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# A Study On The Relationship Between Career Management, Organizational Commitment And Intention To Leave Job: Izmit Korfez Industrial Window Enterprises Example

Leyla Şenol<sup>1</sup> Okan Şeneldir<sup>2</sup> <sup>1</sup> Lecturer Dr., Kocaeli University, Ali Rıza Veziroğlu Vocational School, Department of Wholesale and Retail, Kocaeli, Turkey<sup>2</sup> Assistant Prof.Dr., Kocaeli University, Ali Rıza Veziroğlu Vocational School, Department of Management and Organization, Kocaeli, Turkey

## ABSTRACT

The aim of this research is to determine the relationships between organizational commitment, turnover intention and career management. The realization of organizational commitment can enable the effective implementation of career management. It can be thought that career management practices will reduce the intention to leave the job. A career is a learning process that encompasses the progress and development of a person's entire life. When the employee is satisfied with the learning process in the organization he is working in, he adopts working towards the goals of the organization, otherwise his commitment to the goals of the organization decreases and he considers leaving the job.

Since it was aimed to determine the relationships between the variables in the research, the relational survey method was applied as a type of causal research. In line with the preferred method, data were collected by arranging a questionnaire. A questionnaire was applied to the employees of the glass producing business located in Kocaeli-İzmit Körfez industrial zone. Participants were selected with the convenience sampling method. The number of participants included in the analysis is 198. Organizational career management scale, organizational commitment scale, and turnover intention scale were used as data collection tools. The obtained data were analyzed with the 20th version of the IBM SPSS package program and the AMOS24 program. The analyzes started with exploratory factor analysis and the suitability of the sample size for factor analysis was determined. After the exploratory factor analysis, confirmatory factor analysis was applied to the data. Normality test, mean, standard deviation and parametric tests were applied in data analysis. According to the results of the analysis, it was concluded that organizational career management affects intention to leave positively, organizational career management affects emotional commitment negatively, and emotional commitment affects turnover intention negatively.

**Keywords:** Career Management, Organizational Commitment, Intention To Leave Job, Window Enterprises

## INTRODUCTION

In the developments regarding globalization, competition, and technology, change of organizations has become a necessity. During this process of change, the human elements, human-oriented working systems, and human-oriented management approach have gained priority and importance. In the face of the changing environment and the crisis processes, people in organizations and customers in businesses have turned into priority targets. The importance of having quality human resources has increased for a business to be different from others. That is why, organizations need to create environments that increase motivation for employees. Organizational commitments can be increased by meeting the expectations of employees and customers. The time spent in the working place affects an employee's both psychological and economic situation. The concept of organizational commitment which can be examined together with the demographic characteristics of employees is among the important research topics of organizational behaviour and work psychology. Career management, which is one of the practices that ensure organizational commitment, includes career planning by combining individual and organizational goals (De Vos, Dewettinck & Buyens, 2008). An employee applies career management by taking their characteristics, experiences, strengths and weaknesses, interests and opportunities into account. Having a positive perception of the career future increases the employee's probability of success (Özçınar & Esen, 2020). According to Barnard, individuals need organizations, and organizations need individuals. When the groups forming the organization leave, organizational balance may deteriorate. Therefore, it is necessary to provide employee motivation so that they can continue to contribute to the organization they work for (Aydm, 2016). According to the Barnard-Simon Organizational Balance Model, which Simon developed by being influenced by Barnard's work, the continuation of the contribution of the employee to the organization is possible by giving sufficient organizational incentives to the employee. Employees compare what they give to the organization with what they receive from the organization. If the result is not found satisfactory, an intention to leave the job occurs (Mano, 1994). The economic fluctuations

experienced all over the world and in our country have increased the importance of ensuring the motivation of the employees in the production sector, as in other sectors. Based on the idea that organizational career management, which is one of the elements that increase employee's commitment to the organization by providing motivation, will negatively affect the intention to leave, a research on manufacturing enterprises has been designed. In the study, firstly, with the definition of organizational commitment, personal and intra-organizational factors related to organizational commitment were explained. Moreover, achievements gained as a result of organizational commitments were indicated. Then, a literature search was carried out and the method used in the research was emphasized. Finally, in the conclusion part of the research, comments and evaluations were made regarding the findings. As a result of the field writing research, in manufacturing enterprises; No other study has been found in which career management, organizational commitment and turnover intention are investigated together. In order for the attitudes and behaviors of the employees, which have a significant effect on the success of the organizations, to be formed in favor of the organization, the workforce turnover rate to be low and the satisfaction of the employees to increase; determining the relationship between organizational career management, organizational commitment and turnover intention is important in terms of organizational policies to be created. In this context, it is thought that it will fill the gap in the literature and make an important contribution to the field. Also, it is thought that conducting the research for manufacturing enterprises will fill the gap in the literature.

