

**EFFECT OF HUMAN CAPITAL ELEMENTS ON
ORGANIZATIONAL COMMITMENT IN BUSINESSES AND A
STUDY IN THE BANKING SECTOR IN KIRŞEHİR PROVINCE***Kürşad ZORLU****Abstract:**

Organizational commitment of employees must be improved for the success of contemporary businesses. Employees are the driving force and human capital of businesses. In this study, to investigate the relationship between the elements constituting the human capital and elements constituting organizational commitment and the level of impact, a questionnaire was applied to businesses having activities in the banking sector of Kırşehir Province, Turkey. In the said questionnaire, the human capital scale consists of “quality of employees”, “working relationships”, and “development of employees” elements, while organizational scale consists of “affective commitment”, “continuance commitment” and “normative commitment” elements. In addition, whether or not assessments of the employees differed according to certain variables was analyzed using t-test and ANOVA test. As a result of these analyses, it was found that development of employees is the most important factor that affects the organizational commitment positively.

Key words: Human resources, Human capital, Organizational commitment.

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Introduction

The traditional production elements including raw materials, labor force and money have material qualities mostly (Burton-Jones, 1999: 3). However, value of goods and services are increasingly being obtained from intangible assets and production processes based on knowledge (Ehin, 2000: 5). It can be said that knowledge has become one of the basic requirements of international success together with the shift from the era of industry to the era of information (Martinez-Torres, 2006: 617).

Drucker who says that production elements like labor, capital or natural resources have already fallen to the second place because they are so easily accessible (1993: 69), also says that the single source in our times is knowledge. Nonaka (1999: 30) however, says that, “in an economy, in which the only certain thing is uncertainty, the most reliable source of competitive advantage is knowledge”. Furthermore, Stewart (2001: 5-6) emphasizes the importance of knowledge by saying that knowledge covers everything we

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sell, buy and do, and knowledge and information is placed in every product we used.

When the increasing importance of knowledge comes together with the increasing importance of intangible assets, importance of intellectual capital becomes even more marked (Elitaş and Demirel, 2008: 116). The changing conditions of competition and technology show that the concept of knowledge is important for the development of countries and for solving the problems of economically deprived levels; and this can only be possible by making investment on human capital. Investments made on many elements involving humans like health, education, or way of living have the potential of bringing the human resources, which are the pioneering force of establishments, also to an effective position (Schultz, 1981: 8-14).

The main purpose of this study is to determine the effect of human capital element, which is one of the elements constituting the intellectual capital, on the types of organizational commitment. When the literature in this area was searched, it was seen that one of the two popular models defining and classifying the intellectual capital is the Intellectual Capital Model, and the other one is the Comprehensive Intellectual Capital Model. According to the Intellectual Capital Model, the intellectual human capital consists of three basic elements, namely, the human capital, the customer capital and the structural capital. The Comprehensive Intellectual Capital Model however, states that intellectual capital consists of two elements, namely, the sources of knowledge and processes of innovation (Cezair, 2008: 32). Although intellectual capital elements are expressed in varying ways, in the conceptual sense, the intellectual capital consists of three elements, namely the human capital, the structural capital and the customer capital (Reed et al., 2006: 870). The organizational commitment types handled in this study have been evaluated within the frame of the triple commitment scale developed by Meyer and Allen (1991). This scale is the one that is the most pointed-on and analyzed in studies about organizational commitment (Baysal and Paksoy, 1999: 8).

Human Capital as an Element of the Intellectual Capital

When the historical development of the intellectual capital is examined, it is seen that many scientists and researchers have studied the concept of the intellectual capital (Elitaş and Demirel, 2008: 115). Investigators defined the intellectual capital firstly in 1960 (Shaikh, 2004: 439). The first studies in the area of intellectual capacity were made during late 60s by the well-known economist J. K. Galbraith (Şamiloğlu, 2002: 68). Although mentioned earlier, intellectual capital appeared in business management area only in 1990s (Sullivan, 2000: 13).

Intellectual capacity can be defined simply as the knowledge that can be transformed into asset. According to another definition, it is the knowledge, information, intellectual asset or experience that can be used to create money (Shaikh, 2004: 439). According to Stewart (2001: 13) however, it is the summation of the human capital, structural capital and the customer capital of a business.

Businesses are increasingly seeing their intellectual assets as strategic assets that are effectively used and managed to survive and to achieve competitive advantage, because they can reduce their costs, create new products, develop their production processes, improve the quality, respond to the dynamic market conditions and improve customer services through their strategic intellectual assets (Qureshi et al., 2006: 198).

