

COMPARATIVE ANALYSIS OF EMPLOYEES' WORK ENGAGEMENT BEHAVIOR WITH TURNOVER INTENTION¹

Mirac ASLANTAS,

Independent author, Germany

miracaslantas@hotmail.com

Abstract

This research aims to investigate the relationship between turnover intention, defined as a conscious decision orientation towards leaving the organization when employees are dissatisfied with their job conditions, and work engagement behavior, described as demonstrating a positive attitude towards one's job, engaging with it emotionally, physically, and mentally at an advanced level, expressing positive energies related to the job, showing high sensitivity to it, and integrating with it. The research sample consists of 347 bank employees employed in private bank branches in some provinces of Turkey. The analysis revealed gender differences in turnover intention, favoring males, with men showing lower turnover intention compared to females. Regarding educational background, it was observed that work engagement behavior favors associate degree graduates while disadvantaging postgraduate degree holders. Additionally, a negative moderate-level relationship between work engagement and turnover intention was identified.

Keywords: *Devotion to Work, Turnover Intention, Fanaticism.*

DOI: 10.58934/jgss.v5i17.241

1. INTRODUCTION

In today's multifaceted business world where competition is intense, it is of great importance to effectively evaluate the human element in order to survive and continue to exist. Increasing the interaction of employees with their jobs and ensuring that they are at peace with their work, thereby achieving sufficient satisfaction from their jobs, creates advantages for both the employee and the organization. In this context, numerous academic studies have been

¹ This research was previously presented at a symposium and is included here in its expanded form (Kingir et al. 2016)

conducted to enhance employee performance, which is one of the most significant challenges in the business world. Organizations constantly strive to find and implement new methods to enhance the interaction and performance of employees in their assigned roles. The effective utilization of human resources involves various endeavors on the part of organizational managers, including selection, training, and development of human resources, increasing their commitment to their work and the organization, and implementing measures to retain qualified employees.

Managers of innovative organizations closely engage with this issue and closely follow scientific research on the subject. In this regard, this study examines the situation of work engagement and turnover intention interaction among employees in private banks operating in the southeastern Anatolia region of Turkey. Findings regarding the extent to which work engagement behavior influences turnover intention are presented, along with recommendations and insights on the subject.

2. THEORETICAL FRAMEWORK

In this section, the concepts of work engagement behavior and turnover intention have been examined within the literature context.

2.1. Concept of Work Engagement

The concept called work engagement or work dedication has become increasingly important in the business world in recent years. The emergence of this concept has been influenced not only by studies initially focusing on professional burnout but also by the positive psychology, which emphasizes individuals' strengths and productivity (Schaufeli et al., 2002).

In studies focusing on burnout, initially identified as the opposite of burnout, a behavior termed "work engagement" has been noticed. Within the scope of research on employee burnout, the behavior displayed by employees who do not exhibit burnout and show more energetic and effective communication in work-related activities has been defined as "work engagement." While burnout is seen as a combination of exhaustion and depletion related to work, work engagement indicates liveliness and dedicated work behavior. Engaged employees have a lively connection with their tasks and can cope with the demands of their jobs. Although burnout and work engagement are perceived as contrasting behaviors (exhaustion and cynicism

versus vitality and dedication), there are some different underlying reasons for these behaviors (Schaufeli et al., 2002:72-74).

Conceptually, "engagement" is expressed as positive thoughts and satisfaction behavior related to work. When examining the definitions of work engagement in the literature, according to Kahn, work engagement is the reflection of employees' identities physically, emotionally, and cognitively in their jobs (Kahn, 1990:700). According to Schaufeli and colleagues, work engagement is defined as a positive mental state towards work, consisting of vigor, dedication, and absorption related to work (Schaufeli et al., 2002:74; Schaufeli and Bakker, 2004:295). Some authors describe work engagement as a positive, well-being state and an effective motivational condition, contrasting with burnout (Leiter and Bakker, 2010:2; Schaufeli and Bakker, 2004:294). According to Saks, "work engagement" is defined as a unique structure consisting of cognitive, emotional, and behavioral components associated with individual role performance (Saks, 2006:602). Work engagement is a concept related to employee well-being and work behavior, associated with positive experiences, good health, positive effects of work, productivity in stressful work environments, and positive organizational commitment, and it is expected to affect employee performance (Sonnetag, 2003:518; Barkhuizen and Rothmann, 2006:38; Aslantas, 2024:495). The concept of work engagement represents employees' dedication to their jobs beyond job involvement and job satisfaction (Maslach et al., 2001:416).

