

ORGANIZATIONAL COMMITMENT AND CASE STUDY ON THE UNION OF MUNICIPALITIES OF MARMARA

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Abstract

The present paper, written on the subject of institutional commitment, presents a theoretical and empirical study aiming at measuring the level of institutional commitment of the staff of the Union of Municipalities of Marmara. The field study realised for the purpose of the paper measured levels of affective, continuance and normative commitments of the workers. In addition, the correlation between the personal and demographic characteristics of the staff members and the types of their institutional commitment have been analyzed. Thus, it has been established that the workers are strongly committed to the organization by affective and normative commitment, while continuance commitment is less relevant. The relationship between this finding and the personal and demographic characteristics have been determined in details. The study concludes that the management of the union shall take measures to strengthen the continuance commitment. In this respect, some proposals have been elaborated. On the other side, some advices addressed to academicians who will realize studies on this subject have been listed.

Keywords: Organizational commitment, union, municipality.

JEL codes: L29.

1. Introduction

The changes occurred in the theory of management has also significantly affected the attitude of organizations to their workers. The management paradigm, which until the mid of 20th century was under the influence of the “classical organization theory”, considered organizations as “closed-mechanical” systems and its workers as mere elements composing them. This approach tended to see them as parts of a machine rather than socio-psychological beings. Any lack of productivity or mistake of a worker was repaired by simply removing this worker and bringing a new one in his place. In this approach workers had no importance as “individuals” at all and their contribution to the organization was limited strictly to their job description. This attitude of the management reflected on the workers, causing that these were not trying to become more useful for the organization. When found a better job they used to quit their organizations to new one and to stay there until they find even better.

The “neo-classical organization theory”, developed to compensate the shortcomings of the classic organization theory, addressed the socio- psychological side of the workers. From that time on, their feelings and views, social and psychological needs gained in importance. The attitude towards workers changed and with that increased the importance

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given to them. This process brought closer the worker and the organization and increased their mutual attachment. With the modern and post-modern management approaches, the cooperation and synergy between organization and the worker get more significance. “Mechanical” and “closed” organization models have left the place to “organic” and “open” models. In the new period, the organizations, like living organisms, have to follow closely the changes, opportunities, threats, possibilities and problems in the external world and inside themselves, have to adapt to the change and if necessary to steer the change. The workers started to be seen as organs composing the organism. Henceforth it is matter that these are healthy and dynamic, that they fulfill their missions in the best way. To achieve this goal effectively it is necessary to strengthen the organizational commitment.

The organizational commitment is not only important in private sector but also in local authorities. The local authorities, whose decision-making organs are directly elected by people and whose executive organs are partly elected by people, are in intense interaction with them. For this reason, societal change and development affect directly the local authorities. Important legal reforms have been realised in 2003-2008 in the field of local government. The local authorities, with growing powers, financial resources and activity areas, are supposed to meet the service needs of people in effective way. One of the main conditions of fulfilling this task is to keep the “organizational commitment” of workers at higher level.

The present article focuses on the organizational commitment and presents the outcomes of a case study implemented on this subject in the Union of Municipalities of Marmara. The study sought to measure the organizational commitment of Union’s workers. It contains five chapters. The first chapter gives the definition and the scope of organizational commitment. The second discusses the variables related to the organizational commitment, while the third, its benefit for both the organizations and their members. In the fourth chapter the concept of municipal unions is explained and the Union of Municipalities of Marmara is introduced. The last chapter describes the theoretical framework of the case study and its findings; it presents the system, the sample, the research model, data collection method, elaboration of the scales of the survey, the credibility of the scales, the elaboration of the questionnaires and the methods applied in the data analysis; and the findings have been analyzed accordingly. In the conclusions, some recommendations have been put forward based on the findings of the case study.

2. Definition and scope of the concept of organizational commitment

The concept of organizational commitment, which since 1970’s has been subject to intense scientific studies, has been defined broadly in literature as “person’s identification of himself/herself with an organization and willingness to belong to that organization” (Mowday, Steers and Porter, 1979: 226; Mathieu and Zajac, 1990: 171-172; Testa, 2001: 227; Mathews and Shepherd, 2002: 369; Rowden, 2000: 31; Graham and Afza, 1993: 613; Schappe, 1998: 280; Kacmar, Carlson and Brymer, 1999: 976). Organizational commitment, which is also defined as a belief interiorized by people (Mathews and Shepherd, 2002: 369), focuses on the subjects such the employee’s personal values,

career status and opportunities, participation in the work, integration and vocational development (Mathieu and Zajac, 1990: 171).

The organizational commitment of employees can be summarized in three indicators, such as “having faith in organizational values and sharing its aims, making efforts beyond expectations in the name of the organization and willingness to maintain membership of the organization” (Mowday, Steers and Porter, 1979: 226).

Organizational commitment goes beyond the classical concept of commitment. It implies a more active commitment. Employees are willing to give their personal contribution to the well-being of the organization. Therefore, the organizational commitment reflects not only on their expressions and statements but also appears in their acts and deeds (Mowday, Steers and Porter, 1979: 226).

Different commitment types have been identified through scientific studies on organizational commitment. O’Reilly and Chatman speak of “attitudinal commitment” approach which implies that person’s goals and interests coincide with the organizational goals and interests. In the attitudinal commitment, the organization - employee relationship is based on reciprocal (mutual) exchange. The employee expects a return for his/her contribution to the organization and remains committed to the organization as long as he/she is rewarded for his/her services (O’Reilly and Chatman, 1986: 492-499). Becker, emphasizes the “behavioural commitment” approach. In this case, employees make an endeavour beyond expected performance level. (Becker, 1960: 32-40; Kacmar et al., 1999: 976-994)

The classification applied by Allen and Meyer has been broadly accepted in the literature on organizational commitment. According to them, there are three different types of commitment in practice: “affective commitment”, “continuance commitment” and “normative commitment” (Allen & Meyer, 1990: 1-18). This article takes as basis the classification applied by Allen and Meyer.

2.1. Affective Commitment

Affective commitment describes the affective allegiance to the organization. In this approach, the source of the commitment of the employees is their feelings towards the organization. In this type of commitment, to make a part of the organization gives pleasure and pride from emotional point of view. The organization represents much for its employees both materially and spiritually. Therefore affective commitment is accepted as a strong type of commitment. The employees with this kind of commitment identify themselves fully with the organization. Therefore, they are ready to make sacrifices for the sake of their organization and won’t envisage leaving it. Certain conditions must be created to foster the affective commitment among employees: (Dunham, Grube and Castaneda, 1994: 371):

1. Autonomy in the mission: In the fulfilment of their missions, the employees must have the power, to a certain extent, of taking and implementing decisions.
2. Clarity and significance of the mission: The employees must be involved in a job suitable to their abilities and significant from their own point of view. The job definition, rights, authorities and responsibilities of the employees must be clearly defined.

3. Image of the mission: The mission carried out by the employees must not cause a negative image and must not create a discreditable effect from social perspective (Lim, Teo and See, 2000: 740-750).
4. Qualities required for the mission: The qualities and the requirements of the mission must be clearly identified.
5. Attitude of the manager: The managers who are in direct or indirect interaction with employees should give value to the personality and honour of their subordinates; they should pay attention to their needs; they should avoid any humiliating behaviour before other employees.
6. Participation in management: Employees should be able to express freely their views and suggestions to their superiors. For this purpose, appropriate mechanisms should be established and implemented. They must be consulted and given the possibility to ask questions and to obtain information related to the decisions that concern them, before these decision are taken. Views and suggestions of employees must be given importance and should be implemented; if not implementable, the reason should be properly explained.
7. Organizational justice perceptions: In the process of taking organizational decisions and distribution of resources, perception of justice by the employees should be assured.
8. Organizational confidence – confidence in the leader: The employees should trust to both the organization and the top management in what concerns the meeting of their current and future personal and professional needs. (Tan and Tan, 2000: 243).