It can be said that the number of employees working with manpower and with muscle strength in the contemporary establishments is decreasing, and the number of employees thinking, speculating, searching, and synthesizing is increasing. Peter Drucker states that the number of qualified and trained workers is increasing in the payrolls of companies, and material and energy is being replaced by human intellect (Stewart, 1997:2). In this frame, it can be suggested that the human capital, which can be named as the human dimension of establishments, is the most important element of the intellectual capital, because human within the organization is the basic element that drives the intangible assets and makes the organization powerful for the use of the intangible assets also. Human resources must be activated to transform the tacit knowledge within the organization into explicit knowledge. In this process, it is possible to say that there is a relationship between the human capital and the organizational performance (Bozbura and Toraman 2004:56).

Since the intellectual capital and the human capital are very close to each other, they can be perceived as one from time to time. However, the intellectual capital and the human capital are two separate concepts. Intellectual capital is different from human capital both in the sense of creating value and in the managerial sense. Accordingly, the intellectual capital that can exist simultaneously in many diverse environments is inclusive and expansionist (Ercan et al., 2003:111).

Human capital is the summation of knowledge, skills, and innovative and other capabilities that the employees of the business possess to perform their tasks. In addition, this capital also covers the values, culture and philosophy of the business (Edvinsson and Malone, 1997: 11). In other words, human capital means the presence of individuals that continuously develop and enrich their knowledge and capabilities to create value both individually and collectively (Rastogi, 2002: 232). Human capital can also be interpreted as the locomotive of the intellectual capital (Sahrawat, 2008).

Human capital is the creative resource of the entire company from research and development to face-to-face customer relationships. Together with this, the human capital can affect the development of the physical capital to accelerate the process of development (Şamiloğlu, 2002: 85-87).

Human capital is the source of innovation and development. Although it is difficult to measure it as compared to the other elements of the intellectual capital, measuring some elements including training and education programs, experience, formal/informal relationships and quality can be possible using suitable means. It is observed that human capital can develop when employees can use their knowledge more or when employees acquire more useful knowledge. Together with this, human capital cannot be owned by the business, it can only be hired. Therefore, capability of the business to transform the ideas of the employees and their commitment for training and education can increase efficiency and add value to the business (Brinker, 1998).

Likewise, since the human capital cannot be owned by the business, values created in relation with it must be transformed into intellectual assets that the business can claim rights on (Ercan et al., 2003: 111). Accordingly, businesses need some methods to create their own brain power since they cannot actually own the human capital. Firms involving advanced technology and operating with knowledge-intensive ways use the method of granting ownership to the employees of their firms. They acquire the loyalty of their employees thus and create a stable environment of knowledge (e.g. Microsoft) (Brinker, 1998).

Human capital is gradually increasing its importance as regards the continuous self-development of the personnel, efforts of innovation and renewal, creativity and producing new ideas and projects within the workplace. It is possible to consider the human capital, of which the scope is the network of knowledge, as the integral intellect of the organization. In the individual level, the human capital can be analyzed on four basic factors, namely as the genetic structure, education, experience and way of seeing the business life, while in the organizational level, it can be analyzed on three factors, namely as the qualities of employees, relationships of business life and development of the employees (Bontis, 1998: 65). It can be said that individual factors are effective on the entire portion of organizational factors.

Qualities of Employees

Using the capabilities and skills of employees for the purposes of the organization and directing them to innovative activities in business places is a great achievement as regards human capital. Human capital harbors employees with capabilities in three different types. The first of these are not specific for any task, can be achieved easily and are valuable for workers in

any level. The second type, although not specific for any company, are more valuable as compared to other companies and act as leverage. The third one consist of qualities that are the basis for the establishing of the business and are registered in some respect. All these qualities can be considered as the reflection of knowledge on the employee (Stewart, 2001: 95-99). This element of human capital includes the entrepreneurship, level of risk-taking, problem-solving ability, experience and leadership ability of the employees working in a business (Edvinson and Malone, 1997: 34).

