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RELATIONSHIPS BETWEEN ORGANIZATIONAL IDENTIFICATION AND WORK ENGAGEMENT, JOB SATISFACTION AND TURNOVER INTENTION IN FAMILY FIRMS

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KADIR HAS UNIVERSITY

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I, GOZDE TURKOGLU;

Hereby declare that this Master's Thesis is my own original work and that due references have been appropriately provided on all supporting literature and resources.

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13.12.2018

ACCEPTANCE AND APPROVAL

This work entitled **RELATIONSHIPS BETWEEN ORGANIZATIONAL IDENTIFICATION AND WORK ENGAGEMENT, JOB SATISFACTION AND TURNOVER INTENTION IN FAMILY FIRMS** prepared by **GOZDE TURKOGLU** has been judged to be successful at the defense exam held on **04.01.2018** and accepted by our jury as **MASTER'S THESIS.**

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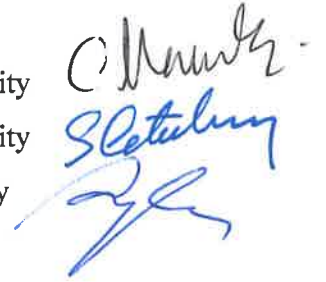
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ABSTRACT

RELATIONSHIPS BETWEEN ORGANIZATIONAL IDENTIFICATION AND WORK ENGAGEMENT, JOB SATISFACTION AND TURNOVER INTENTION IN FAMILY FIRMS

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Master of Business Administration

Istanbul, 2018.

This thesis is an academic research conducted in order to understand the effect of organizational identification on employees' work engagement, job satisfaction and turnover intention in family firms and to examine whether the level of organizational identification differs between family members and non-family members in family firms. In line with the research objectives, data were collected from 100 employees who work in a family firm in Kırklareli through a cross-sectional survey study. Simple regression analyses were performed to test the hypothesized relationships. In addition, T-test analysis was used to test the hypothesis that organizational identification of the family members will be stronger than the identification of non-family members. The results showed that organizational identification has a positive impact on employees' work engagement, job satisfaction, and turnover intention. On the other hand, the hypotheses about the difference in organizational identification between family members and non-family members were not supported.

Keywords: organizational identification, work engagement, job satisfaction, turnover intention, family firms

ÖZET

AİLE İŞLETMELERİNDE ÖRGÜTLE ÖZDEŞLEŞMENİN ÇALIŞANLARIN İŞ ANGAJE OLMA SEVİYESİ, İŞ TATMİNİ VE İŞTEN AYRILMA NİYETLERİ ÜZERİNDEKİ ETKİSİ

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Bu tez çalışması, aile işletmelerinde örgütle özdeşleşmenin çalışanların iş angaje olma seviyesi, iş tatmini ve işten ayrılma niyetleri üzerindeki etkisini anlamaya ve bu işletmelerde aile bireyleri ile aile bireyi olmayan çalışanlar arasındaki örgütsel özdeşleşme seviyesine yönelik bir fark olup olmadığını incelemeye yönelik yürütülen akademik bir araştırmadır. Araştırma hedefleri doğrultusunda, veri Kırklareli'nde faaliyet gösteren bir aile şirketinde çalışan 100 kişiden kesitsel bir anket çalışmasıyla toplanmıştır. Öne sürülen hipotezlerin testinde basit regresyon analizleri kullanılmıştır. Ayrıca, aile bireyleri arasında örgütsel özdeşleşmenin aile bireyi olmayan çalışanlara göre daha kuvvetli olduğu hipotezinin test edilmesi için T-test analizinden faydalanılmıştır. Sonuçlar, örgütle özdeşleşmenin iş angaje olma seviyesi, iş tatmini ve işten ayrılma niyeti üzerinde etkili olduğunu göstermiştir. Öte yandan, aile işletmelerinde aile bireyleri arasındaki örgütsel özdeşleşme seviyesinin aile bireyi olmayan çalışanlardan daha kuvvetli olduğu hipotezi desteklenmemiştir.

Anahtar Sözcükler: örgütle özdeşleşme, iş angaje olma seviyesi, iş tatmini, aile işletmeleri, işten ayrılma niyeti

1. INTRODUCTION

In today's dynamic work environment, relations between organizations and their employees are more important than ever before. Surrounded with multiple job and career opportunities, employees are likely to change their jobs and organizations very frequently without developing any identification with a specific organization. On the other hand, organizations expect their employees to act with a sense of loyalty or identification, which will have a positive impact on various employee outcomes.

Voss and his colleagues (2006) define organizational identification as the sum of the most fundamental, decisive and continuous beliefs of an organization (Albert and Whetten, 1985, Whetten and Mackey, 2002). The concept has been also defined as a form of social identification, which improves organizational effectiveness, productivity and employees' job satisfaction (Mael and Ashforth, 1992). Although it has been long since the concept of organizational identification emerge in the literature, researchers have always shown interest in identification as its impacts remain valid and long-lasting for organizations and employees. As the previous studies in organizational behaviour field show, identification of with the organization emerges as a very powerful factor that affects employee behaviours (Ashfort and Mael, 1989). Extant research particularly reveal that organizational identification creates many different positive employee outcomes such as increased motivation, job satisfaction, commitment, and performance (Ashfort and Mael, 1989; Barney and Stewart, 2000; Başar and Basım, 2015; De Maura et al., 2009; Dutton et al., 1994; Guglielmi, et al., 2014; Karanika-Murray et al., 2014; Lee, 1971; Liu, Loi, and Lam, 2011; Mete, Sökmen and Bıyık, 2016; Riketta, 2005; Van Dick et al., 2004). For instance, Başar and Basim (2015) find that organizational identification has positive predictive effect on job satisfaction. They indicate that "employees, who identify themselves with the organization, can stand up to many difficulties and form strong ties between themselves and the organization, whereby they may ignore the factors which lead to job dissatisfaction" (p.675). Similarly, Liu, Loi, and Lam (2011) report that organizational identification is a crucial antecedent of employee performance. As a final example, Giritli and Demircioglu (2015) show that organizational identification was found to influences employees' attitude towards turnover intention in a negative way.

Although there are numerous studies which examine the positive relationship between organizational identification and employee outcomes, very few studies in the literature (e.g., Chughtai and Buckley, 2010; Edwards, 2005) have examined these relationships in the family-businesses context. Previous research has studied similar concepts such as organizational identity and commitment in the context of family firms without paying sufficient attention to organizational identification. Additionally, to the best knowledge of the author of this thesis study, the difference between the family members' and non-family members' organizational identification has not been examined before. Finally, the impact of organizational identification, as an important personal resource, on work engagement has not been empirically validated before. This thesis aims to fill these gaps by investigating the certain employee-related outcomes of organizational identification in the context of a family firm, which has been operating in paper industry in Kirklareli, Turkey for 16 years. Figure 1 demonstrates the conceptual model of the study which reflects the relationships between organizational identification and job satisfaction, work engagement, and turnover intention.

Figure 1. Research Model
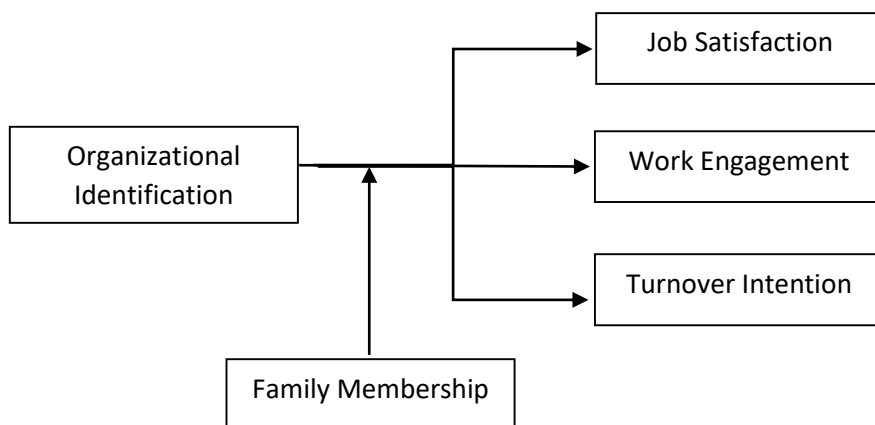
Research questions of the study can be listed as follows:

RQ1: What is the relationship between organizational identification and job satisfaction satisfaction in family firms?

RQ2: What is the relationship between organizational identification and work engagement in family firms?

RQ3: What is the relationship between work and job satisfaction and turnover intention in family firms?

RQ4: Are there any differences in level of organizational identification of family members and non-family members in family firms?

1.1 SECTION LAYOUT

In this dissertation, there are six chapters included.

Chapter 1, which is an introductory section consists of research background, research objectives, research questions and research model.

In Chapter 2, the literature on family firms is reviewed. The first part of the literature review involves the general definition about family firms, reasons for establishment of family firms, organizational life cycle of family firms, types of family firms, the system models of family firms, and family firms in the world and in Turkey. In the second part, organizational identification and social identity theory are explained in detail. Third part of the literature review focuses on the relationship between organizational identification and job satisfaction, organizational identification and turnover intention, organizational identification and work engagement based on the previous research findings. The final part of the literature review includes a more detailed analysis of the relationships between organizational identification and its outcomes in family firms.

Chapter 3 comprises the research methodology. In this section, firstly, sampling and research procedure are explained. Then, survey instrument is introduced with all its details. Lastly, data analysis techniques are described.

Chapter 5 includes the results of the study. In this section, descriptive analysis, reliability analysis, and correlation analysis are provided.

The dissertation ends with the discussion and conclusion section (Chapter 6) which provides a summary of the findings and implications of the relationships between organizational identification with job satisfaction, work engagement and turnover intention. Moreover, limitations of the study and recommendations for future research are discussed in this specific section.

2. LITERATURE REVIEW

2.1. DEFINITION AND BASIC CHARACTERISTICS OF FAMILY FIRMS

Family is the smallest social unit in society in the simplest sense, and the enterprise is an institution created to provide goods or services to people. Family firms are social organizations that individuals with blood bond come together to produce goods or services to make profit. They are generally businesses in which one or more family members have significant ownership, and in which they have considerable influence and control over the activities of the employer.

All around the world and in Turkey, businesses operations in the private sector are largely conducted by the family businesses. In various scholarly studies on family businesses (Findikci, 2005; Gungor Ak, 2010; Caliskan, 2011), the share of the family-controlled firms has been stated to range between 65% and 80% of all enterprises in the world. Most of these firms are very small scale enterprises having a low chance of passing from one generation to another. However, another important fact about family firms is that 40% of the largest and most successful companies in the world are made up of family companies (Ankara Sanayi Odasi, 2005).

Family firm concept has been defined in different ways considering the structural characteristics of the family management concept. For instance, Davis (1983) describes family businesses as structures that operate from two subsystems, family and business, which function according to the basic characteristics of the family, and that affect family through ownership or management. According to some scholars, keeping together family members in an enterprise is sufficient for calling it as "Family Business" (Tagiuri and Davis, 1992). Donelly (1994) defines family businesses as "businesses that belong to the family for at least two generations, and that the aims and interests of the family and the business are one and that they are reflected in the policies of the employer" (Gunver, 2002, p.4). Ward (1997) states that the firms which transferred management and control of the enterprise to future generations are called family firms. Akınguc(2002) defines a family firm as a special

form of business not to distribute the wealth of family. According to Ates (2003), family firms are profit-making social organizations, which are established by the blood-tied individuals to produce goods or services.

Based on the common characteristics emphasized in the definitions above, it is possible to define family businesses as entities controlled by a single family, where the majority of the family members are in the same family, and represented by at least two generations.

There are some basic features that distinguish family businesses from other businesses. These specific characteristics may be listed as follows (Ates, 2009):

1. Family members should be actively involved in the management at least for two generations.
2. The policies set for the interests of the business are usually directed at protecting the integrity of the family.
3. In the management of family businesses, priority is usually given to people who is a family member.
4. The name of the firm and the name of the family are mentioned and develop together.
5. The roles of family members working in the firm may sometimes be confused with the roles in family life.
6. Children of the first generation usually take responsibility in management. They create opportunities for their children to learn how to operate.
7. Implementation of legal procedures in family business is flexible.
8. Family's social life, beliefs and culture affect the quality of the goods and services.
9. In family firms, what happens in the business and family life is not shared with outsiders. Family members try to solve the problems within themselves.
10. Since the expertise in family businesses comes from the family, the staff are usually chosen among the family members or close relatives.
11. The founder entrepreneur and the top manager were the same person.