2.2. Continuance Commitment

Continuance commitment is a type of commitment in which the employees have financial dependence on the organization. In this type of commitment, it is the material/financial benefit that makes employees stay with the organization. Their personal benefit is the measure of the significance that organization has in their eyes. Therefore, the continuance commitment is not considered as a strong type of commitment. The employees do not make sacrifices for their organizations, except in case they are compelled to do so, and at the first opportunity (in case they find a better job with better financial opportunities) they quit the organization. The factors forging the continuance commitment can be listed as follows (Dunham, Grube and Castaneda, 1994: 371; Price, 1997: 424; Orpen, 1993: 136):

1. Age: The employee is either too old or too young to find job out of the organization.
2. Working period: The employees' long period of working for the organization, their familiarity with the job, the low probability of finding a job out of the organization, or their short working period in the organization resulting in lack of experience.
3. Career opportunity: Lack of opportunity of making career out of the organization.
4. Educational background: Type of education is not appropriate for working in better conditions out of the organization.
5. Marital Status: Being married and/or with children, so that the employee does not dare to quit the organization.

6. Alternative job opportunities: Alternative job opportunities are limited.
7. Sex: the continuance commitment of women is less strong than that of men.
8. Organizational justice perception (distributive justice): feeling that organizational justice is better assured than in other organizations. (Price, 1997: 424; Orpen, 1993: 136)

2.3. Normative Commitment

This type of commitment to the organization derives from the fact that the employees believe they must work in the organization due to conscientious and ethical reasons. The sources of the normative commitment can be the following: The employees were treated with much favour by the organization’s management, the employee has worked in the organization since long time, the organization has been a life-saver for the employee in difficult times, or the services provided by the organization are considered as socially and spiritually important- noble duties. Therefore, they consider themselves responsible before the organization in terms of normative commitment. This feeling makes their work for the organization meaningful. The more they are grateful to the organization, the more they feel pride for working for it. The employees with such commitment can do important sacrifices for their organization and generally do not consider leaving the organization. The factors which foster the normative commitment are: (Dunham, Grube and Castaneda, 1994: 371):

1. The colleagues have got strong organizational commitment.
2. Gratefulness felt for the assistances and favours made by the organization.
3. The importance given by the employee to principles and values.
4. The effect of social frame of mind.

3. Variables of organizational commitment

Organizational commitment is closely related to some personal and organizational variables: age, sex, work duration in organization, personal characteristics, state of internal and external control, performance, job satisfaction, perception of job image, perception of justice, the features of job, leadership types (confidence in the organization and its manager). (Luthans, 1995: 130; Mathieu and Zajac, 1990: 171). (Table 1).

Table 1: Variables of organizational commitment

SCIENTISTS	VARIABLES*	FINDINGS
Aryee, Budhwar and Chen (2002)	Confidence in the organization	Confidence in the organization increases the organizational commitment.
Dirks & Ferin (2002)	Confidence in the manager	Confidence in the manager increases the organizational commitment.
Gade, Tiggel and Schum (2003)	Performance, Job Satisfaction	Affective commitment and continuance commitment raises the performances of employees. Affective commitment and continuance commitment raises the job satisfaction of

		employees.
Goulet and Frank (2002) Karrasch (2003)	Age, Sex	The average age of public sector employee (PS) is higher than in private sector (PrS) and non-profit organization. (PS : 47.4, PrS : 38.9, NPO: 37.7) The rate of female workers in non-profit sector is higher than in private sector. (NPO: %74, PrS: %57) Organizational commitment level is proportionate to age. The level of organizational commitment is the highest in private sector, followed by non-profit sector and by public sector. (PrS: 73.9; NPO: 72.8, PS: 66.9) Affective commitment and normative commitment have no significant relationship with sex factor. Continuance commitment of male worker is higher than female workers.
Kacmar, Carlson and Brymer (1999)	Relationship between leader and employee	Good relationship between leader and his/her followers raises the organizational commitment.
Rahim and Afza (1993)	Leader's power	Organizational commitment level is proportionate to leader's power.
Lim, Teo and See (2000)	Perception of job image	Perceived job image raises organizational commitment.
Orpen (1993)	Procedural justice	Perception of procedural justice raises organizational commitment.

* Variables which have direct relation with organizational commitment.

4. Benefits of organizational commitment to organization and employees

The benefits of organizational commitment to the organization and its employees can be summarized as follows (Mathieu and Zajac, 1990: 171-174; Dunham, Grube and Castaneda, 1994: 370-371; Mathews and Shepherd, 2002: 369; Luthans, 1995: 131-132; May, Korczynski and Frenkel, 2002: 795; Gade, Tiggel and Schumm, 2003: 191-192; Rowden, 2000: 31; Finegan, 2000: 152; Williams and Anderson, 1991: 601-604; Kacmar, Carlson and Brymer, 1999: 976-977; Chen, Tsui and Farh, 2002: 339, Becker, Randall and Riegel, 1995: 619):

1. Being in reciprocate interaction with job satisfaction, it contributes to the raise of job satisfaction.
2. It contributes to rendering employees more reconciliatory on job conditions.
3. It contributes to improving organizational ambiance and changing in positive way.
4. It helps the system of intra-organizational relations to function healthily.
5. It decreases or prevents tardiness.

6. It decreases dismissals and the rate of employee turnover
7. It helps employees to adopt “organizational allegiance” behaviour.
8. It catalyzes coordination within organization.
9. It promotes trust, cooperation and solidarity between employees.
10. It encloses employees with management and promotes team spirit.
11. It increases performance of employees and of organization as a whole.
12. It improves trust of employees towards organization, managers and colleagues.
13. It contributes to make faster and easier organizational change.
14. It gives flexibility to organization for adaptation to changes occurring in external environment.
15. It contributes to development of entrepreneurial, responsibility-assuming and conscious frame of mind of employees.
16. It decreases job stress.

5. Concept of Union of Municipalities and The Union Of Municipalities of Marmara

5.1. Definition of Union of Municipalities and Reasons of Establishment

Union of municipalities can be defined as a public legal entity which is established by more than one municipality in order to advocate common rights and benefits, improve efficiency and effectiveness in public services, with a decision making body formed by representatives of member municipalities and with an administrative and fiscal autonomy. Here are some reasons of establishment of union of municipalities (Çiçek and Bozlağan, 2009: 194):

1. To strengthen political power, to advocate for rights and benefits of member municipalities.
2. To improve cooperation, coordination and solidarity between members.
3. To execute some common services (solid waste management, water management, planning etc.) in more effective and efficient way.
4. To accomplish more easily projects requiring important fiscal, human and technical resources.
5. To support local development.
6. To enable sharing of knowledge and experience among members.
7. To ensure effective benefit of international fund resources.
8. To promote local democracy.
9. To provide public opinion support.
10. As result of encouragement by central government to join the union for the projects related to water, waste water, solid waste and other similar infrastructure

services and the projects regarding protection of environment and ecological balance⁴.

11. To provide platform for interaction with foreign counterparts and to promote interest of municipalities on international level.