Relationships of Business Life

In our times, expectations of each employee to a manager and each manager to be a leader are increasing (Akdemir, 1998: 68). In this process, employees having information about organizational objectives, and adopting and implementing these objectives is extremely important. Likewise, all the employees from the managerial level to the lowest level are expected to transform and share the knowledge and to reflect it as success by mutually benefiting from it. Sharing of new knowledge and skills developed by employees with each other can also affect the level of satisfaction within the organization (Bontis, 1998:65-68)

Development of the Employees

Creativity must continuously be supported in the organization and employees must be trained to ensure a better benefiting of the businesses from human resources. Even, establishment of separate training departments is among the methods frequently made use of the ensure mobilization of knowledge, informing the employees about innovations and making continuity prevail (Akdemir, 1998: 68). When human capital is evaluated within the scope of this factor, “learning process” of employees instead of training can be talked of. Although the formal education of employees before they come to the business maintains its importance, they must be trained and developed according to the contemporary conditions starting from their being a member of the organization. Especially, raising of retirement age and making the employees compliant with the innovations can be considered as a result of the contemporary paradigm. Today, it can be said that women and younger people benefit more from the development processes within the organization as compared to men and older people, respectively. Therefore, it is difficult to say that there is equality as regards development of the entire workforce. Accordingly, the processes of development for the improvement of the level of skills for individuals in any age group and increasing the organizational commitment becomes an issue to be investigated (Keeley, 2007: 78-87).

Organizational Commitment

Organizational commitment is adoption of organizational objectives by the employees, having activities for the achievement of such objectives, exerting efforts for the success of the business place and maintaining the decision for continuing in the same business place (Drummond, 2000). In this frame, it can be said that productivity level is high and commitment for organizational purposes is increased in businesses that organizational commitment is high. Again, it can be suggested that organizational commitment and job satisfaction or issues like resignation or stress are related (Balay, 2000: 93-94). However, in organizations that bad management, unsatisfactory working environment, irrelevant problems or wrong diagnoses prevail, ensuring the happiness of employees and the required commitment levels is extremely difficult (Lipinskiene, 2008: 282).

Because of the differences of perception of the relationship between the employees and the structure of the business place, there are many different definitions of organizational commitment. Nevertheless, many studies are being performed on organizational commitment because of its increased importance in our times. In the literature, the individual factors affecting the organizational commitment include factors related to work and role, factors related to job experience and working environment and factors related to the organizational structure. It can be said that factors related to organizational commitment are formed with the trends to continue within the business. However, when individual characteristics and effects of the working environment are taken into consideration, only general evaluations can be made for these factors (Özdevecioğlu, 2003: 115-116).

While researchers divided the organizational commitment as emotional commitment and continuance commitment initially, Meyer and Allen (1991) divide the organizational commitment types into three supplementary types. These are the Affective Commitment, the Continuance Commitment and the Normative Commitment. According to Meyer and Allen, all the three commitment types can be realized in varying levels and intensity for the employees (Kaya and Selçuk 2007: 179; Lipinskiene, 2008: 285).

Affective Commitment

Affective Commitment is the process of making the decision to stay in the organization according to their wishes and sentimental world. Under affective commitment, employees believe and adopt the objectives of the business place and have an affective loyalty for the business beyond meeting their certain needs (Balay, 2000: 21). In the study of Meyer and Allen (1997) following several studies in the literature, it is stated that affective commitment element can be an issue related to the organizational structure, work experience and personnel characteristics in general. For example,

effects of being the organizational management is central, period of working in the business and mental or demographic variables are being emphasized. However, despite everything, continuance of this relationship in the same level and intensity is not possible.

Continuance Commitment

Continuance commitment is a type of commitment including the decision by considering the cost and possible expenses brought upon the organization by the idea of leaving job (Meyer and Allen, 1997: 11). What is important in continuance commitment is the creation of incumbency of staying in or leaving the organization according to the efforts that should be taken into consideration under the scope of the period spent in the organization and time and efforts exerted. What is the basis in the continuance commitment, which is also called the rational commitment, is the position of the business against a potential decision of leaving (Boylu et al., 2007: 58).

Normative Commitment

In the frame of normative commitment, sense of responsibility in a high level and necessity of staying in the business is expected in the decision of employees not leaving the business (Meyer and Allen: 1997: 11) Here, requirements loyalty of the individual acquired in the society or in the process of socializing and the requirement of thinking moralistically comes to front rather than organizational interests as in continuance commitment. Approaches like “it has to be like this”, “this is what is true” comes to the surface in the normative commitment (Çöl and Ardiç 2008: 160).

Human Capital and Organizational Commitment

When the human capital and studies in this area are examined, it is seen that this is an ascending concept together with globalization. Therefore, effects of capability and success within the scope of human capital on organizational performance are the subject matters of serious studies. Furthermore, it can be said that enthusiasm of the researchers for theory and experimenting has increased against the difficulties encountered in this area. It is possible to say that the recent studies indicate that the commitment levels of employees of organizations and human resources applications can be assessed together (Wright and Kehoe, 2008: 9). For example, Dyer and Reeves (1995) have handled the issue for the dimensions of employees, organizational level, markets and finance. In the study of Becker et al. (1997) on the finance market within the scope of human resources management, effects of the capabilities and motivations of employees and job design on creativity, efficiency and optional performance were analyzed.