2.2 REASONS FOR THE ESTABLISHMENT OF FAMILY FIRMS

One of the key organizational goals of family businesses is to leave a family name for generations. The reasons for establishing family businesses can be grouped under the following headings, listed in terms of importance (Findikci, 2005).

1. to ensure the livelihood of the family
2. being your own boss
3. to secure the future of the family
4. to legate
5. to ensure that the name of family will stay alive in the future

In the following sections, these reasons will be explained in more detail.

2.2.1.To Ensure The Livelihood of the Family

The main purpose of the business is to make profit. On the other hand, in family firms, it is more important to meet the daily needs of the family members than to make profits.

2.2.2. Being Your Own Boss

The second element that encourages a person to establish a new company, including a family enterprise, is to be actively involved in the management of a company and to be the boss of his or herself to act independently.

2.2.3. To Secure The Future of the Family

Individuals who set up family business are generally willing to do something good for the future of their families.

2.2.4. Legate

Securing the future of family members may actually be ensured by leaving them a good legacy. The founder of the family business will want to inherit the wealth that he or she has worked for many years to their children.

2.2.5. To Ensure That the Name of Family Will Stay Alive in the Future

Some family businesses operate in the economic system for many years, thus, overtime the name of the business becomes the name of the family and they start to be remembered together.

3. ORGANIZATIONAL LIFE CYCLE OF FAMILY FIRMS

Family firms may pass through nine major stages as described in the previous scholarly work (Akca, 2010; Gungor Ak, 2010; Gencturk, 2006). These stages are presented below.

3.1. Entrepreneurship and Commencement

It is the initial stage of establishment for a family business. The entrepreneur who learns the business from his father as being an apprentice before, continues to do this job. The major goal in this stage is to make the firm sustainable (Akca, 2010).

3.2. Succeeding in Business

At this stage, the entrepreneur is aware that the firm is doing well, that's why he/she wants to enlarge the business. The entrepreneur does not want to get out of this stage easily as he/she have attained a business success (Gungor Ak, 2010, p.53).

3.3. Growth and Development

After the commencement period and performing successfully, the growth for family business is inevitable and the family takes action to expand the business.

3.4. Expansion of Ownership

Expansion of ownership is the result of growth and development, and many family businesses may not reach this stage. Growth brings new gains to the firm, and the owner may increase his/her capital base by taking advantage of this (Gencturk, 2006, p.4).

3.5. Saturation (Maturity)

Family businesses that have successfully completed the previous stages have reached out the saturation stage in which the entrepreneur tries to find answers to the questions such as how to manage the resources.

3.6. Expecting Of Old Achievements

At this stage, family businesses will experience a discontinuance and the decline will begin. Since the founders are accustomed to the success of the company at all times, they will not first understand what is happening, and afterwards they will be longing for the old achievements.

3.7. System Quest and Professionalization

At this stage, a professional system can be established in the company and institutionalization take place. Professional help is needed so that a genuine institutionalization can be achieved by leaving the mentality of a resistant boss (Gencturk, 2006).

3.8. Transferring the Company to New Generations

This stage is a long and difficult stage. New generations are the new graduates who do not know the job and will learn in time that their ideals may not be realized. The second generation who complete the process of transferring the business to new generations save the firm (Gungor Ak, 2010).

3.9. Liquidation Period

It is the most tragic period. In families in which organizational values and traditions are not fully established, relatives fall into each other and they compete for commodities (Akca, 2010).

4. TYPES OF FAMILY FIRMS IN TERMS OF THEIR DEVELOPMENT STAGES AND ORGANIZATIONAL CULTURE

4.1. TYPES OF FAMILY FIRMS IN TERMS OF THEIR DEVELOPMENT STAGES

Family firms, from their foundations, show an effort to develop. At each level of the development process, family firms may fall into one the following categories (Caliskan, 2011):
- First generation family firms
- Growing and developing family firms
- Complex family firms
- Family firms that achieve to be sustainable

4.1.1. First Generation Family Firms Owned and Directed by the Entrepreneur

First generation family businesses are at the initial phase of their development stages. In general, this is the case when the family firms first times of established. The management

of the business is under the control of the entrepreneur. In the first generation family businesses, entrepreneurial values, beliefs, and attitudes affect the corporate culture profoundly, the company and entrepreneur are fully integrated, and thus the business cannot be conducted without the entrepreneur (Icin, 2008).

In the first generation family businesses where the owner of the business is the founder, commitments of the founder is important even in the case of partnerships. In these businesses, the founder manages all the value-chain activities such as production, purchasing, marketing, and training by himself. In this type of businesses, the high the value-chain activities the high dependency of the firm on the founder, company growth, and survival efforts create a need for new employees. These employees may be family members or outsiders, and indeed they may bear many problems (Aykan, 2009). In the first generation family businesses, the founder spends all his time on the business and this may cause conflicts related to the negligence of the family member role (Erdogan, 2007).

4.1.2. Growing And Developing Family Firms

The second phase of the development process consists of sister partnerships, which are growing, developing, and shared among the brothers. In this phase, unlike individual entrepreneur, family business shares the ownership, management, and certain responsibilities among the brothers. In other words, the firm becomes a family business which is based on sister partnership (Yildiz, 2010).

This stage is a critical stage for the family businesses that maintain their existence and ensure success. As the business grows in scale, more and more family members begin to link up with the business as a shareholder or an employee.

Growing and developing family businesses face important organizational, strategic, and psychological problems. These are most fragile family companies experiencing a transition from a company that is under the control of a single person to a more complex organization led by many people. The main theme of this phase is cooperation.
The company should base on teamwork because individual efforts are only successful in the short term. Collaboration, communication and planning are important skills that managers

and family members need to have in these companies. Increasing complexity of the company requires the formalization of rules and policies. A similar change may be required in the family such that owners need to ensure that everyone is treated fairly to manage conflicts, and to clarify expectations for the third generation (Gersick et.al., 1997).

As the business grows, the number of family members who want to work in the company and become a shareholder increases. For the growing and developing family businesses, it may be difficult to employ successful and talented managers and the future of the business may be at stake (Kets de Vries, 1993). The phase of sister partnership is the most important stage as it involves the important first steps in transition to professional management and determines the future of the enterprise.

4.1.3.Complex Family Firms

In the third phase of the development process, the complex family businesses, in which cousins are involved in management and take important decisions, emerge. The term complex family business refers to a structure in which work and family relationships become multifaceted and complex, and that standards and procedures are needed.
The company employs more than one generation (including third and fourth generations), has large number of family members at different ages, knowledge and career stages, as well as large number of professional managers.
At this stage, the majority of the enterprises are groups or holdings, the distinction between the shareholders working and not working in the company becomes clearer, and the conflicts begin to be felt clearly.

Growth of the family and the company and the inclusion of many family members into the business may create problems in the establishment of business-family balance. As people belonging to the same family see each other as competitors and deal with the individual interests instead of the company interests, conflicts increase (Alayoglu, 2003).

4.1.4.Family Firms That Achieve to Be Sustainable

The last category of the family businesses involves those companies which have achieved to be sustainable. These enterprises have made great strides towards institutionalization and business values may override family values. At this stage, tasks are carried out more efficiently by more qualified people.

The real need of the companies at this stage is to determine their mission and vision, make long-term strategic planning, and attain profitability and customer satisfaction. Rigidity or inflexibility is one of the most important problems of the family businesses which aim to institutionalize at this stage.

Family businesses, which have been able to reach this stage, have overcome the existing problems and taken measures for future problems. On the other hand, they need to maintain good communication within the family and establish units such as, Family Council, Transfer and Heritage Plan and Effective Conflict Management Plan (Gules, 2013).

4.2. ORGANIZATIONAL CULTURE IN FAMILY FIRMS

In the previous studies on organizational culture of family business, four types of cultures are presented. These are patriarchal, free, participatory and professional cultures. Patriarchal culture is seen in hierarchical structures in which there is no trust for non-family members and where family decisions are made by family members. Family members are more important than non-family members in this specific culture (Gunver, 2002). Free culture is dominant when there is trust between family and non-family members, and in the case of family businesses where employees can take initiative (Gunver, 2002). In family businesses where participatory culture is dominant, group decisions and equality are important and the dominance of the family is not felt on the business (Baser, 2010). Professional culture is observed in family firms that have awarding and motivational practices, competition, and in which individual success is important (Gunver, 2002). Dyer (1988) argues that most of the first-generation family firms have patriarchal cultures, whereas professional culture is being more common for next generation.

5. THE SYSTEM MODELS OF FAMILY FIRMS

In family businesses, two different concepts, namely family and business, come together. Because the family is the smallest social unit of the society which has an emotional structure whereas the enterprise has a commercial purpose, family members have different roles in the intersection of these two systems. A better understanding of these roles is critical to solve potential and existing conflicts and ensure sustainability. There are four major models of family businesses in the literature which analyze the different roles in family businesses. These are:

- Family System Theory (Two Circle Models)
- Family Firms Three Circle Models
- Family Firms Four Circle Models
- Sustainability Model

5.1. Family System Theory (Two Circle Models)

Whiteside and Brown (1991) have developed family system-family business system model. According to this model, the two contradictory concepts need to be clearly examined as the relationship between family and business concepts is complicated and unstable (Yildiz, 2006). In this theory, family businesses consist of two sub-systems: family and enterprise. Each subsystem has its specific rules, values, traditions, and organizational structures, and the members of both sub-systems face problems while performing their duties.

Hollander and Elman (1998) emphasize the positive contribution and functionality of the family members' individual relations to the company. Family system theory examines the different goals and dynamics that occur with the two opposing systems. Whereas the family works on the emotional dimension, the enterprise works on the material dimension (Aydiner, 2008).

Characteristics of the family system are emotional decisions, family orientation, not being open to change, conservative structure, and unconditional acceptance of all members of the family whereas the characteristics of the business system are specified as realistic decisions, outward turnover, being open to change, full competence, and acceptance based on performance (Gules et al., 2013). Parallel to these characteristics, the tasks of the two systems are also different. The family system aims to support spiritual feelings such as educating new generations and providing training to individuals. However, the firm's system aims to compete to rivals and increase the level of productivity. Hence, these two systems are in constant contradiction with each other. Differences between these systems may cause problems from time to time. Jaffe (1990) examines the differences between family and business system in terms of factors such as roles, relationships, and trust. These factors are shown in Table 1.

Table 1. Differences Between Family and Business Systems

Family System	Business System
Child rearing	For gain
The presence of guarding people	The presence of producing people
Acceptance in all circumstances	Acceptance according to performance criteria
Broad authority	Authority of roles
Emotional bonds	Realistic bonds
Uninterrupted relations as a result of blood bond	Temporary relations
Informal relations	Formal relations
Broad time environment	Limited time environment
Open system	Closed System
Impartiality	Equality
Based on trust	Risk-taking

Source: Jaffe, 1990, p.27

In light of the above information; it stands to reason that family and business systems have some basic differences and that these differences need to be eliminated before they negatively hamper the effective performance of the business.

One of the most important distinction between family and business systems is the membership rules. Membership in the family system is characterized by inherited characteristics, which are not dependent on the desire of the individual and cannot be withdrawn from the system. On the other hand, business is a system in which individuals can join later. Family businesses which are formed as the combination of these two systems differ from other enterprises in terms of their value configurations. Family and business values are shown in Figure 2.

