Personal, Role, Structural, Alternative and Affective Correlates of Organizational Commitment

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**Abstract:**
The generalizability of the correlates of organizational commitment is examined using two definitions of commitment. Personal, job, organizational, and labor market variables are examined in relation to organizational commitment and employee turnover. Results for Taiwan workers are generally similar to published studies of U.S. and Japanese workers, with some exceptions. The definition of organizational commitment does make a difference. Implications for commitment and turnover research are discussed.
Personal, Role, Structural, Alternative, and Affective Correlates of Organizational Commitment Among Chinese Workers

Abstract

Significant patterns of relationships among personal, role, structural, alternative, affective, and turnover variables and organizational commitment were found among a sample of employees from 11 industrial organizations in Taiwan, Republic of China. The pattern of results was generally similar to results in the literature for U.S. and Japanese workers. When alternative definitions of organizational commitment were examined, significant differences were noted. Implications for commitment theory and research are discussed.
Personal, Role, Structural, Alternative and Affective Correlates of Organizational Commitment Among Chinese Workers

Employee commitment to organizations has been the topic of considerable conceptual and empirical attention in recent years. However, relatively few studies have simultaneously evaluated individual, role, structural, and alternative variables thought to be related to organizational commitment. Also, relatively few studies have sought to evaluate the correlates and consequences of commitment in a non-Western culture. The present study seeks to contribute to the further understanding of organizational commitment by concurrently evaluating personal, investment, role, affective, alternative and structural variable correlates of commitment among employees and organizations in Taiwan, Republic of China. Relationships between alternative definitions of commitment and turnover also are examined.

An important issue in commitment research is, of course, its definition. A frequently used definition is that of Porter, Steers, Mowday, and Bolvian (1974):

"Organizational commitment may be defined as the relative strength of an individual's identification with and involvement in a particular organization. It can be characterized by at least three factors: 1) a strong belief in and acceptance of the organization's goals and values; 2) a willingness to exert considerable effort on behalf of the organization; and 3) a strong desire to maintain membership in the organization." (1974, p. 46)

This definition is the basis of the now widely used Organizational Commitment Questionnaire (OCQ), (Porter, et al., 1974).

The multidimensional nature of this definition is of potential concern since an overall commitment score may mask differences in components
Commitment

Staw, 1977; Mobley, Griffeth, Hand & Meglino, 1979). Conceptually, intentions to stay/leave may more directly reflect behavioral commitment (Farrell & Rusbult, 1981; Mobley, et al., 1979; Salancik, 1977; Staw, 1977) as it relates to job choice and job change behavior. The present study uses both the Porter et al. (1974) OCQ index of commitment and a withdrawal cognitions index of commitment in order to compare similarities and differences.

Steers, Mowday, and Porter (1981) and Mowday, Steers and Porter (1981) recently summarized the conceptual and empirical research on organizational commitment. Their reviews and integrations summarized personal, role, work experience, structural, and consequence variables associated with commitment. The hypotheses that follow are heavily dependent on their review.

In a separate analysis of the commitment literature, Farrell and Rusbult (1981) noted that much of the research on commitment has either explored the relationships among highly specific predictors of commitment or studied the relationship of commitment to one or more theoretical constructs, e.g. side bets or quality of exchange relationships (p. 79). Farrell and Rusbult (1981) seek to integrate the commitment literature through a model based on the social psychological exchange theory (Homans, 1961) and social interdependence theory (Kelley & Tribaut, 1978). They propose that commitment is a function of satisfaction, investments, and alternatives. Satisfaction is conceptualized as rewards minus costs relative to a comparison level and is positively related to commitment. Investments refer to resources "put into" the association or "side bets" (Becker, 1960; Salancik, 1977), e.g. length of service, acquisition of
non-portable skills, retirement programs. Investments are hypothesized to be positively related to commitment. Alternatives are hypothesized to be negatively related to commitment. Lack of alternatives and alternatives forgone are hypothesized to be positively related to commitment. The present study permits testing a number of the components of the Farrell and Rusbult model.

**Hypotheses**

Drawing on the recent reviews and conceptual developments of Mowday et al. (1981); Steers et al. (1981), and Farrell and Rusbult (1981), the following hypotheses are evaluated in the present study.