### **CONCEPTUAL FRAMEWORK**

In this section, the conceptual framework related to career management, organizational commitment, and turnover intention variables will be emphasized. Whereas, in the following section, the relations between the variables and hypotheses were presented.

#### **Career Management**

Career is a learning process that encompasses the progress and development of a person throughout their lives (Akman, 2022). With the increase in specialization options in business life, it has become difficult to make career-related decisions. Career decision also includes the environment in which the person will spend his/her life and the people with whom one will interact during his/her life. There are criteria that enable the career decision to be made correctly. These criteria are; people's focus on the concept of career since childhood, their motivation in planning their careers, their ability to adapt to their possible careers, and their hopefulness and knowledge about career stages. These steps related to career decision emphasize the career future of individuals (Duru, Bayraktar & Gültekin, 2020).

The professional personality of a person, which includes his/her career-related skills, needs and interests is shaped by the role they play in their private life, daily chores, habits, hobbies, and activities. Hence, an employee's abilities regarding their career can be considered as the effects of social life (Kaya, 2018).

Career which is an important concept within the scope of human resources management is to reach positions in an organization step by step during business life (Baruch, 2004). The concept of career management, which can be examined in two dimensions as organizational and personal, is a process in which the employee increases their ability to understand their environment, shapes career goals and methods, and directs career development with feedback (Eby, Allen & Brinley, 2005). The fact that people can develop their careers and take action with their own will can be explained with the concept of personal career management (Ozan & Yolcu, 2021). The planning of organizational career management is carried out by the management of the organization (Öncül et al, 2009). In the global world, the number of employees continuing their careers abroad is increasing. Therefore, international career management has gained importance. The need to manage the difficulties encountered in the international arena can be seen as a motivation that enables an employee to realize himself/herself in terms of career management. The placement of employees from abroad in the necessary positions according to their own countries is carried out through career management. The placement of foreign employees in the necessary positions is carried out through career management. (Üzüm, 2021).

Uncertainties, variability and uncontrollable factors in career problems can confuse employees. In the face of changes, people can use career adaptability, which is concerned with how careers are built (Savickas, 2005). Adaptation preparation, which indicates wanting and being ready for change, positively affects career compatibility. Career compatibility, consisting of interest, control, curiosity, trust and cooperation, positively affects career adaptation responses. Adaptation reactions, which take the changing career conditions into account and makes the behavior of choosing a profession happen, ensure that the result of the harmony between personal and professional situation is positive (Rudolph, Lavigne & Zacher, 2017).

### **Career and Expectation**

According to the expectation theory presented by Vroom (1964) and developed by Porter and Lawler (1968), expectation is expressed as a person's initial belief in the possibility of obtaining the result of a particular attitude and behavior. The factors affecting this belief are self-efficacy, the difficulty of the job, employee's dominance over the job, and organizational and environmental factors other than the employee (Tağ & Çetinkaya, 2019).

Career satisfaction can be defined as the sum of the level of satisfaction with the experiences learned so far and the job expectations that will be provided in the future. According to the findings obtained in a study conducted by Eddleston (2001) on 434 managers, it was determined that socio-emotional factors and gender were effective in career satisfaction and career expectation (Kaya, 2018).

Employees should evaluate their expectations regarding work-life balance, set attainable goals, and manage the career management strategy and process themselves. It is possible for an individual to meet their expectations by working in areas where they can use their individual skills. An employee who does not meet their career expectations may consider leaving the job. For this reason, information regarding the expectations of the employees should be collected at certain intervals within the organization (Aytaç, 2005). It is primarily their responsibility for a person who has career expectations to be able to carry out these expectations. An employee should train and develop themselves and manage their mind well towards the difficulties they experience. If one does not meet their expectations at the first employment, they should be able to manage this crisis period well. If the employee has high expectations for the future, it is likely that they will increase their efforts towards their career.

An employee who does not meet his/her career expectations may show negative and destructive behaviors, which is explained by the concept of negative careerism. Due to the limited opportunities for promotion within the organization, the employee may try any means for his/her goals. In order to advance in the stages of career development, an employee may display behaviors that are unethical and disrupt the organizational climate (Üzüm, 2018). Negative careerism can lead to results that can reduce organizational commitment and increase the intention to leave.