While burnout behavior is characterized by low activation (exhaustion) and low identification (cynicism-low identification) with work, work engagement is characterized by vigor and dedication. This perspective was introduced by Schaufeli and Bakker in 2001 (Schaufeli et al., 2002:74; Schaufeli, 2014:18). According to this widely accepted theory, "work engagement" is examined in three dimensions: vigor, dedication, and absorption. They are defined as follows (Schaufeli and Bakker, 2003; Schaufeli et al., 2002:74; Schaufeli and Bakker, 2004:295; Schaufeli, 2014:19):

Vigor: Refers to an employee's high energy level, willingness to make an effort voluntarily, perseverance in overcoming difficulties, and eagerness to make an effort in their work.

Dedication: Implies individuals knowingly performing their work with enthusiasm and excitement, feeling proud of their work, and being inspired by it.

Absorption: Indicates the complete immersion of individuals in their work and enjoyment derived from it. It reflects the enjoyable nature of the work and the absence of problems encountered.

Koçel states that the highest levels of organizational dedication are reflected in organizational fanaticism (Koçel, 2014:534,537). Accordingly, it can be stated that one dimension of the highest level of work engagement is fanaticism. Work fanaticism refers to employees excessively admiring their work due to the love element between themselves and their work, exhibiting a behavior characterized by high attachment and integration with their work. Fanaticism constitutes the most advanced dimension of work engagement.

Work engagement is a concept with many positive organizational outcomes and is therefore carefully considered by organizations. Individual factors, psychosocial factors, and organizational factors influence work engagement behavior. Environmental factors in which the individual is situated affect employee behavior and, consequently, their dedication to work. Environmental factors influencing work engagement include managerial support, professional autonomy, feedback, and reward policies. Some personal characteristics of the individual are effective in the emergence of work engagement behavior. Individual factors influencing work engagement include self-efficacy, locus of control, and emotional intelligence (Aslantaş, 2016).

2.2. Turnover Intention

Turnover intention (Intent to Leave) has been a critical issue for organizational management for years and continues to be an important area of concern for organizations today (Rainayee, 2013:48). Organizations particularly desire their skilled employees to continue working for them over the long term. It is believed that the departure of employees who socialize within the organization, show organizational commitment, and perform at a high level could lead to significant costs for the organization in terms of investments made in employees (recruitment, orientation, training, etc.) (Çelik and Çıra, 2013:11). Therefore, high turnover rates are considered a significant problem for organizations because the costs of new employees to the organization are high, and their work quality is lower (Fakunmoju et al., 2010:313). The departure of qualified and talented employees, which requires significant effort, capital, and time for their development in line with the organization's goals and objectives, becomes a significant cost factor for organizations (Üstün and Doğan, 2014:576).

The departure of high-performing, qualified, and elite personnel is not a desired situation for businesses. The intention to leave before leaving a job is a significant indicator of turnover behavior, and identifying the reasons at the intention stage and addressing them can guide businesses in reacquiring employees (Ari et al., 2010:144). Generally, employees demonstrate their intention to leave through various behaviors before actually leaving their jobs. Initially, managers need to identify the feasibility level and reasons for this intention, present solution options, and resolve the issue.

Turnover behavior and turnover intention are different concepts. Turnover refers to the termination of an employee's job, while turnover intention indicates an employee's pre-termination thoughts before actually leaving the job.

In general terms, turnover intention is referred to as the intention an employee holds to leave their current place of employment. Specifically, it can be defined as an individual's subjective estimate of the likelihood of leaving an organization in the near future (Cho et al., 2009:374). According to Kang, turnover intention is defined as the conscious possibility of an employee leaving their current job in the near future and is considered the most important determinant of turnover behavior (Kang et al., 2015). In another definition, turnover intention is described as the conscious and cautious decision or inclination of employees to leave the organization (Bartlett, 1999; cited in Çelik and Çıra, 2013:11). According to Rainayee, turnover intention is the subjective feelings and cognitive intentions of an organizational member regarding alternative opportunities, current job, and work environment (Rainayee, 2013:48).

Several environmental and individual factors can influence the formation of turnover intention. Generally, factors that weaken individuals' bonds with their job and organization can contribute to the emergence of turnover intention.

2.3. The Relationship Between Work Engagement and Turnover Intention

Work engagement is defined as the advanced level of connection that an employee establishes with their job, encompassing mental, emotional, and physical aspects, whereas turnover intention refers to the inclination of an employee to terminate their job in the future for various reasons. While work engagement is associated with a positive attitude towards work and positive psychology, turnover intention represents a negative behavioral pattern that adversely affects work engagement. It can be argued that the emergence of turnover intention due to

various reasons may lead to a weakening of work engagement behavior. This study focuses on this issue.

