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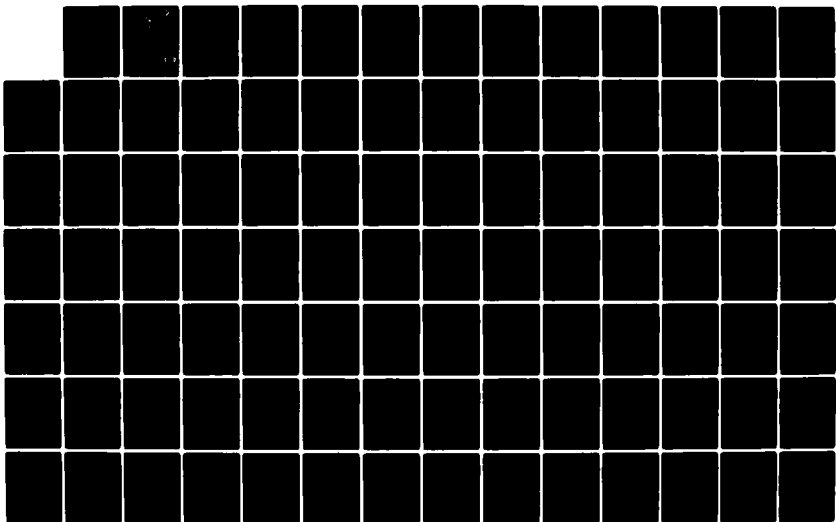
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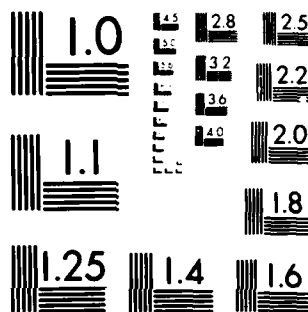
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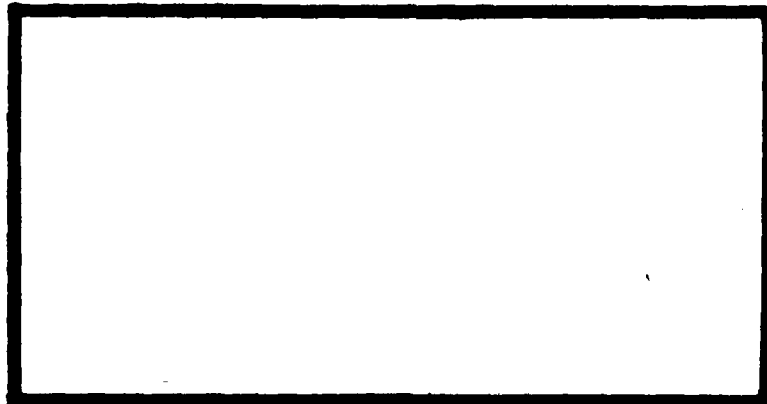


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A PROCESS MODEL OF ORGANIZATIONAL
COMMITMENT AND JOB INVOLVEMENT

Kevin F. Donnelly, 2Lt, USAF
Stuart D. Hartford, 2Lt, USAF

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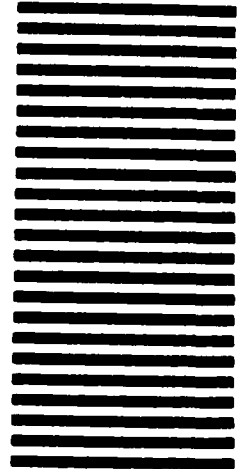
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An integrative model which included antecedent and outcome variables was developed for the study of organizational commitment and job involvement. Antecedent variables were grouped into the four categories of personal-demographic characteristics, personal-psychological characteristics, work experiences and job characteristics. As a set, seven variables from all four categories were significant in explaining 40.8 percent of the variance in organizational commitment. One variable each from the job characteristics category and the work experiences category together were significant in explaining 22.7 percent of the variance in job involvement. As a group, work experiences were more closely related to organizational commitment and job characteristics were more closely related to job involvement. Work outcome variables examined were intent to remain, perceived self-performance, and perceived self-effort. Organizational commitment emerged as a better predictor of each of these than job involvement. Overall, the model was more valuable in depicting the antecedents and outcomes of organizational commitment than in depicting the antecedents and outcomes of job involvement.

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A PROCESS MODEL OF ORGANIZATIONAL
COMMITMENT AND JOB INVOLVEMENT

A Thesis

Presented to the Faculty of the School of Systems and Logistics
of the Air Force Institute of Technology

Air University

In Partial Fulfillment of the Requirements for the
Degree of Master of Science in Engineering Management

By

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September 1982

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This thesis, written by

Second Lieutenant Kevin F. Donnelly

and

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has been accepted by the undersigned on behalf of the faculty of the School of Systems and Logistics in partial fulfillment of the requirements for the degree of

MASTER OF SCIENCE IN ENGINEERING MANAGEMENT

DATE: 29 September 1982

Robert P. Steel

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TABLE OF CONTENTS

	Page
ACKNOWLEDGMENTS	iii
LIST OF TABLES	viii
LIST OF FIGURES	ix
 CHAPTER	
1. INTRODUCTION	1
Overview	1
Relationships With Job Satisfaction	2
Organizational Commitment and Job Involvement	3
Problem Statement	4
Antecedents and Outcomes	4
Antecedent Relationships	5
Outcome Relationships	7
Scope	8
Research Objectives	9
2. LITERATURE REVIEW	11
Introduction	11
Organizational Commitment	12
The Steers Model	13
Correlates of Organizational Commitment	16
Personal characteristics	16
Work experiences	18

CHAPTER	Page
Job characteristics	18
Outcome relationships	19
Job Involvement	20
Conceptual Views of Job Involvement . . .	21
Antecedents of Job Involvement	23
Personal characteristics	23
Work experiences	26
Job characteristics	26
Personal-psychological characteristics	27
Outcomes of Job Involvement	27
The Integrative Model of Wiener and Vardi	28
A Synthesized Model of Organizational Commitment and Job Involvement	30
Justification of Variable Placement	32
Research Hypotheses	34
3. METHOD	36
Introduction	36
Sample	36
Measures	37
Personal-demographic variables	37
Job characteristics	37
Work experiences	38
Personal-psychological factors	40
Organizational commitment	41

CHAPTER	Page
Job involvement	41
Outcomes	42
Data Collection Procedures	43
Data Analyses	43
Bivariate correlation analysis	44
Multiple linear regression	44
4. RESULTS	47
Introduction	47
Model Antecedents	47
Antecedents of Organizational Commitment	47
Antecedents of Job Involvement	49
Simple Correlations	49
Individual Importance of Antecedent Variable Groupings	54
Relative Importance of Antecedent Variable Groupings	55
Work Outcomes	57
5. DISCUSSION	61
Introduction	61
Antecedents	62
Outcomes	65
The Model	68
Directions for Future Research	69
Limitations	71
Recommendations	72