5.2. Organs of Union of Municipalities

In Turkey, the unions of municipalities are regulated by the Law 5355, (Mahalli İdare Birlikleri Kanunu: The Law on Local Authority Unions), adopted in 2005. According to this law, the unions of municipalities have three main organs. These are “general assembly of union”, “executive committee of union” and “president of union”. General assembly is composed of members elected by municipal councils of member municipalities according to union statutes. (5355, article 8). Main duties of the general assembly are (5355, article 9):

1. To elect union president, bureau of assembly, executive committee and members of commissions.
2. To approve strategic plan, performance programme, work programme, budget, annual report and final accounts.
3. To decide on loans.
4. To decide on purchase, sell and rental of real estate.
5. To decide on tariff of fares for services provided by union.
6. To accept conditional donations.

The executive committee of the union consists of seven members elected by the general assembly and the union president. In unions covering the whole country, this number is doubled (5355, article 12). Main duties of the executive committee are (5355, article 13):

1. To examine investment plan, work programme, budget and final account and to advise the general assembly on these matters.
2. To take decision of public weal for compulsory purchase.
3. To issue fines foreseen by laws.
4. To implement decisions of general assembly on real estate purchase, selling, rental and barter.

The president of union is the head of union administration and representative of the legal entity of the union. The president is elected by general assembly for consecutively two and three year terms at one election period. (5355, article 10). Main duties and authorities of president are (5355, article 14):

1. To prepare, execute, follow and evaluate investment plan, work programme, budget and final account and submit annual activity reports regarding these matters to general assembly.
2. To chair union general assembly and executive committee.
3. To implement decisions of general assembly and executive committee.
4. To assign personnel of union.

⁴ See also; Mahalli İdare Birlikleri Kanunu, Kanun No. 5355, **Resmi Gazete**, Tarih: 11.06.2005, Sayı: 25842, md. 4.

5. To carry out the duties and to use the authority which are attributed by laws and do not require decision of general assembly or executive committee.

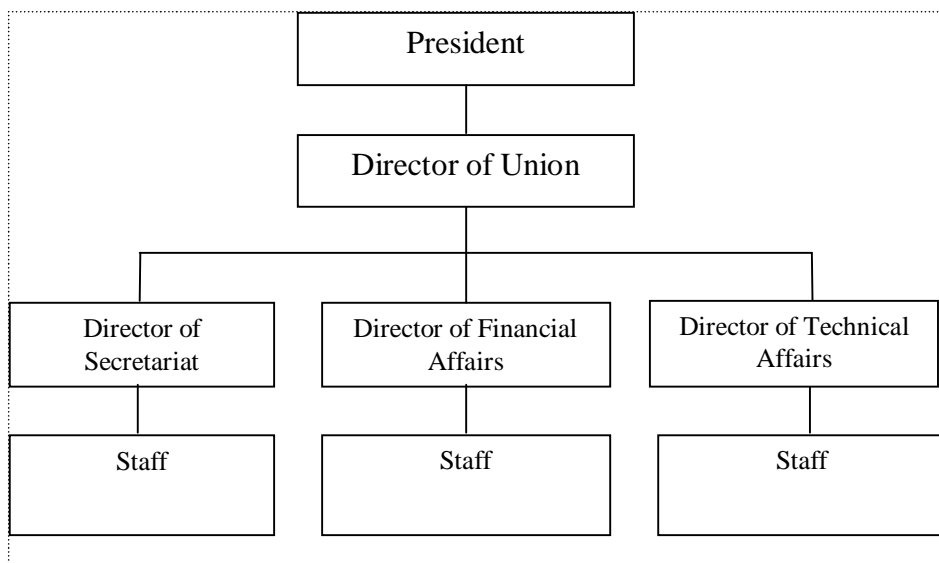
5.3. Organizational Structure and Personnel System in Union of Municipalities

Organizational structure of municipal unions is regulated by the article 17 of the Law 5355, and by the by-law on Permanent Staff Principles and Standards in Municipalities, Municipal Institutions and Local Authority Unions⁵ (Belediye ve Bağlı Kuruluşları ile Mahalli İdare Birlikleri Norm Kadro İlke ve Standartlarına Dair Yönetmelik). The by-law has projected a hierarchical-functional organizational structure. In this framework, the personnel of a municipal union are composed of president, secretary general, directors and other staff members. It is a four grade hierarchical structure. In addition, the organizational structure of union is regulated by following regulation in the law: “In country-level unions and in the unions with more than hundred members will be established, in accordance with permanent staff norms, the secretary general, the units of secretariat and of financial affairs and other units, related to the union’s activity field, established by general assembly and not exceeding the number of three”. For other municipal unions, their structure foresees, “in accordance with permanent staff norms, union director, secretariat and financial affairs and of technical affairs units established according to the union activity field”. Thereof, it can be claimed that union structure is based on functional organization principles. Examples of organizational structure of municipal unions have been illustrated at Scheme 1 and Scheme 2.

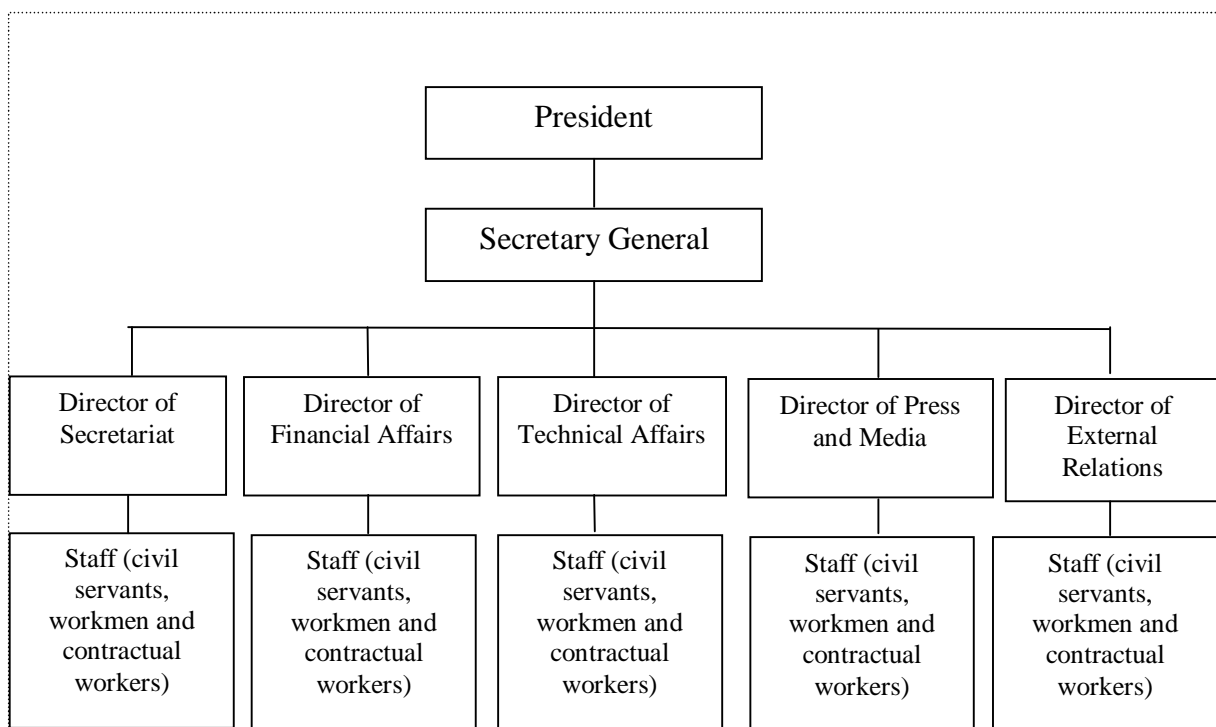
Permanent Staff rules of municipal unions are regulated by the By-Law on Permanent Staff Principles and Standards in Municipalities, Municipal Institutions and Local Authority Unions (Belediye ve Bağlı Kuruluşları ile Mahalli İdare Birlikleri Norm Kadro İlke ve Standartlarına Dair Yönetmelik). Municipal unions are categorized in two groups according to number of members in the chart enclosed to the by-law. The permanent staff of unions with more than hundred members is composed of secretary general, unit directors, supervisors and other personnel. Unions in this group are allowed to employ maximum 62 staff members.⁶ This number is extended to 79 for country-level unions. Unions with less than 100 members are allowed to employ up to 17 staff members. The Permanent Staff By-Law has provided the unions with more than 100 members with significant flexibility.