### **Organizational Commitment**

Organizational commitment can be divided into three important types that continue to be relevant: affective, continuation and normative (Meyer & Allen, 1991). The desire of an employee to continue working in the organization voluntarily is emotional commitment. If an employee leaves the organization, the possibility of encountering more problems leads to continuance commitment. If an employee sees continuing their job as a duty of loyalty, it leads to normative commitment (Meyer & Allen, 1997). An employee's organizational commitment is formed by the interaction of these three important types.

Some of the definitions of organizational commitment in the literature are as follows (Kurkut & Kayacan, 2022):

- ✓ It is a concept that indicates the level of an employee's desire to continue working in the organization (Stephen & Judge, 2013).
- ✓ It can be defined as the tendency of a person to integrate with the organization voluntarily. When an employee is satisfied with the organization they work for, they adopt working towards the goals of the organization and exhibits an attitude compatible with the organizational identity. (Bakan, 2018).
- ✓ Defined as a strong desire to strive towards organizational goals (Luthans, 1992).

It is highly likely for employees with organizational commitment to be adaptable, productive, responsible, motivated, self-disciplined, career-oriented, loyal to the organization, and persistent. High organizational commitment can sometimes lead to negative consequences. The creativity, development and learning of the employee may slow down. As a result of resistance to change, work and family life imbalance, consequences such as individual and social alienation may occur (Taşçı, 2022). Emotional commitment, one of the types of organizational commitment, increases with positive work experiences. It can be said that the type of commitment that organizations want from their employees is emotional commitment.

### **Intention to Leave Job**

The intention to leave job, which has a high relationship with organizational commitment, can be caused by various reasons that lead to the negative perceptions of the person's job (Lum et al., 1998). There are variables affecting the intention to leave job. According to Gül (2008), an employee's intention to leave the job is

influenced by such variables as organizational climate, relations with colleagues, expectations from the organization, career development and free will.

In the study, which included 24,829 employees in the tourism and entertainment sectors in the USA, 12 factors related to the intention to stay were identified (Hausknecht et al., 2008). These factors are; the level of loving the job, wages and opportunities provided, ties with internal and external customers, level of relevance to the organization, level of recognition of the organization, lack of alternative jobs, personal service investment in the organization, career opportunities within the organization, workplace proximity to home, level of organizational justice, appropriate working hours, responsibilities outside of work. These factors affect an employee's intention to stay in the job or leave.

According to Perez (2008), psychological, economic, and demographic factors affect the intention to leave job. The psychological factors affecting the intention to leave job can be listed as job satisfaction, organizational commitment, emotional state, poor quality of work life, and organizational injustice. Economic factors are work-related effort-reward evaluation, job options in other organizations, and market conditions. Demographic factors are the factors such as age, gender, education level, marital status, which indicate the social class of the employee. In the study conducted by Souza-Poza and Henneberger (2004), it has been claimed that as the education level of the person increases, the job options that can be accessed and the intention to leave the job increase. It is an increasing possibility that the employee, whose intention to leave the job increases, decreases in their commitment to their current organization and continues their career in another organization.

### **The Relationship Between Career Management and Organizational Commitment and The Intention to Leave**

Personally, the concept of a career is not just about having a job. Career, in a broad sense, is associated with the need for achievement, a focus on opportunities, spiritual gains, better quality work and lifestyle (Demirbilek, 1994). Career management, as a continuous cycle, is both the planning of the employee's work life and the implementation of the plans. More information is obtained with the feedback provided as a result of the implemented plans. As they reach the right information, an employee understands himself/herself and his/her environment, develops strategies and goals (Yurdakök, 1999).

Organizational commitment is the employee's desire to continue working in his/her organization and his/her belief in the goals of the organization. It is the emotional attachment of the employee to the organization, even though it does not fully satisfy him/her (Atay, 2006). If the organization is compared to a whole, all of its parts can be considered as organizational commitment. Therefore, every change, small or large, in parts affects the organization. Organizational commitment is important for the continuity of the organization and employee performance. The concept of organizational commitment is associated with concepts such as organizational citizenship, intention to leave job, and job satisfaction (Serinkan & Yurtseven, 2021).

The fact that an employee realizes the importance of the work he/she is working on and to do it with pleasure enables him/her to do the work by owning it. The employee may intend to leave the job due to reasons such as job stress, internal communication problems, lack of organizational support and job incompatibility. Intention to leave the job, which is one of the reasons for the behaviour of quitting the job, may not lead to the termination of the organization-employee relationship (Dirik, 2019). The intention to leave job which can be defined as an employee's planning to leave the job is a possibility related to the future process (Sökmen & Aydıntan, 2021).