1. **Personal characteristics and investments** will be significantly related to commitment. Specifically, **age** and **tenure** will be positively related to commitment due to increased investments and fewer alternatives. **Education** will be inversely related to commitment due to higher expectations or comparison levels which are more difficult to meet and/or more attachment to a profession or trade rather than the organization. **Gender** is related to commitment with females exhibiting higher levels of commitment due to having had to overcome more obstacles, thus more investment, and fewer alternatives. **Personality variables including growth need strength and work-oriented central life interests** will be positively related to commitment since important needs are potentially met at work. An additional hypothesis following from Mobley et al. (1979) is that need for immediate gratification will be inversely related to commitment since individuals desiring immediate gratification are more likely to seek out or respond to short-term or highly visible rewards and alternatives.
2. **Role characteristics**, specifically task variety, task identity, task significance, feedback and autonomy will be positively related to commitment by increasing the involvement and intrinsic rewards available from the job.

3. **Structural correlates of commitment**, a relatively recent area of investigation, have exhibited no consistent relation with commitment (Steers et al., 1981; Stevens et al., 1978). The present study, without benefit of apriori hypotheses, will examine the effects of organization size, industry grouping, and occupational grouping on both commitment and correlates of commitment.

4. **Rewards-cost comparison**, as indexed by satisfaction with supervisor, group, pay, security, and growth, will be positively related to commitment. Further, since satisfaction is a present oriented evaluation, it is desirable to also measure a future oriented rewards-costs comparison, what Mobley et al. (1979) called expected utility of the present role. It is hypothesized that like satisfaction, expected utility (expected future satisfaction) with the present organization, will be positively related to commitment.

5. **Alternatives** are hypothesized to be inversely related to commitment. The role of alternatives is not well understood and may depend on when commitment is measured relative to a job choice or job change decision and the conditions surrounding that decision (Mowday et al., 1981; O'Reilly & Caldwell, 1980; Pfeffer & Lawler, 1980; Salancik, 1977). As a working hypothesis, the availability of attractive alternatives is expected to be inversely related to commitment since the visibility of attractive alternatives makes salient the shortcomings of the present job and, the lack of alternatives should lower comparison levels or expectations.
6. Cultural norms, Marsh and Mannari (1977) evaluated the hypothesis that "distinctive Japanese" norms and values of loyalty to one's organization, rather than more "universal" variables, e.g. pay, promotion, job autonomy, challenge, satisfaction, etc., can account for differences in lifelong commitment and turnover. They found, somewhat contrary to current wisdom, that, "The source of life-time commitment is not some generalized propensity of "Japaneseness," but rather a set of variables whose influences is not unknown in other societies" (1977, p. 66). The present study, based on organizations and employees in Taiwan, China, permits another test of the cultural generalizability of correlates of commitment and a basis for comparison with the Marsh and Mannari results.

METHOD

Subjects

A total of 913 employees from 11 industrial organizations in Taiwan, Republic of China served as the sample for this study. The employees included clerical (24%), blue collar production (69%), and supervisors, managers, and technical personnel (7%). The employees represented the electronics (53%), fiber (9%), pharmaceutical and cosmetics (13%) and motorcycle (25%) industries. The sample was 62% female, and at the mode, was 28 years of age, had three years tenure, and a high school education.

Measures

A survey measure and company turnover records served as the primary data sources. The survey included demographic data, Chinese translated
versions of the Organizational Climate Questionnaire (OCQ), (Porter et al., 1974) and the short version of the Job Diagnostic Survey (JDS), (Hackman and Oldham, 1975). The JDS scales were used for role dimensions, facet satisfaction, general satisfaction and growth need scores. The regular scoring procedures for the OCQ and JDS were used. Reliabilities for the JDS are reported in the results section; the OCQ reliability (alpha) was .88.

Additional scales assessed variables from the Mobley et al. (1979) turnover model. Withdrawal cognitions, (an alternative commitment index), were measured with a composite score from four items: thinking of quitting; intention to search; intention to quit this year, and possibility of going to another company within a year. Expected utility of the present role (expected further satisfaction) was measured with a composite score from two items: expected satisfaction if you stay with this company one more year; personal optimism if you stay with this company. Expected utility of alternatives was measured with a composite score from two items: chances of finding a new attractive job; ease of finding a new attractive job.