⁵ See also. Belediye ve Bağlı Kuruluşları ile Mahalli İdare Birlikleri Norm Kadro İlke ve Standartlarına Dair Yönetmelik, Resmi Gazete, Tarih: 22.02.2007, Sayı: 26442.

⁶ See also; Belediye ve Bağlı Kuruluşları ile Mahalli İdare Birlikleri Norm Kadro İlke ve Standartlarına Dair Yönetmelik, **Resmi Gazete**, Tarih: 22.02.2007, Sayı: 26442.



Scheme 1: Organizational Structure of Ordinary Municipal Unions



Scheme 2: Example of Organizational Structure of “Country-Level” Municipal Unions or with More Than 100 Members

Pursuant to the Law 5355, “Civil servants can be employed and nominated as secretary-general or any other high ranking official within the union’s organization on the basis of rules and regulations stated in the Law of Municipalities. In this case, the nominated person will sustain his or her fiscal and social security earnings from his or her original cadre upon which there could also be additional payments not exceeding his or her original earnings by the decision of union’s executive board”. (5355, Article 17) This clause provides significant pecuniary advantage for managerial positions like director or higher. Unions, which in the past have been experiencing difficulties in finding employees, have, with the Law 5355, become institutions employing competent staff especially at the positions of secretary general and directors.

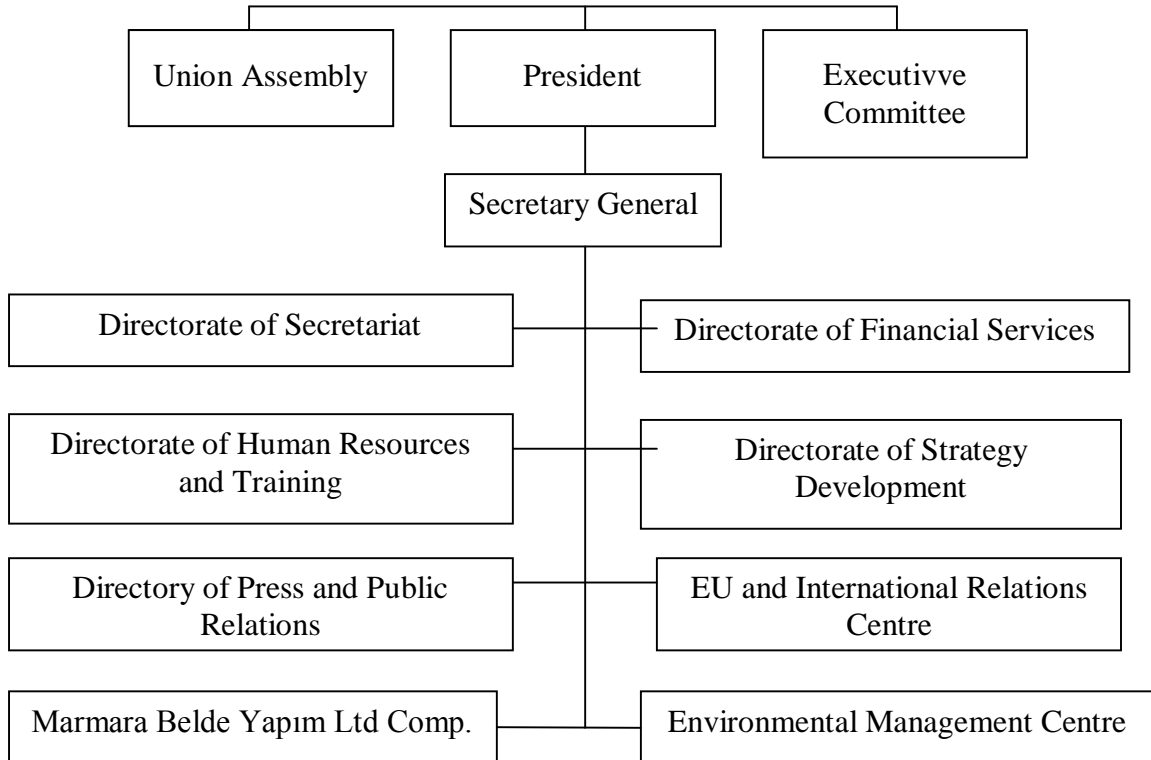
The same law states that; “In cases falling beyond the provisions of this law concerning organizational and employment matters, the provisions in the Law of Municipalities and in the unions’ statutes, provided the latter are not contrary to the Municipal Law, are applied.” (5355, Article. 22). In the light of this, “...according to permanent staff standards, experts and technical staff such as lawyers, architects, engineers, urban and regional planners, computer analysts and programmers, doctors, specialist doctors, midwives, nurses, veterinarians, chemists, technicians may be employed on a yearly contractual basis in the municipality and affiliate institutions, in the areas of environment, health care, veterinary services, technical services, law, economic affairs, information technology, communication, planning, research and development, education and consultancy... Contracted employees’ salary will be determined by the municipal assembly in the base of the first degree of the first level by taking the Law 657 on Civil Servants (657 sayılı Devlet Memurları Kanunu) and total net amount of the payments is not to exceed more than 25 percent the base.” (5393, article. 49). These legal clauses provide unions the opportunity of contracting employees and paying rather good salaries compared to conditions in the country.

5.4. Union of Municipalities of Marmara (UMM)

Union of Municipalities of Marmara (UMM) has been established in 1975. It has 230 member municipalities within 11 provinces⁷. The headquarters of the union are in Istanbul. Organs of the union are “union assembly”, “union executive committee” and “president” (<http://www.marmara.gov.tr>). Main tasks of the union are “to establish cooperation and exchange of information among municipalities for sustainable and balanced development of the Marmara Region; to strive to establish and generalize democratic, participative, transparent and accountable concept of local governance; to provide training services to the union members’ elected municipal representatives and municipal staff; to represent member municipalities in various national and international platforms; and to be their voice and protect their rights and interests; in context of integration process to the EU, to participate in and contribute to activities aiming to harmonize members with the EU Acquis.” (MBB Tüzüğü, 2005: Article. 7; MBB Stratejik Planı, 2006).

⁷ Balıkesir, Bilecik, Bursa, Çanakkale, Edirne, İstanbul, Kırklareli, Kocaeli, Sakarya, Tekirdağ, Yalova

Organizational structure of the union is composed of “secretariat general”, five directorates, two centres and one affiliate company. (Scheme 2). Here are the units: Directorate of Secretariat, Human Resources Directorate, Financial Services Directorate, Directorate of Strategy Development, Directory of Press and Public Relations, EU and International Relations Centre, Environmental Management Centre, Marmara Belde Yapım Limited Company. 22 staff members are employed in these units by 2009.