	Page
APPENDIX A: MEASURE	74
APPENDIX B: POPULATION DEMOGRAPHICS	85
SELECTED BIBLIOGRAPHY	90
A. REFERENCES CITED	91
B. RELATED SOURCES	93

LIST OF TABLES

Table		Page
1	Correlations Between Organizational Commitment and Antecedent and Outcome Variables From Previous Studies	17
2	Correlations Between Job Involvement and Antecedent and Outcome Variables From Previous Studies	24
3	Internal Consistency Reliabilities for Job Characteristic Variables	38
4	Regression of Antecedent Variables With Organizational Commitment	48
5	Regression of Antecedent Variables With Job Involvement	49
6	Intercorrelation Matrix	50
7	Regression Results Between Individual Antecedent Groupings and Organizational Commitment and Job Involvement	55
8	Unique Variance Explained in Job Involvement and Organizational Commitment by the Antecedent Variable Groups	56
9	Regression Results Employing Organizational Commitment and Job Involvement as Predictors of Work Outcome Variables	59

LIST OF FIGURES

Figure		Page
1	Steers' Model of Antecedents and Outcomes of Organizational Commitment	14
2	The Wiener and Vardi Model of Commitment Types and Behavioral Outcomes	29
3	A Process Model of Antecedents and Outcomes of Organizational Commitment and Job Involvement	31

CHAPTER 1

INTRODUCTION

Overview

Turnover, performance, and effort are job behaviors that play a central role in determining the overall effectiveness of an organization. A high rate of turnover increases the cost of replacement and prevents the establishment of a career work force with the desired proficiency and experience necessary for a smooth running organization (12:1). Turnover in the Department of Defense is a recurring concern vocalized by the Air Force Chief of Staff General Lew Allen, Jr., in "The Air Force Policy Letter for Commanders" on 1 February 1979:

The signs of a retention problem are clear and troubling. We have compounded the problem ourselves with sometimes poorly focused management efforts and pressure to compensate for force reductions and to support increased readiness by working long hours. We've pushed our people hard. To some extent, we may have lost the vital balance between concern for the task and concern about the individual The job of defense will continue to demand hard work, but I do not think hard work is at the root of the problem [12:3].

General Allen has alluded to "poorly focused management efforts" as part of the retention problem. Managers should be interested in those variables affecting a person's intent to leave so that constructive changes may be made to either

reverse the employee's decision or prevent termination by others for similar reasons in the future.

Attention should also be focused on those factors related to effort and performance to insure maximum attainment of organizational goals. Currently, there is much concern over the declining productivity growth rate of the American worker and the related problems of reduced efficiency and effectiveness. At the same time, the high cost of doing business has forced the management of many organizations to adopt a "do more with less" philosophy in order to survive. The Air Force and other services have felt this same need in trying to provide adequate national defense in the face of uncertain funding levels from Congress. For managers operating in these restrictive environments, insight into the determinants of effort and performance may help to improve efficiency and maintain the effectiveness and mission fulfillment of the organization.

Relationships With Job Satisfaction

Considerable work has linked the various facets of job satisfaction to turnover and performance. Most studies on turnover have supported the expected outcome that lower levels of satisfaction characterize those who leave or those who intend to leave an organization. This relationship, though consistent in direction, has proven to be moderate at best. In a literature review published in 1979, Mobley, Griffeth, Hand, and Meglino (13:Table 2) reported an average

correlation of -0.23 for ten studies relating job satisfaction and turnover. The same review reported that the amount of variance in turnover accounted for by satisfaction has been consistently less than 14 percent (13:497). A satisfaction-performance relationship has proven even more elusive. Albanese (1:325) reports that a review of 155 studies failed to show strong satisfaction and performance relationships and that another review of 23 field studies concluded that satisfaction explained less than 2 percent of the variance in job performance.

Organizational Commitment and Job Involvement

Attempts to more accurately predict behavioral criteria using attitudinal predictors have led researchers to explore alternatives to job satisfaction. Two promising constructs are organizational commitment and job involvement. Organizational commitment is defined as the relative strength of an individual's identification with and involvement in a particular organization (18:604). Organizational commitment has been suggested as a superior approach to predicting turnover intentions because it reflects feelings more relevant to the source of organizational turnover (i.e., the organization) (17:88). When an employee quits, all formal ties to the organization are severed. However, such action does not necessarily imply dissatisfaction with the job because the same job may be assumed in another organization. Thus, it is possible that an employee who is highly satisfied

with his or her job quits due to rejection of the organization. In short, turnover behavior implies rejection of the organization but not necessarily rejection of the job. In this light, organizational commitment is perhaps a more useful predictor of turnover (6:25-26; 17:88).

Job involvement is defined as the degree to which the job is a "central life interest" or major source of satisfaction of personal needs (21:213). Rabinowitz and Hall (19:Table 1) reviewed the job involvement literature and reported evidence that a stronger relationship usually held for job involvement and turnover than was the case for satisfaction-turnover relationships. The construct may have even greater value as a predictor of effort and performance. Wiener and Vardi (26:81) have reported a definite relationship between involvement and effort and performance although other research has tended to yield mixed results when relating these constructs.

Problem Statement

Antecedents and Outcomes

Previous research has investigated the relationships of several different variables with both organizational commitment and job involvement. These variables fall into two broad categories that reflect the nature of the hypothesized relationships. First are the antecedent variables which are those that are presumed to have an impact in

determining levels of commitment and involvement. Antecedent variables may be further categorized as personal-demographic characteristics, personal-psychological characteristics, job characteristics and work experiences (20; 23:47). The second broad category of variables contains the hypothesized outcomes of commitment and involvement. The ultimate utility of commitment and involvement rests on their ability to predict outcome variables. In this study, self-rated job performance, self-rated effort and intent to remain (a surrogate measure of turnover) were investigated as outcomes of involvement and commitment.

Recent studies of commitment and involvement have failed to develop a comprehensive model integrating the antecedents and outcomes of both constructs. Most individual studies have focused on fragments of the total picture. Yet there are reasons for suspecting some similar developmental processes and behavioral consequences for the constructs (19; 20; 23; 26). An integrative model could advance study of commitment and involvement by highlighting similarities and differences. This paper describes development and test of a model that integrates antecedents and outcomes of organizational commitment and job involvement.