Centrality of work was assessed with a question asking the proportion of life satisfaction obtained from the work role. Tolerance for delayed gratification was measured with a composite score from three items: preference for high immediate pay versus a secure job; preference for a satisfying job now versus a secure job; time horizon in personal planning. Finally, labor market experience was measured with a composite score from two items: number of previous employers; frequency of looking for other jobs. Verbally anchored five point scales were used for all questions other than the OCQ and JDS. Reliability estimates (alpha) are given in the results section.
Voluntary turnover data were collected for a period of nine months after the survey data were collected. Turnover was coded 1=quit; 0=stay. The turnover for the nine month period was 16%.

Procedure

Scales were translated into Chinese and verified by faculty and graduate students from National Taiwan University. Administration of the survey was conducted by Chinese faculty and students. Of the 1,300 surveys administered, 913 were complete and could be matched with company turnover records.

RESULTS

Personal Variables

The personal correlates of commitment are given in Table 1. Zero-order and multiple correlations are given using both the Organizational Commitment Questionnaire (OCQ), (Porter et al., 1974), and the withdrawal cognition index of commitment. Age and sex were the strongest demographic correlates OCQ commitment. Males rather than females exhibited higher commitment. Centrality of work and growth need strength were more strongly related to OCQ commitment than were the demographic variables. Labor market experience was, as predicted, negatively related to OCQ commitment. When OCQ commitment was submitted to stepwise regression, the $R^2$ was .40 with centrality of work, growth need strength, labor market experience, and age assuming the strongest weights.

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Insert Table 1 About Here

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Since the withdrawal cognitions measure of commitment is scored in the direction of the intent to leave, correlations assume the opposite sign from correlations involving OCQ commitment, i.e. higher withdrawal cognitions reflect lower commitment. The pattern of correlations between the personal variables and withdrawal cognitions was similar to the OCQ correlations with the exceptions that growth need strength and centrality of work were less strongly related and labor market experience was the strongest personal correlate of withdrawal cognitions. The stepwise regression for withdrawal cognitions results in an $R^2$ of .27, significantly lower than the OCQ, with labor market experience, centrality of work, and age receiving the strongest weights.

Role Characteristics

Table 1 also gives the correlations and stepwise regressions for role characteristics with both the OCQ and withdrawal cognitions measures of commitment. All role characteristics were significantly correlated with both criteria, the correlations with OCQ being generally higher.

The regression analysis with OCQ resulted in $R^2$ of .21 with task identity, dealing with others, skill variety, and autonomy exhibiting the strongest weights. The regression with withdrawal cognitions resulted in an $R^2$ of .12 with four of the same variables as in the OCQ regression assuming the strongest, although weaker, weights.

The job motivation potential score, a composite from the Job Diagnostic Survey role characteristic dimensions, was significantly related to both OCQ commitment and withdrawal cognitions.
Structural Variables

One-way ANOVA's were conducted, using organization, industry classification, company size (employees), and position classification. Significant effects were found for each variable using either criteria, Table 2. When a-posteriori contrasts, using Scheffe's test, were conducted, it was found that three organizations were responsible for the majority of the significant pairwise interorganizational contrasts on OCQ and that one organization accounted for the majority of the significant pairwise interorganizational contrasts on withdrawal cognitions.

When industry classifications were contrasted, electronics exhibited the lowest average OCQ commitment and highest withdrawal cognitions; manufacturing the highest OCQ commitment and lowest withdrawal cognitions. When company size was contrasted, companies with less than 1,000 employees had the lowest OCQ commitment and highest withdrawal cognitions. The contrasts on position classification revealed that the clerical group had significantly higher OCQ commitment and lower withdrawal cognitions than the blue collar or supervisor/manager groups.