Scheme 3: Organizational Structure of the Union (<http://www.marmara.gov.tr>)

6. Field research on organisational commitment at the Union of Municipalities of Marmara

6.1. Problem, Aim and Significance

For a long period of time, unions of municipalities in Turkey had not had a satisfactory organizational structure. This situation resulted from the lack of legal regulations and subsequently the lack of sufficient financial resources, personnel structure and administrative autonomy. The Law 5355 on Unions of Local Authorities adopted in 2005 and Municipality and the By-Law on Permanent Staff Principles and Standards in Municipalities, Municipal Institutions and Local Authority Unions,⁸ implemented since 2007, are considerable legal-administrative regulations responding to this need. Several unions of local authorities, and in particular the Union of Municipalities of Turkey and

⁸ It should be noted that these two regulations contain however important shortcomings.

the Union of Municipalities of Marmara, have gained sufficient financial resources and capability of employing staff necessary to execute tasks entrusted by the union statutes. Unions have made prominent progress in institutionalisation, hence the improvement of organizational performance and providing high quality services to their members become a major requirement. In this framework, organizational commitment emerges as a concept to be considered seriously.

No study on measuring organizational commitment at unions of local authorities has so far been realised in Turkey. Therefore, the present study has been carried out in order to contribute to remedy this deficiency in the related scientific literature. This research aims at monitoring the organizational commitment of the staff of the Union of Municipalities of Marmara. By the research, it is expected to acquire detailed information and data on one single sample. A “meta-analysis” on general situation of unions in Turkey can be realised using the findings from “one sample” studies realised in other unions. It is thereby presumed that findings attained by this research will be significant contribution to further meta-analyses studies.

6.2. Model, Scope, Universe and Sample

The research is a theoretical and empirical induction study⁹ which has been set up to define organizational commitment of staff at a municipal union in a screening model¹⁰. In the scope of the research, “affective commitment”, “continuance commitment” and “normative commitment” levels have been measured. The research has been limited to the Union of Municipalities of Marmara for the above mentioned reasons. The union can be defined as one of the oldest and most institutionalized municipal unions. Researchers’ background information on the union is considered to contribute to the analysis and interpretation of findings. The field research concerned all staff members except the secretary general.

The universe of this research has been the staff of the Union of Municipalities of Marmara. Regarding sampling, the “entire sampling” strategy has been chosen. In this case, the universe is also the sample in the same time. The sample has been categorized in four different criteria (Table 2). Here they are:

1. Superior-Subordinate: Directors and superior to them are defined as “superior” while other staff members are defined as “subordinate”.
2. Female-Male.
3. Younger than 40 years; Older than 40 years.

⁹ Main objectives of the inductive researches are identification, detection, definition of problem and precise formulation of the problem, to set variables of research and relations of those variables and develop proposition to make a base for further studies. “Inductive” approach is applied to this kind of researches. Inductive research is a model that is applied to the cases in which theoretical and empirical knowledge level is limited and general fundamentals of subject are not yet clearly set. (Kurtuluş, 1989: 54-55 cited at Bozlağan, 2001: 112).

¹⁰ Screening models are the models aiming to describe a case which is still existing or existed in past, the subject whether person or organization is studied out to identify it in its special conditions. Screening models are categorised in several groups dependent on objective of research. Induction, deduction and cause-effect relations researches can be cited as examples (Karasar, 1994: 77 cited at Bozlağan, 2001: 112).

4. Earnings (monthly); more than 2.000 TL; less than 2.000 TL¹¹.

Table 2: Range of Sample According to Groups

Groups	Number	Percentage (%)
Superior	8	38
Subordinate	13	62
Under 40 Years Old	13	62
40 Years Old and Over	8	38
Women	9	43
Men	12	57
Primary School Education	--	0
High School Education	6	28,5
College - Graduate	9	43
Post-Graduate - PhD	6	28,5
Under 2.000 TL Wage	15	71,5
Over 2.000 TL Wage	6	28,5
Working for less than one year	6	28,5
Working for between one and two years	4	19
Working for more than two years	11	52,5

6.3. Assumptions and Questions of the Research

The questions for which answers are sought in the survey are the following:

1. How much affective commitment do the personnel have?
2. How much continuance commitment do the personnel have?
3. How much normative commitment do the personnel have?
4. What is the correlation between “organizational status” and organizational commitment types of the personnel?
5. What is the correlation between “age” of personnel and organizational commitment types?
6. What is the correlation between “gender” of personnel and organizational commitment types?
7. What is the correlation between “education level” of personnel and organizational commitment types?

¹¹ Average/mean of the data on “poverty threshold for a four persons family” from three biggest trade unions and Turkey Statistical Institution (TÜRK-İŞ, TÜRKİYE KAMUSEN, MEMURSEN and TÜİK) are taken. Subjects are categorised in two groups; over poverty line and below poverty line.

8. What is the correlation between “net salary” of personnel and organizational commitment types?
9. What is the correlation between “working time” of personnel and organizational commitment types?

It is assumed that the test subjects have sufficient knowledge to be able to give meaningful answers to questionnaire questions.

6.4. Data Collection Method, Reliability of Propositions and Data, Methods Used in Data Analysis

Regarding data collection, “questioning via face-to-face meeting” method has been chosen. This method is chosen for providing the following advantages: developing mutual trust, accessing all test subjects, providing possibility to observe and filling the questionnaire forms by subjects themselves¹².

Propositions used in field research are adapted from Allen and Meyer’s scientific study¹³ which has been proved for “validity” and “reliability”. Statements placed on the questionnaire have been assessed in 5-degrees scale developed by Rensis Likert¹⁴ (Table 2). Gathered data has been analysed using the SPSS (Statistical Package for Social Sciences)’s fifteen version (SPSS 15.0).

Table 2: Assessment Scale

Options	Score Value
Strongly Agree	5
Agree	4
Undecided	3
Do not Agree	2
Strongly Disagree	1

Questionnaire form is composed of two sections. First section comprises fifteen (15) propositions on “organizational commitment”. Six (6) of the propositions are inquiring “affective commitment”, five (5) of them “normative commitment”, four (4) of them “continuance commitment”. The second section contains questions on subjects’ organizational status, age, gender, education level, net salary and working time at the Union of Municipalities of Marmara. (see also Annex: Questionnaire Form).

¹² For advantages of the questionnaire method by personal interview, see also Kemal Kurtuluş, *İşletmelerde Araştırma Yöntembilimi (Araştırma Yöntemleri)*, İstanbul Üniversitesi, İşletme Fakültesi Yayını, No. 210, İstanbul, 1989, s. 95.

¹³ See also. Allen, N.J., & Meyer, J.P. (1990), “The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization”, *Journal of Occupational Psychology*, 63, p. 1-18.

¹⁴ See also. Likert, Rensis (1967), *Human Organization: Its Management and Value*, McGraw-Hill Book Company.

Concerning the reliability analysis of the collected data, the Cronbach's alpha value is measured at .637. This demonstrates that collected data are statistically reliable¹⁵.

Cross tabulation, chi-square, frequency analyse and dispersion analyse have been applied for data analysis. Factor analysis could not be applied for the reason of small universe and sample.

7. FINDINGS of the RESEARCH, RESULTS and RECOMMENDATIONS

The survey findings are explicated in two categories; "descriptive analyses" and "cross-comparing analysis".