In a study conducted by Engiz (2009), it was found that the harmony between the career plans of the employees and their organizational plans led to an increase in organizational commitment and a decrease in turnover. Ensuring job satisfaction and providing job-related information increase organizational commitment. Thus, making career plans becomes easier.

According to Arabacı's (2019) study, when the career management and development of the employees are supported, and when the thoughts and economic status of the employees are given importance, organizational commitment increases. Thus, the intention to leave the job is reduced.

According to the results of the research conducted by Dirik (2019), a medium-high negative relationship was found between the intention to leave and job satisfaction. Besides, there is a moderately positive relationship between intention to leave job and job stress. In addition, there is a high correlation between affective commitment and intention to leave job, which is one of the dimensions of organizational commitment.

In a study conducted in Thailand on whether today's leadership behaviours affect organizational commitment and intention to leave, quantitative data were collected and analysed on a sample of 450 civil engineers.



Subsequently, a qualitative examination was made by interviewing 10 civil engineers. Finally, qualitative findings were compared with quantitative findings in these investigations in the sequential explanatory mixed method group. Quantitative findings showed that today's leadership affected organizational commitment directly and positively and had a negative effect on the intention to leave job. The results of the qualitative and quantitative findings were found to be compatible (Kerdngern & Thanitbenjasith, 2017).

Another study investigating the relationship between job satisfaction and organizational commitment and intention to leave job was conducted on 105 workers from the construction industry of Telangana, India. According to the results of the research in which the hypotheses were examined using the Pearson correlation, it was shown that job satisfaction was positively related to organizational commitment, continuance commitment and normative commitment. The other findings of the research are that there are meaningful relationships between organizational loyalty and recognition, job satisfaction, job security satisfaction, and promotion satisfaction (Koundinya & Sundararajan, 2019).

In a study on 138 employees of a company established in Istanbul, which produces in the chemical industry, it was determined that there was a positive and moderately significant correlation between individual and organizational career management and emotional commitment and continuance commitment (Karavardar, 2014).

According to the research of 571 state hospital nurses in the TR61 region, which includes Antalya, Isparta and Burdur provinces, the negative effect of intention to leave job performance is regulated by Covid-19 burnout. According to this result, when the nurses' sense of burnout due to Covid-19 increases, the negative effect of the intention to leave the job on the job performance is felt more (Bayrakçı, 2022).

In the process of change and competition, there is a need for employees who are loyal to their organization, successful and can be organizational citizens. For this, the career and financial management of the organization should support the employee (Karmakar, 2020). The realization of organizational commitment can enable the effective implementation of career management. It can be thought that career management practices will reduce the intention to leave the job.

## **METHOD OF THE RESEARCH**

### **Purpose, Scope, and Method of the Research**

The aim of this research is to determine the relationships between organizational commitment, intention to leave job and career management.

### **Hypotheses and Research Model**

#### ***Career Management***

One of the important changes experienced today is related to the quality level of human resources. New management and leadership approaches have been developed that will increase the productivity of employees working in both production and non-production departments. New approaches have prioritized spiritual needs along with economic needs (Erdöl, 2000). Changes in the demands of the employees have increased the importance and priority of career management applied in organizations. Employees with high performance are supported by the organization's management for key positions. Career management studies have gained importance for the motivation of the employees (Varol, 2001).

As a result of a research on 54 students, consisting of two equal parts as the experimental and control groups, it was found that the career intervention program, which was created by taking Career Construction Theory into account, increased the career adaptability and career adaptation reactions of the students (Korkmaz & Kırdök, 2022).

According to a study conducted in Adana, a positive relationship was found between career commitment and organizational commitment. Career commitment is the motivation that the employee has in his/her chosen career (İnan, 2017).

In the study carried out in enterprises in Konya province, it was concluded that organizational career management is effective on emotional commitment. In addition, job satisfaction was found to have a partial mediating role in this relationship (Büyükyılmaz et al., 2018).

In the research on the employees of three companies with A Group Work License operating in Istanbul, Ankara, Muğla and Adana, it was determined that the organizational commitment of the employees who were offered career development opportunities increased (Kaya, 2018).

According to the research on generation Z students born in 1990 and later, continuing their education at four universities in Kayseri, unlimited career orientation was found to be the determining factor on entrepreneurship (Aslan, Yayla & Ünlüoğlu, 2022). The classical career approach emphasizes the commitment of the employee to an organization. According to this understanding, the employee completes his/her entire career as a member of one or two organizations (Seymen, 2004). Boundless career orientation is a career journey that transcends an organization or even a country. In this context, the following hypothesis was formed.