Figure 2. Values Related to Human Resources in Family and Business Systems
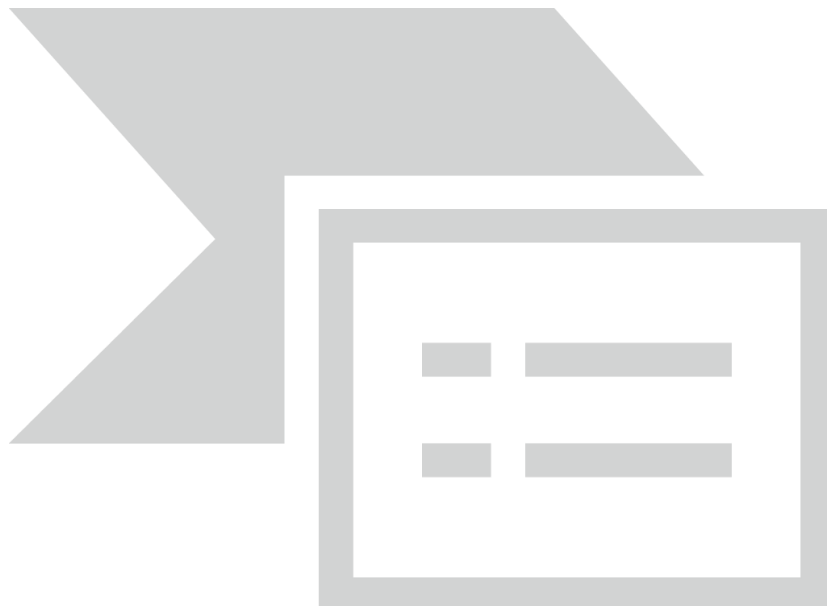
Source: Gules, 2013, p.48

In this model, the boundaries of the two subsystems need to be clearly defined. Problems can arise if family members do not separate family and business life. An appropriate behavior within the family may not be appropriate for the business environment. Another problem is that it is quite unknown who is involved in which system. Distinctions between the two systems need to be clarified through organizational regulations.
In crisis periods, conflict periods, or sudden changes, these two systems need to be interlocked.

Striving for institutionalization, family businesses need to keep business and family syste ms in balance to ensure sustainability (Gules, 2013).

5.2. Family Firms Three Circle Model

At the beginning of 1980s, in their research at Harvard University, Tagiuri and Davis develop the three circle model emphasizing that there is another sub-system in family businesses (Gersick et al., 1997) They have divided the business system into two, ownership and management, as some individuals are shareholders and are not involved in business management whereas some others are on the management side but do not have controlling rights on the property. Lateron, Gersick et al. work on the Tangiuri and Davis's model and confirmit (Erdirencelebi, 2012).

In this context, family, business, and property are accepted as independent but intersecting group of actors as represented by circles in the following figure (Figure 3). These groups of actors play a very important role in determining the goals and objectives of family business (Carsrud, 2004). There are 7 independent actors demonstrated in the following framework.

Figure 3. Family Firms Three Circle Model

Source: Gersick, Mccollom and Lansberg, 1997, p.6

In the three circle model, the first circle represents family members, the second circle represents business owners, and the third circle represents employees. On the other hand,

there are seven separate areas in the model (Aydemir, 2011) which are explained in more detail below.

Area 1: Family member who is not employed in the business and does not have any share: Among the family members who do not participate in the business are usually the children, sons-in-law, and daughters-in-law. These family members may have a certain influence on the business even though they are not directly related to the business (Bowman, 1991).

Area 2: Shareholder but not family member and does not work in the business: Individuals in this area may cause problems if they compare themselves with a shareholder who is a family member (Ekmekcioglu, 2013).

Area 3: Neither shareholder nor family member and only employed in business: Individuals in this field are professional managers. They can cause some problems in the business if they compared themselves with shareholders and family members (Sirkintilioglu, 2011).

Area 4: Family member and shareholder, but not working in business: Individuals in this area consist of brothers and close relatives. The problems or disputes in this group are generally related to income distribution. (Bowman, 1991)

Area 5: The shareholder works in the company, but is not a family member: Individuals who are not family members but have shares in the enterprise may have problems with the family members.

Area 6: Family member, shareholder, and working in business: Individuals in this area have the hardest position. They usually cover the positions such as single boss, founder, and general manager. (Bowman, 1991)

Area 7: Neither the family member nor the shareholder but working in the business: These individuals do not have property rights, they are not authorized to make decisions, they are in the group of second or third generation relatives (Sanal, 2011).

The majority of the actors in the three-circle model are found in today's family businesses. According to the model, groups of people in different areas represent different interest groups, so they may have different expectations from the family businesses (Kirim, 2001). Interpersonal conflict is inevitable when the expectations are different. For this reason, conflict is a characteristic feature of the family businesses. In managing conflicts, it is necessary to accept the conflict first and then identify the sources of this conflict. The three-circle model can be beneficial for the family business to understand the sources of conflict and manage it effectively (Gersick et al., 1997, p. 8).

5.3. Family Firms Four Circle Model

What distinguishes the four circle model from the aforementioned models is that they take into account the environment in which the family businesses are operating. As such, two and three circle models treat family businesses as closed systems, while in this model family businesses are accepted as open systems. Family businesses, which are open systems, consist of four sub-models. These are family, property, management, and the enterprise (Pieper and Klein, 2007). The family is the dominant sub-system in the four cycle model as it is in other models. Each of the four subsystems in this model has separate roles. These are: the roles of the family, the right to ownership and shareholding, the roles arising from the working status in the enterprise and the roles in the management level (Findikci, 2005). Similar to other models, in the four cycle model, clear definition of goals and separation of individual tasks and responsibilities are important to prevent the potential conflicts.

5.4. Sustainability Model

The Sustainable Family Business Model is developed by Stafford et al. in 1999. The main contribution of this model is the creation of two sub-systems as family and enterprise by taking different components, resources, boundaries, and processes into consideration. According to this model, all of the components mentioned above are mutually affected by each other. In addition, sustainability of the family business depends on the success of the family and the business as well as the intersection of reactions to the conflicts occurring in the family business (Gules et al., 2013). This model is more flexible than the other models on family businesses. According to this model, objective and subjective criteria are used when evaluating business success. As the objective criteria, different measurements of financial success are used. The subjective criteria involve the perceptions about motivation, awards, goals and success (Olson et al, 2003).

6. FAMILY FIRMS IN THE WORLD AND IN TURKEY

6.1. Family Firms In The World

Statistics on family businesses indicate that such enterprises have an important place in national economies (Beehr, Drexler and Faulkner, 1997). Family enterprises constitute the 65-90% of the all enterprises in the world. For the United States, this rate is 90%, for UK 75%, for Spain 80%, for Italy 95%, for Mexico 80% and for Australia 75%. In Turkey, family businesses constitute 95% of all businesses.

In order to underline the importance of family businesses for the world economy, it is plausible to give a few examples about the well-known multinational companies. Indeed, there are many family companies that become global brands: in America Ford, Mars, Este Lauder, Levi Strauss, in Sweden Tetra Laval, Hermes and H & M; in France, Michelin, Bic, L'Oreal; in Canada Seagram and Bata are family-owned enterprises. Among the well-known family businesses in Turkey, Sabanci, Koc, Dogus can be listed (Kirim, 2001).

It is plausible to argue that family businesses have similar features in almost all countries regardless of the cultural characteristics. One of these characteristics is the average life cycle, which is approximately 24 years all around the world. According to Lee (2006), only 30% of the family businesses in the US continue until the second generation. This value is approximately 15-16% for third generation. In the UK, the rate of family businesses that pass to the second generation is 24% and the rate of for the third generation is 14%. The world's oldest 20 family businesses, which have reached the third generation, are provided in the following table.

Table 2. World's Oldest Family Firms

	Name of Firm	Country	Year of Establishment	Scope
1	Kongo Gumi	Japan	578	Construction
2	Hoshi	Japan	718	Hotel Management
3	Chateau de Gauiaine	France	1000	Winemaking
4	Barone Ricasoli	Italy	1141	Winemaking
5	Barovier & Taso	Italy	1295	Glass Production
6	Hotel Pilgram Haus	Germany	1304	Hotel Management
7	Richard de Bas	France	1326	Paper Manufacture
8	Torrini Firenze	Italy	1369	Gold
9	Antironi	Italy	1385	Winemaking
10	Camuffo	Italy	1438	Shipbuilding
11	Baronnie de Courssergues	France	1495	Winemaking
12	Grazia Deruta	Italy	1500	Ceramic Manufacture
13	Febbrica D'Armi Pietro Beratta S.p.A	Italy	1526	Gun Manufacture
14	John Brooke&Sons	England	1545	Textile
15	Codorniu	Spain	1551	Winemaking
16	Fonjallaz	Swiss	1552	Winemaking
17	DeVerguide Hand	Holland	1554	Soap Manufacture
18	Von Poschinger Manufaktur	Germany	1568	Glass Production
19	Wachsendustrie Fulda Adam Gies	Germany	1589	Glass Production

| 20 | Bernberg Bank | Germany | 1590 | Candle Manufacture |

Regarding the locations of world's largest family businesses, the world's 200 largest family businesses research reveals that the largest 25 family businesses are located 9 different countries, namely USA, South Korea, France, Italy, Spain, Germany, Japan, England and Switzerland as shown in Table 3. As such, it can be stated that the most known family firms are located in advanced nations.

Table 3. World's Top 25 Family Firms

Name of Company	Name of Family	Country
Wal-Mart Stores	Walton	USA
Ford Motor Co.	Ford	USA
Samsung Group	Lee	South Korea
LG Group	Koo	South Korea
Carrefour Group	Defforey	France
İfi İstituto Finanziario Industriale S.P.A	Agnelli	Italy
Fiat Group	Agnelli	Italy
Cargill Inc.	Cargill/ MacMilan	USA
PSA Peugeot Citroen S.A	Peugeot	France
Koch Industries	Koch	USA
BMW	Quandt	Germany
SCH	Botin	Spain
Robert Bosch GmbH	Bosch	Germany
Motorola	Galvin	USA
ALDI Group	Albrecht	Germany
Pinault-Printeps Redoute	Pinault	France
J. Sainsbury	Sainsbury	England
Viacom	Redstone	USA
Auchan	Mulliez	France
Tengelmann Group	Haub	Germany
Ito-Yokado	Ito	Japan

Loew's	Tisch	USA
Novartis Group	Landolt	Switzerland
Bouygues	Bouygues	France
Hyundai Motor	Chung	South Korea

Source: Ateş, 2003, p.84

6.2. Family Firms In Turkey

Family businesses play an important role in the national economies of many countries. In Turkey, family enterprises constitute 95% of small and medium sized enterprises. Additionally, the oldest firms in Turkey are family firms such Hacı Bekir ve Akide Şekerleri, Vefa Bozacısı, Kuru Kahveci Mehmet Efendi. Turkey's oldest family businesses and their level in of the transmission from one generation to other (generation number) are shown in the table below (Yildiz, 2010).

Table 4. The Oldest Family Firms in Turkey

Name of Company	Year of Establishment	Generation Number	Founder of Company
Hacı Bekir ve Akide Şekerleri	1777	5	Hacı Bekir
İskender	1860	3	Mehmetoğlu İskender Efe
Vefa Bozacısı	1870	4	Hacı Sadık
Kuru Kahveci Mehmet Efendi	1871	3	Mehmet Efendi
Güllüoğlu	1871	5	Hacı Mehmet Güllü
Sabuncakis	1874	3	İsmail Sabuncakis
Komili	1878	3	Komili Hasan
Cemilzade A.Ş.	1883	3	Udi Cemil Bey
Çöğenler Helva	1883	4	Rasih Efendi
Hacı Abdullah	1888	3	Abdullah Efendi

Hacı Şakir	1889	4	Hacı Ali
Teksima Tekstil	1893	4	H.Mehmet Botsalı
Konyalı Lokantası	1897	3	Ahmet Doyuran
Arkas Holding	1902	3	Gabriel J.B. Arcas
Bebek Badem Ezmecisi	1904	2	Mehmet Halil Bey
Koska Helva	1907	4	Hacı Emin Bey
Abdi İbrahim	1912	3	Abdi İbrahim Barut
Mustafa Nevzat	1923	3	M.Nevzat Pısak
Eyüp Sabri Tuncer	1923	3	Eyüp Sabri Tuncer
Koç Holding	1926	3	Vehbi Koç
Eczacıbaşı	1942	2	Nejat Eczacıbaşı
Ülker	1944	2	Sabri Ülker
Yaşar Topluluğu	1945	3	Durmuş Yaşar
Sabancı Holding	1946	2	Hacı Ömer Sabancı
Yeni Karamürsel Mağazacılık	1949	3	Nuri Güven
Abalıoğlu Holding	1951	3	Cafer Sadık Abalıoğlu
Triko Mısırlı	1951	3	Süleyman Mısırlı

Source: Ozcan, 2015, p.167

As seen in Table 4, there is no single family business in Turkey that managed to reach the sixth and seventh generations. The limited organizational life of the Turkish family businesses can be partly explained by different contextual factors. When the entrepreneurs in the country are taken into consideration, it is observed that they have poor education levels, have entered the business life in young ages and did not take the time to develop themselves to overcome their deficiencies in business. In addition, as the youngest generation of the family members have different demands and desires from the oldest family members, transmitting the company from one generation to another is quite difficult (Ozcan, 2015).