In order to assess the joint effects of the structural variables, a 2X2X3 ANOVA was conducted. To insure adequate cell size; industry classification was divided into electronics and other; size was divided into less than and greater than 1,000 employees; and the position classification remained clerical, blue collar, and supervisor/manager. The results are given in Table 3.
Using OCQ commitment as the criterion, significant main effects for industry and size, and industry by size and size by position interactions were found. Companies in the electronics industry had the lowest average OCQ commitment; smaller companies and blue collar workers in smaller companies had the lowest average OCQ commitment scores. The overall F was significant, p < .01, and the $R^2$ was .14. The same main effects but no interactions were found for withdrawal cognitions, $R^2 = .10$, p < .01.

**Affective Correlates**

The correlations between the two commitment measures and job facet satisfaction, general job satisfaction, life satisfaction, and expected utility of the present job (expected future satisfaction) are given in Table 4. Satisfaction with supervision was the strongest job facet satisfaction correlate of both commitment measures. General job satisfaction was more strongly correlated with both commitment measures than were any of the facet satisfactions. As would be expected, general job satisfaction was more strongly related to commitment than was life satisfaction. The Mobley *et al.* (1979) index of expected utility of the present job, i.e., expected future satisfaction with the present employer, was as strongly correlated with both commitment measures as was present job satisfaction.
Alternatives and Turnover

Also presented in Table 4 are the correlations between the two commitment measures and expected utility of alternatives, turnover, and the two commitment measures themselves. Expected utility of alternatives was not significantly related to OCQ commitment but was significantly related to withdrawal cognitions. Both commitment measures were significantly, but rather weakly, related to turnover with withdrawal cognitions exhibiting the stronger correlation. Finally, the correlation between the two commitment measures was -.61.

Multivariate Analysis

Multiple regression was used to assess the contribution of various categories of variables to commitment. To simplify the analysis general satisfaction rather than all facet satisfactions, and the Job Diagnostic Survey motivation potential score, rather than the individual role characteristic scores, were used. For the purpose of this paper, a stepwise regression analysis was used. The results, using both the OCQ and withdrawal cognition indexes of commitment are presented in Table 5. The stepwise regression for OCQ commitment resulted in an $R^2$ of .62 with expected utility of the present job, job satisfaction, growth need strength, centrality of work, organization size, age, and labor market experience assuming significant weights. The stepwise regression for withdrawal cognitions resulted in an $R^2$ of .52 with expected utility of the present
job, job satisfaction, organization size, expected utility of alternatives, labor market experience, age and delayed gratification assuming significant weights.

**DISCUSSION**

The personal correlates of commitment were generally, but not completely, consistent with the Steers' et al. (1981) review. Age and tenure were related to commitment in the predicted direction, perhaps reflecting greater investment and fewer alternatives. However, unlike the Steers' et al. (1981) review, females had lower commitment than males and the higher the education the higher the commitment. The positive relationships between commitment, centrality of work, and growth need strength are consistent with previous research (Dubin et al. 1975; Steers et al., 1981). The R^2's for personal characteristics and commitment are similar, but slightly higher than those reported by Steers (1977). Clearly individual differences help explain commitment among Chinese as well as U.S. workers.

The role characteristics were significantly related to commitment although the R^2's were slightly lower than those reported by Steers (1977). Task identity, skill variety, and autonomy, through increased investment, involvement and/or intrinsic reward, contribute to commitment among the Chinese workers sampled in a manner apparently similar to U.S. workers.

The present study adds to the recent focus on structural correlate of commitment. Not only were there significant differences in commitment across organizations, there were differences by industry, size, and occupational grouping. The relatively lower commitment in the electronics industry and among blue collar workers may be attributable to the lower job
scope. The lower commitment in the smaller companies may be attributable to a less adequate exchange via poorer reward systems and less well developed personnel systems. It is clear that structural variables have direct and indirect effects on commitment.

The affective correlates of commitment were quite strong, as would be predicted from Steers et al. (1981) and Marsh and Mannari (1977). The fact that job satisfaction was a significantly stronger correlate of commitment than life satisfaction adds to the validity of conceptualizing commitment as a work related rather than generalized construct.

