



## RESEARCH ARTICLE

# EVALUATION OF LEVELS OF ORGANIZATIONAL COMMITMENT AND MEANING OF WORK FOR PRIVATE SECURITY PERSONNEL WORKING IN STADIUMS BY THE VARIABLES OF WOMEN AND MEN TAYFUN KARA

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### ABSTRACT

The need for security has been one of the most basic needs of the human being since its existence. Society's security and peace has been tried to be protected and guaranteed by creating military and similar organizations through the formation of cities and states since the first societies. Protecting citizens against internal and external threats is among the major basic tasks of the state. These powers are also provided by security forces on behalf of the state. The fact that many states after the 1st World War are armed rapidly inside and outside and the technological development has been mostly seen in the war industry, is a clear indication that a new war will take place in near future. The concept of private security has developed very rapidly as an inevitable need, especially as the law enforcers that use the state authority against the changing and developing society especially after the Second War have been inadequate to meet the needs, in particular the internal security needs, of the society, resulting in very heavy costs for the states. In the study, levels of the organizational commitment and meaning of work, of the private security personnel working in stadiums were examined according to various variables. The study is important as it is the first work carried out in this field and draws attention to that field. In recent years, we see that negative attitudes and behaviors towards organizational system and work become more common in organizations. In such environment it is becoming increasingly difficult for employees to increase their sense of commitment for the organization and work. On the one hand, there is a need for improving the employees' sense of organizational commitment and on the other hand, for revealing and solving the anti-productivity behaviors that affect their business performance. One of the most important factors for enabling organizations to carry on their activities effectively is the presence of employees who are highly committed to their organization. Employees with high organizational commitment adopt the goals and values of their organizations, make great efforts for the organization and have more desire to stay in the organization. Numerous researches show that the organizational commitment of the employees is effective in maintaining and developing the existence of the organizations. Accordingly, the relationship between the levels of organizational commitment and meaning of work for the private security personnel working in stadiums was studied using "Three-Dimensional Organizational Commitment Scale" developed by Allen and Meyer, in which the dimensions "affective commitment", "continuance commitment", and "normative commitment" are contained. In the study, affective commitment, one of three dimensions used to investigate the organizational commitment, refers to an emotional orientation showing that the individuals are identified with their organization, are happy for being a member of the organization and are strongly committed to the organization; continuance commitment implies that the individual will continue to be a member of the organization due to the costs that would arise if the individual leaves the organization and/or due to the lack of alternative job opportunities; and normative commitment refers to the commitment of individuals which they show because of necessity feeling due to moral obligation sense. Another scale used in this study is Scale for Meaning of Work. This scale is a three-dimensional measurement tool consisting of 10 items, which has been developed by Stegger *et al.* (2012). These dimensions are Positive meaning, the meaning added by work and High motivation. The scale is a 5-point Likert scale, the rating of which is as follows: "1" for Totally Disagree, "2" for disagree, "3" for Neutral, "4" for Agree and "5" for Totally Agree.

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## INTRODUCTION

It is seen as a generally accepted reality that in today's contemporary organizational management aspect, satisfying the workers only physically and economically and enabling them to feel functional at these points are not enough and also do not provide the expected productivity for the institutions.

It has recently been noted that it is important for individuals to have many feelings and motives organizationally in the fields of career counseling, organizational psychology and industrial psychology and research has been concentrated on these areas. The importance of the facts that individuals think that there is an equity-based functioning in their organization, they perceive themselves as belonging to their organizations and have an organizational identity, they have an organizational sense of confidence and they dedicate themselves to their organization, are the factors that is emphasized in many researches.

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The sum of these factors helps individuals feel committed to their organizations, trust their leaders, and make their institutions meaningful for them. In this case, organizational commitment may be related to individuals obtaining a sense of meaning from the works they perform. Organizational commitment is that workers' contribution to their organizations individually in the physical, behavioral, psychological, mental and motivational sense. Individuals who have a sense of organizational commitment offer many contributions in an institutional sense. Individuals who are organizationally committed to their organization can also experience a healthier life in their social life, and family and friendship relations. Many negative situations can be experienced if the individual does not feel committed to the organization that he/she works. Some of them can lead to psychological and mental problems. Individuals who do not have a sense of organizational commitment can become unhappy, more insatiable, and more unproductive, even if their salaries are high. For this reason, it is very important to determine the level of organizational commitment of the workers and to examine the relation between organizational commitment and sense of meaning of work. Ensuring security in all societies is one of the main tasks of the state. In the state, this task is performed by law enforcement agencies such as police, gendarmerie, etc. The fact that the general law enforcement agencies remain incapable as a result of being now unable to respond to every need and the fact that it is costly for the state to meet these basic needs are the most important factors in the development of the Private Security.