7. ORGANIZATIONAL IDENTIFICATION

For understanding the concept of identification, we should first understand the concept of identity. Identity answers of the questions of "Who am I?" or "Who are we?" (Ashforth and Mael, 1989). Social identity is defined as "that part of the individual's self-concept which derives from his knowledge of his membership in a social group (or groups) together with the value and emotional significance attached to that membership" (Tajfel, 1978, p.63). Organizational identification refers to a person's feeling of being a part of the organization in which he/she works for. Organizational identification addresses the question of "Who am I in this organization?" (Pratt, 1998) and originates from the concept of group identity. Tajfel (1979) defines the groups as individuals who adopt similar values such as self-esteem and pride. Groups provide a person a feeling of social identity and having a place in the social world. As such, organizational identification is defined as "a psychological linkage between the individual and the organization whereby the individual feels a deep, self-defining affective and cognitive bond with the organization as a social entity" (Edwards and Peccei, 2007, p.30) and "the degree to which a member defines him or herself by the same attributes that he or she believes define the organization" (Dutton et al., 1994, p.239).

Organizational identification is a metaphor to describe how organizational members perceive their organizations, how they feel about their organization, and what they think. Organizational identification relates to the organizational communication, organizational behavior and organization philosophy, and the colors and emblems which are visual elements used by the organization. The use of these elements in a specific organization constitutes the organizational identification of that organization (Cobanoglu, 2008). Dutton and Dukerich (1991) define the organizational identification as part of a whole that makes an organization meaningful and distinguishes it from other organizations (Sisman, 2007). Markwick and Fill (1997) describe organizational identification as the meaning given to how an organization is recognized and remembered. According to Mamatoglu (2010), organizational identification creates a positive climate in the organization and increases satisfaction, performance, and work efficiency. In this sense, organizational identification is important for the happiness and productivity of the employees within an organization.

In the organizational behavior literature, organizational identification (Mael and Ashforth, 1989) is considered as a critical structure that affects the employee satisfaction and organizational efficiency and helps to understand how employees perceive their organizations and how they classify themselves as a group member (Ravasi and Van Rekom, 2003). Organizational identification allows employees to identify themselves with the organization. Employees' subjective beliefs about what organizational identification is, or their current beliefs about the different or defined qualities of the organization, affect the perception of organizational identification (Dutton, Dukerich and Harquail, 1994). Schmidt (1997) specifies the benefits of strong organizational identification as recognizing the environment and society, influencing customers, product support, visual presentation, reliability in the finance sector, and supporting employee motivation and communication. Organizational identification can affect the organization's success by affecting employee satisfaction and performance-related behaviors (Albert et al., 2000; Ashforth and Mael, 1989; Hall and Schneider, 1972; Lee, 1971; O'Reilly and Chatman, 1986). Additionally, scholars have argued that organizational identification significantly influences the range of work behaviors (van Dick, Hirst, Grojean and Wieseke, 2007), such as turnover intention (van Knippenberg, van Dick, and Tavares, 2005: Abrams, Ando, and Hinkle, 1998), and is important for the effective functioning of an organization (Fuller, Marler, Hester, Frey and Relyea, 2006).

Individuals are associated with a particular group to eliminate the uncertainty and gain to desirable resources. One after the other, these groups specify the manners and norms followed by the individuals. Therefore, it stands to reason that organizational identification is closely related with the social identification concept, which refers to the perception of belonging to a group (Ashforth and Mael, 1989).

7.1. Social Identity Theory

Humans have the tendency to become a group member and perceive their groups as superior to other groups. This might be related with the individual motive of making a positive self-assessment (Brehm and Kassin, 1993; Hogg and Abrams, 1988). People reach this positive self-assessment by considering their group superior to others. At this point, the concept of social identity emerges. The most recent and most comprehensive definition of this concept and the explanation of relevant processes is presented by Social Identity Theory. Social

Identity Theory, developed by Henri Tajfel and John Turner in the mid-1970s, is a social psychology theory that deals with group membership, group processes, and intergroup relations (Argyle, 1992; Brehm and Kassin, 1993; Hogg, 1996).

Social identity theory states that an individual's opinion of the self comes from the group that he/she belongs. Therefore, a person may behave differently in different social contexts depending on the groups they belong to, be it a sports team, family, nationality, and the region in which they live (Turner and Tajfel 1986).

When a person perceives herself/himself as part of a group, that group is an in-group for him/her. In sociology and social psychology, an **in-group** is a social group to which a person psychologically identifies as being a member. By contrast, an **out-group** is a social group with which an individual does not identify. People have an "us" vs "them" mentality regarding their in-groups and out-groups, respectively. Tajfel and Turner (1979) propose that there are three mental processes involved in evaluating others as "us" or "them" as shown in Figure 4.

Figure 4. Three Mental Processes

Source: McLeod, S. A. (2008)

7.1.1. Social Categorization

Human memory always searches for the shortest path and finds the shortest possible ways of processing information and uses these paths in information processing (Donmez, 1992). The most effective and easiest way to shorten information processing is to make categorization (Hewstone et al., 1996). Categorization is the process of separating objects or people into groups or classes based on a particular set of similar attributes (Tajfel and Forgas, 1981). The way to reduce the burden of information on people around us is to group two or more individuals into the same group. In this way, we perceive them similarly and give similar reactions to them, indicating social categorization. In general, people use social categories such as black, white, Australian, Christian, Muslim, student, etc.

7.1.2. Social Identification

According to Tajfel (1982), social identity is part of the individual's self-perception, knowledge of his/her membership in a social group, and the value he/she places on this membership and its emotional significance.

Social Identity Theory focuses on the concept of social identity rather than personal identity. Theorists argue that social identity is completely different from the personality traits and the personal identity arising from the individual's personal relationships with others (Turner and Tajfel, 1982). Social identity is the part of the self-concept that comes from the group membership (Hogg and Vaughan, 1995; Hogg and Abrams, 1988).

7.1.3. Social Comparison

Tajfel and Turner (1970) were influenced by Festinger's Theory of Social Comparison when they are creating their theory (Billig, 1976). According to Festinger, individuals tend to evaluate themselves by comparing their views and abilities with those of other people (cited by Tajfel, 1978). Through social comparison, a person recognizes himself and relies on the validity and applicability of his beliefs.

8. ORGANIZATIONAL IDENTIFICATION AND JOB SATISFACTION

Job satisfaction is one of the important topics investigated in management and organizational behavior literatures. Cranny and the others (1992) report that there are more than 5000 studies focusing on job satisfaction. There are lots of definitions of job satisfaction in the literature. Locke (1976) describes job satisfaction as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Jex, 2002, p.116) This appraisal includes various elements related to work, such as salary, working conditions, colleagues and boss, career prospects and, finally, internal aspects of the work itself (Arnold et al., 1998). Job satisfaction has been defined as "feelings or

affective responses to facets of the (workplace) situation" (Smith, Kendall and Hulin, 1969, p. 6).

Job satisfaction ultimately shows human experience and emotions at work, the relationship between the person and his work environment. Job satisfaction is an emotional reaction to one's work and employees express their positive reactions in the form of job satisfaction while showing negative reactions as job dissatisfaction. According to Locke (1969), satisfaction or dissatisfaction with a job depends on the gap between real gains and desired gains. Job satisfaction occurs if there is no gap between the actual gains and the desired gains or if actual gains exceeds the desired gains. However, if actual gains are below the desired gains, job dissatisfaction occurs. As such, since job satisfaction expresses the positive feelings of the employees towards their jobs, employees who have strong identification with their organization, and thus have developed positive feelings in the work settings, can be more satisfied with their jobs than those who have weak identification with their organization. Therefore, higher levels of organizational identification may associate with better job satisfaction and performance (Van Dick et al., 2004).

Previous research on organizational identification has supported the aforementioned relationship between organizational identification and job satisfaction (e.g., Beyth-Marom et al, 2006; De Maura et al, 2009; Efraty et al., 1991; Feater and Rauter,2004; Hall and Schneider,1972; Ming et al., 2014, Ozel, 2014; Riketta, 2005; Tuzun, 2009; Van Knippbenberg and Sleebos, 2006; Van Knippenber and Van Schie, 2000). Scholars have argued that employees with a high sense of organizational identification will adopt the institution in which they are working, associate their goals and objectives with the aims and objectives of the institution and thus consider the success of the organization as its own success, which will lead to job satisfaction. In line with the previous arguments, this thesis hypothesizes that:

H1: There is a positive relationship between organizational identification and job satisfaction.

9. ORGANIZATIONAL IDENTIFICATION AND TURNOVER INTENTION

When Mobley (1982) describes turnover intention he refers to employees who intend to leave the workplace in the near future but who have not taken any action yet. For this reason, turnover intention refers to the idea of leaving the organization and seeking new jobs, but not taking any real action (Bartlett, 1999).

Previous studies have highlighted many organizational and personal factors, which can cause turnover intention, as well as some others that might decrease this intention (Bedeian, 2007). Organizational identification is among those factors, which can decrease the turnover rate by increasing employee adaptation, motivation, participation, and job satisfaction (Riketta, 2003). Organizational identification might be seen as a force that causes employees to change their emotions and behaviors as they are willing to stay in their organization in which they feel precious among management and colleagues (Pratt, 1998). As explained before, organizational identification is closely related to social identity development process (Tak and Ciftcioglu, 2009). Individuals' integration with their organization and sharing its success and failure in the socialization process have been described as organizational identification in various studies (Meal and Ashforth, 1992). Scholars have noted that individuals who accept organizational goals show willingness to perform roles/duties and desire to continue as a member of the organization (Tosun, 1981) and are not likely to leave their jobs even if they find a business environment that offers better opportunities (Polat and Meydan 2010). Besides, the higher the organizational identification as a cognitive process, the more positive work attitudes will occur such as the desire to remain in the organization (Wiesenfeld et al., 1999). Various articles (Van Dick et. al., 2004; Wan Huggins et al. 1998) have provided empirical evidence for the negative impact of organizational identification on employees' turnover intentions. Meta analytic studies have also indicated that organizational identification shows strong, negative correlations with turnover intention (e.g., Meyer et al., 2002; Riketta, 2005).

Based on the above findings, it is plausible to argue that there is a significant, negative relationship between the organizational identification and the turnover intention.

H2: There is a negative relationship between organizational identification and turnover intention.

10. ORGANIZATIONAL IDENTIFICATION AND WORK ENGAGEMENT

Kahn (1990) is the first researcher who qualitatively examine the concept of work engagement in line with the Theory of Psychological Conditions. Engagement at work relates to the degree to which an individual internalizes his work, gives himself to work, performs high quality work, ande stablishes good relationship with his colleagues (Kahn, 1990). Bakker, Schaufeli, Leitter and Taris (2006) define engagement as "a positive, fulfilling affective-motivational state of work-related well-being that is characterized by **vigor, dedication and absorption**" (p.187). **Vigor** is characterized by high levels of energy and mental flexibility while working, the willingness to invest effort in one's work and showing perseverance even faced with difficulties. **Dedication** involves being strongly involved in one's work and sense of significance, enthusiasm, inspiration, pride and challenge. **Absorption** refers to full attention and being happily captivated by one's work, so that time passes quickly and one faces difficulties to detach oneself from work (Schaufeli, et. al., 2002, p.72). Work engagement also represents an employee's loyalty to his work and his pleasure and enthusiasm while doing his work. The concept of work engagement, which is still in the development stage in the literature, also refers to the deep connection between the employees and their work, together with their organization their organization (Ozer et al., 2015).

In the work environment, employees who are more engaged in their work are likely to be more productive for the organization. On the other hand, disengaged employees are likely to be more inefficient as they cannot concentrate on their work, not able to use their energy and attention, or use them in the wrong way (Ardic and Polatci, 2009). Employees who are engaged in their work believe that they can fulfill the work requirements (Schaufeli, 2015) and aim to develop sincere relationships with their colleagues (Maslach and Leiter, 2008). They are energetic, communicate effectively, and stand out as people who can direct people from an optimistic perspective (Schaufeli, 2015). Thus, work engagement highly associates with being energetic, participative, and productive.