Antecedent Relationships

Although separate studies have identified significant relationships between antecedent variables and organizational commitment and job involvement, no study uncovered in the

literature attempted to use an integrative model to analyze both constructs simultaneously. A multivariate approach is necessary to identify those variables that are significant in determining both organizational commitment and job involvement. An analysis of this type can determine whether the same or different variables predict the constructs and therefore help to clarify their conceptualization.

Further efforts are also needed to include a greater range of antecedent variables in a multivariate analysis of commitment and involvement. By increasing the spectrum of antecedents, a more representative subset of antecedents may then be isolated. Multivariate procedures may be employed to select significant variables from a group of candidates on the basis of the relative amount of variance explained in the criterion variable. In this way, a streamlined group of predictor variables may be isolated. Managers in organizations can focus on these variables as leverage points to increase organizational commitment and job involvement (11: 281).

Multivariate analysis would also aid in determining which types of antecedent variables (e.g., personal-demographic, job characteristics, work experiences, personal-psychological) are most important in determining commitment and involvement. Whereas previous research suggests that several of the same types of variables shape commitment and involvement (20; 23), the relative importance of these

groupings of antecedents in determining levels of commitment and involvement cannot be ascertained without a joint test. The total variance explained in commitment and involvement by the groups of antecedent variables may be used to rank the types of antecedents in terms of their importance in shaping commitment and involvement.

Outcome Relationships

The relationships between commitment and involvement and the work outcome variables are also not completely understood. While Steers (23:Table 3) has found support for a commitment-intent to remain relationship, and Rabinowitz and Hall (19:Table 1) have found support for an involvement-turnover relationship, studies using commitment and involvement to predict job performance and effort have been less successful. Saal (20:Table 2) found that job involvement was not significantly correlated with effort/motivation or overall job performance. Similarly, Steers (23:Table 3) found that overall performance was not a significant correlate of organizational commitment. These studies suggest that organizational commitment and job involvement may not be useful for predicting effort and performance. However, Wiener and Vardi (26:92) found job commitment (i.e., job involvement) to be significantly associated with indices of effort and performance effectiveness. Clearly, additional research is needed to more fully clarify these relationships.

Finally, more research is needed to determine how organizational commitment and job involvement act together to determine outcomes. Since the majority of past studies have dealt exclusively with either commitment or involvement, little is known as to how both constructs perform jointly as predictors of turnover and job performance criteria. Wiener and Vardi (26:82) have noted that an individual experiences simultaneously varying degrees of commitment toward different aspects of working life, such as the organization and the job. Work outcomes may thus be better understood as a function of both organizational commitment and job involvement combined rather than as a function of one or the other taken separately. Examination of the simultaneous impact of commitment and involvement on outcome criteria will supplement and extend the findings of Wiener and Vardi in this area.

Scope

This study considers the antecedents and outcomes of organizational commitment and job involvement. The antecedent variables were classified as personal-demographic characteristics, personal-psychological characteristics, job characteristics, and work experiences. Variables classified as personal-demographic characteristics were age, education, sex, company tenure and tenure on the job. Variables classified as personal-psychological characteristics were stress at work, stress away from work, and feelings

of interpersonal trust. Job characteristics measures included autonomy, variety, feedback, task identity, significance, necessity of working with others, and work overload. Work experience variables included participation in decision making and problem solving, group cohesiveness, quality of supervision, and communication climate. Outcome variables studied were intent to remain in the organization, self-rated job performance and self-rated job effort. Further discussion of these variables and the development of an integrative model of organizational commitment and job involvement are included in the literature review.

Research Objectives

The following research objectives were developed in response to the problem statement discussed above.

1. To test the value of a model depicting the causes and consequences of both organizational commitment and job involvement.
2. Examination of the strength and direction of the relationships between each of the antecedent variables and organizational commitment and job involvement.
3. Examination of the relative importance of each grouping of antecedent variables in predicting organizational commitment and job involvement.
4. Assessment of the types of variables most predictive of organizational commitment and job involvement to

ascertain whether all types are equally predictive of organizational commitment and job involvement.

5. Examination of the strength and direction of the relationships between each of the outcome variables and organizational commitment and job involvement.

6. Examination of unique relationships between organizational commitment and job involvement and the work outcome variables.

7. Examination of the joint predictiveness of organizational commitment and job involvement in predicting the work outcome variables.

CHAPTER 2

LITERATURE REVIEW

Introduction

Organizational commitment and job involvement are regarded as distinct constructs despite lack of agreement over their definitions. It is clear that an individual may be very much involved in his job while at the same time not committed to the organization and its goals. The reverse may also be true for a different individual. Stevens, Beyer, and Trice (24:Table 2) report a bivariate correlation of 0.16 between the two constructs. This result suggests they be viewed as unique and independent constructs. Yet evidence also exists indicating they possess several common correlates. The literature was reviewed that examined the relationships between organizational commitment, job involvement and their antecedents and outcomes. An integrative approach to these constructs was also reviewed. A synthesized model was developed to integrate previous research and theory in a common framework. Specific research hypotheses were derived from this model.

Organizational Commitment

Organizational commitment refers to an attitude the individual exhibits toward his or her employing organization. A committed individual retains membership in an organization because he or she agrees with its goals and values. The organization is believed important for its own sake rather than for its instrumental value or the personal benefit it offers. The level of commitment is independent of direct selfish interests and is relatively unaffected by temporary situational concerns. This attitude is thought to have a positive effect on the well being of the work place and the overall stability of the organization (4:40; 26:84-85).

Porter, Steers, Mowday, and Boulian (18:604) provide a definition of organizational commitment. Organizational commitment is defined as the relative strength of an individual's identification with and involvement in a particular organization, characterized by 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. This same definition was cited by Steers (23:46) in his study of the antecedents and outcomes of organizational commitment.

The Steers Model

Steers proposed the model of organizational commitment shown in Figure 1. Major influences found throughout the work environment were studied as possible antecedent variables of organizational commitment. These influences were divided into the following three categories: (1) personal characteristics or those variables that define the individual. Steers included age, education, tenure, and the need strengths of achievement, affiliation, autonomy and dominance in this category; (2) perceived job characteristics including autonomy, variety, feedback, identity, and the opportunity to develop close friendships at work; work experiences, which included group attitudes toward the organization, the extent to which subjects' expectations were met by the realities of the job, feelings of personal importance to the organization and the extent to which the organization was seen as being dependable in carrying out its commitments to employees. Steers hypothesized that all three sets of antecedent variables would be significantly related to organizational commitment (23:47,49-50).