3. METHODOLOGY OF THE RESEARCH

In this section, the purpose and significance of the research, the population-sample of the research, the hypotheses and model of the research, the methodology and measurement instrument of the research, and the techniques used in the analysis of the data have been addressed.

3.1. Purpose and Importance of the Research

The aim of the research is to examine the relationship between work engagement and fanaticism behavior with turnover intention among private bank employees. It has been observed that there is a lack of research on the impact of work engagement behavior on turnover intention behavior in the literature. It is believed that this aspect of the study will contribute to the literature.

3.2. Population of the Research – Sample

The research population consists of certain private banks located in the Southeastern Anatolia region of Turkey, with the research sample comprising 347 employees selected randomly from among employees of these banks.

3.3. Hypotheses

The hypotheses tested within the scope of the research are as follows:

H₁. There is a relationship between Work Dedication and Turnover Intention.

H₂. There is a relationship between Fanaticism Behavior and Turnover Intention.

H₃. Work Dedication has an effect on Turnover Intention.

H₄. Fanaticism Behavior has an effect on Turnover Intention.

H₅. The effect of Work Dedication and Fanaticism Behavior on Turnover Intention is different.

3.4. Research Method and Measurement Tool

The data collection instruments used in the research were survey techniques. The survey consists of three sections. The first section consists of six closed-ended questions aimed at determining demographic information about the participants. The second and third sections

consist of the work engagement and turnover intention scales, respectively. A five-point Likert scale was used in the survey. The statements were rated as (1) strongly disagree, (2) not agree, (3) partially agree, (4) agree, and (5) strongly agree.

The 'work engagement' scale was adapted from Aslantaş's (2016) study. The 'dedication' dimension of the scale consists of 5 items, with an internal consistency value (Cronbach's alpha) of 0.91, and the 'fanaticism' dimension consists of 4 items, with an internal consistency value (Cronbach's alpha) of 0.87. The Skewness and Kurtosis values of the data fall within the range of (+1.5; -1.5), indicating a normal distribution. Therefore, parametric tests were applied.

The turnover intention scale, adapted from Büyükbeşe (2012) and Reyhav and Weisberg (2009), used in a doctoral study, consists of five items, with a reliability coefficient of 0.93. Three of the scale items were selected, literature was reviewed, and expert opinions were obtained to increase the number of items to eight. The reliability coefficient (Cronbach's Alpha) of the scale was found to be 0.916. The Skewness and Kurtosis values of the data fall within the range of (+1, -1), indicating a normal distribution. Therefore, parametric tests were applied.

3.5. Analysis of Data

The data obtained from this research were analyzed using descriptive statistics, Independent Samples t-test, One-Way ANOVA, Correlation, and Regression analyses. The data were evaluated at a confidence level of 95%, corresponding to a significance level of 5%.

4. FINDINGS AND COMMENTS

4.1. Findings Regarding the Demographic Characteristics of the Participants

In this section, the personal characteristics of the bank employees and managers participating in the research were identified, and the distributions of participants were evaluated and interpreted in terms of frequencies and percentages.

As shown in Table 1 below, a total of 347 employees participated in the research. When examining the gender distribution of the participants, it was found that 52.4% (182 individuals) were male, and 47.6% (165 individuals) were female, indicating that male and female participants had approximately equal frequencies. Regarding the marital status of the participants, it was observed that 61.7% (21 individuals) were married, while 38.3% (13 individuals) were single, indicating that the majority of participants were married. Furthermore,

when examining the educational backgrounds of the participants, it was found that 6.6% (23 individuals) had a high school diploma, 13.3% (46 individuals) had an associate degree, 72.9% (253 individuals) had a bachelor's degree, and 7.2% had a postgraduate degree. This suggests that banks tend to prefer individuals with bachelor's degrees. The presence of employees pursuing postgraduate education despite heavy workloads and their efforts to academically enhance themselves can be interpreted as parallel to banks' openness to change and innovation.