10.1. Work Engagement: From the Perspective of Job Demands-Resources Model

In the Job Demands-Resource model Demerouti et al. (2001) argue that burnout occurs as a result of two conditions, which are high demands and limited availability of work-related resources. **Demands** are the physical, spiritual, social or organizational conditions of the work that require the physical or spiritual effort of the employee. The **resources** are the physical, spiritual, social and organizational work conditions that helps to achieve the target and increase personal development (Demerouti et al., 2001; Bakker, Demerouti and Schaufeli, 2003; Schaufeli, Bakker and Van Rhenen, 2009).

Based on the Job Demands-Resource Model, scholars have argued that demand elements such as work pressure, role ambiguity, etc. stimulate processes such as health problems and tension, whereas resources such as social support, feedback and autonomy trigger a motivational process that has consequences such as work engagement. In the face of increasing business demands, the individual has to make extra efforts to maintain the current level of performance and to balance the situation. This extra effort results in physical and psychological consequences such as exhaustion and irritability.

Xantopoulou and friends (2007) have expanded the JD-R model by showing that business and personal resources are interrelated and that personal resources are an independent predictor of work engagement. For this reason, employees with high optimism, self-efficacy, flexibility and self-esteem have the ability to mobilize their business resources and are often more engaged in their work.

Previous studies on organizational identification have found that there are significant outcomes of organizational identification, such low turnover intention (Riketta, 2005), better job performance (Turunc, 2010) and increased job satisfaction (Van Dick, et. al., 2007). On the other hand, the existing research lacks studies that investigate the impact of organizational identification on work engagement. As explained earlier, JD-R model states that personal resources such as social support and feedback may have positive impacts on work engagement just like the job resources. Accordingly, organizational identification may

be considered as a personal resource for employees, which will increase their vigor, dedication, absorption at work. Employees, who are identified with their organizations are more likely to participate in their organization's goals and activities and are more motivated to achieve these goals (Dutton et al., 1994). Individuals' strong identification with work might be considered an important resource that will enable them to work energetically towards the organizational goals and objectives (Mael and Ashfort, 1992) despite the existence of challenging work demands. In light of the above explanations, following hypothesis is developed:

H3: There is a positive relationship between organizational identification and work engagement.

11. ORGANIZATIONAL IDENTIFICATION AND ITS OUTCOMES IN FAMILY FIRMS

Family ownership and control constitute the environmental conditions that influence the construction of organizational identities. Although the first studies on family businesses are not tied to the concept of organizational identification, they have established a link with identity (Schein, 1983; Tagiuri and Davis, 1996). For instance, Tagiuri and Davis (1996) argue that relatives who work together share a sense of identity. This has a significant effect on relatives' both on the job- and off the job behaviors. Since the family and the work are highly intertwined in family firms, for the family-members the line between the work and family is invisible.

Drawing on Albert and Whetten's (1985) and others' work, Zellweger et al. (2010) argue that for organizational members, identification with the organization is a function of meaning giving. They also argue that there are common beliefs in the family and work, which are linked to a common history and which makes family businesses different. Zellweger et al. (2010) propose that a strong identification in a family business could be due to the family members' strong feelings that business is actually an extension of the family. Therefore, organizational identification of the family members is expected to be stronger than the non-family members.

In another study on family businesses, Memili et al. (2010) show that organizational identification could strengthen the identification of family members with the organization and thus affect their risk taking propensity and performance in family businesses.

For the last three decades, researchers have conducted numerous studies on family businesses and revealed that the success of family businesses has a very rooted and historical base. Studies conducted on both family-owned and non-family-owned companies have shown that family businesses are stronger and more successful than other companies (Denison et al., 2004). The reason for this success rooted in organizational culture, as defined by Hofstede (1980), and organizational culture is much stronger in family companies in which employees internalize the culture with great enthusiasm (Denison et al., 2004). In addition, among the strengths of family businesses are their ability to make quick decisions and grow. Common background, strong identification, value judgments, mutual trust and effective communication of family members can positively affect decision-making and implementation. Family firms, which aim to protect family existence and integrity, are strongly affected by the family values and beliefs. Family members who grow up with the family identity and work values, which are ingrained in a strong culture, will be much more identified with the organization.

In line with the previous arguments, it is plausible to propose that organizational identification is higher among family members than it is in non-family members in the family firms. Besides, it stands to reason that the relationships between organizational identification and job satisfaction, turnover intention, and work engagement will be stronger for family members than for non-family members since being a part of the family and adopting its cultural values, might supplement or augment the impact of the organizational identification on various employee outcomes. As such, following hypothesis is developed:

H4: Organizational identification of the family members will be stronger than the identification of non-family members.

H5: The positive relationship between (a) organizational identification and job satisfaction, (b) organizational identification and work engagement, and the negative relationship between (c) organizational identification and turnover intention will be stronger for family members than for non-family members.

3. METHODOLOGY

3.1 SAMPLE AND PROCEDURE

The main consideration in the sampling procedure was to select an established, medium-sized family company in which family and non-family members work together. Serving to this purpose, a convenience sampling method, which is a special non-probability sampling method based on collecting data from population members who are conveniently available to participate in the study, was used in the selection of the partner company. The author used her personal contacts and decided to conduct her research in a family firm, which has been operating in the paper industry for 16 years in Turkey.

In this study, a quantitative research method was used to investigate the relationships between the organizational identification, job satisfaction, work engagement and turnover intention. Survey forms (see Appendix 1) were distributed to 100 employees by the author of this thesis by visiting the firm personally. In the end of the process, 12 survey forms were received from the family members and 88 forms were received from the non-family members.

3.2 INSTRUMENTS

A four-page questionnaire was developed to receive information about organizational identification, job satisfaction, work engagement and turnover intention. The questionnaires were split into five main parts, namely, part one, part two, part three, part four and part five.

In the first section of the survey, questions regarding the demographic characteristics of the respondents (age, gender, education level etc.) were asked. Next, there were total of 22 structured questions in the questionnaire related to the independent variable (organizational identification), and three dependent variables (work engagement, job satisfaction and turnover intention). First four questions were related with job satisfaction, next three questions were related with turnover intention, and next nine questions were about work

engagement. In the final part, there were six questions asked to measure emloyees' level of organizational identification.

3.3 DATA ANALYSIS TECHNIQUES

One of the very common statistical programmes used by the researchers in data analysis is Statistical Package of the Social Sciences. Hence in this study, the researcher used Statistical Package of the Social Sciences {SPPS} version 23.

4. MEASUREMENT

4.1. DEPENDENT VARIABLE

In this thesis, dependent variables are job satisfaction, work engagement and turnover intention. To measure participants' employees' job satisfaction, four items from Brayfield and Rothe's (1951) job satisfaction scale were used. These items were "I find real enjoyment in my work", "I feel fairly well satisfied with my present job", "Each day of work seems like it will never end", "I consider my job rather unpleasant". Participant responses were assessed with a 5-point Likert scale (1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4=agree, 5= strongly agree).

To measure participants' work engagement, nine items which were developed by Schaufeli et al. (2006) were used. Respondents were asked to indicate the extent to which they agreed with the statements provided: "At my work, I feel bursting with energy.", "When I get up in the morning, I feel like going to work.", "At my job, I feel strong and vigorous." (vigor); "My job inspires me.", "I am enthusiastic about my job.", "I am proud of the work that I do." (dedication); "I am immersed in my job.", "I feel happy when I am working intensely", "I get carried away when I am working." (absorption), by rating them on a 5-point Likert scale (1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4=agree, 5= strongly agree).

To measure employees' intention to leave their organizations, three items which were developed by Rosin and Korabik (1995) were used. Respondents were asked to indicate the extent to which they agreed with the statements provided ("If I have an opportunity, I am thinking quitting my job", "In the last year, I have been thinking more often about quitting my job", "I am thinking about quitting my job"), by rating them on a 5-point Likert scale (1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4=agree, 5= strongly agree). In original scale, the time span of "six months" was changed to "one year" in order to reflect a long-term intention to leave.

4.2. INDEPENDENT VARIABLES

In this thesis, organizational identification is the independent variable. Employees' organizational identification was evaluated by a scale which developed by Mael and Ashfort (1992). To measure organizational identification, six items were adapted from Yang (2012). Respondents were asked to indicate the extent to which they agreed with the statements provided ("The company's successes are my successes." "When I talk about the company, I usually say "we" rather than "they"." "If a media story criticized the company, I would feel embarrassed." "When someone criticizes the company, it feels like a personal insult." "I am very interested what others think about the company." "When someone praises the company, it feels like a personal compliment."), by rating them on a 5-point Likert scale (1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4=agree, 5= strongly agree).

4.3. CONTROL VARIABLES

Job satisfaction, work engagement and turnover intention may be influenced by many variables. Apart from business and organizational characteristics, personal characteristics such as employee's age, gender, and educational status also affect job satisfaction. Age can have indirect effects on satisfaction. Employees who are older are more likely to have higher levels of job satisfaction because of higher wages, long-term involvement in the organization, high level of responsibility in the organization, or less expectations, and the high level of trust and experience (Cherrington, 1994). Gender is another important feature that affects job satisfaction. Studies have shown that the intrinsic elements of motivation of men and women differ from time to time (Kirel, 1999). Similarly, research has shown that income level, work experience and tenure might also have either positive or negative effects on the outcome variables used in this study (Chirchir, 2016; Gesinde and Adejumo, 2012; Hayes, 2015). Thus, in this dissertation, analyses were controlled for age, income level, work experience, and organizational tenure.

5.RESULTS

5.1. DESCRIPTIVE ANALYSES

Data were collected between October and November 2018 from 100 employees who are working in a family firm operating in the paper industry in Turkey. Respondents include both family and non-family members. The main reason for choosing this family firm for data collection is that participants are highly accessible because of the personal contacts of the author of this thesis. On the other hand, data collection from a single family firm made it difficult to generalize the results and obtain reliable findings because the number of family members in the sample is insufficient, which is one of the major limitations of this research. Table 5 shows the respondents' characteristics. The average age of the respondents was 38.51 (SD = 9.25), ranging from 19 to 61 years. Females constituted 7% of the participants and males constituted the remaining 93%. The most frequently reported education level was high school degree (45%) followed by primary school degree (32%), and undergraduate degree (22%) and master's degree (1%). Since the company operates in the manufacturing sector, most of the participants (60%) work in the production department. Other participants work in other areas such as finance, marketing and management.

Table 5. Characteristics of Respondents

	Frequency	Percent
Gender		
Female	7	7
Male	93	93
Total	100	100
Education		
Primary School	32	32
High School	45	45
Undergraduate	22	22
Master's Degree	1	1
Total	100	100
Position		
Production	60	60
Other	40	40
Total	100	100

5.2. RELIABILITY ANALYSIS

The reliability is the extent to which an experiment, test, or any measuring method provide the same result on repeated trials. Before conducting the statistical analyses to test the hypothesized relationships, it is important to ensure that the information provided by the scale is stable, in other words the same results will be obtained in a second measurement of the same concept with the same scale (Ercan and Kan, 2004). Therefore, reliability analysis was used to measure the consistency and stability of the scales. Cronbach's alpha reliability coefficient, which was developed by Cronbach in 1951, is widely used in determining the reliability of the scales. The value of Cronbach's Alpha (α) shows whether the scale is reliable or not (Ozdamar, 2004). According to reliability analysis, if the Cronbach's Alpha value is between 0.00 and 0.40, it means the scale is not reliable; if it is between 0.40 and 0.60 the reliability of the scale is low, if value is between 0.60 and 8.60 the scale is reliable, and finally if value is between 0.80 and 1.00 the scale is reliable at high level.

Table 6 show the reliability coefficients (Alphas) for job satisfaction, turnover intention, work engagement, and organizational identification. The results showed that all alpha values are above the acceptable levels.

Table 6. Reliability Coefficients

	Cronbach's Alpha	N of Items
Job Satisfaction	,736	4
Turnover Intention	,943	3
Work Engagement	,951	9
Organizational Identification	,903	6

5.3 CORRELATION ANALYSIS

Correlation is a two-dimensional analysis that measures the strength of the relationship between the two variables and the direction of the relationship. According to the strength of the relationship between the variables, the correlation coefficient varies between +1 and -1. As the correlation coefficient value approaches 0, the relationship between the two variables will be weaker. If the coefficient value is +1 or -1, it indicates a perfect relationship between the two variables. The direction of the relationship is indicated by the sign of the coefficient; + sign indicates a positive relationship and - the sign indicates a negative relationship. Correlations between different variables in this study are presented in Table 7.