The second part of the model hypothesized that commitment would have an effect on several behavioral outcomes. Specifically, these outcomes were desire and intent to remain in the organization, attendance, turnover, and job performance. It was proposed that commitment would be

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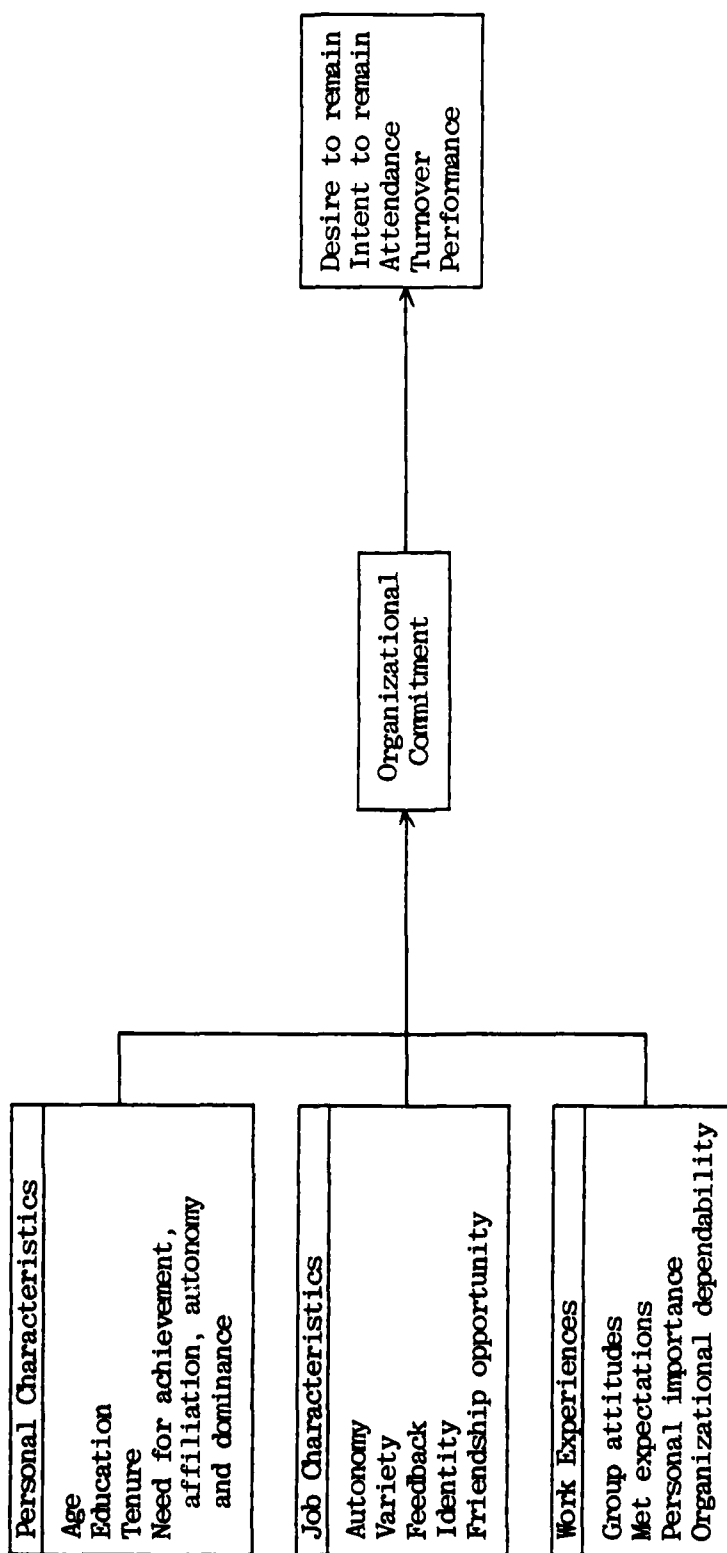


Figure 1. Steers' Model of Antecedents and Outcomes of Organizational Commitment [23:47]

negatively related to turnover and positively related to attendance, performance and intent to remain (23:48).

The model was tested on 382 hospital employees and 119 scientists and engineers. Multiple regression analysis revealed that all three groupings of antecedent variables were significantly related to commitment. For both samples, work experiences were found to have the strongest relationship to organizational commitment thereby supporting an earlier hypothesis by Buchanon that commitment is largely a function of work experiences (3:545; 23:51).

Steers also performed a step-wise multiple regression for both samples to determine which individual antecedent variables contributed most to prediction of organizational commitment. For the hospital sample, nine variables were significant and accounted for 65 percent of the variance in commitment. For the scientists and engineers, seven variables were significant and accounted for 48 percent of the criterion variance. Six variables in the regression equations were common for both samples. These variables were: need for achievement, group attitudes toward the organization, education, organizational dependability, personal importance to the organization, and task identity. The variables of feedback, met expectations, age and opportunities to form close friendships were significant in one sample but not the other. One of the most important findings in this analysis was that specific variables significantly

related to organizational commitment could be found in all three groupings of antecedent variables. This supports the notion that the antecedents of organizational commitment are quite diverse and helps to support the validity of antecedent groupings in Steers' model (23:51-53).

The relationships between organizational commitment and the outcome variables were tested using simple correlation analysis. Steers found commitment to be related to desire to remain and intent to remain in both samples. Commitment was inversely related to turnover for the hospital employees (turnover data was not available for the scientists and engineers). These relationships were as predicted in the hypotheses; however, the relationship between commitment and overall job performance proved to be nonsignificant in both samples (23:52-53).

Correlates of Organizational Commitment

Other studies have investigated some of the same variables studied by Steers as well as a variety of other variables (see Table 1) related to organizational commitment. Although individual authors may have used different names for variable categories, or avoided category names altogether, most of the specific antecedent variables can be classified into one of the three categories employed by Steers (23:47).

Personal characteristics. Becker (2:759-760), in a study of professional journalists, found the committed individual to be older, less educated, and married with

Table 1
Correlations Between Organizational Commitment and
Antecedent and Outcome Variables From
Previous Studies

Variables	Studies	r ^a
<u>Personal Characteristics</u>		
Age	Becker and Sobowale (1979)	+
	Morris and Steers (1980)	.30
Years in organization	Stevens et al. (1978)	+
Education	Steers (1977)	-
	Morris and Steers (1980)	-.24
<u>Job Characteristics</u>		
Feedback	Steers (1977)	+
Task identity	Steers (1977)	+
Work overload	Stevens et al. (1978)	-.16
Social interaction	Sheldon (1971)	+
<u>Work Experiences</u>		
Group attitudes	Steers (1977)	+
Met expectations	Steers (1977)	+
Personal importance	Steers (1977)	+
Organizational dependability	Steers (1977)	+
Decision making	Morris and Steers (1980)	.33
Group cohesion	Buchanon (1974)	+
First year job challenge	Buchanon (1974)	+
<u>Outcomes</u>		
Intent to remain	Steers (1977)	.38
Desire to remain	Steers (1977)	.36
Turnover	Steers (1977)	-.17
	Porter et al. (1976)	-
Effort	Wiener and Vardi (1980)	.22
Attachment	Wiener and Vardi (1980)	.49

^aWhere exact correlation was not available, a (+) or (-) represents the direction of the relationship. All correlations were significant beyond .05 level of significance.

children. In a study of public sector employees, Morris and Steers (14:54) also found the committed individual to be older and less educated. Stevens, Beyer, and Trice (24:389) found that the number of years in the organization (tenure) was significantly correlated with commitment for managers in federal government organizations.