On the other hand, effect of human capital on organizational commitment is an issue that should be analyzed in terms of the contemporary competitive conditions, since business places can employ, but cannot possess individuals, and because human resources and the knowledge, skills and capabilities they possess have become rather important. The human element is the only element having the capability of collecting, processing and storing the knowledge within the business. In this frame, the human resources and the knowledge, skills and capabilities they possess are extremely important, because, since human capital is employed in return of salary, this intellectual accumulation will be lost in case of leaving the organization (Toraman et al., 2009: 99).

It is seen in our times that the trend among employees having commitment for their specialty areas and attachment for a place has increased rather than having commitment for the business place. Therefore, employees must be bound to the business through a continuous sense of attachment to maintain the existing human capital (Yereli and Gerşil, 2005:19). Starting from this point, it can be noted that material possibilities will not be enough to bind the employees to the organization, and different applications should be made. Likewise, it is difficult to say that all employees would have the same expectations and perception system. Therefore, it is possible to investigate whether or not the elements constituting the human capital are important factors on ensuring the organizational commitment or rendering it continuous (Ada et al., 2008: 489).

A STUDY IN THE BANKING SECTOR IN KIRŞEHİR PROVINCE

Purpose, Scope and Limitations of the Study

In this study with the objective of determining the mode of effect of the factors constituting the human capital (qualities of employees, relationships in business life, and development of the employees) on the types of organizational commitment (affective commitment, continuance commitment, normative commitment) and level of such effects (if any), answers to the following questions were sought.

a) Are there any differences between the evaluations of the employees in the operations with public and private capital in the banking sector in Kırşehir province of the human capital factors and types of organizational commitment?

b) Are there any differences between the evaluations of the employees in the operations in the banking sector in Kırşehir province of the human capital factors and types of organizational commitment according to gender, educational level, duration of employment and position?

c) What kind of a relation is present between the evaluations of the employees in the operations in the banking sector in Kırşehir province of the human capital elements and types of organizational commitment?

Performing the study in the banking sector in Kırşehir province, and therefore possibility of evaluation of the findings and results primarily for this area can be considered as the most important limitation of the study.

Study Model and Hypotheses

Starting from the studies in the literature, the conceptual model of the study is designed according to the figure below (Figure1).

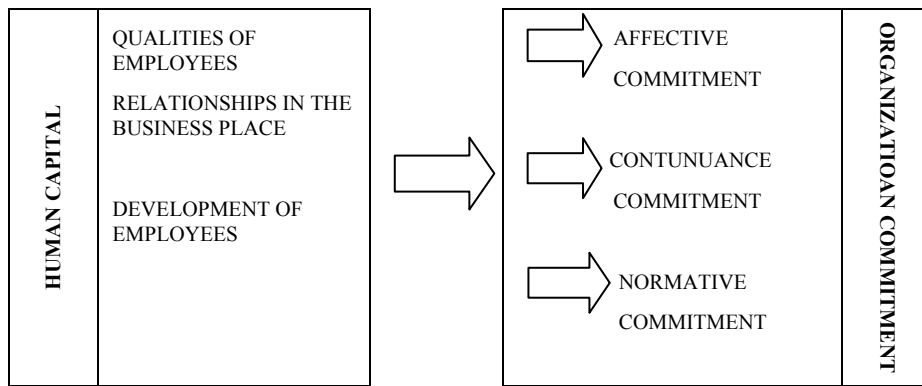


Figure 1: Study Model

As seen from the Figure, the basic hypothesis of the study is defined as, “human capital factors owned by organizations are effective on organizational commitment types”. The sub-hypotheses of the study are as follows:

H₁: Qualities of employees are effective on affective commitment.

H₂: Relationships in the business place are effective on affective commitment.

H₃: Development of employees is effective on affective commitment.

H₄: Qualities of employees are effective on continuance commitment.

H₅: Relationships in the business place are effective on continuance commitment.

H₆: Development of employees is effective on continuance commitment.

H₇: Qualities of employees are effective on normative commitment.

H₈: Relationships in the business place are effective on normative commitment.

H₉: Development of employees is effective on normative commitment.