Table 7 demonstrates that job satisfaction, work engagement and turnover intention are correlated with organizational identification, however, the mostly correlated one is work engagement (r= 0.70, $p < 0.01$), followed by job satisfaction (r= 0.24, $p < 0.05$) and turnover intention (r= -0.23, $p < 0.05$).

Table 7. Correlations

		JobSatisfaction	Turnover Intention	Work Engagement	Organizational Identification
JobSatisfaction	Pearson Correlation	1	-,386**	,430**	,240*
	Sig. (2-tailed)		,000	,000	,016
	N	100	100	100	100
Turnover Intention	Pearson Correlation	-,386**	1	-,316**	-,229*
	Sig. (2-tailed)	,000		,001	,022
	N	100	100	100	100
Work Engagement	Pearson Correlation	,430**	-,316**	1	,703**
	Sig. (2-tailed)	,000	,001		,000
	N	100	100	100	100
Organizational Identificatio	Pearson Correlation	,240*	-,229*	,703**	1
	Sig. (2-tailed)	,016	,022	,000	
	N	100	100	100	100

** Correlation is significant at the 0.01 level (2-tailed).

5.4. REGRESSION ANALYSIS

The method used to explain the cause-effect relationships between one and more independent variables and a dependent variable is linear regression analysis. Although there are only one independent variable suggested to affect different dependent variables in this study, control variables were also considered as independent variables and thus, multiple regression analysis analyses were used to examine the effects of independent variable (organizational identification) on dependent variables (job satisfaction, turnover intention, work engagement). R^2, F-test and Beta values were checked to make an inference from the results of the regression analysis. The coefficient of determination R^2 indicates the percentage of the dependent variable explained by the independent variables included in the model. F value indicates that whether the regression model is statistically meaningful or not. Multiple regression model assumes that there is no linear relationship between independent variables. **Multicollinearity** is a problem that occurs when there is a high correlation of at least one independent variable with a combination of the other independent variables. In multiple regression, the variance inflation factor (VIF) is used as an indicator of multicollinearity. Therefore, to analyse the level of collinearity in the model, collinearity statistics (VIF and tolerance values) were examined.

5.4.1. Multiple Regression Model for Organizational Identification and Job Satisfaction

In this regression analysis, control variables and the independent variable of the study (i.e., organizational identification) were simultaneously entered in the regression model. The results of the regression analysis (Table 8) show that gender, age, education, income level, work experience and tenure do not have significant effects on job satisfaction. ($p>0.05$). The results of the regression analysis show that controls and organizational identification explain 9% (Adj.R^2=0.091) of the variance in the respondents' perceptions of job satisfaction. The results indicate that organizational identification has a significant impact on job satisfaction. To illustrate, one unit increase in the level of organizational identification creates 0.265 point increase in job satisfaction (β= 0.265; $p < 0.01$).

Therefore, first hypothesis was supported.

Table 8. Multiple Regression Analysis for Organizational Identification and Job Satisfaction

	Beta	p	Tolerance	VIF
Gender	-0.07	0.493	0.848	1.179
Age	-0.39	0.063	0.222	4.507
Education	0.194	0.064	0.871	1.148
Income	0.148	0.179	0.774	1.292
Work Experience	0.393	0.069	0.202	4.938
Tenure	-0.02	0.88	0.788	1.269
Organizational Identification	0.265	0.009	0.936	1.068

5.4.2. Multiple Regression Model for Organizational Identification and Turnover Intention

In the second regression analysis, controls and organizational identification were again imultaneously entered in the regression model. The results of the regression analysis (Table 9) show that gender, age, education, income level, work experience and tenure do not affect turnover intention. significantly (p>0.05). Independent variables explain 4% (Adj.R²=0.038) of the variance in the respondents' turnover intention. The results also indicate that organizational identification has a significant impact on turnover intention. To illustrate, one unit increase in the level of organizational identification creates 0.247 point decrease in turnover intention. (β= 0.247; $p < 0.05$).

Therefore, the second hypothesis was supported.

Table 9. Multiple Regression Analysis for Organizational Identification and Turnover Intention

	Beta	p	Tolerance	VIF
Gender	-0.068	0.528	0.848	1.179
Age	0.17	0.42	0.222	4.507
Education	-0.145	0.175	0.871	1.148
Income	-0.13	0.253	0.774	1.292
Work Experience	-0.199	0.368	0.202	4.938
Tenure	-0.247	0.604	0.788	1.269
Turnover Intention	-0.247	0.018	0.936	1.068

5.4.3. Multiple Regression Model for Organizational Identification and Work Engagament

In the third regression analysis, controls and the independent variable (i.e., organizational identification) were again simultaneously entered in the regression model. The results of the regression analysis (Table 10) show that gender, age, education, income level, work experience and tenure do not affect work engagement. ($p > 0.05$). The results of this regression analysis show that organizational identification explains 51% (Adj.R^2=0.506) of the variance in the respondents' perceptions of work engagement. The results also show that organizational identification has a a significantimpact on work engagement. To illustrate, one unit increase in the level of organizational identification creates 0.716 point increase in work engagament (β= 0.716; $p < 0.01$).

Therefore, the third was also supported.

Table 10. Multiple Regression Analysis for Organizational Identification and Work Engagement

	Beta	p	Tolerance	VIF
Gender	-0.146	0.062	0.848	1.179
Age	0.124	0.414	0.222	4.507
Education	0.1	0.194	0.871	1.148
Income	0.016	0.846	0.774	1.292
Work Experience	0.026	0.869	0.202	4.938
Tenure	-0.01	0.901	0.788	1.269
Work Engagement	0.716	0.000	0.936	1.068

5.5. INDEPENDENT T-TEST ANALYSIS

Independent sample t-test was performed in order to examine whether there are differences in the organizational identification level of family members and non-family members. The results show that there are no family member differences in family members and non-family members' level of organizational identification (t=-.49, p>.05).

Table 11. Two-tailed T-test Analysis for Family Members and Non-family Members

Organizational Identification p= .383 , F=0.766	Family Member	N	Mean	SD	t	df	Sig.(2-tailed)
	Yes	12	4.2639	0.71935	-0.492	17.13	0.629
	No	88	4.1496	0.98034			

In order to check the differences between the family and non-family members regarding the impact of organizational identification on job satisfaction, first of all, sample was divided into two groups: the first group represented the family members, the second group represented the non-family members. Next, two regression analyses were conducted to see whether the impact of organizational identification on job satisfaction, turnover intention, and engagement differs between two groups.

5.6. Multiple Regression Model for Organizational Identification and Job Satisfaction for Different Employee Groups

In this model, similar to previous regression analyses, independent variable was organizational identification and the dependent variable was job satisfaction. For non-family members the results indicate that organizational identification has a significant impact on job satisfaction. To illustrate, one-unit increase in the level of organizational identification creates 0.29 point increase in job satisfaction ($\beta= 0.290$ $p < 0.01$). On the other hand, the results indicate that there is no significant relationahip between organizational identification and job satisfaction for family members ($p=0.203$)

5.7. Multiple Regression Model for Organizational Identification and Turnover Intention for Different Employee Groups

In this model, independent variable was organizational identification and the dependent variable was turnover intention. For non-family members, the results indicate that organizational identification has a significant negative impact on turnover intention. To illustrate, one-unit increase in the level of organizational identification creates 0.251point decrease in turnover intention. ($\beta= 0.251$ $p < 0.01$).

On the other hand, the results indicate that there is no significant impact of organizational identification on turnover intention for family members ($p=0.066$)

5.8. Multiple Regression Model for Organizational Identification and Work Engagement for Different Employee Groups

In this model, independent variable was organizational identification and the dependent variable was turnover intention. For non-family members the results indicate that organizational identification has a significant impact on work engagement. To illustrate, one-unit increase in the level of organizational identification creates 0.720 point increase in work engagement. ($\beta= 0.720$ $p < 0.01$).

On the other hand, the results indicate that there is no significant relationship between organizational identification and work engagement for family members ($p=0.246$)

Summary results for all the hypotheses are presented in Table 12 In this dissertation, five hypotheses are proposed. Three of them (H1, H2, H3) were fully supported while the final

two were not supported. (H4, H5). Results show that there was a positive relationship between organizational identification and job satisfaction (H1). Similarly, there was a negative and significant relationship between organizational identification and employees' turnover intention (H2). H3 was also supported as there is a positive and significant relationship between organizational identification and work engagement. H4 was rejected because the family members' organizational identification was not stronger than non-family members' identification.

H5 was rejected because the regression analyses show that there was no significant, positive relationship between (a) organizational identification and job satisfaction, (b) organizational identification and work engagement, and no significant, negative relationship between (c) organizational identification and turnover intention for family members.

Table 12. Hypotheses Summary

No	Hypothesis	Result
H1	*There is a positive relationship between organizational identification and job satisfaction.*	Supported
H2	*There is a negative relationship between organizational identification and turnover intention.*	Supported
H3	*There is a positive relationship between organizational identification and work engagement.*	Supported
H4	*Organizational identification of the family members will be stronger than the identification of non-family members.*	Not Supported
H5	*The positive relationship between (a) organizational identification and job satisfaction, (b) organizational identification and work engagement, and the negative relationship between (c) organizational identification and turnover intention will be stronger for family members than for non-family members.*	Not Supported

6. DISCUSSION AND CONCLUSION

In today's business environment, companies are trying to achieve a sustainable competitive advantage in order to achieve their goals, respond to the expectations of their stakeholders, and to sustain the venture. In this context, it is very important to ensure efficiency and effectiveness in all productive resources including the human resources of the companies. As a key driver of employee efficiency and effectiveness, employees' sense of belonging to the organization and their pride in defining themselves as members of the organization plays a key role in achieving long-term success (Iscan, 2006). Thus, most organizations today want to have employees who are identified with the organization which will result in various postive outcomes such as increased satisfaction, heightened commitment, and better engagement with the job.

Organizational identification is defined as a process that integrate and harmonize the purposes of the organization with that of the individual (Mael and Ashfort, 1992). Research has shown that employees with high identification are likely to show an extra effort to fulfill their duties and achieve organizational goals. Additionally, employees who have high identification with their organization, tend to keep the interests of the organization ahead of their own interests (Bitmis, Sokmen and Turgut, 2013).

In light of the above arguments which express the importance of organizational identification, this thesis aims to understand the relationships between organizational identification and three prominent employee outcomes, namely work engagement, job satisfaction and turnover intention in family firms. Selection of family business as the context of the study is a conscious decision, since very few studies in the literature (e.g., Chughtai and Buckley, 2010; Edwards, 2005) have examined these relationships in this specific context, in which the organizational identification plays a crucial role in shaping employee attitudes and behaviors.

Results showed that there was a positive and significant relationship between organizational identification and job satisfaction. Regression analysis confirmed this finding by demonstrating that organizational identification had a positive impact on employees' job satisfaction. In other words, as the level of organizational identification increases,

employees feel more satisfied in their jobs. Van Dick et al. (2004) and Tüzün (2009) obtained a similar result in their research and argued that employees who with higher levels of organizational identification might be more satisfied with different attributes related to their job when compared with those having lower levels of identification. Even under adverse conditions, identification may remind the employee that he/she is a "member of a group" or a "part of an entity" and would have a positive impact on overall job satisfaction (Cuce, Guney and Tayfur, 2013; Edwards, 2005).

The second hypothesis examined the relationship between organizational identification and turnover intention. Correlation analysis revealed that there was a negative relationship between organizational identification and turnover intention. Regression analysis also revealed that as the level of organizational identification increases, turnover intention level decreases. Polat and Meydan (2010) obtained a similar result in their research. This finding provides evidence for the proposition that individuals, who are identified with their organization feel more connected and commited to the organization which directly decreases their intention to leave work (Hackett, Lapierre and Hausdorf, 2001).

Third, the relationship between organizational identification and work engagement was investigated in this study. As expected, a positive and significant correlation was found between organizational identification and work engagement. Similarly, regression analysis showed that organizational identification had a positive impact on work engagement. As explained before, organizational identification may be considered as a personal resource for employees, which will increase their vigor, dedication, absorption at work. Employees with higher levels of identification are more likely to participate in the objectives and activities of their organizations and are more motivated to achieve organizational goals. That is, they would have an internal energy and dedication to work for their organization.

