested that boundary spanning employee's commitment to the organization was likewise influenced by the organization's perceived ethical climate. Therefore, in other future studies, the ethical climate can also be used as a variable in the research of organizational commitment and turnover intention.

The results of this study found a significant correlation between affective (emotional) commitment and turnover intention, while Chen's study (2006) found a significant and negative effect on the turnover intention, which unlike, 'normative commitment' and 'continuance commitment' are major factors affecting the employee's turnover intentions. In addition, job satisfaction was used as a variable job satisfaction and organizational commitment were also confirmed to have negative impacts on turnover intentions. This suggests that enhancements in job satisfaction and organizational commitment can be expected to reduce employee's intentions to quit (Chen, 2006).

Although it is possible to find similar research examining that job satisfaction used as a variable, Yucel's work (2012) found that job satisfaction is one of the most important antecedents of organizational commitment and turnover intention of employees. In another work (Joo & Park, 2010) it was found that a personal factor (i.e. goal orientation) and contextual factors (i.e. organizational learning culture and developmental feedback) contributed to career satisfaction and organizational commitment, which, in turn, affected turnover intention. What these studies have demonstrated is that the use of other variables before or together with organizational commitment will allow for a better understanding of the issue. That's why we can state that if an employer needs a highly motivated, innovative, productive human resource, the importance of job satisfaction and organizational commitment should not be forgotten, and it is obvious that high job satisfaction and organizational commitment will avoid turnover intention and actual turnover (Aydogdu & Asikgil, 2011). It can also be assessed that rewards or other resources to increase job satisfaction can increase employee commitment. Weng and McElroy's work (2012) found of a negative relationship between organizational rewards and turnover intentions may also be explained by the idea that receipt of rewards leads to increased commitment. The fact remains that, the behavior of the leaders in the

organization and organizational learning are other considerations for organizational commitment. It is imperative to improve organizational commitment and retention through positive organizational learning culture and supportive leadership (Joo, 2010).

The research has some limitations. Mainly, for several reasons, the sample that is kept in a narrow scope would be larger. In addition, the cross-sectional survey can be reconstructed in the future in accordance with the data obtained longitudinally at different times. Another limitation is the collection of data by employee's self-report of themselves. Maybe social desirability effect, that is a type of response bias the tendency of survey respondents to answer questions in a manner that would be viewed favorably by others, can be a limitation. Other data, such as observations or executive interviews, may be used to improve the reliability of the research in future studies.

It is hoped that the results of the research will be benefited by the managers of the institution and the researchers working in this field. Future studies may include other variables that differ from organizational commitment that may further explain turnover intention. For example, some variables related to motivation or leadership may be included in the research.

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APPENDICES

APPENDIX-A SURVEY SHEET

ANKET FORMU

Bu anket, Çankaya Üniversitesi Sosyal Bilimler Enstitüsü İşletme Yönetimi Bölümü MBA Programı kapsamındaki bir tez çalışmasında kullanılmak üzere hazırlanmıştır. Çalışma bilimsel bir nitelik taşıdığından veriler gizli tutulacaktır. Soruları eksiksiz cevaplamanız, araştırmanın güvenilirliği açısından önemlidir.

Katılımınız için teşekkürler.

	Kadın	Erkek
Cinsiyetiniz		

Yaşınız	
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	İlkokul	Ortaokul	Lise	Yüksek Okul	Üniversite	Yüksek Lisans	Doktora
Eğitim Durumunuz							

Göreviniz	
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Kaç yıldır bu kurumda çalışıyorsunuz?	
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1	2	3	4	5
Hiç Katılmıyorum	Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Tamamen Katılıyorum

	1	2	3	4	5
1.Meslek hayatımın kalan kısmını bu kuruluştaki geçirmek beni çok mutlu eder.					
2.Bu kuruluşa kendimi “duygusal olarak bağlı” hissetmiyorum.					
3.Bu kuruluşun sorunlarını gerçekten kendi sorunlarım gibi hissediyorum.					
4.Kendimi kuruluşumda “ailenin bir parçası” gibi hissetmiyorum.					
5.Bu kuruluşun benim için çok özel bir anlamı var.					
6.Buradaki işimi kendi özel işim gibi hissediyorum.					
7.Kuruluşuma karşı güçlü bir ait olma hissim yok.					
8.Bu kuruluşun bir çalışanı olmanın gurur verici olduğunu düşünüyorum.					
9.Bu kuruluşun amaçlarını benimsiyorum.					
10.Mevcut işverenimle çalışmaya devam etmek için hiçbir manevi yükümlülük hissetmiyorum.					
11.Benim için avantajlı da olsa kuruluşumdan şu anda ayrılmanın doğru olmadığını hissediyorum.					
12.Kuruluşumdan şimdi ayrılırsam kendimi suçlu hissederim.					
13.Bu kuruluş benim sadakatimi hak ediyor.					
14.Buradaki insanlara karşı yükümlülük hissettiğim için kuruluşumdan şu anda ayrılmayı düşünmem.					

15.Kuruluşuma çok şey borçluyum.					
16.Kuruluşum maddi olarak zor durumda olsa bile, sonuna kadar kalırdım.					
17.Mevcut kuruluşumdan ayrılıp birlikte çalıştığım insanları yarı yolda bırakmak istemem.					
18.İstesem de, şu anda kuruluşumdan ayrılmak benim için çok zor.					
19.Şu anda kuruluşumdan ayrılmak istediğime karar versem, hayatımın çoğu alt üst olur.					
20.Yeni bir işyerine alışmak benim için zor olurdu.					
21.Bu kuruluşu bırakmayı düşünemeyeceğim kadar az seçeneğim olduğunu düşünüyorum.					
22.Başka bir işyerinin buradan daha iyi olacağını garanti yok, burayı hiç olmazsa biliyorum.					
23.Bu kuruluştan ayrılmanın az sayıdaki olumsuz sonuçlarından biri alternatif kıtlığı olurdu.					
24.Eğer bu kuruluşa kendimden bu kadar çok vermiş olmasaydım, başka yerde çalışmayı düşünebilirdim.					
25. Şu anki işimden sık sık ayrılmayı düşünüyorum.					
26.Şu anki işimden ayrılmaya niyetliyim.					
27.Yeni bir iş arıyorum.					

APPENDIX-B

CURRICULUM VITAE

Surname, Name: Dođru Tumba, Ayb¼ke

Nationality: Turkish (TC)

Date and Place of Birth: 6 July 1989, Tokat

Marital Status: Married

Phone: +90 506 340 52 89

email: dogruaybuke@gmail.com

EDUCATION

Degree	Institution	Year of Graduation
MS	Çankaya Univ. Business Administration	2019
BS	TOBB ETU International Relations	2012
High School	Coşkun Önder High School	2007

WORK EXPERIENCE

Year	Place	Enrollment
Present -2015	Turk Telekom	Assistant Specialist in Procurement Services

FOREIGN LANGUAGES

Advanced English, Intermediate French

HOBBIES

Pilates, Scuba-diving, Paragliding, Travelling