The finding that expected utility of the present job (expected future satisfaction) was significantly related to commitment and added unique variance in the regression analysis is important. This finding supports the Mobley et al. (1979) contention that both present satisfaction and expected future satisfaction are related to commitment and withdrawal. Further, the fact that expected utility of alternatives was significantly related to withdrawal cognitions in both the bivariate and multiple regression analyses, affirms the potential importance of factors external to the organization, like alternatives, in commitment research (Farrell & Rusbuilt, 1981; O'Reilly & Caldwell, 1980; Pfeffer & Lawler, 1980).

The multiple regression analysis was generally consistent with the Steers et al., (1981) review and the Marsh and Mannari (1977) results. Organizational commitment among Chinese workers was influenced by personal, structural, role and affective variables. In the case of withdrawal cognitions, alternatives also added unique variance.

The correlations between turnover and the two definitions of commitment, -.13 and .18, are at the lower end of the distribution reported
in the literature (see e.g. Steers et al., 1981; Mobley, et al., 1979). However, the results are very similar to the Japanese results reported by Marsh and Mannari (1977) who used a measure closer to the withdrawal cognitions definition and found a Tau-b of -.13, and to the Steers (1977) -.17 correlation for U.S. hospital employees using the OCQ measure. Commitment does help explain turnover among Chinese workers although considerable variance remains unexplained.

The Porter et al. (1974) OCQ definition of commitment is clearly broader than the withdrawal cognitions definition since it includes goal identification, effort, and continued membership dimensions. The withdrawal cognitions definition focuses on the continued membership definition. The correlation between these two definitions of commitment indicates the importance of the definition since only 38% common variance was found. Further, the regression analyses indicated that the two definitions had both common and unique predictors. For example, expected utility of the present job, current job satisfaction, organization size, and age contributed to the explanation of both definitions of commitment. However, growth need strength and centrality of work contributed unique variance only to the OCQ definition while expected utility of alternatives and delayed gratification contributed unique variance to only the withdrawal cognitions measure of commitment. Further, the withdrawal cognitions measure was a significantly better predictor of turnover than was the OCQ measure, in statistical if not practical terms (the former accounted for some 1.6% more variance in turnover than did the latter). The conceptual and operational definition of commitment does make a difference, conceptually and empirically.
Using a commitment measure similar to the withdrawal cognitions measure used here, Farrell and Rusbult (1981) reported correlations of .67 with satisfaction, -.21 with alternatives, and .27 with investments, and $R^2$ of .51. The present study found correlations with withdrawal cognitions of: -.58 with satisfaction, .17 with alternatives; and -.26 and -.13 with age and tenure surrogates for investments. The $R^2$ of .52 in the present study was weighted by these three variables (along with expected future satisfaction, size, and delayed gratification). The present results are generally consistent with the Farrell and Rusbult model.

**CONCLUSIONS**

The results are generally supportive of the cross national generalizability of the correlates of organizational commitment. Marsh and Mannari's (1977) conclusion that commitment among Japanese workers was based more on universal rather than culture specific factors would also appear to extend to this sample of Chinese workers.

The results demonstrate that alternative definitions of commitment, although sharing some common predictors, also have unique predictors. Finally, this study demonstrates the potential relevance of the relatively infrequently studied structural, expected future satisfaction, and alternative variables to the understanding of commitment.

The present study, although using a predictive design with respect to turnover, does not directly address the relative efficacy of an attitudinal or a behavioral approach to commitment (Salancik, 1977; Steers et al., 1981; Staw, 1977) nor the temporal process by which commitment develops and changes (Mowday et al., 1981). Future research on both issues, including research in a variety of cultures, continues to be needed.
REFERENCES


Footnotes

1. Data for this study were collected while the first author was a Senior Fulbright Scholar under the sponsorship of the Foundation for Scholarly Exchange in the Republic of China. Data collection was supported by a grant from the Pacific Cultural Foundation. Data analysis was supported by the Office of Naval Research, N00014-81-K0036, NR170-925. Appreciation is expressed to Rebecca Baysinger and Carlos Ravello for assistance in data analysis.