Another research question in this thesis was whether there were any differences in the level of organizational identity that family members and non-family members felt in family firms. Results showed that there was no significant difference between the identification levels of family members and non-family members. There may be two reasons for this: First, as teh major limitation of this study, the sample size of the family members was not sufficient for making a robust analysis and comparison. Additionally, considering the fact that majority of the participants have been working in the company for a long period (avereage tenure = 6,87 years), they might see themselves as family members and thus, there may not be a clear

distinction between the identification levels of family and non-family members. As a consequence, the hypothesis stating that identification would affect employee outcomes in varying degrees for different employee groups was not supported.

6.1. IMPLICATIONS

Quality of work life in the broad sense is used as a concept that integrates factors such as work, wages, working conditions, management style, technology, employee satisfaction and motivation, industrial relations, participation, job security, social justice and social security, demographic structure and continuing education. In the narrow sense; work is a positive value in a person's working life. Accordingly, if organizations can improve the quality of work life for employees, it will be possible to achieve desirable performance resultswith increased employee productivity.

In this background, organizational identification may be one of the key variables to increase employee satisfaction, commitment, and engagement, which are important indicators of quality of work life. Therefore, managers should look for ways to increase their employees' identification with the organization. Organizational practices which will include the employees to decision-making processes (e.g., quality circles), inform them regularly about the company policies and possible changes (e.g., through company newsletters), reward them fairly, help them improve their competencies (e.g., providing regular, job-specific training) and finally, make them feel valued within the organization might enhance their organizational identification.

6.2. LIMITATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH

Similar to all scholarly work, this thesis has several limitations. First, the use of cross-sectional data does not allow making definite conclusions to about causality. To overcome this limitation, future studies need to test the research model developed in this thesis empirically with a longitudinal design. Second, inadequacy of the number of family members in the overall sample is one of the most important limitations of this research.

Finally, conducting the research in a single firm (in a single corporate culture) decreases the generalizability of the findings, which is again one of the major limitations of this research. Researchers can examine the same set of relationships in other firms with larger samples to increase the generalizability of the findings: Besides, theycan conduct a smilar research in other family firms with a larger sample of family members. Researcher can expand the study by focusing on the effects of organizational identification on other employee outcomes (e.g., employee commitment, citizenship behaviors, and performance).

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APPENDIX 1: SURVEY (TURKISH)

Bu anket Kadir Has Üniversitesi İşletme Fakültesi İşletme Bölümü öğretim üyelerinden Doç. Dr. Ceyda Maden Eyiusta danışmanlığında " Aile İşletmelerinde Örgütsel Kimliğin Çalışanların İş Angaje Olma Seviyesi, İş Tatmini ve İşten Ayrılma Niyeti Üzerindeki Etkisi"ni anlamaya yönelik olarak yürütülen akademik bir araştırmanın parçasıdır. Çalışma kapsamında toplanan veriler sadece söz konusu araştırmaya hizmet edecek şekilde kullanılacak; başka kişi, kurum ve kuruluşlarla paylaşılmayacaktır. Çalışmadan sağlıklı sonuçlar elde edilebilmesi için anketteki tüm soruların cevaplanması oldukça önemlidir.

Araştırmaya gösterdiğiniz ilgi ve yardımlarınızdan dolayı teşekkür ederim.

Gözde TÜRKOĞLU

Kadir Has Üniversitesi

Sosyal Bilimler Enstitüsü, İşletme Bölümü

BİRİNCİ BÖLÜM

Cinsiyet	Bayan ( )	Erkek ( )			
Yaş	……………				
Mezuniyet Durumu	İlkokul ( )	Lise ( )	Üniversite ( )	Yüksek Lisans ( )	
Gelir Durumu	2000-4999 TL ( )	5000-6999 TL ( )	7000-8999 ( )	Diğer ( ) …………	
Çalıştığınız Departman	İnsan Kaynakları ( )	Dış Ticaret ( )	Üretim ( )	Ar – Ge ( )	Halkla İlişkiler ( )
	Üretim ( )	Finans ( )	Satış ( )	Lojistik ( )	Pazarlama ( )
	Bilgi Teknolojileri ( )	Diğer ( ) ……………			

Kaç yıldır çalışma hayatındasınız?	
Kaç yıldır şu anki iş yerinde çalışmaktasınız?	

	Bu işletmenin sahibi olan ailenin bir üyesi misiniz? (Aileyle uzak/yakın akrabalık durumu olan tüm bireyler aile üyesi olarak nitelendirilebilir)	Evet ( )	Hayır ( )

İKİNCİ BÖLÜM

SORU NO	Bu bölümde işinizle ilgili aşağıdaki ifadelere ne derece katıldığınızı gösteren seçeneği işaretleyiniz. 1-Kesinlikle Katılmıyorum, 2-Katılmıyorum, 3-Ne katılıyorum, ne katılmıyorum, 4-Katılıyorum, 5-Kesinlikle Katılıyorum	1	2	3	4	5
1.	İşimden gerçekten zevk alıyorum.					
2.	Şu anki işimden oldukça memnunum.					
3.	Her iş günü bana asla bitmeyecekmiş gibi geliyor.					
4.	İşimin oldukça sevimsiz bir iş olduğunu düşünüyorum.					

ÜÇÜNCÜ BÖLÜM

SORU NO	Bu bölümde çalıştığınız kurumla olan ilişkinizi düşünerek aşağıdaki ifadelere ne derece katıldığınızı belirtiniz. 1-Kesinlikle Katılmıyorum, 2-Katılmıyorum, 3-Ne katılıyorum, ne katılmıyorum, 4-Katılıyorum, 5-Kesinlikle Katılıyorum	1	2	3	4	5
1.	Eğer imkânım olsa, işimden ayrılırdım.					
2.	Son bir yıl içinde işimden ayrılmayı daha sık düşünmeye başladım.					
3.	İşimden ayrılmayı düşünüyorum.					

DÖRDÜNCÜ BÖLÜM

S O R U N O	Bu bölümde aşağıdaki ifadelere ne derece katıldığınızı belirtiniz. 1-Kesinlikle Katılmıyorum, 2-Katılmıyorum, 3-Ne katılıyorum, ne katılmıyorum, 4-Katılıyorum, 5-Kesinlikle Katılıyorum	1	2	3	4	5
1.	İşimi yaparken enerji dolu olurum.					
2.	İşimde kendimi güçlü ve dinç hissederim.					
3.	Sabah kalktığımda işe gitme isteğim vardır.					
4.	İşimi hevesle yaparım.					
5.	İşim bana ilham verir.					
6.	Yaptığım işle gurur duyarım.					
7.	Yoğunlaşmış şekilde çalıştığım zamanlarda kendimi mutlu hissederim.					
8.	Çalışırken işime dalıp giderim.					
9.	Çalışırken yaptığım işe kendimi kaptırırım.					

BEŞİNCİ BÖLÜM

S O R U N O	Bu bölümde aşağıdaki ifadelere ne derece katıldığınızı belirtiniz. 1-Kesinlikle Katılmıyorum, 2-Katılmıyorum, 3-Ne katılıyorum, ne katılmıyorum, 4-Katılıyorum, 5-Kesinlikle Katılıyorum	1	2	3	4	5
1.	Çalıştığım işyerinin başarısını kendi başarım gibi hissederim.					
2.	Çalıştığım işyeri hakkında konuşurken genellikle "biz" ifadesini kullanırım.					
3.	Medyada çalıştığım işyerine yönelik bir eleştiri yer aldığında kendimi kötü hissederim.					

4.	Biri çalıştığım işyerini eleştirdiğinde, kendime hakaret edilmiş gibi hissederim.					
5.	Diğer kişilerin çalıştığım işyeri hakkında ne düşündükleri benim için çok önemlidir.					
6.	Biri çalıştığım işyeri için övgü dolu sözler söylediğinde kendime iltifat edilmiş gibi hissederim.					

APPENDIX 2: SURVEY (ENGLISH)

This survey is a part of academic research conducted to examine the effect of organizational identification on job satisfaction, turnover intention and work engagement in family firms. The collected data will be used only for academic purposes and will not be shared with any other people, institutions and organizations. It is important to answer all the questions in the questionnaire.

Thank you for your interest in the research and your help.

Gözde TÜRKOĞLU

Kadir Has University

Graduate School of Social Sciences

FIRST SECTION

Gender	Female ( )	Male ( )		
Age	……………			
Education	Primary School ( )	High school ( )	University ( )	Master ( )
Monthly Income	2000-4999 TL ( )	5000-6999 TL ( )	7000-8999 ( )	Other ( ) …………

Sector	Health ( )	Insurance ( )	Banking ( )	Finance ( )	Production ( )
	Telecommunication ( )	Transportation ( )	Infrastructure ( )	Education( )	Real Estate ( )
	Tourism ( )	Others ( )			

Department	Human Resource ( )	Trade ( )	Production ( )	R & D ( )	Public Relations ( )
	IT ( )	Finance ( )	Sales ( )	Logistics ( )	Marketing ( )
	Other ( ) ……………				

How long have you been working?	

How long have you been working in the current company?		
Are you a member of the family that owns this business? (All individuals who are distant / close relatives can be qualified as family members)	Yes ( )	No ( )

<table>
<tr><td colspan="3">SECOND SECTION</td></tr>
</table>

Question Number	Please indicate the degree to which you agree with the following statements, considering the practices in your institution. 1 – Strongly disagree 2 – Disagree 3 – Neither agree or disagree 4 – Agree 5 – Strongly agree	1	2	3	4	5
1.	I find real enjoyment in my work					
2.	I feel fairly well satisfied with my present job					
3.	Each day of work seems like it will never end					
4.	I consider my job rather unpleasant					

<table>
<tr><td colspan="3">THIRD SECTION</td></tr>
</table>

Question Number	Please indicate the degree to which you agree with , considering the practices in your institution. 1 – Strongly disagree 2 – Disagree 3 – Neither agree or disagree 4 – Agree 5 – Strongly agree	1	2	3	4	5
1.	If I have an opportunity, I am thinking quitting my job					
2.	In the last year, I have been thinking more often about quitting my job					
3.	I am thinking about quitting my job					

FOURTH SECTION

Question Number	Please indicate the degree to which you agree with , considering the practices in your institution. 1 – Strongly disagree 2 – Disagree 3 – Neither agree or disagree 4 – Agree 5 – Strongly agree	1	2	3	4	5
1.	At my work, I feel bursting with energy.					
2.	At my job, I feel strong and vigorous.					
3.	When I get up in the morning, I feel like going to work.					
4.	I am enthusiastic about my job.					
5.	My job inspires me.					
6.	I am proud of the work that I do.					
7.	I feel happy when I am working intensely.					
8.	I am immersed in my job.					
9.	I get carried away when I am working.					

FIFTH SECTION

Question Number	Please indicate the degree to which you agree with , considering the practices in your institution. 1 – Strongly disagree 2 – Disagree 3 – Neither agree or disagree 4 – Agree 5 – Strongly agree	1	2	3	4	5
1.	The company's successes are my successes.					
2.	When I talk about the company, I usually say "we" rather than "they.					
3.	If a media story criticized the company, I would feel embarrassed.					
4.	When someone criticizes the company, it feels like a personal insult.					
5.	I am very interested what others think about the company.					