Data Collection Method and Sampling

Survey method was preferred in the study by considering the rate and speed of return. Since the subject matter of the study was related to all the employees of organizations, the questionnaire was applied to the managers and personnel of bank branches having activities within the Kırşehir province. Care was taken to perform the study on a sample representing all the banks in the Kırşehir province and statistics of the Banks Association of Turkey was taken into consideration when determining the sample. According to this, there are 20 bank branches within the entire Kırşehir province. In addition, one more bank branch currently having activities in the provincial center and not included in the data of the Banks Association of Turkey was also included in the universe of the study. Therefore, the universe of the study consists of 21 bank branches currently having activities in Kırşehir province and 232 employees working in these branches. Of these, it was understood that the 9 bank branches in total in sub provinces are the branches of 3 different banks having activities in the provincial center. Therefore, application of the questionnaire to the bank branches within the provincial center is acceptable as regards generalization of the study.

In conclusion, sample of the study consists of 185 employees in total working in 12 bank branches in Kırşehir provincial center. One hundred questionnaires prepared were randomly distributed in all the 12 bank branches, and of these, 85 were returned. Accordingly, the return rate of questionnaires distributed was 85%. Of these questionnaire forms, 8 were excluded from the study with various reasons. Two of the banks within the sample chose to fill only one form each with the reason of workload. The rate of representation of the universe by the sample is 58% based on the number of banks, and 34% based on the number of employees.

Creation and Measurement of the Variables

Several studies on the measurement of the intellectual capital and organizational commitment were found in the literature in the review performed on the subject matter of this study. However, no comprehensive study could be found showing the relationship or interaction between the human capital, which is one of the elements of the intellectual capital, and the organizational commitment types. Marimuthu and others, (2009) related the human capital with the operational performance, while studies of Wright and Kehoe (2008), Iles and others,(1990) and Laka-Mathebule (2004) handled the relationship between the human resources management and organizational commitment; and the study of Lipinskiene (2008) investigated the relationship between the satisfaction levels of employees and organizational commitment.

Two scales for measurement of the evaluations of the employees on human capital and organizational commitment were used in this study. Studies of Bontis (1998), Subraminam and Youndt (2005) and Petty and Guthrie (2000) were referred to in the creation of the human capital scale that was divided in the 3 factors, namely as “qualities of employees”, “relationships in the business place” and “development of employees”, all of which are the independent variables of the study.

For the analysis of the organizational commitment types, which are the dependent variables of the study, the three-factor commitment scale developed by Meyer and Allen (1991) was used; and the Malaysian application performed by Zain and Gill'in (1999) in the context of multiculturalism were made use of in the selection of statements. These are “affective commitment”, “continuance commitment” and “normative commitment”. Questions and statements included in both scales that were subjected to factor analysis were developed according to the five-point Likert Scale and analyzed with SPSS 15.0 program. Scoring of the five-point scale was arranged as, “1: definitely do not agree”, “2: do not agree”, “3: hesitant”, “4: agree”, “5: definitely agree”.

Factor Analyses

It was concluded in the factor analysis performed using Varimax rotation method that variables constituting both groups were in correlation with each other and constituted a significant group. This shows that the scales and variables used are suitable, consistent and valid as regards the content.

Factor Analyses Related to the Human Capital

The Kaiser Meyer Olkin (KMO) value showing whether or not the sample size in the tests for the factors of human capital is suitable for factor analysis was found as (.694); the Chi Square value obtained from Bartlett's test was found as 1094,384; and the significance level of the same value was found as (.000). Both the KMO value being between 0.5 and 1, and the Chi Square value obtained from Bartlett's test being significant in the level of $p < 0.01$ show that data are suitable for factor analysis (Kalaycı, 2009; 322). Three factors were obtained in the factor analysis applied to the human capital scale with varimax rotation. These three factors explain 82.891% of the total variance. Factor loads obtained from the analysis are shown in Table 1.

Table 1: Factor Loads Related to Human Capital

VARIABLES		FACTOR LOADS		
		1	2	3
TOTAL VARIANCE EXPLAINED: %82,891				
Qualities of employees	- Our employees always display the best performance they can.	,913		
	- Levels of knowledge and competence of our employees are rather high.	,904		
	- Leadership skills of our managerial staff are rather good.	,897		
	- Our employees are highly competent in their specialty areas.	,796		
	- Our employees are intelligent and creative.	,718		
Relationships in the business place	- Employees share their knowledge, experience and creativity with their colleagues.		,913	
	- Our employees share their knowledge and learn from each other new knowledge.		,887	
	- Employees are satisfied with our company in the general sense.		,869	
	- Our employees develop new knowledge and ideas.		,864	
	- Our managers are successful in directing the employees to our organizational objectives.		,718	
				,918
Development of the employees	- Employment program of our company is rather comprehensive and effective.			,918
	- Our company implements various training and development programs for the employees to continuously develop their educational levels and skills.			,900
	- A performance evaluation system exists in our company that is continuously developed			,780