H1: Organizational Career Management Affects Intention to Leave.

### ***Organizational Commitment***

Mowday, Porter and Steers defined organizational commitment as a concept first in 1979 (Zencirkıran & Keser, 2018). Becker (1960) defined organizational commitment as a conscious advocacy behavior in his study. There are different perspectives on organizational behaviour, organizational psychology, and social psychology in the definitions of organizational commitment (Bakan, 2018).

Organizations, for many reasons, want employees to increase their commitment to the organization they work for. As organizational commitment increases, the desire to reach organizational goals and continue working increases, and the intention to leave decreases (Stroh et al., 2002). Studies have found that as organizational commitment increases, the sense of organizational loyalty develops and the intention to leave the job decreases despite job dissatisfaction. Moreover, although job dissatisfaction is felt, thanks to organizational commitment, employees can make sacrifices for the organization (Stephen & Judge, 2013). For these reasons, the increase in organizational commitment reduces the employee turnover rate.

Mowday, Steers and Porter explained organizational commitment with a dual grouping as attitudinal and behavioral (Bakan, 2018). With a more common classification, organizational commitment was divided into three important dimensions that include affective commitment, continuance commitment, and normative commitment (Meyer & Allen, 1997).

Affective commitment is a type of commitment to the organization due to the employee's acceptance of organizational values (Bakan, 2018). It can be stated that the most preferred type of commitment preferred by managers is emotional commitment. Because of their satisfactory experience in the organization, employees do not think of leaving the job or exhibiting behaviours that are not suitable for productivity. An employee with a high emotional commitment to his/her organization performs better than other employees and continues to work in the organization voluntarily (Zencirkıran & Keser, 2018). Based on the idea that career management provides organizational commitment by providing motivation of employees, the following hypothesis has been developed in order to examine the emotional dimension:

H2: Organizational Career Management Affects Emotional Commitment.

### ***The Intention to Leave Job***

The fact that an employee leaves his/her job causes both loss of experience and the cost of finding new employees for the organization. Therefore, it is necessary to consciously manage the attitudes and behaviours of leaving the job (Aydn, 2016). Intention to leave job is the possibility of an employee to terminate the employment process in the organization and the intention to seek other job opportunities. Intention to leave the job which can cause an increase in the quitting behaviour and the employee turnover rate is defined as an employee's self-conscious and willing search for other organizational options outside the organization he/she works for (Tett & Meyer, 1993). On the other hand, the intention to stay at work is the employee's conscious and willing desire to stay in the organization.

As a result of the research conducted on employees working in food businesses between November 2021 and January 2022, it has been shown that organizational commitment is important for food and beverage businesses. Organizational commitment has a mediating effect in the influence of emotional labour on intention to leave job (Polat, 2022). Emotional labour causes stress on employees and increases their intention to leave. As a solution to this, it is suggested to increase the level of organizational commitment.

In another study on teachers working in Tunceli, perceptions of emotional commitment were found to be high. On the other hand, significant, negative and moderate correlation results were obtained between the levels of emotional commitment and the levels of intention to leave. Accordingly, an increase in emotional commitment decreases the intention to leave (Karaca & Şenel, 2022).

In a research on the employees working in tourism establishments operating in the Cappadocia region, as a result of the data analysis collected by questionnaires, it has been found that corporate reputation affects

emotional commitment positively while it affects the intention to leave negatively (Çağlar & Akça, 2022). In line with this result, it can be said that the increase in the affective commitment variable may cause a decrease in the intention to leave the job variable.

A research on the relationship between organizational commitment and intention to leave job was conducted on 122 employees working in automotive supply industry enterprises in Bursa. As a result of the research findings, a significant and opposite relationship was found between the two mentioned variables (Acar, 2017). In the researches conducted, it can be said that the increase in the level of organizational commitment reduces the intention to leave the job.

Variables such as decrease in social capital, decrease in employee morale, cost of completing social capital, cost of training in the workplace, decrease in employee commitment, incompleteness of current projects, inefficiency in teamwork due to the inadequacy of qualified employees were found to be associated with the intention to leave job (Bodla & Hameed, 2008). Intention to leave the job can cause negative consequences within the organization. In this context, the following hypothesis was formed.

H3: Emotional Commitment Affects Intention to Leave Job.