Table 1: Findings regarding the demographic characteristics of the participants

Gender	n	%	Education Du.	n	%	Title	n	%
Male	182	52.4	High school	23	6.6	Bank Assist	52	15.0
Female	165	47.6	Associate	46	13.3	Service Attendant	63	18.2
Total	347	100.0	Bachelor	253	72.9	Service Representative	48	13.8
Marital status	n	%	Postgraduate	25	7.2	Assistant Expert	18	5.2
Married	214	61.7	Total	347	100	Expert	33	9.5
Single	133	38.3	Year of Seniority	n	%	Assistant Director	32	9.2
Total	347	100	0-5 Years	193	55.6	Director	82	23.6
Age	n	%	6-10 Years	93	26.8	Branch Manager	19	5.5
21-30 Years Old	158	45.5	11-15 Years	37	10.7	Total	347	100
31-40 Years	163	47.0	16-20 Years	22	6.3			
41-50 Years	25	7.2	21-25 Years	2	.6			
51-60 Years	one	.3	Total	347	100.0			
Total	347	100.0						

When examining the distributions of participants according to their titles, it was observed that 15% (52 individuals) were bank assistants, 18.2% (63 individuals) were service Attendant, 13.8% (48 individuals) were Service Representative, 5.2% were Assistant Expert, 9.5% (33 individuals) were Expert, 9.2% (32 individuals) were Assistant Directors, 23.6% (82 individuals) were Directors, and 5.5% (19 individuals) were Branch Managers. Regarding the distributions of participants based on their years of seniority, it was noted that 55.6% (193 individuals) had 0-5 years of experience, 26.8% (93 individuals) had 6-10 years, 10.7% (37 individuals) had 11-15 years, 6.3% (22 individuals) had 16-20 years, and 0.6% (2 individuals) had 21-25 years of work experience. Considering that the proportion of employees with 0-10 years of experience is 81.4%, it can be inferred that bank employees generally have low lengths of service, suggesting a potentially high turnover rate in the banking sector. When examining the age distributions of the participants, it was found that 45.5% (158 individuals) were in the 21-30 age range, 47% (163 individuals) were in the 31-40 age range, 7.2% (25 individuals) were in the 41-50 age range, and 0.3% (1 individual) were in the 51-60 age range. Considering that the proportion of employees in the 21-40 age range, which can be considered as the young age group, is 92.5%, it can be stated that bank employees generally consist of young

individuals. This situation can be interpreted as banks preferring young and energetic employees due to the intense pace of work.

Table 2: Work Engagement Scale Factor Loading Values and Reliability Coefficient Table

Scale Items	Factor Load Values and Components		Dimension Name and Reliability Coefficient
	one	2	
1- I find my work meaningful and serving a purpose.	0.757		Dedication Dimension Cronbach Alpha:0.916
2. I am willing and enthusiastic about my job.	0.815		
3. My job gives me motivation to work	0.872		
4. I take pride in the work I do	0.849		
5. I find my job interesting and special.	0.834		
6. While doing my job, I do not put anything in front of my job.		0.797	Fanaticism Dimension
7. My job comes before anything else		0.800	
8. While working, I don't think about anything other than my job.		0.864	Cronbach Alpha: 0.87
9. When I miss my job, I feel like I'm betraying my job.		0.779	

As a result of the factor analysis, items 1, 2, 3, 4, 5 of the work engagement scale, grouped as seen in Table 2, constitute the "dedication dimension" and the factor load values vary from 0.872 to 0.757. The reliability coefficient (Cronbach Alpha) of the dedication dimension, which consists of five items in total, was found to be 0.916. Items 6, 7, 8, and 9 of the scale constitute the "fanaticism dimension" and their factor loading values vary from 0.864 to 0.779.

4.2. Findings Regarding Participants' Work Engagements and Turnover Intention

Table 3: Findings and Interpretations Regarding Participants' Responses to Work Engagement Scale Items

Scale Items	I strongly disagree		I do not agree		Partially Agree		I agree		I strongly agree		Average μ
	n	%	n	%	n	%	n	%	n	%	
1- I find my work meaningful and serving a purpose.	11 th	3.2	12	3.5	67	19.3	153	44.1	104	30.0	3.94
2- I am willing and enthusiastic about my job.	8	2.3	12	3.5	41	11.8	137	39.5	149	42.9	4.17
3- My job gives me the motivation to work	9	2.6	18	5.2	57	16.4	134	38.6	129	37.2	4.03
4- I am proud of the work I do	9	2.6	12	3.5	65	18.7	139	40.1	122	35.2	40.2
5- I find my job interesting and special	11 th	3.2	31	8.9	86	24.8	125	36.0	94	27.1	3.75
6- While doing my job, I do not put anything in front of my job.	9	2.6	21	6.1	77	22.2	137	39.5	103	29.7	3.88
7- My job comes before anything else	20	5.8	56	16.1	98	28.2	93	26.8	80	23.1	3.45
8- While working, I don't think about anything other than my job.	9	2.6	26	7.5	82	23.6	136	39.2	94	27.1	3.80
9- When I miss my job, I consider myself as betraying my job.	9	2.6	13	3.7	54	15.6	138	39.8	133	38.3	4.07