7.1. Descriptive Analyses

The descriptive analyses has been made by calculating mean, standard deviation, frequency, percentage (%) and cumulative percentage values for each type of commitment (affective, continuance, normative) (Table 3). It is figured out that output results are statistically significant.

7.1.1. Descriptive Analyses Related to Affective Commitment

The rate of the "affective commitment" of the union personnel is assessed through the statements (number 1, 4, 7, 10, 13, 15) in the questionnaire form. It came out that the personnel of the Union of Municipalities of Marmara are proud of working there¹⁶; to work in the Union has a special meaning for them¹⁷; they work there with good grace¹⁸. Similarly they have expressed that they feel themselves as "a part of the family"¹⁹. Cross proposition addressed to organization staff also supported these findings. For example, it can be seen that the subjects did not agree with the proposition "this organization or any other makes no difference for me" and the proposition "this institution is not important for me"²⁰. Findings illustrate that the Union personnel is committed strongly to the organization.

7.1.2. Descriptive Analyses Related to Continuance Commitment

¹⁵ Nunnally states that the interval (.50-.70) is "reliable" in social sciences, in the cases of initial research in the given field or in the cases where the literature lacks studies and data. See also J. Nunnally (1978), *Psychometric Theory*, McGraw Hill, New York, 1978, cited at Sedat Azaklı (1999), *Belediye Hizmetlerinde Bilinçli Strateji Geliştirme Süreci ve Sorunları (Ege Bölgesi Örneği)*, Yayınlanmamış Doktora Tezi, Marmara Üniv. Sosyal Bilimler Enst., Mahalli İdareler ve Yerinden Yönetim Bilim Dalı, İstanbul.

¹⁶ The subjects "strongly agree" with mean value 4,05 (%81) with the proposition (15) "I am proud to work for this organization".

¹⁷ The subjects "agree" with mean value 3,90 (%78) with the proposition (7) "to work in this institution has a special meaning for me".

¹⁸ The subjects "agree" with mean value 3,86 (%77,2) with the proposition (13) "I work in this organization with good grace".

¹⁹ The subjects "agree" with mean value 3,76 (%75,2) with the proposition (1) "I feel like a part of the family in this institution."

²⁰ The subjects have positioned that they are "not decided" with mean value 2,05 (%41) to the proposition (10); "this organization or any other makes no difference for me". However, the low score illustrates their attitude is more close to negative. The subjects "do not agree" with mean value 1,19 (%23,8) with the proposition (4) "this organization has no meaning for me".

The rate of the “continuance commitment” of the personnel is assessed through the four propositions (number 2, 5, 8, 11). The personnel of the union are “dependent” of the union from financial point of view²¹. On the other side, the personnel show an “undecided” attitude as to quit the institution in the case they find a better job²². Cross propositions on continuance commitment illustrated that the personnel are “undecided” to quit the institution without finding another job²³. Despite this, the continuance of the personnel in the union does not result from any “obligation”²⁴. Here the findings connote that the personnel do not have a strong “continuance commitment”.

7.1.3. Descriptive Analyses Related to Normative Commitment

The rate of the “normative commitment” of the personnel is assessed through five propositions (number 3, 6, 9, 12, 14). The personnel think they “owe a lot to the organization”²⁵ and also express that the union deserves the commitment of personnel²⁶. The personnel are “undecided” on the issue of quitting the union if they find a more attractive job²⁷. However the level of indecisiveness tends closer to “staying in the organization”. On the other hand, the personnel of the union are “undecided” as to quitting the organization with a clear conscience and as to considering changing the job as ethically correct²⁸. These results demonstrate that the personnel of the union are strongly committed to the organization in “normative” way.

The data obtained in the scope of the field study show that the rate of the “normative commitment” of the union personnel is at high (strong) level. This followed respectively by the “affective commitment” and the “continuance commitment”. However the rate of the “continuance commitment” is at quite a low level.

Table 3: Descriptive Analyses Values Related to Answers on Propositions

No	Proposition	Mean	Standard Deviation	SVR (*)	Frequency	Percentage (%)	Total Percentage
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²¹ The subjects “agree” with mean value 3,33 (%66,6) with the proposition (11) ”quitting this organization will put me in a difficult financial position”.

²² The subjects have positioned that they are “not decided” with mean value 2,67 (%53,4) to the proposition (5); “If I find better job, I will quit this organization right away”.

²³ The subjects expressed they are “not decided“ with mean value 2,52 (%50,4) to the proposition (8) ”even if I quit this institution without finding another job, I won’t have any problem”.

²⁴ The subjects “do not agree” with mean value 1,90 (%38) with the proposition (2) ”Actually, I work in this institution from obligation.”

²⁵ The subjects “agree” with mean value 3,67 (%73,4) with the proposition (6) ”I owe a lot to this organization”.

²⁶ The subjects “strongly agree” with mean value 4,33 (%86,6) with the proposition (12) ”this organization deserves commitment”.

²⁷ The subjects expressed they are “not decided“ with mean value 2,57 (%51,4) to the proposition (14) ”I won’t quit this organization even if I find better job”.

²⁸ The subjects expressed they are “undecided“ with mean value 2,57 (%51,4) to the proposition (9) ” if I quit this organization, I won’t feel myself comfortable from a conscientious aspect” and to the proposition “I don’t find ethical to change job.”

12	This organization deserves commitment.	4,33	,856	3 4 5	5 4 12	23,8 19,0 57,1	23,8 42,9 100,0
15	I am proud to work for this organization.	4,05	1,203	1 2 3 4 5	1 2 2 6 10	4,8 9,5 9,5 28,6 47,6	4,8 14,3 23,8 52,4 100,0
7	To work in this institution has a special meaning for me.	3,90	1,044	1 2 3 4 5	1 1 3 10 6	4,8 4,8 14,3 47,6 28,6	4,8 9,5 23,8 71,4 100,0
13	I work in this organization with good grace.	3,86	1,276	1 2 3 4 5	1 3 3 5 9	4,8 14,3 14,3 23,8 42,9	4,8 19,0 33,3 57,1 100,0
1	I feel like a part of the family in this institution.	3,76	1,044	2 3 4 5	3 5 7 6	14,3 23,8 33,3 28,6	14,3 38,1 71,4 100,0
6	I owe a lot to this organization.	3,67	1,238	1 2 3 4 5	1 4 2 8 6	4,8 19,0 9,5 38,1 28,6	4,8 23,8 33,3 71,4 100,0
11	Quitting this organization will put me in a difficult financial position.	3,33	1,155	1 2 3 4 5	2 4 1 13 1	9,5 19,0 4,8 61,9 4,8	9,5 28,6 33,3 95,2 100,0
5	If I find better job, I will quit this organization right away.	2,67	1,155	1 2 3 4 5	3 8 4 5 1	14,3 38,1 19,0 23,8 4,8	14,3 52,4 71,4 95,2 100,0
14	I won't quit this organization even if I find better job.	2,57	1,028	1 2 3	2 10 5	9,5 47,6 23,8	9,5 57,1 81,0