Work experiences. Work experience variables were investigated by Buchanon (3:541-542) in an early study that greatly influenced the model developed by Steers. Buchanon found seven work experience variables accounted for 68 percent of the variance in commitment. These variables included personal importance and organizational dependability (these were also significant in Steers' regression analysis) as well as peer group cohesion and first year job challenge. Morris and Steers (14:54) found the work experience variable of perceived participation in decision making to be highly correlated with commitment and significant in a stepwise multiple regression analysis.

Job characteristics. Variables from the Job Diagnostic Survey (JDS) have been studied as potential antecedents of organizational commitment. This measure includes variables dealing with autonomy, variety, feedback, task identity, and working with other people. Steers (23:52) found task identity, feedback, and optional interaction to be significant predictors of organizational commitment. Optional interaction was defined by Steers as the opportunity to

develop close friendships at work. This variable is similar to the working with other people variable of the JDS. Sheldon (22:143-150) provided support in this area by finding that opportunities for social interaction had a positive influence on commitment. Porter and Steers provided support for the feedback variable in finding that high amounts of feedback on the job were related to high levels of commitment (23:47-52). Relationships between commitment and task autonomy and task variety have typically proven to be weaker than with the other facets of the JDS.

Work overload is another variable that has been connected with organizational commitment. Stevens, Beyer, and Trice (24:384,392-393) treated work overload as one of several "role-related" variables--a class of variables similar to job characteristics. Work overload emerged as the best predictor of commitment in their study. This was considered important by the authors due to the ease with which work overload could be manipulated by an organization to prevent undesirable employee attitudes and behavior.

Outcome relationships. Several studies have found relationships between organizational commitment and outcome variables that are consistent with the findings of Steers. Porter, Crampon, and Smith (17:87) found that managerial trainees who voluntarily left their company exhibited a definite decline in commitment prior to termination. Porter, Steers, Mowday, and Boulian (18:607) determined that differing

levels of organizational commitment discriminated between stayers and leavers among psychiatric technician trainees.

Steers found little support for his hypothesis that a positive relationship exists between commitment and performance. Mild support for this hypothesis was found by Wiener and Vardi who reported a nonsignificant commitment-performance correlation of 0.15 and a significant commitment-effort correlation of 0.22 (26:90-91). The curious lack of a stronger relationship between commitment and performance may be a result of certain characteristics of organizations. Steers theorized that an organization, in an effort to reduce turnover, may tend to retain security conscious employees who are loyal but not necessarily high performers. Organizations that are not driven by the profit motive may be willing to retain their highly trained and hard to replace employees at a cost of reduced output. High performing individuals may seek other jobs that are more challenging thereby leaving the organization with a committed but less productive work force. As a result, commitment and performance may not prove to be routinely related (23:54).

Job Involvement

Like organizational commitment, job involvement has been given a variety of definitions by researchers. Fraunce (19:265) saw occupational or job involvement as reflecting the extent to which success and failure in the job role

affects one's self-image. Lodahl and Kejner (9:24) defined involvement as "the degree to which a person is identified psychologically with his work, or the importance of work in his total self-image." Dubin (19:266) described the job involved person as one for whom work is a "central life interest." These definitions have a common theme in depicting the involved individual as deeply and personally affected by the job. For such an individual, work is a very important part of life if not the most important. On the other hand, the non-job involved person is not particularly affected by the job. For this individual, life's interests lie outside the realm of the job and self-image is independent of the kind of work and how well it is performed (9:25; 19:266).

Conceptual Views of Job Involvement

In a literature review of job involvement, Rabinowitz and Hall identified three conceptual viewpoints on the construct. These are job involvement as an individual difference variable, as a situationally determined variable, and as a person-situation interaction variable. The individual difference viewpoint proposes that some individuals are job involved regardless of the situation because they have internalized certain values such as the Protestant Work Ethic. Other people regard the job as a vehicle for satisfying their needs off the job. For these people, the job is

a means to an end rather than an end in itself. The difference in the treatment of work is a function of the individual (19:267).

Job involvement, as a function of the situation, proposes that the degree of job involvement is determined by the experiences with characteristics of the work environment. As an example, the manner in which the worker is treated by management may affect the worker's level of job involvement. "Theory X" treatment by management may cause reduced job involvement while "Theory Y" treatment may improve job involvement (19:268).

According to the individual-situation viewpoint, people are involved to a degree because of their personal background but also because of their situational job experiences. The situational aspect probably has greatest impact through the degree to which individuals are allowed to influence their jobs, be creative, and use their skills and abilities (19:269).

It has been suggested that the individual-situation theory is the most realistic view of job involvement and this is the approach taken in the current study (19:269). By adopting this viewpoint, categories of antecedent variables comparable to those used for organizational commitment can be identified for job involvement.

Antecedents of Job Involvement

The categories of antecedents common to organizational commitment and job involvement are personal characteristics, work experiences, and job characteristics. The following material discusses the specific variables within these categories that have been linked with job involvement. Also, a fourth category of antecedents first considered by Saal (20:53-61) in his work on job involvement, is introduced. This category contains the personal-psychological variables. A case is made later for the inclusion of this category as an antecedent of organizational commitment as well as job involvement. Throughout the discussion, reference to the findings of past research summarized in Table 2 may prove useful.