- 1- Participants perceive their work as meaningful and purposeful, with 74.1% expressing agreement, and an item mean of 3.94.
- 2- Participants demonstrate high levels of enthusiasm and willingness towards their jobs, with 82.4% showing agreement, and an item mean of 4.17.
- 3- The majority of participants (75.8%) exhibit enthusiasm for their work, with an item mean of 4.03.
- 4- Analysis reveals that 75.3% of employees take pride in their work, with an item mean of 4.02.
- 5- Employees generally find their work interesting, developmental, and special, with 87.9% expressing agreement, and an item mean of 3.75.
- 6- Employees prioritize their work, with 91.4% agreeing not to put anything ahead of it, and an item mean of 3.88.
- 7- Work takes precedence for employees, with 78.1% prioritizing it over other tasks, and an item mean of 3.45.
- 8- Employees concentrate on their work, with 89.9% not thinking about anything else while working, and an item mean of 3.80.
- 9- Employees demonstrate a strong sense of loyalty to their work, with 78.1% considering neglecting it as betraying their job, and an item mean of 4.07.

Table 4: Findings and Interpretations Regarding Participants' Responses to Turnover Intention Scale Items

Scale Items	I Strongly Disagree		I Do Not Agree		Partially Agree		I Agree		I Strongly Agree		Average μ
	n	%	n	%	n	%	n	%	n	%	
1. If I find a job more suitable for my skills, I might leave my current job.	67	19,3	89	25,6	94	27,1	45	13	52	15	2,79
2. I am considering leaving my job due to management-related issues.	148	42,7	115	33,1	56	16,1	16	4,6	12	3,5	1,93
3. I am considering leaving my job because of the nature of the work I do.	149	42,9	128	36,9	44	12,7	17	4,9	9	2,6	1,87
4. I am considering leaving my job due to personal issues.	185	53,3	124	35,7	19	5,5	16	4,6	3	,9	1,63
5. I often think about quitting my job at this organization.	164	47,3	104	30,0	48	13,8	15	4,3	16	4,6	1,89
6. I am considering leaving this organization and actively looking for a new job.	178	51,3	102	29,4	40	11,5	16	4,6	11	3,2	1,79
7. If I had another job opportunity, I would leave my current job.	139	40,1	96	27,7	56	16,1	29	8,4	27	7,8	2,16
8. It is highly likely that I will search for a new job next year.	174	50,1	98	28,2	39	11,2	20	5,8	16	4,6	1,86

1- For the statement " If I find a job more suitable for my skills, I might leave my current job " 72% showed reluctance, averaging 2.79. This suggests employees are hesitant to leave if their current roles match their talents.

2- Regarding leaving due to management-related issues, 91.9% lack significant concerns, averaging 1.93. Employees do not intend to leave due to minor management issues.

3- Concerning leaving due to job nature, 79.8% expressed contentment, averaging 1.87. Employees do not consider leaving due to dissatisfaction with their work nature.

4- About leaving due to personal issues, 89% negated, averaging 1.63. Personal issues do not affect job intentions, remaining unrelated to work.

5- Regarding thoughts of quitting, 77.3% showed reluctance, averaging 1.89. Employees prefer to continue working in their current positions.

6- Considering actively seeking a new job, 80.7% showed unwillingness, averaging 1.79. Employees are content with their current positions and show no inclination to seek new opportunities.

7- Concerning leaving with another job offer, 83.9% showed reluctance, averaging 2.16. Employees remain satisfied with their current jobs despite other opportunities.

8- Regarding future job searches, 78.3% expressed disinterest, averaging 1.86. Employees are unwilling to seek new employment opportunities.

4.3. Difference Analysis of Scales with Demographic Variables

Table 5: Analysis of Differences in Work Engagement, Fanaticism, and Turnover Intention Among Participants Based on Gender (t-test)

Gender		N	Average	Std. Deflection	Avg.Std. error	t	SD	p
Turnover Intention	Male	182	2.10096	,920824	.068256	2,456	345	.015
	Female	165	1.87197	,804066	.062596	2,473	344,526	.014

Through the analysis conducted, at the significance level of 0.05 or 95% confidence level, differences in work engagement levels and turnover intentions of the participants based on gender were examined using t-test. It was found that there was a significant difference in turnover intentions among participants based on gender at the 95% confidence level (t=2.456;

$p < 0.05$). Upon evaluating the source of this difference, it can be stated that turnover intentions were lower for male employees compared to female employees. Furthermore, no significant differences were found in work engagement and fanaticism levels of the participants based on gender ($p > 0.05$).