Factor Analyses Related to the Elements of Organizational Commitment

In the tests related to organizational commitment, the Kaiser Meyer Olkin (KMO) value was found as (,613); the Chi Square value obtained from Bartlett's test was found as 1182,650; and the significance level of the same value was found as (,000). Factor analysis was applied also to this scale,

which included 14 variables, using the varimax rotation as above. One factor that load value was under 0.50 was excluded from the evaluation. In the second factor analysis performed, 3 factors were reached that variables were compliant and consistent. Factors obtained explain 81.825 of the total variance. Results of the second scale are shown in Table 2.

Table 2: Factor Loads Related to Organizational Commitment Types

VARIABLES		FACTOR LOADS		
<i>TOTAL VARIANCE EXPLAINED: %81,425</i>		1	2	3
Affective Commitment	- I feel myself as a member of the family in this workplace	,979		
	- I am proud of telling others that I work in this workplace	,963		
	- I feel the problems of my workplace as my own	,925		
	- I feel a strong attachment for the workplace	,843		
	- I feel emotionally attached to my workplace.	,811		
Continuance Commitment	- One of important reasons that I continue working in this workplace is that leaving requires personal sacrifice.	,826		
	- The reason that I continue working in this workplace is that I think I will not be able to earn this much in another workplace.	,771		
	- Too many things will go bad if I decide leave this workplace	,704		
Normative Commitment	- Leaving this workplace now does not feel right, even if it would be to my advantage	,873		
	- Leaving work now would be wrong because of my responsibilities for other people in my workplace	,855		
	- I will feel guilty if I leave this workplace	,813		
	- I owe too much to my workplace	,521		

Reliability Analyses

In the study, Cronbach alpha (α) value was used to determine the reliability of scales; Cronbach alpha coefficients for each factor group were determined and shown in Table 3. As seen in Table 3, Alpha reliability

coefficients were separately calculated for each human capital factor and organizational commitment types and it was found that all the reliability values were greater than the Cronbach alpha (α) value of 0.70, which is accepted in the literature.

Table 3: Reliability Indicators of Variables

VARIABLES	Number of items	Cronbach Alpha Coef.
Quality of Employees	5	0,9307
Relationships in the business place	5	0,9231
Development of Employees	3	0,9285
Affective Commitment	5	0,9659
Continuance Commitment	3	0,7597
Normative Commitment	4	0,7321

Findings of the Study

Findings of the study were obtained from 12 bank branches in the Kırşehir provincial center. The questionnaire consists of 4 items aimed at obtaining information about 25 variables and demographic information. Face-to-face interview method was selected for the application of the questionnaire, and the entire sample was reached for the application. Analysis was performed by evaluation of the data obtained from 77 interviews in total.

Individual Characteristics of the Participants and Their Distribution According to Banks

Statistical distribution of the demographic information related to gender, title, educational level and duration of work of the participants in the bank branches having activities in Kırşehir province is shown in Table 4.

Table 4: Individual Data of the Participants

Gender	Frequency	Percentage (%)
Female	27	35,1
Male	50	64,9

Duration of work	Frequency	Percentage (%)
1 to 5 years	44	57,1
6 to 10 years	9	11,7
11 to 15 years	13	16,9
16 to 20 years	4	5,2
21 years and over	7	9,1
Educational Level	Frequency	Percentage (%)
High School	9	11,7
Two-year program	11	14,3
Graduate	54	70,1
Post graduate	3	3,9
Position	Frequency	Percentage (%)
Branch director	8	10,4
Branch Deputy Director	2	2,6
Manager	18	23,4
Authorized official	23	29,9
Assistant	15	19,5
Cashier	11	14,3

As seen in Table 4, 64.9% of participants are males, and 35.1% are females. Therefore, this distribution matches up with the overall gender distribution of the employees working in the 12 bank branches.

On the other hand, the highest authority in the bank branches having activities in the peripheral organization is the branch director. Again, the branch deputy director and the personnel acting as a manager can also be considered in managerial positions. According to Table 5, 10.4% of the participants are branch directors, 2.6% are branch deputy directors, and 23.6% work as managers. Accordingly, 36.6% of the participants are in

managerial positions. It is understood that other employees participating in the study are in the positions of responsible official, assistant and cashier.