				4	3	14,3	95,2
				5	1	4,8	100,0
8	Even if I quit this organization without finding another job, I won't have any problem.	2,52	1,327	1	6	28,6	28,6
				2	6	28,6	57,1
				3	2	9,5	66,7
				4	6	28,6	95,2
				5	1	4,8	100,0
9	If I quit this organization, I won't feel myself comfortable from a conscientious aspect.	2,43	1,165	1	5	23,8	23,8
				2	7	33,3	57,1
				3	5	23,8	81,0
				4	3	14,3	95,2
				5	1	4,8	100,0
3	I don't find ethical to change job.	2,29	1,231	1	6	28,6	28,6
				2	8	38,1	66,7
				3	4	19,0	85,7
				4	1	4,8	90,5
				5	2	9,5	100,0
10	This organization or any other makes no difference for me.	2,05	1,071	1	7	33,3	33,3
				2	9	42,9	76,2
				3	3	14,3	90,5
				4	1	4,8	95,2
				5	1	4,8	100,0
2	Actually, I work in this institution from obligation.	1,90	1,179	1	11	52,4	52,4
				2	5	23,8	76,2
				3	1	4,8	81,0
				4	4	19,0	100,0
4	This organization has no meaning for me.	1,19	,512	1	18	85,7	85,7
				2	2	9,5	95,2
				3	1	4,8	100,0

(*) SVR: Score Values of Results (1: Strongly Do not Agree, 2: Do not Agree, 3: Not Decided, 4: Agree, 5: Strongly Agree)

7.2. Cross Comparisons: Relations Between Commitment Types And Variables

Cross comparisons have been made between commitment types (affective commitment, continuance commitment, normative commitment) and demographical variables (age, status, gender, education level, income level, working time) (Table 4 below, Table 5 in the Annex).

Analysing correlation between commitment type and “position” it is seen that the personnel with “superior” status (directors and consultants) do not approve changing the job from “ethical” point of view; therefore they do not consider quitting the organization even in the case of finding a better job. However, it is seen that, for them, UMM is not

different from other organizations. The “subordinate” personnel believe that quitting UMM would create a financially difficult situation for them, while they consider quitting immediately if they find a better job. In addition, some workers in this group consider that quitting the organization before finding another job would not cause a problem for them. Considering the data regarding “superiors” and “subordinates”, it appears that for “superiors”, the “normative commitment” becomes prominent while for “subordinates” it is the “continuance commitment”.

UMM does not have special meaning and importance for the personnel under 40 years old. Additionally, people in this group express that they would immediately quit the organization if they find a better job. But nonetheless it is seen that personnel at 40 and older have a strong “affective” and “normative” commitment. For example, these consider the organization as a family and themselves as its members; they give a special meaning to the organization, are proud to work for the organization and work there with good grace. In addition, they find changing the job as not “ethical”, feel they owe much to UMM and don’t consider quitting the organization even if they find a better job.

Table 4: Comparison of Propositions with Demographic Questions-1

Propositions Related to Affective Commitment							
No	Proposition	Assymp. Sig. (2-sided) (Significance) Values (Pearson Chi-square)					
		Status	Age	Sex	Education Level	Income Level	Working Period
1	I feel like a part of the family in this institution.	,044	,516	,218	,151	,154	,495
4	This organization has no meaning for me.	,133	,133	,475	,651	,652	,465
7	To work in this institution has a special meaning for me.	,121	,673	,671	,217	,323	,460
10	This organization or any other makes no difference for me.	,611	,611	,539	,339	,380	,514
13	I work in this organization with good grace.	,330	,934	,812	,611	,404	,543
15	I am proud to work for this organization.	,347	,622	,218	,764	,383	,341
Propositions Related to Continuance Commitment							
No	Hypothesis	Assymp. Sig. (2-sided) (Significance) Values (Pearson Chi-square)					
		Status	Age	Sex	Education Level	Income Level	Working Period
2	Actually, I work in this institution from obligation.	,226	,110	,123	,498	,449	,555
5	If I find better job, I will quit this organization right away.	,629	,648	,802	,747	,917	,684

8	Even if I quit this organization without finding another job, I won't have any problem.	,504	,188	,746	,364	,844	,454
11	Quitting this organization will put me in a difficult financial position.	,836	,810	,112	,138	,860	,819
Propositions Related to Normative Commitment							
No	Hypothesis	Assymp. Sig. (2-sided) (Significance) Values (Pearson Chi-square)					
		Status	Age	Sex	Education Level	Income Level	Working Period
3	I don't find ethical to change job.	,561	,561	,456	,274	,427	,498
6	I owe a lot to this organization.	,450	,846	,715	,914	,519	,213
9	If I quit this organization, I won't feel myself comfortable from a conscientious aspect.	,359	,086	,256	,429	,920	,795
12	This organization deserves commitment.	,073	,073	,675	,844	,844	,980
14	I won't quit this organization even if I find better job.	,573	,725	,599	,618	,898	,749

The female personnel are committed to the organization at relatively higher level of rate in “normative” way, while for the male personnel, partly the “affective commitment”, partly the “continuance commitment” is important. For instance, the female personnel feel very grateful to the organization, they find this organization deserving commitment and do not consider to quit the organization even in the case they find a better job. On the other side, the male personnel give special importance to working for the organization and state that they work there with good grace. However, they also say that if they find a better job they can quit the organization.

The personnel who are high school or college-university graduates exhibited higher rate of “normative commitment” as well as slightly high rate of “affective commitment”. For example people in these groups feels very grateful to UMM, think that UMM deserves commitment, and even if they were offered better job, they would prefer to not change their job. In the same way, they have said that they work at UMM with good grace and are proud to work there. On the contrary, college-university graduates do not give special meaning to the organization and they prefer to quit UMM in case they find a better job.

Interpreting income level and statements comparison; it appears that the personnel with a monthly income less than 2000 TL have stronger “continuance commitment” while the other personnel have more “normative commitment”. For instance, people in the first group work in the organization for financial reasons and express that they would quit if they find a better job. The latter groups of people feel very grateful to the organization; they state that the organization deserves commitment; they would have a guilty

conscience if they quit the organization; hence they would not quit even if they find a better job.

Approaching the results from the aspect of working time period in the organization, the personnel with working experience of more than two years have relatively higher “continuance commitment”, while others tend to have “normative commitment”.

7.3. Results and Recommendations

Resulting from the scientific analyses conducted in the present study realised with a view to measure the “organizational commitment” types and levels of the personnel working in the Union of Municipalities of Marmara, it has been concluded that implementation of certain practices is necessary in order to increase the organizational commitment.

It has been found out that those working as subordinates have stronger “continuance commitment” in the Union. This data indicates that the personnel in this group work in the Union because from “obligation”. The basic reason for this is the fact that the monthly income of the personnel working in this group is much lower than that of their superiors. Thus, the “subordinate” workers compare themselves with their “superiors” and are disturbed by the current wage system. Therefore, it will be beneficial if the Union administration informs in more detail the subordinates about the implemented wage policy and other facilities. Moreover, the revision of the wage regime and other facilities in the Union might contribute to the elimination of the problem.

It can be stated that the “affective commitment” and the “continuance commitment” are higher in case of male workers while “normative commitment” is higher in case of female workers. Thus, it is necessary to conduct actions to increase the “normative commitment” of the male workers and “affective commitment” and partly “continuance commitment” of the female workers. In this context, the organization can focus on activities aiming at increasing friendship, cooperation and solidarity among male workers. The importance of the Union as well as the meaning and value of the services provided may be explained in effective ways. It should also be demonstrated that the Union will always support its personnel as long as they are right. In case of female workers, the more effective demonstration of the value and importance given to them, clarification of their job definitions as well as rendering more clear and effective the ways of their participation in management might be beneficial.

It appears that especially those workers with university degree are not quite satisfied with their status. In this context, focusing on their organizational position, job definition, wages, the relationship between them and other workers and their perception of the Union would be beneficial.