Table 6: ANOVA Analysis of Variance Tests Were Conducted to Examine Differences in Work Engagement and Turnover Intention Among Participants Based on Their Educational Background

Educational Status		sum of squares	df	avg squared	F	p.
Work Engagement	intergroup	9,550	3	3,183	4,598	.004
	In-group	237,452	343	.692		
	Total	247,002	346			

The analysis was conducted to determine whether there were differences in work engagement levels and turnover intentions among participants based on their educational background at the significance level of 0.05 or with 95% confidence. An F (ANOVA) test was utilized for this purpose. It was found that there was a significant difference in work engagement levels among participants based on their educational background ($F = 4.598$; $p < 0.05$). Further analysis using the Post Hoc Scheffe test revealed that there was a difference in favor of Associate's and Bachelor's degree holders compared to Master's degree holders. This suggests that participants with Associate's and Bachelor's degrees are more enthusiastically engaged and committed to their jobs. Additionally, it was determined that there were no significant differences in turnover intentions among participants based on their educational background ($p > 0.05$). Furthermore, it was found that there were no significant differences in work engagement and turnover intentions among participants based on their job title, marital status, and age ($p > 0.05$).

4.4. Examining of the Relationship Between Work Engagement and Turnover Intention

To determine whether there is a significant relationship between Work Engagement and Turnover Intention, Pearson correlation analysis was conducted. Subsequently, a regression analysis was performed to assess the strength of influence based on the resulting relationship.

Table 7. Analysis of the Relationship Between Work Engagement and Turnover Intention

Correlations

		Turnover Intention	Work Dedication	Fanaticism
Turnover Intention	Pearson Correlation	1		
	p			
	N	347		
Work Dedication	Pearson Correlation	-.469 **	1	
	p	,000		
	N	347	347	
Fanaticism	Pearson Correlation	-.290 **	.573 **	1
	p	,000	,000	
	N	347	347	347

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

The statistical analysis revealed a significant, negative, linear, and moderate-level relationship between work dedication behavior and turnover intention at a 99% confidence level ($r = -0.469$; $p = 0.000 < 0.01$). The existence of a relationship between work dedication behavior and turnover intention confirms the research hypothesis H₁. On the other hand, a statistically significant negative weak-level relationship was found between fanaticism behavior and turnover intention ($r = -0.290$; $p = 0.000 < 0.01$). These findings confirm hypothesis H₂ of the study.

4.5. Examination of the Impact Level of Work Dedication Behavior on Turnover Intention

Table 8. ANOVA and Coefficient of Determination Findings for the Linear Regression Model

	Sum of Squares	sd.	Squares Avg.	F	P.
Regression	58,178	1	58,178	97,500	,000
Mistake	205,862	345	.597		
Total	264,041	346			
R.	0.469	R squared	.220	Straight. R squared	.218

The linear regression model between work dedication behavior and turnover intention was examined. The adjusted R-square coefficient for the model was calculated as 0.218. This value indicates that 21.8% of turnover intention is influenced by work dedication behavior. This confirms hypothesis H₃, stating 'There is an effect of Work Dedication Behavior on Turnover Intention.' Accordingly, the linear regression model with the dependent variable (Y) Turnover Intention and the independent variable (X) Work Dedication Behavior is obtained as follows:
 $Y = 3.924 + 0.218 * X$

4.6. Examining the Effect Level of Fanaticism Behavior on Turnover Intention

Table 9. ANOVA and Coefficient of Determination Findings for The Linear Regression Model

	Sum of Squares	sd.	Squares Avg.	F	P.
Regression	22,276	1	22,276	31,788	,000
Mistake	241,764	345	,701		
Total	264,041	346			
R.	0.290	R squared	.084	Straight. R squared	.82

The impact level of Fanaticism Behavior on Turnover Intention was examined using a linear regression model. The adjusted R-square coefficient for the model was calculated as 0.082. This value indicates that 8.2% of the variability in turnover intention is influenced by fanaticism behavior. This confirms hypothesis H₄, stating 'There is an effect of Fanaticism Behavior on Turnover Intention.' Accordingly, the linear regression model with the dependent variable (Y) Turnover Intention and the independent variable (X) Fanaticism Behavior is obtained as follows: $Y = 3.924 + 0.218 * X$

Table 10. Examining The Effect of Work Dedication and Fanaticism Behavior on Turnover Intention with a Linear Regression Model.