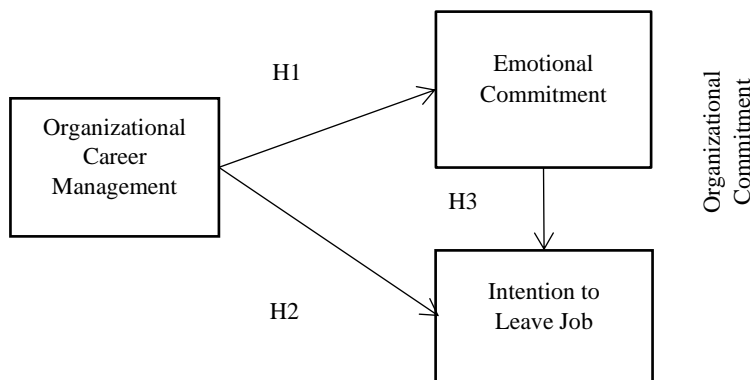


Figure 1. Research Model

### Population and Sample

Since it is aimed to determine the relationships of the variables in this research, the relational screening method is applied as a type of causal research. Data were collected by arranging a questionnaire in line with the preferred method. The research population consists of glass-producing business employees in Kocaeli-İzmit Körfez Industrial Zone. Volunteer participants were included in the study in accordance with the convenience sampling method. Of the 250 questionnaires sent for the research, 220 questionnaires were returned. The return rate of the surveys is 88%. Since 20 questionnaires were empty, 12 questionnaires were not included in the analysis due to lack of data. The number of participants included in the analysis is 198. There are different opinions about the adequacy of the sample size (Büyüköztürk, 2002). According to the generally accepted view, the number of samples is at least five times the number of statements in the questionnaire (Aksu et al., 2017).

As in any research, the limitations of this research are that it is based on voluntariness, that employees were reluctant to fill out the questionnaire and time.

### Data Collection Tool

The questionnaire, which was prepared to determine the relationship between organizational career management, emotional commitment, and intention to leave job, consists of four parts and contains 21 items in total. In the first part of the questionnaire, organizational career management, in the second part, the emotional commitment dimension, in the third part, the intention to leave the job, and in the last part, the demographic characteristics of the participants (gender, age, marital status, education level and working time in the institution) were included. For organizational career management, the organizational career management scale with 13 items, the emotional commitment scale with 5 items for emotional commitment, and the intention to quit job scale consisting of 3 items were used for intention to leave job. A 5-point Likert scale was used in the scales, and the highest agreement was "strongly agree" and the lowest agreement was "strongly disagree". For the application of the survey of this study, ethics committee permission was given by Kocaeli University Social and Human Sciences Ethics Committee with the decision dated 27.05.2022 and numbered E.237300. The explanation about the scales used in the research is below.

**Organizational Career Management Scale:** Considering the scales used in the studies of Küçük (2012), Dinçer (2015), Albayrak (2007), Atlıkan (2015) and Çörtük (2009), the scale adapted by Yurtseven (2019) was used. The Cronbach Alpha Coefficient of the scale is 0.92. Six items were removed from the 13-items Organizational Career Management Scale. Therefore, the analysis was continued with 7 items.

**Organizational Commitment Scale:** Considering the items in the Meyer-Allen Organizational Commitment scale used by Dağlı and Akdoğan, the scale adapted by Yurtseven (2019) was used (Akdoğan, 2014: 142; Dağlı, 2018: 1777). The scale consists of two dimensions: affective commitment (n=5) and continuance commitment (n=4). The Emotional Commitment Scale was used in the study. The Cronbach Alpha Coefficient of the scale is 0.74. Two items were removed from the 5-items Emotional Commitment Scale. Therefore, the analysis was continued with 3 items.

**Intention to Quit Job Scale:** The scale was developed by Cammann, Fichman, Jenkins, and Klesh in 1983. The scale, which was adapted into Turkish by Mimaroglu in 2008, was used in the research. The Cronbach Alpha coefficient of the scale is 0.85.

It can be said that Organizational Career Management Scale, Organizational Commitment Scale and Intention to Quit Job Scale used in the research are reliable (Hair et al., 2010).

### Analysis of Data

Descriptive statistics regarding the demographic characteristics of the sample group included in the study are given in Table 1. Of the participants, 155 (78.3%) were men and 43 (21.7%) were women. Regarding the marital status; the number of married people was 118 (59.6%) and the number of singles was 80 (40.4%). In terms of the age group; the highest number of individuals in the age group was between the ages of 34-40 (n=60; 30.3%), and the lowest number was in the age group of 20-26 (n=38; 19.2%). Regarding the working time in the institution; it has been found out that maximum is between 2-4 and 5-10 years at most (n=77; 38.9%) and minimum is between 0-1 years (n=19; 9.6%).