Another demographic variable is the educational levels of the participants. It is seen in Table 4 that the great majority of the participants as high as 88.3% are graduates of universities. This can be explained with the development of the banking sector in the recent periods and its need for educated staff.

According to data obtained from the variable used to determine the duration of work of the participants, rate of those with work duration between 1 to 5 years is 57.1%. This shows that Bu durum related bank branches have a dynamic working environment. Being the participants with work durations of 16-20, 21 years or more in a low rate among all participants is related with the duration of activity of bank branches. According to the demographic findings, it can be suggested that participants of the survey have adequate information about the subject matter of the study. Again, when participation rates of employees are examined, it is seen that Ziraat Bank is in the first place, while Akbank and Denizbank are in the last place.

Findings Related to Parametric Tests

It was investigated whether or not there are any differences between the participants of the study according to differentiation between public and private banks. Accordingly, it was found that there were no differences between the averages of the opinions for any of the human capital elements or organizational commitment types in the 95% confidence interval.

Another issue analyzed with t-test is whether or not there are any differences in the evaluations of the employees according to gender. It is seen in Table 5 within the 95% confidence interval that there is difference between the average values in the opinions of the employees only as regards the qualities of employees.

Table 5: Results of the t-test of the Factors According to the Differentiation of Gender

Gender	N	Mean	Sig. (2-tailed)	%95 Confidence Interval of the Difference	
				Lower	Upper
Qual. of empl.					

Public	27	4,3926	,019	,07900	,84218
Private	50	3,9320	,007	,13044	,79074

Findings related to Variance Analysis

It is possible to determine whether or not there are any differences between the averages of two different variables with Variance Analysis (Kalaycı, 2009:132). Multiple comparisons showing the differences between the average values related to human capital factors and organizational commitment according to duration of work, educational level and position are given in Table 6. According to this, it is seen that there is a difference of opinion between the branch deputy director and other employees in the issue of “continuance commitment”. It is also seen that there is a difference in the average values for “development of employees” and “emotional commitment” between the employees with 21-year experience and between 1 and 5 years.

Table 6: Multiple Comparison Table

Duration of work	Mean Difference	Sig.	Duration of work	Mean Difference	Sig.
Devl. of Emp.			Aff. Comm.		
21 years and over			21 years and over		
1-5 years	-1,4340*	,000	1-5 years	-1,1357*	,003
6-10 years	-1,6402*	,000	6-10 years	-,9746	,088
11-15 years	-1,2527*	,001	11-15 years	-,8396	,136
16-20 years	-1,6340*	,002	16-21 years	-1,3857*	,034
Position					
Cont. Comm.			Note: Variables determined to differ from findings obtained in the ANOVA test are included in the table.		
Deputy br. director					
Branch director	2,0000*	,006			
Manager	1,9815*	,000			
Authorized	1,5507*	,000			

official			
Assistant	1,8222*	,000	
Cashier	1,3939*	,043	

Correlation Analysis

Correlation coefficient is an analysis method to determine level of linear relation between two continuous variables or whether or not there is a significant relationship between two variables (Kalaycı, 2009:116). Accordingly, the results of the correlation analysis representing the one-to-one relations between the human capital elements and organizational commitment types are shown in Table 7.

Table 7: Results of the Correlation Analysis (significant in **p<0.01 level)

VARIABLE	Qualities of Employees	Rel. in buss. place	Dev. of Employees	A. Commitment	C. Commitment	N. Commitment
Qualities of Employees						
Pearson Correlation						
Sig. (2-tailed)	1	,369**	,574**	,524**	,141	,344**
	-	,001	,000	,000	,220	,002
Rel. in buss. place						
Pearson Correlation	,369**	1	,394**	,413**	-,001	,513**
Sig. (2-tailed)	,001	-	,000	,000	,994	,000
Devel. of employees						
Pearson Correlation	,574**	,394**	1	,848**	,453**	,209
Sig. (2-tailed)	,000	,000	-	,000	,000	,068
Aff. commitment	,524**	,413**	,848**	1	,529**	,081
Pearson Correlation	,000	,000	,000	-	,000	,482

Sig. (2-tailed)						
Cont. Commitment						
Pearson Correlation	,141	-,001	,453**	,529**	1	,069
Sig. (2-tailed)	,222	,994	,000	,000	-	,550
Normative Comm.						
Pearson Correlation	,344**	,513**	,209	,081	,069	1
Sig. (2-tailed)	,002	,000	,068	,482	,550	-
TOTAL (N)	77	77	77	77	77	77

When the coefficient values in Table 7 are considered, there is a medium-level positive relation between the “qualities of employees” and “affective commitment” (0.524), weak-positive relation with “normative commitment” (0,344), and a very weak positive relation between the “continuance commitment”. The factor of “relationships in the business place” has a medium-level positive relation with “normative commitment” (0.513), weak-positive with “affective commitment” (0.453) and a very weak relation with “continuance commitment”. The “development of employees” has a high-positive relation with “affective commitment” (0.848), weak-positive relation with “continuance commitment” (0.453) and a very weak relation with “normative commitment”.