Personal characteristics. One of the strongest and most consistent predictors in this category is age. Rabinowitz and Hall (19:Table 1) in reviewing job involvement literature, report an average correlation of 0.25 between age and job involvement in eight different studies. Saal (20:57) has found a correlation as high as 0.34 between involvement and age. Other personal characteristics appear to yield far less consistent results. Education has been reported to show both a mild positive relationship by Rabinowitz and Hall (19:Table 1) and a negative correlation by Saal (20:57). Likewise, marital status, tenure in the organization, tenure on the job, and sex have failed to

Table 2

Correlations Between Job Involvement and Antecedent
and Outcome Variables From Previous Studies

Variables	Studies	r ^a
<u>Demographic Characteristics</u>		
Age	Rabinowitz and Hall (1977)	.25 (n=8)
	Saal (1978)	.34
Education	Rabinowitz and Hall (1977)	0 and +(n=6)
	Saal (1978)	-.14
Tenure	Rabinowitz and Hall (1977)	0 and +(n=5)
Tenure in organization	Saal (1978)	ns
Tenure in job	Saal (1978)	ns
Marital status	Rabinowitz and Hall (1977)	0 (n=3)
Sex	Rabinowitz and Hall (1977)	0 (n=1)
	Saal (1978)	-.19
<u>Job Characteristics</u>		
Task variety	Saal (1978)	.24
Autonomy	Saal (1978)	.27
	McKelvey and Sekaran (1977)	.26
Identity	Saal (1978)	.20
Feedback	Saal (1978)	.30
Dealing with others	Saal (1978)	.24
<u>Work Experiences</u>		
Participation in decision making	Rabinowitz and Hall (1977)	.50 (n=4)
<u>Psychological Characteristics</u>		
Stress	McKelvey and Sekaran (1977)	.19
Achievement motivation	Saal (1978)	.48
Protestant Work Ethic	Saal (1978)	.40
<u>Outcomes</u>		
Turnover	Rabinowitz and Hall (1977)	-.25 (n=4)
Performance	Rabinowitz and Hall (1977)	0 (n=7)
Overall performance	Saal (1978)	ns

Table 2 (continued)

Variables	Studies	r^a
Attachment	Wiener and Vardi (1980)	.30
Effort	Wiener and Vardi (1980)	.52
Effort/motivation	Saal (1978)	ns

^aWhere the exact correlation was not available, a (+) or (-) represents the direction of the relationship. All correlations were significant beyond the .05 level of significance. Number in parenthesis is the number of studies reviewed by Rabinowitz and Hall that included that variable. The correlation shown is the approximate magnitude of the relationship over those studies.

yield consistent, significant relationships with job involvement (11:289; 19:Table 1; 20:57).

Work experiences. None of the major studies found in the literature used "work experiences" as a category of antecedent variables of job involvement. Rabinowitz and Hall (19:284) and Saal (20:57) used "situational characteristics," and did not differentiate between work experiences and job characteristics. To be more precise, and in keeping with the precedent of the Steers' model, work experiences and job characteristics are treated here as separate categories.

Using this new distinction, few variables studied in the past belong in the work experience category. One example is participation in decision making. Rabinowitz and Hall (19:Table 1) report an average correlation of 0.50 from four studies. This strongly suggests that the individual who participates or is allowed to participate in making decisions is highly job involved.

Job characteristics. The various dimensions of the job have been shown to be consistently correlated with job involvement. Saal (20:Table 2) has reported relatively strong correlations between job involvement and variety, autonomy, task identity, feedback and the necessity of dealing with others (see Table 2). Rabinowitz and Hall (19:Table 1) report an average correlation from seven studies of 0.30 between job involvement and composite measures of job characteristics.

Personal-psychological characteristics. This category of variables was first introduced by Saal to further differentiate the variables commonly included under personal characteristics. Personal-psychological variables consist of constructs that are probably complex functions of an individual's past experiences. They are qualitatively different from the personal-demographic variables. The importance of the distinction is clear in the context of trying to predict the future job involvement of a job applicant. Assessment of personal-demographic characteristics is far less complicated than assessment of personal-psychological characteristics (20:58,60).

Saal classified higher order needs, achievement motivation, and the Protestant Work Ethic as personal-psychological variables. The latter two variables were highly correlated with involvement (see Table 2). Saal also found that personal-psychological variables accounted for greater variance in job involvement than personal-demographic variables or job characteristics variables (20:57,58).

Outcomes of Job Involvement

The literature shows that job involvement is a consistent predictor of employee turnover behavior. Rabinowitz and Hall (19:Table 1) reported an average correlation of $-.25$ with turnover in four separate studies. Wiener and Vardi (26:91) obtained a significant correlation of $.30$ between involvement and a measure of intent to remain.

The relationships with effort and job performance are far less certain. Rabinowitz and Hall (19:Table 1) concluded from a review of seven studies that there is no relationship between involvement and performance. Saal (20:57) added further support in concluding that there is no significant relationship with either performance or effort. On the other hand, Wiener and Vardi (26:81) have found that job involvement is associated with indices of effort and performance effectiveness. One possible explanation for this conflicting evidence is that people can be involved in their job for reasons unrelated to performance or effort. A person may be involved because of social relationships, social status, job security or any other job aspects that are important to his or her identity (19:281).

The Integrative Model of Wiener and Vardi

The literature search revealed that only Wiener and Vardi examined both organizational commitment and job involvement in an integrative approach. Job involvement was called job commitment in this study but the terms refer to the same construct since the 20-item job involvement scale of Lodahl and Kejner was employed. Wiener and Vardi also included "concern for career advancement and planning" or "career commitment" in their model. Their focus on commitments was based on the idea that an individual experiences simultaneously varying degrees of commitment toward several

aspects of working life such as the employing organization, the job and the career. Work outcomes were therefore thought to be better understood as a function of all commitments rather than as a function of a single commitment operating in isolation (26:82-83).

The hypotheses of Wiener and Vardi were derived from their model, reproduced in Figure 2.

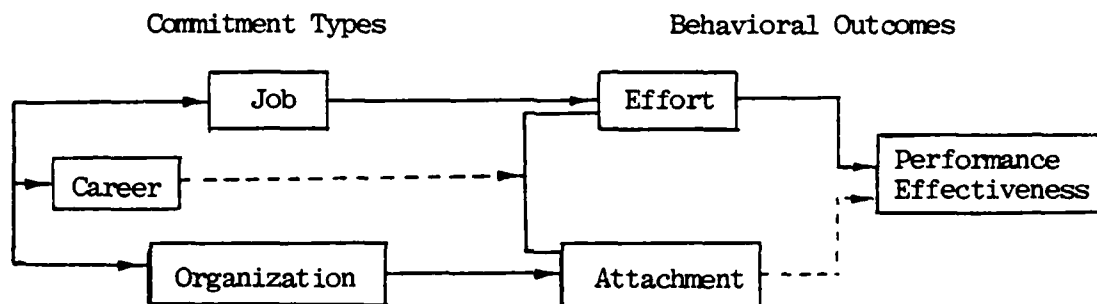


Figure 2. The Wiener and Vardi Model of Commitment Types and Behavioral Outcomes [26:83]

They reasoned that:

Since the object of organizational commitment is the employing organization itself, the most likely behavior to be affected by this commitment would be organization-oriented behavior. Similarly, the most likely behavior to be affected by job commitment would be task-oriented behavior. Thus, it is hypothesized that the largest relative contribution to organizational attachment will be made by organizational commitment and the largest relative contribution to work effort will be made by job commitment [26:83].