Table 1. Distribution of Participants by Demographic Characteristics

Variable	Group	Number (f)	Percentage (%)	Variable	Group	Number (f)	Percentage (%)
Gender	Man	155	78,3	Working Time	0-1	25	12,6
	Woman	43	21,7		2-4	77	38,9
Marital Status	Married	118	59,6		5-10	77	38,9
	Single	80	40,4		11 and more	19	9,7
Age	20-26	38	19,2	Education	High School	99	50
	27-33	48	24,2		Associate Degree	37	18,7
	34-40	60	30,3		Undergraduate	36	18,2
	41and above	52	26,3		Postgraduate	26	13,1

Before testing the model of the research, the compliance of the data with the assumption of normality and whether it was homogeneously distributed were examined. In this context, normality test was applied to the data for the assumption of normality. According to Kline (2016), if the skewness and kurtosis values are between  $\pm 3.0$ , the data is assumed to have a normal distribution. According to the results of the analysis, it has been seen that the skewness/kurtosis values of the organizational career management scale are ,110/,807, the skewness/kurtosis values of the affective commitment scale are -,208/-,373, the skewness/kurtosis values of the turnover intention scale are -,102/-1.375, and that the values in question of the data are within the defined limits. Therefore, it was concluded that parametric tests can be applied in the analysis of the data. Data were analysed with IBM SPSS 20 and AMOS 24 program. The significance value used in the analyses was accepted as 0,05.

### Findings

Analyses were started with exploratory factor analysis (EFA). As a result of the EFA, the 2nd, 4th, 7th, 9th, 10th, and 11th items were excluded from the analysis due to the factor loads value in the organizational career management scale. Based on the statements that one of the scales with multiple factor structures can be represented by at least three items, and that the eigenvalue difference between the two factors should not be more than three, the analyses continued and (Schermelleh et al., 2003; Hu & Bentler, 1999) it was determined that the factor load ranges are between .869- .571. It was observed that the scale items in the emotional commitment scale were distributed over two factors, that the 2nd and 5th items were excluded from the analysis due to the factor load value, and that the factor load ranges were found to be between .950-.479 as a result of the repeated EFA.



It was observed that the scale items in the intention to quit job scale were distributed over a single factor, and factor load ranges were determined to be between .922 and .823. It is expected that the variance ratio explained by the scales is greater than .40 (Büyüköztürk, 2002), and the factor loads are expected to be .50 and above (Tabachnick & Fidell, 2019).

According to the final EFA, it has been determined that organizational career management scale is (KMO=0.903,  $\chi^2 = 141270.534$ ,  $df=78$ ,  $p=0.00$ ), emotional commitment is (KMO=0.654,  $\chi^2 = 16.746$ ,  $df=1$ ,  $p=0.00$ ), intention to leave job is (KMO=0.737,  $\chi^2 = 352.930$ ,  $df=3$ ,  $p=0.00$ ), and that the sample size was suitable for factor analysis.

In addition, it was determined that the total variance rate explained by the scales was 53,446 for organizational career management, 42,149 for emotional commitment, and 73,997 for intention to leave job.

Table 2. Mean, Std.Error., Correlation,  $\alpha$ , Values

Variables	1	2	3	$\alpha$	Mean	Std.Error
Organizational Career Management	1			.92	3,03	.04
Emotional Commitment	.511**	1		.71	3,07	.05
Intention to Leave Job	-.384**	-.294	1	.89	3.04	.06

N=198; \*\* $p<.01$ ;  $\alpha$ =Cronbach's Alpha

The mean and standard deviation values of the scales are given in Table 2. Considering the correlation values, it has been indicated that organizational career management affects affective commitment ( $r=.51$ ;  $p<.01$ ), emotional commitment affects intention to leave job ( $r=-.29$ ;  $p<.01$ ), and organizational career management affects intention to leave job ( $r=-.38$ ;  $p<.01$ ). The correlation value can be between -1/+1. The “-” sign indicates that the correlation is in the opposite direction, and the “+” sign indicates that the relationship is in the right direction. The values between 0.00-0.29 indicate low correlation, 0.30-0.69 indicate moderate correlation, and 0.70 and above indicate a high level of correlation (Çam & Tümkaya, 2008). In addition, it was observed that the Cronbach Alpha ( $\alpha$ ) coefficients of the scales were greater than the minimum limit ( $\alpha \geq .70$ ) (Hair et al., 2010).