2. Requests for reprints should be forwarded to W.H. Mobley, College of Business Administration, Texas A&M University, College Station, TX 77843.
Table 1
Personal and Role Correlates of Commitment

<table>
<thead>
<tr>
<th>Variable</th>
<th>Reliability^a</th>
<th>OCQ Commitment Beta^e</th>
<th>Withdrawal Cognitions Beta^e</th>
</tr>
</thead>
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<tr>
<td></td>
<td></td>
<td>r</td>
<td>Beta</td>
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<tr>
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<tr>
<td>Personal Characteristics</td>
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<td>Age</td>
<td>-</td>
<td>.28</td>
<td>.16**</td>
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<tr>
<td>Sex^b</td>
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<td>-.27</td>
<td>-.08**</td>
</tr>
<tr>
<td>Dependents</td>
<td>-</td>
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<td>.06*</td>
</tr>
<tr>
<td>Education</td>
<td>-</td>
<td>.18</td>
<td>.03</td>
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<tr>
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<td>.12</td>
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<td>Labor Market Experience</td>
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<td>-.20**</td>
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<td>Personality</td>
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<td>Growth Need Strength</td>
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<td>.30**</td>
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<td>.17</td>
<td>.08*</td>
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<td>Centrality of Work</td>
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<td>.36**</td>
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<td>R^2</td>
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<td></td>
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<td>.40**</td>
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<td>Role Characteristics^c</td>
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<td>Skill Variety</td>
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<td>.17**</td>
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<td>Task Significance</td>
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<td>Autonomy</td>
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<td>Feedback from Job</td>
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<td>R^2</td>
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<tr>
<td>Job Motivation Potential</td>
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<td>.77</td>
<td>.43</td>
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Notes:  
a. Reliability - coefficient alpha  
b. Sex Coded 1 = male; 2 = female  
c. From Job Diagnostic Survey (Hackman and Oldham, 1975)  
d. N = 913; r ≥ .065, p < .05, r ≥ .085, p < .01  
e. df. for Beta's = 1, 903; **p < .01, *p < .05
Table 2

One-way Analyses of Variance of Commitment as a Function of Organization, Industry Classification, Size, and Position Classification

<table>
<thead>
<tr>
<th>Variable</th>
<th>df</th>
<th>DCQ Commitment</th>
<th>Withdrawal Cognitions</th>
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<td>Mean</td>
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<td><strong>Organization</strong></td>
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<td><strong>Industry Classification</strong></td>
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<td>20.05</td>
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<td>10.12</td>
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<td>Pharmaceuticals, Cosmetics</td>
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<tr>
<td>Fibers</td>
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<tr>
<td>Motorcycle</td>
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<td><strong>Company Size, Employees</strong></td>
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Notes: N=913

**p < .01
Table 3

Analysis of Variance of Commitment by Industry Classification, Organization Size, and Position Classification

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<thead>
<tr>
<th>Source</th>
<th>df</th>
<th>OCQ Commitment</th>
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<th>Withdrawal Cognition</th>
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<td>MS</td>
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<td>Industry Classification</td>
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<td>38.24**</td>
<td>190.03</td>
<td>18.44**</td>
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<td>Organization Size</td>
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<td>46.98**</td>
<td>366.03</td>
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<td>Position Classification</td>
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<td>7.03**</td>
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<tr>
<td>Size X Position</td>
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<td>1.93</td>
<td>6.12**</td>
<td>13.04</td>
<td>1.27</td>
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<td>Industry X Size X Position</td>
<td>2</td>
<td>0.50</td>
<td>1.58</td>
<td>26.21</td>
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<td>Explained</td>
<td>11</td>
<td>4.83</td>
<td>15.31**</td>
<td>1.07</td>
<td>10.47**</td>
</tr>
</tbody>
</table>

R^2 = .14

Notes:  ** p < .01  
  a. Industry classification dichotomized into electronics industry and others.  
  b. Organization size dichotomized into less than and greater than 1000 employees.  
  c. Position classification trichotomized into clerical, blue collar, and supervisor-manager.
Table 4
Affective, Alternative, and Turnover Correlates of Commitment

