Organizational Commitment In Fast Food Franchising Businesses: The Case of Denizli

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Extensive Summary

Introduction

It is possible to say that one of the most important factors playing a role in the successes of fast food chains that are either national or international scale is human resources management. The increasing of fast food businesses and expanding to new geographies in parallel with rising of the trend related to fast food consumption have been continuing. As this trend raises the employment requirement of fast food sector, it requires to strengthen the organizational commitment of the available personnel employed by the businesses. As Tayfun et al. (2010:12) mentioned, the fact that intellectual capital begins to become more valuable than business capital, and the necessary of personnel’ commitment to the business in various ways have become one of the strategic management activities of businesses. From this point of view, measuring the organizational commitment levels of the personnel working in fast food businesses using franchising system, and analysing if the organizational commitment level of personnel differ from the national or international franchising businesses or not constitutes the purpose of the survey. In this context, the problem sentence of the survey can be stated like this: Have organizational commitment levels of fast food personnel differed according to being a national or international scale franchising business of the business?

Methodology

The main purpose of this survey is to determine the organizational commitment levels of the personnel working in fast food businesses that serve within the system of the franchising business administration in food and beverage sector. Within the scope of this aim research hypothesis of the paper are as follows:

H1: There are significant differences between the affective, continuance and normative commitment levels of fast food personnel.
**H₂:** Affective, continuance and normative commitment levels of fast food personnel show difference between national and international franchising businesses.

Accordingly, the personnel of 26 fast food business that has been implementing franchising system in Denizli since April 2014 have constituted the stage of the survey. A questionnaire was conducted to 151 personnel working in 18 different businesses that were in the scope of population and that were selected in random, and 144 questionnaires were evaluated. The rate of sample to represent population on the basis of business is % 69.2.

For data collection of the survey, three dimensional organizational commitment scale developed by Mayer et al. (1993) and consisting of 18 statements was used. Although 7 likert scale was used in the original scale, 5 likert scale was used for this study (5=Strongly agree, 4=Agree, 3=Uncertain, 2=Disagree, 1=Strongly Disagree). Frequency, standard deviation, average distribution and t-test were used in the analysis of survey data.

**Study Findings And Discussion**

Cronbach Alpha reliability analysis was done to determine the reliability of the study scale consisting of affective, continuance and normative commitment sizes. At the result of the analysis; reliability coefficient of the affective commitment scale was (α) .89, reliability coefficient of the continuance commitment scale was (α) .78 and reliability coefficient of the normative commitment scale was (α) .71.

It was understood that the highest commitment levels regarding the organizational commitment sizes of participants were affective commitment and the lowest commitment levels were continuance commitment. While ranking mentioned shows similarity with its previous made many study findings (Akbolat et al., 2010; Sezgin, 2010; Boylu et al., 2007; Kurşunoğlu et al., 2010), it differs from some other study findings (Lee et al. 2001; Eslami ve Gharakhani, 2012; Eroğlu et al. 2011; Altınöz et al. 2011).

Being high of affective and normative commitments of fast food personnel and being low of continuance commitments can be evaluated as a positive result in terms of business procedures. As follows; as mentioned by Uyguc and Çımırı (2004: 96); it can be said that the rising of the affective and normative commitments will decrease the intentions of leaving the job, on the contrary, the rising of continuance commitment will increase the intentions of leaving the job.

On the other hand, although affective and normative commitment levels of personnel of fast food businesses that have been implementing international franchising are high in contrast with the levels of the personnel of fast food businesses that have been implementing national franchising, being on p < 0.05 low level of the differences mentioned is remarkable. This result can be commented as a positive result for local fast food franchising chains. Because, local fast food franchising businesses, which are too new on organizational commitment, showing head to head performance with those that have at least a half century business administration experience like Mc Donalds, Burger King and KFC, and that have a reputation all over the World can be said an important success.
Although there were no differences about gender variate of organizational commitment levels of the participants, and the studies (Durna and Eren, 2005; Boylu et al., 2007; Kurşunoğlu et al. 2010; Çolakoğlu et al., 2009) defending that there was not relationship between organizational commitment sizes and gender supported this, it is remarkable that especially affective commitment was not high statistically for women. This result is important in terms of revealing that judgement about “women are generally more affective than men” is not valid for work place environment.

The population of this study was confined to fast food businesses operating in only Denizli. It is issue of concern if the assessments regarding continuance commitment size will be different for the personnel living in cities that employment opportunities are different. Accordingly, the question about studies that different cities will be included to the population will be answered.