Table 3. CFA Fit Values of the Research Model

Model	CMIN( $\chi^2$ )	df	$\chi^2/df$	RMSEA	CFI
	180,312	62	2,908	.09	.90

Before testing the model of the research, Confirmatory Factor Analysis (CFA) was applied to the data after EFA. It is aimed to verify the structure obtained in the EFA of each scale by using the maximum likelihood method in CFA. Scale structures were confirmed with the fit values suggested by Kline (2016). Among the specified values, “absolute fit value” is shown with ( $\chi^2/df$ ), “mean square of approximation error” is shown with (RMSEA), and “comparative fit value” is shown with (CFI). The fact that RMSEA value is  $<.05$ ; A CFI value is  $>.90$  and a  $\chi^2/df$  value is  $<3-5$  indicate that the model is compatible with its original structure (Byrne, 2016). In addition, as a result of CFA, it is seen that organizational career management factor loads are between .82-.52, factor loads of emotional commitment sub-dimension are between .80-.55, and intention to leave job factor loads are between .91-.82.

Table 4. SEM Findings

Hypotheses	Standardize $\beta$	Standard Deviation	t	p
OKY $\rightarrow$ İAN	.51	.06	3,41	.01**
OKY $\rightarrow$ DB	-.38	.04	3.42	.01**
DB $\rightarrow$ İAN	-.29	.07	3,08	.01**

\*\* $p<.01$  \*\*\* $p<.001$

According to the structural equation modeling made for testing the proposed hypotheses, the goodness of fit values of the proposed model were  $\chi^2/df=2.98$ ; RMSEA=.09; CFI=.90, standardized path coefficients, standard deviation, t values are presented in Table 4. It has been concluded that organizational career management affects intention to leave job ( $\beta=-0.51$ ;  $p<0.01$ ) positively, organizational career management affects emotional commitment ( $\beta=-0.38$ ;  $p<0.01$ ) negatively, emotional commitment affects intention to leave job ( $\beta=-0.29$ ;  $p<0.01$ ) negatively. Hypotheses were confirmed by SEM results (H1, H2 and H3).

## CONCLUSION AND SUGGESTIONS

Today, employees take more responsibility for personal career planning. They increase their skill levels by choosing more than one organization and field. With the changes experienced, organizations have focused more on career management. As a result of the research, it has been revealed that organizational career

management affects intention to leave positively and emotional commitment negatively. On the other hand, it was concluded that emotional commitment negatively affects the intention to leave. H1, H2 and H3 hypotheses were confirmed.

The discovery that organizational career management affects intention to leave job supports the research findings of 193 five-star hotel employees in Istanbul. The research conducted by Ece (2016) revealed that career planning studies decreased the intention to leave the job.

As a result of the research, it was uncovered that organizational career management affects emotional commitment. This result is consistent with the research conducted on ground handling services in the aviation sector and applied to 307 employees. As a result of Demirer and Kaya's (2020) research, it has been determined that it is effective for employees to benefit from career development opportunities. Career development opportunities provide career satisfaction and increased organizational commitment.

It has been concluded that organizational career management affects intention to leave job. Emotional commitment, on the other hand, affected the intention to leave. This result was similar to the result of the research conducted on 142 lecturers at state universities in Kahramanmaraş and Elazığ. According to Taşlıyan, Özyaşar and Gökçar's (2020) research, a decrease in work alienation increases organizational commitment and career satisfaction. Work alienation can be thought of as a parallel concept with intention to leave.

A similar conclusion regarding the conclusion that organizational career management affects intention to leave job was reached in a study conducted on 196 employees in a state enterprise. According to the research conducted by Sökmen and Aydın (2021), the dimensions of perception of career future were found to have a significant and negative effect on intention to leave.

When all findings are evaluated, suggestions for researchers and practitioners can be presented. It is important for organizations to fulfill the requirements to ensure organizational commitment. At the same time, practices aimed at reducing intention to leave job should be examined in the context of career management. Managers should provide more feedback and correct mistakes in order to realize career expectations. To determine career expectations, systematic studies should be carried out by human resources management. The success of the organization occurs with the increase of organizational commitment of employees and managers. That is why, the necessary strategies should be implemented by the management of the organization.

Further research can be conducted by focusing on the differences in findings between demographic variables. It can be suggested to investigate the relationships between the main variables in the research in sectors other than the glass sector. By choosing different populations and sample sizes and applying different analysis methods, the relationships between the variables can be examined. Research should be conducted to identify career anxieties, obstacles, and expectations. It may be recommended to conduct studies in provinces other than Kocaeli. In addition, the findings of private and public institutions can be compared.

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