While those who have been working for a relatively longer time in the Union display more “continuance commitment”; others display more “normative commitment”. It is a scientifically known fact that the continuance commitment increases in parallel with the working period. However, revising the career system in the Union, increasing in-service trainings as well as strengthening the organizational justice perception in positive way would be beneficial. On the other hand, activities for increasing the “affective commitment” of the personnel working for a longer period of time could also be focused on. In this context, the planned introduction of the “quality management system” in the Union might bring out significant benefits.

This study is one of the initial studies carried out on “organizational commitment” in the Turkish municipal unions. In further studies to be conducted on this subject, to carry out additional studies comprehensive enough to include “factor analysis” (covering more than one municipal union) will provide more detailed and comparative data. In addition, conducting studies which compare the municipal unions and municipalities will make a significant contribution to the development of the local government system in Turkey and to improvement of the effectiveness and efficiency in local authorities. Finally, it should also be stated that conducting researches on variables which are in interaction with “commitment of organization” and on their effects on organizational commitment is essential.

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ANNEX: QUESTIONNAIRE FORM

**MARMARA UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES**

Table 5: Comparison of Propositions With Demographic Questions—2

	Status		Age		Sex		Education Level			
	Sp	Sb	< 40	≥ 40	F	M	P	HS	G	PG
I feel like a part of the family in this institution.				X						
This organization has no meaning for me.									X	
To work in this institution has a special meaning for me.				X		X				
This organization or any other makes no difference for me.	X		X							
I work in this organization with good grace.				X		X		X		X
I am proud to work for this organization.				X				X		X
Actually, I work in this institution from obligation.										
If I find better job, I will quit this organization right away.		X	X			X			X	
Even if I quit this organization without finding another job, I won't have any problem.		X				X				
Quitting this organization will put me in a difficult financial position.		X	X							
I don't find ethical to change job.	X			X						
I owe a lot to this organization.				X	X			X		X
If I quit this organization, I won't feel myself comfortable from a conscientious aspect.										
This organization deserves commitment.					X			X		X
I won't quit this organization even if I find better job.	X			X	X			X		X

		Income Level		Working Period		
		< 2.000	≥ 2.000	< 1 years	1year-2 years	> 2 years
Affective Commitment (1, 4, 7, 10, 13, 15)	I feel like a part of the family in this institution.					
	This organization has no meaning for me.	X				
	To work in this institution has a special meaning for me.					
	This organization or any other makes no difference for me.					X
	I work in this organization with good grace.					
	I am proud to work for this organization.					
Continuance Commitment (2, 5, 8, 11)	Actually, I work in this institution from obligation.					X
	If I find better job, I will quit this organization right away.	X				X
	Even if I quit this organization without finding another job, I won't have any problem.	X				
	Quitting this organization will put me in a difficult financial position.	X				X
Normative Commitment (3, 6, 9, 12, 14)	I don't find ethical to change job.					
	I owe a lot to this organization.		X			
	If I quit this organization, I won't feel myself comfortable from a conscientious aspect.		X		X	X
	This organization deserves commitment.		X		X	
	I won't quit this organization even if I find better job.		X		X	

Sp: Superior, Sb: Subordinate, ≤ 40: equal to and younger than 40 years old, > 40: Older than 40 years old, F: Female, M: Male, P: Primary School, H: High school, G: Graduate of college-university, PG: Post Graduate, < 2.000: Salary less than 2.000-TL, ≥ 2.000: 2.000-TL and over, < 1 year: Less than one year, > 2 years: More than 2 years

QUESTIONNAIRE
(ORGANIZATIONAL COMMITMENT AND CASE ON THE UNION OF
MUNICIPALITIES OF MARMARA)

Istanbul 2009

EXPLANATIONS ABOUT THE QUESTIONNAIRE

Dear Participant;

This questionnaire constitutes an important part of a scientific research conducted under the Department of Istanbul Studies in Marmara University. The aim of this research is to determine the commitment level of the employees working at the Union of Municipalities of Marmara.

Dear Participant, this questionnaire consists of two sections. In the first section, there are propositions about “organizational commitment”. You need to **take into consideration how you would think in reality** when you answer the propositions.

In the second section, you will see questions about your position, age, sex, education, net monthly income and the time you have worked in the Union of Municipalities of Marmara. Your answers to these questions are important for the research to achieve positive results.

Dear participant, questionnaire information shall be kept confidential and shall not be given to any person or institution. Additionally, this questionnaire has no connection to the management of the Union of Municipalities of Marmara or any person in the management thereof. It is a scientific study prepared by Marmara University.

The completion of the questionnaire in an objective manner is vital for this scientific research’s achieving positive and reliable results.

I extend my respect and gratitude for your contribution to the study.

Associate Prof. Recep BOZLAĞAN,
Mahmut DOĞAN, Ph. D.,
Murat DAOUDOV

1st SECTION

Dear participant, please respond to the statements in this questionnaire by taking **your own feelings and thoughts into consideration**. When you are rating the statements, you need to **take into consideration what you really think or how you approach in reality**. An example rating (scoring) is provided below for your convenience.

Example:

This institution cannot meet my personal and professional needs.

Totally Disagree	Disagree	Neither Agree or Disagree	Agree	Totally Agree
1	2	(3)	4	5

Please write your ratings down to the boxes to the right. Mark only one box for each line by drawing a circle around it.

QUESTIONNAIRE FORM

	Totally Disagree	Disagree	Neither Agree or Disagree	Agree	Totally Agree
1. I feel like a part of the family in this institution.	1	2	3	4	5
2. Actually, I work in this institution from obligation.	1	2	3	4	5
3. I don't find ethical to change job.	1	2	3	4	5
4. This organization has no meaning for me.	1	2	3	4	5
5. If I find better job, I will quit this organization right away.	1	2	3	4	5
6. I owe a lot to this organization.	1	2	3	4	5
7. To work in this institution has a special meaning for me.	1	2	3	4	5
8. Even if I quit this organization without finding another job, I won't have any problem.	1	2	3	4	5
9. If I quit this organization, I won't feel myself comfortable from a conscientious aspect.	1	2	3	4	5
10. This organization or any other makes no difference for me.	1	2	3	4	5
11. Quitting this organization will put me in a difficult	1	2	3	4	5

financial position.					
12. This organization deserves commitment.	1	2	3	4	5
13. I work in this organization with good grace.	1	2	3	4	5
14. I won't quit this organization even if I find better job.	1	2	3	4	5
15. I am proud to work for this organization.	1	2	3	4	5

2nd SECTION

Please, answer these questions applicable to your situation.

1. Status

<input type="checkbox"/>	Superior (Director and superior to director)
<input type="checkbox"/>	Subordinate (Supervisor, responsible, agent, civil servant, workman, contractual personnel etc.)

2. Age

<input type="checkbox"/>	20-39	<input type="checkbox"/>	40 and older
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3. Gender

<input type="checkbox"/>	Woman
<input type="checkbox"/>	Man

4. Education

<input type="checkbox"/>	Primary School
<input type="checkbox"/>	High School
<input type="checkbox"/>	College- Graduate
<input type="checkbox"/>	Master Degree – PhD

5. Net income sourced by this job

<input type="checkbox"/>	Under 2.000 TL
<input type="checkbox"/>	2.000 TL and over 2.000 TL

6. How long are you working at the Union of Municipalities of the Marmara Region?

<input type="checkbox"/>	Less than 1 year	<input type="checkbox"/>	Between 1-2 years	<input type="checkbox"/>	More than 2 years
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Thank you for your attention.

Assoc. Prof. Recep BOZLAĞAN,
Mahmut DOĞAN, Ph. D.,
Murat DAOUDOV