### **Definition of organizational commitment concept**

Different definitions have been made for the concept of organizational commitment, which has been discussed and explained from various aspects for many years. The involvement of organizational commitment in the various subdivisions of psychology and in the scope of many different disciplines has played an active role in increasing these definitions and has made the conceptual assessment increasingly difficult. It is thought that commitment is important in understanding many factors such as organizational productivity, intra-organizational communication and behavior of leaving the organization, which requires continuation of researches despite existing studies<sup>1 2</sup>. As can be understood, organizational commitment is an effective concept for the organization's sustainability, continuity and success. The concept of organizational commitment, which had a very old background, was first addressed in 1956 by Whyte, after which the concept became increasingly popular and subject to numerous researches<sup>3</sup>. It is possible to encounter different approaches when examining how its scope and way of expression have changed from past to present.<sup>4</sup>

### **Classification of the organizational commitment**

For better understanding of organizational commitment and outcomes thereof, many classifications have been made, and different opinions have been raised about the dimensions of commitment<sup>18</sup>. However, when all of these classification approaches are examined, it can be seen that organizational commitment has been discussed in two ways and examined from the point of attitudinal or behavioral basis<sup>19</sup>. The reason for distinguishing and classifying organizational commitment as attitudinal and behavioral commitment is that researchers who examine organizational behavior and social psychologists

consider the process of organizational commitment differently from each other<sup>20</sup>. It is understood from the explanations that organizational commitment has been examined in two ways, attitudinal and behavioral; depending on the way the researchers discuss and analyze the subject matter. Behavioral classifications of organizational commitment include Becker and Sallancik's approaches, whereas Etzioni, Kanter, O'Reilly and Chatman's classifications as well as Allen Meyer's classifications are among the attitudinal-based classification<sup>21</sup>. When the theoretical background of classification of organizational commitment is examined, it is seen that in the first studies, the approaches which deal with organizational commitment in one dimension have been developed, after which multidimensional theories such as O'Reilly and Chatman, and Allen and Meyer's approaches, have been developed and become important<sup>22</sup>. Although other multidimensional theories were put forward, they were not as effective as these two<sup>23</sup>. Organizational commitment is a type of commitment that has three dimensions, characterized by an individual having positive thoughts and feelings towards the organization and also showing this through his/her behavior<sup>24</sup>. Organizational commitment refers to the individual's perspective and tendency for this subject, and focuses on the relationship of the individual to the organization<sup>25</sup>. Accordingly, the more the individual's values and goals are consistent with the organization, the greater the attitudinal commitment is.

Behavioral commitment is the emergence of organizational commitment in a way that can be observed in behavior, under the influence of past experiences related to the organization and the current situation. Examples of these behaviors include coming to work on time, continuing to work and not leaving work. The reason for not leaving the organization in behavioral commitment is the behaviors of the person<sup>26</sup>. The main theories for the classification of behavioral and attitudinal commitment are explained below.

### **Premises**

- It is accepted that employees replied sincerely to the questions directed to them.
- It is assumed that the Organizational Commitment Scale and the Scale for Meaning of Work measure relevant features in a valid and reliable manner.

### **Limits**

This research; is limited to the data obtained from 119 employees working in Pal Security in Istanbul.

- The data obtained is limited to the Organizational Commitment Scale and the Scale for Meaning of Work.

### **Concept of Private Security**

It refers a group of people or companies working for profit on its behalf and providing protection for a given person or institution and their private properties against dangers for a fee.

### **Model of the research**

This study was arranged in accordance with the "correlative and comparative survey model". All of the research designs that aim to determine the presence and/or extent of covariance

between two or more variables are defined as "correlative survey models"200.

### Population and sample of the research

In the context of research, the population was consisted of security schools that provide staff for security services in Turkey. However, since it is not possible to reach all the individuals, sampling was deemed necessary. Convenience sampling method was preferred as sampling method. The field work was carried out in Istanbul between July and September 2015. The reason why the study sample is selected from this city is that the security services market is very concentrated in this city. In this context, a survey was conducted on 119 people (82 men, 37 women).