Coefficients ^a

	Coefficients	Stand. Mistake	Std. Coefficients	t	P.
Still	3,969	.217		18,329	,000
Fanaticism	-.032	.058	-.032	-.546	.585
Work Dedication	-.467	.060	-.451	-7,768	,000

a. Dependent Variable: Turnover Intention

The coefficients of the linear regression model between dedication and fanaticism behavior and turnover intention are estimated and presented in Table 10. According to the obtained findings, the impact coefficients of fanaticism behavior on turnover intention were found to be statistically insignificant, while the coefficients of dedication behavior were statistically significant. According to the obtained model, dedication behavior has a negative effect on turnover intention. Thus, if turnover intention is denoted as Y, dedication behavior as X₁, and fanaticism behavior as X₂, the linear regression model is derived as follows:

$$Y = 3.969 - 0.451 * X_1 - 0.032 * X_2.$$

Dedication behavior influences turnover intention negatively, linearly, and moderately by 45%. In this context, Hypothesis 5, stating that the impact of dedication and fanaticism behavior on turnover intention is different, is confirmed. This is because the combined effect of dedication and fanaticism behavior on turnover intention reduces from 8% to 3%, which is very low (close to zero).

5. RESULT AND DISCUSSION

The judicious selection, cultivation, and enrichment of human capital, coupled with efforts to bolster their allegiance to their roles and organizational affiliations, represent pivotal areas of focus for organizational leaders intent on harnessing human resources effectively. Managers of forward-thinking enterprises evince a keen interest in this domain, keeping abreast of scholarly investigations that shed light on pertinent issues. This study delves into the dynamic interplay between employees' work engagement and their propensity to leave their positions, within the purview of private banking institutions operating in the Southeastern Anatolia region in Turkey. The ensuing discourse elucidates the ramifications of work engagement on turnover intention. The empirical analysis has yielded the following insights:

Predominantly, it was ascertained that the demographic profile of bank personnel, chiefly categorized within the youthful cohort aged 21 to 40, constitutes 92.5% of the workforce. Such a demography underscores the prevalence of youthful demographics within banking institutions. Given the exigencies of the banking sector, it can be posited that institutions tend to favor dynamic, youthful, and enthusiastic individuals.

A gender-based analysis revealed discernible disparities in turnover intentions, with male employees exhibiting a higher inclination towards turnover compared to their female counterparts. This observation underscores a gender-based divergence in turnover intentions, with males manifesting a comparatively higher proclivity towards leaving their positions. Examination of the educational background variable unveiled a positive correlation between engagement and fanaticism among associates and bachelor's degree holders, with engagement and fanaticism diminishing as educational attainment surpasses this threshold. Additionally, no significant variations were noted in engagement, fanaticism behaviors, and turnover intentions across different titles, marital statuses, and age brackets.

Further analysis unearthed a moderately negative relationship between work engagement and turnover intention, with the former exerting a negative impact to the tune of 21.8%. Similarly,

a statistically weak negative correlation was observed between fanaticism behavior and turnover intention, affecting the latter negatively by 8%. These results are also compatible with other research results (Du Plooy & Roodt, 2010; Aslantas & Er, 2016; Xiong & Wen, 2020; Ozer & Aslantas 2023). These findings underscore the imperative for leaders and managers to meticulously cultivate relationships with their collaborators, fostering positive interactions to engender feelings of engagement and fanaticism. Such endeavors hold the potential to mitigate turnover intentions and foster a conducive environment for enhanced employee and organizational performance.

Given its scope, this study is poised to enrich future research endeavors seeking to unravel the intricate dynamics underlying the impact of work engagement and fanaticism behaviors on turnover.

REFERENCES

- Arı, S. G., Bal, H., Bal, E. Ç. (2010). İşe Bağlılığın Tükenmişlik Ve İşten Ayrılma Niyeti İlişkisindeki Aracılık Etkisi: Yatırım Uzmanları Üzerinde Bir Araştırma. *Süleyman Demirel Üniversitesi İktisadi Ve İdari Bilimler Fakültesi Dergisi*, C.15, S.3, 143-166.
- Aslantaş, M. (2016). Yetenek Yönetiminin İşe Adanma, Performans Ve İşten Ayrılma Niyetine Etkisi: Bankacılık Sektörü Örneği. Doktora Tezi. Dicle Üniversitesi Sosyal Bilimler Enstitüsü, Diyarbakır
- Aslantas, M. (2024). Yetenek Yönetimi İle Performans Arasındaki İlişki Üzerine Bir Araştırma. *Avrasya Sosyal Ve Ekonomi Araştırmaları Dergisi*, 11(1), 466-499.
- Aslantas, M. Er, M. (2016). Akademisyenlerin İşe Adanma Davranışı ile İşten Ayrılma Niyetlerinin Karşılaştırılması. *ERPA International Congresses on Education*, 536 - 550
- Barkhuizen, N., & Rothmann, S. (2006). Work Engagement Of Academic Staff In South African Higher Education Institutions. *Management Dynamics*, 15(1), 38-46
- Cho, S., Johanson, M. M., & Guchait, P. (2009). Employees İnten To Leave: A Comparison of Determinants Of İnten To Leave Versus İnten To Stay. *International Journal of Hospitality Management*, 28(3), 374-381.