Wiener and Vardi also predicted that job commitment would be a more important contributor to performance effectiveness than organizational commitment based on the assumption that performance is determined more by effort put into a task

than by the degree of attachment to the organization. Career commitment was expected to show weaker relationships with the outcomes than the other commitment types (26:83).

Most of the results of the Wiener and Vardi study have been reported earlier in this chapter. In summary, organizational commitment was strongly related to attachment to the organization (Table 1) and job commitment was strongly related to indices of effort and performance effectiveness (Table 2). Weak and inconsistent relationships were found between career commitment and all behavioral outcomes. Predictions derived from the model were therefore supported by the results (26:81,94).

The primary value of the Wiener and Vardi work is its integrative approach to the study of organizational commitment and job involvement. This approach is carried a step further in the current study by including antecedent variables in the model in addition to the two constructs of organizational commitment and job involvement, and the outcome variables.

A Synthesized Model of Organizational Commitment and Job Involvement

Based on the preceding literature review, the process model of organizational commitment and job involvement shown in Figure 3 was developed. The model incorporates theoretical contributions from the work of Steers, Saal, and Wiener and Vardi within a single formulation.

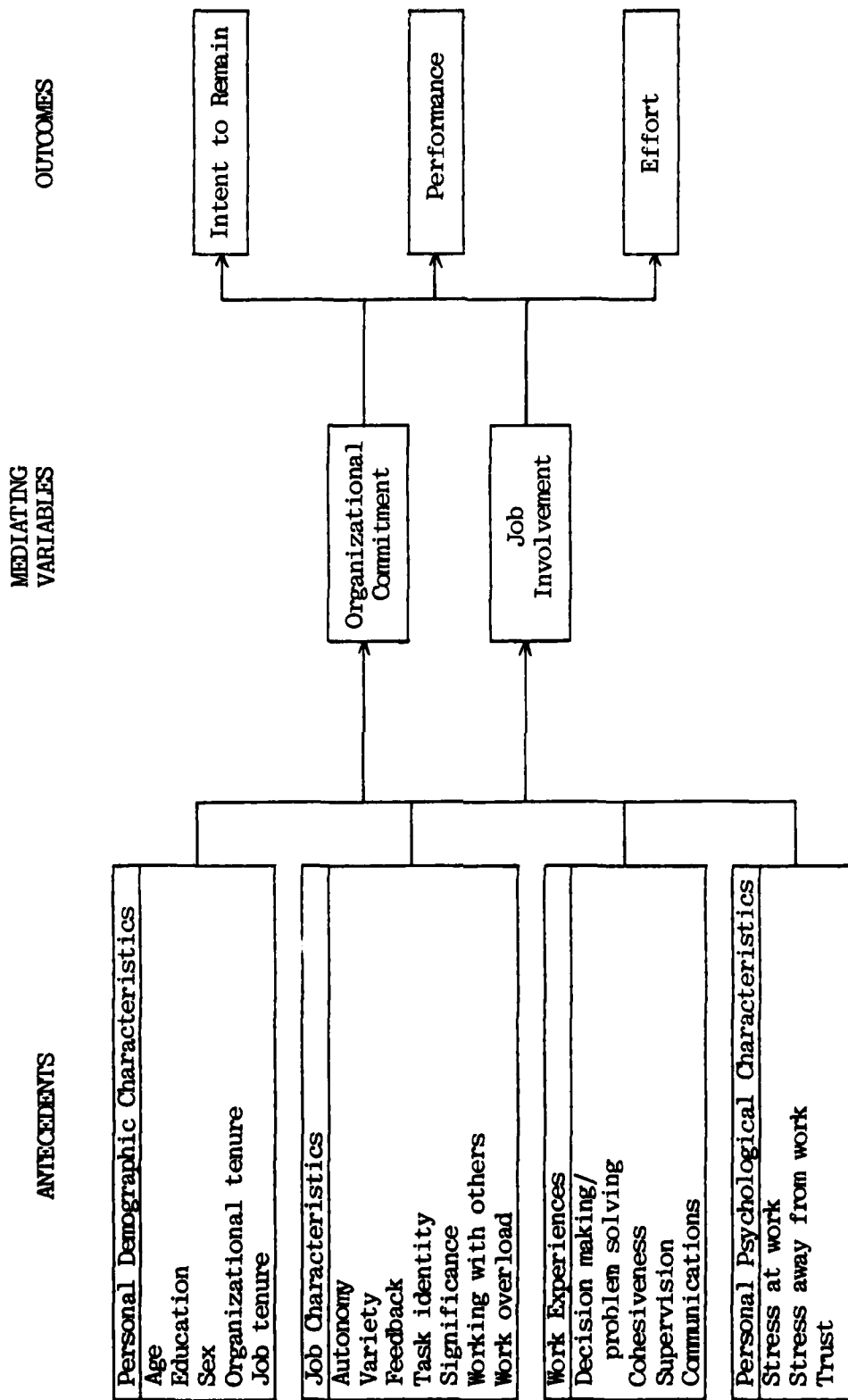


Figure 3. A Process Model of Antecedents and Outcomes of Organizational Commitment and Job Involvement

The model reflects the work of Steers by including both antecedents and outcomes of the constructs in question. Steers found that antecedents from several general groupings and various behavioral outcome variables were related to commitment (23:46). Work on job involvement found the same to be true for that construct. Job characteristics and work experiences are category names taken directly from Steers.

Saal (20:60) initiated the idea of dividing personal characteristics variables into personal-demographic variables and personal psychological-variables. This division is incorporated into the new model and results in a total of four individual groupings of antecedents. Although Steers did not recognize the distinction in his model, his personal characteristics grouping contained demographic variables as well as psychological variables (23:47). For this reason, the two groupings are assumed to be as meaningful for organizational commitment as Saal has shown them to be for job involvement.

The influence of Wiener and Vardi is reflected in the model by the inclusion of commitment and involvement. No other study found in the literature used both in analyzing the behavioral outcomes. No study subjected both constructs to identical analysis using the same antecedents.

Justification of Variable Placement

The model contains several antecedent variables that did not appear frequently in the literature in conjunction

with organizational commitment or job involvement. Some justification for their placement in the antecedent groupings is required.