### Socio-Demographic Attributes of the Research Sample

Variable	N	%	Variable	N	%
Gender			Branch		
Men	82	69	Private sector employee	119	100
Women	37	31	Public employee	0	0
Educational Background			Age		
Secondary education(high school)	78	65	18-27	44	37
Associate degree /Bachelor's degree	41	35	28-37	44	37
Postgraduate	0	0	38 and up	31	26

### Organizational Commitment Scale

Organizational commitment scale is a three dimensional (affective commitment, continuance commitment, and normative commitment) measurement tool consisting of 18 items. The scale is a 5-point Likert scale, with "1" for Totally Disagree, "2" for disagree, "3" for Moderately Agree, "4" for Agree and "5" for Totally Agree. Meyer, Allen, & Smith (1993) found alpha values as. 82, 74 and. 83 for affective, continuance, and normative commitment dimensions of organizational commitment, respectively. Cetin (2006b) applied the Turkish version of the scale and found the alpha values of organizational commitment dimensions (affective, continuance, normative) as. 85; 69; 80 (Al, 2007).

### Scale for Meaning of Work

Scale for Meaning of Work is a three dimensional measurement tool consisting of 10 items 201. These dimensions are positive meaning, the meaning added by work and High motivation. The scale is a 5-point Likert scale, with "1" for Totally Disagree, "2" for disagree, "3" for Neutral, "4" for Agree and "5" for Totally Agree. Validity and reliability studies of the scale were carried out by Akın *et al.* (2013). Fix indices values in confirmatory factor analysis performed for construct validity of the scale are as follows:  $\chi^2=44.95$ ,  $df=30$ ,  $p=0.00$ ,  $RMSEA=.057$ ,  $NFI=.93$ ,  $NNFI=.96$ ,  $CFI=.98$ ,  $IFI=.98$ ,  $RFI=.89$ ,  $GFI=.94$ , and  $SRMR=.046$ . Cronbach's alpha internal consistency reliability coefficient of the scale was found to be 68, 64 and 73. Cronbach's alpha internal consistency reliability coefficient for the whole scale was calculated as 86. Total correlation coefficients of items range between 33 and 73.

### Process and data analysis techniques

The data obtained with the used measurement tool and sub-goals were analyzed with appropriate statistical techniques. The data obtained from the scales applied to participants were coded, transferred to a computer environment and subjected to

statistical processing. Descriptive statistics were used to determine the employees' level of organizational commitment and meaning of work. Pearson Correlation Coefficient is examined to determine whether there is a significant relationship between employees' level of organizational commitment and meaning of work. A "t test" was used to determine whether there was a significant difference between the employees' level of organizational commitment and meaning of work by gender and marital status. ANOVA was used to determine whether there was a significant difference between employees' levels of organizational commitment and meaning of work. The following criteria were used to determine the level and differences.

### Organizational Commitment Scale

Option I Totally Disagree	Limit 1. 00-1. 80
I Disagree	1. 81-2. 60
I Moderately Agree	2. 61-3. 40
I Mostly Agree	3. 41-4. 20
I Totally Agree	4. 21-5. 00
Meaning of Work Scale	
Option	Limit
I Totally Disagree	1. 00-1. 80
I Disagree	1. 81-2. 60
Neutral	2. 61-3. 40
I Agree	3. 41-4. 20
I Totally Agree	4. 21-5. 00

### Are there significant differences between men and women employees by gender in terms of organizational commitment?

In terms of organizational commitment, a "t" test technique, which is the Significance Test Between the Two Averages, was used to examine differences between men and women employees.

### Are there significant differences between men and women employees by gender in terms of meaning of work?

In terms of meaning of work, a "t" test technique, which is the Significance Test Between the Two Averages, was used to examine differences between men and women employees.

## RESULTS

Table 30 shows the averages and standard deviations of the levels of organizational commitment for men and women employees. As appreciated from the table, it can be seen that there is no significant difference between men and women employees' levels of organizational commitment by gender ( $t(0.05: 117=, 320)$ ). Table 31 shows the averages and standard deviations of the proactivity levels for men and women employees. As appreciated from the table, it can be seen that

**Table 1. T-test table of comparison of men and women employees by gender in terms of organizational commitment**

Variable	Gender	N	Average	SD	t	Sd	p
Organizational commitment	Women	37	51,54	5,49	,320	117	,749
	Men	82	51,15	6,52			

**Table 2. T-test table of comparison of men and women employees by gender in terms of meaning of work**

Variable	Gender	N	Average	SD	t	Sd	p
Meaning of work	Women	37	35,30	4,15	1,432	117	,155
	Men	82	34,05	4,51			

there is no significant difference between men and women employees' levels of meaning of work by gender (t(0. 05: 117= 1,432).

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