In addition, being the coefficient values related to independent variables included in Table 7 smaller than 0.80 show that a multiple correlation problem does not exist, and there is no need to exclude any variable from the model.

Regression Analysis and Hypothesis Test

A triple regression model was created to analyze the study model. In the first of these, effects of factors related to human capital on affective commitment, which is among the organizational commitment types were analyzed, effects on continuance commitment were analyzed in the second, and effects on normative commitment were analyzed in the third. Significance levels of all the three regression models created thus as a whole is $p < 0.01$.

It is understood from the results of the analyses that the factor of qualities of employees was not effective on any of the organizational

commitment types. While relationships in the business place affects the normative commitment type positively ($\beta=0.470$; $p<0.05$), it did not affect the affective commitment or the continuance commitment. While the development of employees did not affect the normative commitment, it positively affected the affective commitment ($\beta=.793$; $p<0.05$) and continuance commitment ($\beta=.606$; $p<0,05$) according to the level of significance. These results related to the development of employees have the most powerful level of effect of the analysis.

Table 8: Results of the Regression Analysis

INDEPENDENT VARIABLES	DEPENDENT					
	Emotional commitment		Continuance Commitment		Normative Commitment	
	β	t	B	t	β	t
Qualities of Employees	,037	,491	-,136	-1,084	,234	1,920
Rel. in buss. place	,086	1,270	-,189	-1,691	,470	4,325*
Development of employees	,793	10,328*	,606	4,767*	-,110	-,894
F	65,061**		8,333**		10,355**	
R square	,728		,255		,299	
Adjusted R square	,717		,224		,270	

Note: ** significant in $p<0.01$ level, * significant in $p<0.05$ level

Acceptance status of the study hypotheses according to the findings above are given in Table 9. In this frame H_3 , H_6 and H_8 hypotheses are accepted, and others are rejected.

Table 9: Acceptance Status of the Study Hypotheses

Hypothesis	Accepted	Rejected
H_1 : Qualities of employees are effective on emotional commitment.		
H_2 : Relationships in the business place are effective on emotional commitment.		

H ₃ : Development of employees is effective on emotional commitment.	√	
H ₄ : Qualities of employees are effective on continuance commitment.		
H ₅ : Relationships in the business place are effective on continuance commitment.		
H ₆ : Development of employees is effective on continuance commitment.	√	
H ₇ : Qualities of employees are effective on normative commitment.		
H ₈ : Relationships in the business place are effective on normative commitment.	√	
H ₉ : Development of employees is effective on normative commitment.		

CONCLUSION AND EVALUATION

It was found that there is a medium-level relation between the factors related to human capital and the elements of organizational commitment in this survey on the banking sector in Kırşehir province. Accordingly, it was found that the “development of employees” factor is effective on “affective commitment” and “continuance commitment”, and the “relationships in the business place” factor was effective on “normative commitment”. It is possible to explain the lowness of the effect of the factor ‘qualities of employees’ with the homogeneity of the employees working in the banking sector. It was understood that evaluations of male and female employees on “qualities of employees” factor differed in this study according to gender. Likewise, it was understood that there were differences between the evaluations of the employees with an experience of less than 5 years and those with experience of 16 years and over on the factor “development of employees” and the “affective commitment” element.

According to these results, it is possible to say that development of the members of the organization is the most important factor on the increase of organizational commitment of employees. In can be said that adequate adoption of organizational objectives, exerting efforts with intense desire and eagerness for the success of the business place and making evaluations about the future position and interests of the business are related with the development of the employees of the organization. In addition, in can be concluded that the relationships within the organization and perception of the way of management of the organization can create a positive effect on the sense of responsibility of the employees for the organization and the

moralistic way of thinking. Therefore, it is possible to suggest that the commitments of the employees as the human capital of businesses can be explained with relationships within the organization, way of management and a development target for the employees, rather than the qualities of the employees.

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