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>SD</th>
<th>Reliability^a</th>
<th>Correlations with:</th>
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<tbody>
<tr>
<td></td>
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<td></td>
<td>OCQ</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Withdrawal Cognitions</td>
</tr>
<tr>
<td>Job Facet Satisfaction^c</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pay</td>
<td>3.88</td>
<td>1.33</td>
<td>.76</td>
<td>.45</td>
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<tr>
<td>Security</td>
<td>4.76</td>
<td>1.26</td>
<td>.53</td>
<td>.44</td>
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<tr>
<td>Social</td>
<td>4.91</td>
<td>1.04</td>
<td>.59</td>
<td>.41</td>
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<tr>
<td>Supervision</td>
<td>4.66</td>
<td>1.17</td>
<td>.72</td>
<td>.60</td>
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<tr>
<td>Growth</td>
<td>4.50</td>
<td>1.13</td>
<td>.73</td>
<td>.51</td>
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<tr>
<td>General Job Satisfaction</td>
<td>4.31</td>
<td>1.38</td>
<td>.79</td>
<td>.69</td>
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<tr>
<td>Life Satisfaction</td>
<td>3.44</td>
<td>0.72</td>
<td>--</td>
<td>.28</td>
</tr>
<tr>
<td>Expected Utility-Present Job</td>
<td>6.49</td>
<td>1.39</td>
<td>.72</td>
<td>.67</td>
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<tr>
<td>Expected Utility-Alternatives</td>
<td>6.26</td>
<td>1.41</td>
<td>.70</td>
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<tr>
<td>Withdrawal Cognitions</td>
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<td>3.39</td>
<td>.85</td>
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<td>Turnover^d</td>
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<td>--</td>
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<td>.18</td>
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</table>

Notes:  
^a. Coefficient Alpha  
^b. N = 913; r > .065, p < .05; r > .085, p < .01  
^c. From Job Diagnostic Survey  
^d. Turnover coded 0 = stay; 1 = voluntary turnover
Table 5
Stepwise Multiple Regressions of Organizational Commitment with Personal, Role Structural, Affective, and Alternative Variables

<table>
<thead>
<tr>
<th>Variable</th>
<th>OCQ Commitment</th>
<th>Withdrawal Cognitions</th>
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<tbody>
<tr>
<td></td>
<td>ΔR² Beta</td>
<td>ΔR² Beta</td>
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<tr>
<td>Expected Utility Present Job</td>
<td>.45 .33**</td>
<td>.36 -.35**</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>.10 .30**</td>
<td>.08 -.27**</td>
</tr>
<tr>
<td>Growth Need Strength</td>
<td>.03 .12**</td>
<td>.04</td>
</tr>
<tr>
<td>Centrality of Work</td>
<td>.01 .11**</td>
<td>-.01</td>
</tr>
<tr>
<td>Organization Size</td>
<td>.01 .07**</td>
<td>.01 -.08**</td>
</tr>
<tr>
<td>Age</td>
<td>.01 .05*</td>
<td>.01 -.07**</td>
</tr>
<tr>
<td>Labor Market Experience</td>
<td>.01 -.09**</td>
<td>.03 .16**</td>
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<tr>
<td>Industry Classification</td>
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<td>-.03</td>
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<tr>
<td>Dependents</td>
<td>.04</td>
<td>.02</td>
</tr>
<tr>
<td>Delayed Gratification</td>
<td>.03 .01</td>
<td>-.07**</td>
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<td>Job Motivation Potential</td>
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<td>-.03</td>
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<tr>
<td>Tenure</td>
<td>-.02</td>
<td>01</td>
</tr>
<tr>
<td>Expected Utility of Alternative</td>
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<td>.16**</td>
</tr>
<tr>
<td>Education</td>
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<td>-.01</td>
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<tr>
<td>Occupational Classification</td>
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<td>.04</td>
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<tr>
<td>Sex</td>
<td>-.01</td>
<td>-.01</td>
</tr>
</tbody>
</table>

R² = .62
F, equation 91.18** 60.52**
df 16:896 16:896

Notes: ΔR² = Increase when that variable added to equation in stepwise fashion
b. Beta's standardized regression coefficients:
   df = 1:896, ** = p < .01; * = p < .05
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MANDATORY

Defense Technical Information Center
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Selection and Preliminary Cataloging Section
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Alexandria, VA 22314

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Science and Technology Division
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Arlington, VA 22217

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Naval Material Command
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