6.	When someone praises the company, it feels like a personal compliment.					

APPENDIX.3 MULTIPLE REGRESSION MODEL FOR ORGANIZATIONAL IDENTIFICATION AND JOB SATISFACTION

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	4,826	,637		7,578	,000	3,561	6,090		
	Gender	-,197	,365	-,058	-,540	,590	-,922	,528	,850	1,176
	Age	-,032	,020	-,337	-1,605	,112	-,071	,008	,224	4,472
	Educat	,187	,121	,164	1,553	,124	-,052	,427	,881	1,135
	Income	,233	,150	,175	1,557	,123	-,064	,530	,781	1,281
	WorkExp	,027	,021	,283	1,305	,195	-,014	,068	,210	4,752
	Tenure	,002	,019	,012	,108	,914	-,035	,039	,796	1,257
2	(Constant)	3,850	,718		5,364	,000	2,424	5,275		
	Gender	-,244	,354	-,072	-,689	,493	-,947	,459	,848	1,179
	Age	-,036	,019	-,385	-1,885	,063	-,074	,002	,222	4,507
	Educat	,221	,118	,194	1,875	,064	-,013	,454	,871	1,148
	Income	,197	,145	,148	1,355	,179	-,092	,486	,774	1,292
	WorkExp	,038	,020	,393	1,838	,069	-,003	,078	,202	4,938
	Tenure	-,003	,018	-,016	-,151	,880	-,039	,033	,788	1,269
	ORGID	,243	,091	,265	2,659	,009	,061	,424	,936	1,068

a. Dependent Variable: JOBSAT

APPENDIX.4 MULTIPLE REGRESSION MODEL FOR ORGANIZATIONAL IDENTIFICATION AND TURNOVER INTENTION

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	2,012	,877		2,294	,024	,270	3,754		
	Gender	-,369	,503	-,081	-,735	,464	-1,368	,629	,850	1,176
	Age	,016	,027	,126	,584	,561	-,038	,070	,224	4,472
	Educat	-,181	,166	-,118	-1,089	,279	-,511	,149	,881	1,135
	Income	-,277	,206	-,155	-1,345	,182	-,686	,132	,781	1,281
	WorkExp	-,012	,029	-,096	-,435	,665	-,069	,044	,210	4,752
	Tenure	,007	,026	,032	,277	,783	-,044	,058	,796	1,257
2	(Constant)	3,237	,995		3,254	,002	1,261	5,214		
	Gender	-,311	,491	-,068	-,633	,528	-1,285	,664	,848	1,179
	Age	,022	,027	,170	,809	,420	-,031	,074	,222	4,507
	Educat	-,223	,163	-,145	-1,366	,175	-,546	,101	,871	1,148
	Income	-,232	,202	-,130	-1,151	,253	-,633	,169	,774	1,292
	WorkExp	-,026	,028	-,199	-,905	,368	-,082	,031	,202	4,938
	Tenure	,013	,025	,058	,520	,604	-,037	,063	,788	1,269
	ORGID	-,305	,126	-,247	-2,409	,018	-,556	-,053	,936	1,068

a. Dependent Variable: TURNOVER

APPENDIX 5. MULTIPLE REGRESSION MODEL FOR ORGANIZATIONAL IDENTIFICATION AND WORK ENGAGAMENT

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	3,747	,696		5,387	,000	2,366	5,129		
	Gender	-,393	,399	-,108	-,987	,326	-1,185	,398	,850	1,176
	Age	,026	,022	,253	1,186	,239	-,017	,068	,224	4,472
	Educat	,026	,132	,021	,194	,846	-,236	,288	,881	1,135
	Income	,127	,163	,089	,775	,440	-,198	,451	,781	1,281
	WorkExp	-,028	,023	-,273	-1,241	,218	-,073	,017	,210	4,752
	Tenure	,012	,020	,067	,592	,555	-,028	,053	,796	1,257
2	(Constant)	,907	,569		1,595	,114	-,223	2,036		
	Gender	-,530	,280	-,146	-1,888	,062	-1,086	,027	,848	1,179
	Age	,012	,015	,124	,820	,414	-,018	,043	,222	4,507
	Educat	,122	,093	,100	1,308	,194	-,063	,307	,871	1,148
	Income	,022	,115	,016	,195	,846	-,206	,251	,774	1,292
	WorkExp	,003	,016	,026	,165	,869	-,030	,035	,202	4,938
	Tenure	-,002	,014	-,010	-,125	,901	-,030	,027	,788	1,269
	ORGID	,706	,072	,716	9,768	,000	,562	,849	,936	1,068

a. Dependent Variable: WORKENG

APPENDIX 6. TWO-TAILED T-TEST ANALYSIS FOR FAMILY MEMBERS AND NON-FAMILY MEMBERS

Independent Samples Test

| | | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | | | |
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference Lower	95% Confidence Interval of the Difference Upper
O R GI D	Equal variances assumed	,766	,383	-,389	98	,698	-,11427	,29376	-,69723	,46869
	Equal variances not assumed			-,492	17,138	,629	-,11427	,23247	-,60444	,37590

APPENDIX 7. MULTIPLE REGRESSION MODEL FOR ORGANIZATIONAL IDENTIFICATION AND JOB SATISFACTION FOR NON-FAMILY MEMBERS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	4,776	,684		6,980	,000	3,414	6,137		
	Gender	-,211	,397	-,064	-,530	,597	-1,002	,580	,797	1,255
	Age	-,031	,021	-,317	-1,489	,140	-,073	,011	,258	3,875
	Educat	,155	,137	,130	1,133	,260	-,117	,427	,888	1,126
	Income	,245	,225	,130	1,088	,280	-,203	,693	,815	1,227
	WorkExp	,029	,022	,287	1,319	,191	-,015	,074	,247	4,053
	Tenure	,008	,022	,042	,358	,722	-,036	,051	,864	1,157
2	(Constant)	3,752	,760		4,936	,000	2,239	5,265		
	Gender	-,278	,384	-,085	-,725	,471	-1,041	,485	,793	1,261
	Age	-,036	,020	-,362	-1,762	,082	-,076	,005	,256	3,901
	Educat	,187	,132	,157	1,418	,160	-,076	,450	,881	1,135
	Income	,162	,219	,086	,738	,462	-,274	,598	,799	1,252
	WorkExp	,040	,022	,387	1,817	,073	-,004	,083	,239	4,179
	Tenure	,001	,021	,003	,026	,980	-,042	,043	,850	1,176
	ORGID	,265	,098	,290	2,698	,009	,070	,461	,939	1,065

a. Dependent Variable: JOBSAT

APPENDIX 8. MULTIPLE REGRESSION MODEL FOR ORGANIZATIONAL IDENTIFICATION AND JOB SATISFACTION FOR FAMILY MEMBERS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	4,776	,684		6,980	,000	3,414	6,137		
	Gender	-,211	,397	-,064	-,530	,597	-1,002	,580	,797	1,255
	Age	-,031	,021	-,317	-1,489	,140	-,073	,011	,258	3,875
	Educat	,155	,137	,130	1,133	,260	-,117	,427	,888	1,126
	Income	,245	,225	,130	1,088	,280	-,203	,693	,815	1,227
	WorkExp	,029	,022	,287	1,319	,191	-,015	,074	,247	4,053
	Tenure	,008	,022	,042	,358	,722	-,036	,051	,864	1,157
2	(Constant)	3,752	,760		4,936	,000	2,239	5,265		
	Gender	-,278	,384	-,085	-,725	,471	-1,041	,485	,793	1,261
	Age	-,036	,020	-,362	-1,762	,082	-,076	,005	,256	3,901
	Educat	,187	,132	,157	1,418	,160	-,076	,450	,881	1,135
	Income	,162	,219	,086	,738	,462	-,274	,598	,799	1,252
	WorkExp	,040	,022	,387	1,817	,073	-,004	,083	,239	4,179
	Tenure	,001	,021	,003	,026	,980	-,042	,043	,850	1,176
	ORGID	,265	,098	,290	2,698	,009	,070	,461	,939	1,065

a. Dependent Variable: JOBSAT

APPENDIX 9. MULTIPLE REGRESSION MODEL FOR ORGANIZATIONAL IDENTIFICATION AND TURNOVER INTENTION FOR NON-FAMILY MEMBERS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	2,203	,941		2,342	,022	,331	4,075		
	Gender	-,381	,547	-,085	-,697	,488	-1,468	,707	,797	1,255
	Age	,009	,029	,065	,304	,762	-,049	,066	,258	3,875
	Educat	-,204	,188	-,125	-1,083	,282	-,577	,170	,888	1,126
	Income	-,337	,310	-,131	-1,089	,280	-,953	,279	,815	1,227
	WorkExp	-,008	,031	-,061	-,277	,782	-,069	,052	,247	4,053
	Tenure	,020	,030	,078	,663	,509	-,040	,080	,864	1,157
2	(Constant)	3,413	1,058		3,226	,002	1,307	5,518		
	Gender	-,301	,534	-,067	-,565	,574	-1,364	,761	,793	1,261
	Age	,014	,028	,104	,498	,620	-,042	,070	,256	3,901
	Educat	-,242	,184	-,149	-1,317	,192	-,608	,124	,881	1,135
	Income	-,239	,305	-,093	-,784	,436	-,845	,368	,799	1,252
	WorkExp	-,021	,030	-,147	-,678	,500	-,081	,040	,239	4,179
	Tenure	,028	,029	,111	,966	,337	-,030	,087	,850	1,176
	ORGID	-,313	,137	-,251	-2,292	,025	-,585	-,041	,939	1,065

. Dependent Variable: TURNOVER

APPENDIX 10. MULTIPLE REGRESSION MODEL FOR ORGANIZATIONAL IDENTIFICATION AND TURNOVER INTENTION FOR FAMILY MEMBERS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-1,810	,890		-2,033	,088	-3,989	,369		
	Age	,192	,044	4,180	4,406	,005	,085	,299	,029	34,125
	Educat	-,318	,128	-,530	-2,489	,047	-,631	-,005	,582	1,717
	Income	,209	,115	,452	1,814	,120	-,073	,492	,425	2,354
	WorkExp	-,176	,041	-4,036	-4,262	,005	-,277	-,075	,029	34,009
	Tenure	-,066	,026	-,735	-2,499	,047	-,131	-,001	,305	3,276
2	(Constant)	-,585	,852		-,687	,523	-2,776	1,606		
	Age	,216	,034	4,699	6,259	,002	,127	,305	,027	37,371
	Educat	-,474	,117	-,789	-4,040	,010	-,775	-,172	,396	2,527
	Income	,260	,090	,561	2,890	,034	,029	,491	,400	2,497
	WorkExp	-,211	,035	-4,850	-6,094	,002	-,300	-,122	,024	42,003
	Tenure	-,072	,020	-,794	-3,548	,016	-,123	-,020	,301	3,318
	ORGID	-,295	,126	-,423	-2,344	,066	-,618	,029	,463	2,158

a. Dependent Variable: TURNOVER

APPENDIX 11. MULTIPLE REGRESSION MODEL FOR ORGANIZATIONAL IDENTIFICATION AND WORK ENGAGEMENT FOR NON-FAMILY MEMBERS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	3,520	,733		4,802	,000	2,061	4,979		
	Gender	-,273	,426	-,077	-,642	,523	-1,121	,574	,797	1,255
	Age	,027	,023	,256	1,217	,227	-,017	,072	,258	3,875
	Educat	,030	,146	,023	,204	,839	-,261	,321	,888	1,126
	Income	,321	,241	,158	1,329	,188	-,159	,801	,815	1,227
	WorkExp	-,029	,024	-,260	-1,208	,230	-,076	,019	,247	4,053
	Tenure	,020	,023	,096	,836	,406	-,027	,066	,864	1,157
2	(Constant)	,766	,582		1,316	,192	-,393	1,925		
	Gender	-,454	,294	-,128	-1,546	,126	-1,039	,130	,793	1,261
	Age	,015	,016	,144	,988	,326	-,016	,046	,256	3,901
	Educat	,117	,101	,091	1,160	,249	-,084	,319	,881	1,135
	Income	,097	,168	,048	,578	,565	-,237	,431	,799	1,252
	WorkExp	-,001	,017	-,013	-,084	,934	-,035	,032	,239	4,179
	Tenure	8,512 E-6	,016	,000	,001	1,000	-,032	,032	,850	1,176
	ORGID	,713	,075	,720	9,478	,000	,563	,863	,939	1,065

a. Dependent Variable: WORKENG

APPENDIX 12. MULTIPLE REGRESSION MODEL FOR ORGANIZATIONAL IDENTIFICATION AND WORK ENGAGEMENT FOR FAMILY MEMBERS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	6,269	2,773		2,261	,064	-,516	13,054		
	Age	-,103	,136	-1,696	-,758	,477	-,435	,229	,029	34,125
	Educat	,035	,398	,043	,087	,934	-,940	1,009	,582	1,717
	Income	,117	,359	,191	,325	,757	-,762	,996	,425	2,354
	WorkExp	,077	,128	1,340	,600	,570	-,237	,391	,029	34,009
	Tenure	,011	,082	,093	,135	,897	-,191	,213	,305	3,276
2	(Constant)	3,600	3,316		1,086	,327	-4,924	12,124		
	Age	-,155	,134	-2,552	-1,154	,301	-,500	,190	,027	37,371
	Educat	,374	,456	,471	,819	,450	-,799	1,547	,396	2,527
	Income	,007	,350	,011	,019	,985	-,892	,905	,400	2,497
	WorkExp	,154	,135	2,683	1,144	,304	-,192	,501	,024	42,003
	Tenure	,023	,078	,191	,290	,784	-,179	,224	,301	3,318
	ORGID	,642	,489	,698	1,313	,246	-,616	1,901	,463	2,158

a. Dependent Variable: WORKENG

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