- Çelik, M. Ve Çıra, A. (2013). Örgütsel Vatandaşlık Davranışının İş Performansı Ve İşten Ayrılma Niyeti Üzerine Etkisinde Aşırı İş Yükünün Aracılık Rolü. *Ege Akademik Bakış*. Cilt:13 • Sayı:1, 11-20.
- Du Plooy, J., & Roodt, G. (2010). Work engagement, burnout and related constructs as predictors of turnover intentions. *SA Journal of Industrial Psychology*, 36(1), 1-13.
- Fakunmoju, S., Woodruff, K., Kim, H. H., Lefevre, A., & Hong, M. (2010). Intention to leave A Job: The Role Of Individual factors, Jobtension, And supervisory support. *Administration İn Socialwork*, 34(4), 313-328.
- Kahn, W. A. (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. *Academy of Management Journal*; Dec,33-4, (692-724)
- Kang, H. J., Gatling, A., & Kim, J. (2015). The impact Of Supervisory Support On Organizational commitment, Career satisfaction, And turnover İntention For Hospitality Frontline Employees. *Journal Of Human Resources İn Hospitality & Tourism*, 14(1), 68-89.
- Kıngır, S., Mete, M., Aslantaş, M. (2016). İşgörenlerin İşe Adanma ve Fanatiklik Davranışı İle İşten Ayrılma Niyetlerinin Karşılaştırmalı Analizi. 2. International Congress on Economics and Business, ss: 1342 - 1353
- Koçel, T. (2014). İşletme Yöneticiliği, Beta Yayınları, İstanbul.
- Leiter, M. P., Bakker, A. B. (2010). Work Engagement: Introduction. A. B. Bakker, M. P. Leiter (Eds). *Work Engagement, A handbook of essential theory and research*. Psychology Press.(1-9)
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job Burnout. *Annual Review Of Psychology*, 52(1), 397-422.
- Ozer, C. & Aslantas, M. (2023). Comparison of Academicians` Work Engagement Behavior and Intentions to Turnover. *Eurasian Journal of Management & Social Sciences*, 4(2).
- Rainayee, R. A. (2013). Employee turnover intentions: Job stress or perceived alternative external opportunities. *International Journal Of Information, Business And Management*, 5(1), 48-59

- Schaufeli, W. B. (2014). What Is Engagement?. C. Truss, R. Delbridge, K. Alfes, A. Shantz, E. Soane (Ed.). (15-35). *Employee Engagement In Theory And Practice*. Routledge.
- Schaufeli, W.B., Bakker, A. (2003). UWES – Utrecht Work Engagement Scale, Preliminary Manual. *Utrecht: Occupational Health Psychology Unit, Utrecht University*
- Schaufeli, W. B., Salanova, M., Gonzalez-Roma, V., & Bakker, A. B. (2002). The Measurement Of Engagement And Burnout: A Two Sample Confirmatory Factor Analytic Approach. *Journal Of Happiness Studies*, 3(1), 71-92.
- Schaufeli, W. B.,& Bakker, A. B. (2004). Job Demands, Job Resources, and Their Relationship With Burnout And Engagement: A Multi-Sample Study. *Journal Of Organizational Behavior*, 25(3), 293-315.
- Sonnentag, S. (2003). Recovery, Work Engagement, And Proactive Behavior: A New Look At The Interface Between Nonwork And Work. *Journal Of Applied Psychology*, 88(3), 518-528.
- Saks, A. M. (2006). Antecedents And Consequences Of Employee Engagement. *Journal Of Managerial Psychology*, Vol. 21 Iss: 7, (600 – 619)
- Üstün, F. K., Doğan, S. (2014). Tükenmişlik Sendromunun Örgütsel Bağlılık Ve İşten Ayrılma Niyeti İle İlişkisi: Hizmet Sektörü Çalışanları Üzerine Ampirik Bir Araştırma. *Uluslararası Sosyal Arastirmalar Dergisi*. Cilt: 7 Sayı: 29 (573-587)
- Xiong, R., & Wen, Y. (2020). Employees' turnover intention and behavioral outcomes: The role of work engagement. *Social Behavior and Personality: an international journal*, 48(1), 1-7.