The three variables contained in the personal-psychological category have received little attention as determinants of commitment and involvement. The stress variables are classified as personal-psychological characteristics because the extent to which the job and the life away from the job create stress is a psychological characteristic of the individual. McKelvey and Sekaran (11:289) studied psychological stress and job involvement and found a mild positive correlation (Table 2). Trust was treated as a personal-psychological variable because the extent to which one ascribes good intentions to and has confidence in his fellow man also involves a psychological process. It is generally thought that trust between individuals is an important ingredient in the stability of an organization. Cook and Wall have supported this by finding a strong positive relationship between trust and organizational commitment (4:47).

Cohesiveness, supervision and communication climate are placed in the work experiences classification of variables. Cohesiveness reflects the spirit of teamwork, caring and attachment between coworkers. Supervision reflects the degree to which the supervisor is perceived to represent the subordinate as well as the supervisor's competence as

perceived by the subordinate. Communication climate reflects the two way interaction between the supervisor and subordinate and the awareness of the workers of important events and situations. Each of these three variables meet the "major socializing force" criteria of Steers and may therefore be placed in the work experience category (23:48).

Work overload measures the degree to which job demands exceed an employee's ability to meet requirements. Stevens, Beyer, and Trice (24:Table 1) grouped work overload with task characteristics in a "role-related" category very similar to job characteristics. For this reason, work overload was included as a job characteristic in this model.

Research Hypotheses

The following research hypotheses are derived from the model of organizational commitment and job involvement shown in Figure 3.

Hypothesis 1 - The antecedent variables in the integrated organizational commitment--job involvement model are significantly predictive of organizational commitment.

Hypothesis 2 - The antecedent variables in the integrated organizational commitment--job involvement model are significantly predictive of job involvement.

Hypothesis 3 - Different patterns of variable groupings are predictive of organizational commitment and job involvement.

Hypothesis 4 - Organizational commitment and job involvement predict work outcomes better than either construct individually.

CHAPTER 3

METHOD

Introduction

The purpose of this chapter is to describe the methods and procedures used in this research effort. A description of the sample will be presented followed by a discussion of the measurement instrument. Finally, the data gathering procedures and the data analysis methods will be discussed.

Sample

A total of 284 hospital personnel participated in the study. Approximately 66 percent of those surveyed were male, and the average age of the sample was between 26 and 30 years old. The sample included 44 officers, 133 airmen, 60 government service employees, and 12 wage grade employees. Educational background of the participants ranged from non-high school graduates to doctoral degrees. Only 27 percent of the participants had no college experience at all. The respondents indicated their average time in their present position was between six and 12 months, while their average tenure in the organization was between one and two years.

Measures

The survey questionnaire used contained 133 items and measured a large number of demographic and attitudinal variables. Only a portion of the variables measured by the survey were used in this study; therefore, only those variables incorporated into the present research will be discussed. Appendix A contains the questionnaire items used in this study grouped by the variables they are designed to measure. Negatively stated items were reverse scored during data analysis procedures. The symbol (R) follows all reverse scored items in Appendix A. Description of all measures used in the current study directly follows.

Personal-demographic variables. Five demographic variables were measured: age, education, sex, organizational tenure, and job tenure. Age, education, and both tenure variables were measured using ordinal scales with unequal intervals. The sex item was a simple dichotomous variable coded 0 for males and 1 for females. Appendix B contains the frequency of responses for each demographic variable.

Job characteristics. A total of seven variables were classified as job characteristics: skill variety, task identity, task significance, autonomy, feedback from the job, working with others, and work overload. Except for work overload, all job characteristic variables were measured using the Job Diagnostic Survey (JDS) developed by Hackman and Oldham (5). Hackman and Oldham provide evidence on the

instrument's psychometric characteristics, internal consistency reliabilities, and discriminant validity (5:27).

Three questionnaire items were developed to measure work overload. Responses to these items were arrayed on 7-point Likert scales ranging from 1 (strongly disagree) to 7 (strongly agree). Employees were asked to rate the degree to which they had "enough time to do everything that is expected," the degree to which the "amount of work interferes with how well it gets done," and the degree to which "work standards can be met given the time constraints."

Table 3 shows the internal consistency reliabilities (Cronbach's alpha) for all the variables in this classification.

Table 3

Internal Consistency Reliabilities for Job
Characteristic Variables

Skill variety	.77
Task identity	.64
Task significance	.71
Autonomy	.71
Feedback from the job	.72
Dealing with others	.64
Work overload	.84

Work experiences. Four variables from the survey instrument were classified as work experiences: group decision making, cohesiveness, supervision, and communication climate. All measures in this group were arrayed on a

7-point Likert scale from 1 (strongly disagree) to 7 (strongly agree).

Two survey items were developed to measure group decision making. Respondents were asked to rate the degree to which the people "most affected by decisions frequently participate in making the decisions" and the degree to which there is a "great deal of opportunity to be involved in resolving problems which affect the group." The internal consistency reliability for this scale was found to be .63.

Three items were developed to measure the individual's perceptions of the degree of cohesiveness in his or her work group. Respondents were asked to rate the degree to which there was a "high spirit of teamwork," and the degree to which members take a "personal interest in one another." Participants were also asked to rate the degree to which, given "a chance to do the same kind of work for the same pay in another work group," they would stay in their current group. The internal consistency reliability of this measure was calculated as .68.

Three rating scales were developed to measure the individual's attitude toward the immediate supervisor. Individuals were asked to rate the degree to which the supervisor "represents the group at all times," the degree to which the supervisor "performs well under pressure," and the

degree to which the supervisor is a "good planner." The internal consistency reliability of this measure was estimated as .83.

Finally, three questionnaire items measured the degree to which an individual experiences a work climate which encourages the flow of information. Individuals were asked to rate the degree to which the organization provided "all the necessary information" to complete the job effectively, the degree to which the work group was "aware of important events and situations," and the degree to which their "ideas on task improvements" were solicited by their supervisor. The internal consistency reliability of this measure was found to be .68.

Personal-psychological factors. Three variables in the survey instrument were classified in this group: job stress, nonwork stress, and trust. These items employed response continuums from 1 (strongly disagree) to 7 (strongly agree).

Stress variables were measured using single survey item statements. Job stress was measured by having individuals respond to an item which stated "the job causes me a great deal of stress and anxiety." Similarly, nonwork stress was measured by having individuals respond to an item which stated "life away from work causes me a great deal of stress and anxiety."

Trust was measured by three survey items. The items were developed to measure trust in terms of the degree to which the individual feels that people in general can be trusted. The subject's agreement or disagreement with three statements--"people tell the truth, even when they could benefit by lying," "people are inclined to look out for themselves rather than help others," and "most people will try to take advantage of others rather than to be fair"--was employed as an index of interpersonal trust. The internal consistency reliability of the three items was computed to be .61.

Organizational commitment. Organizational commitment was measured using a 15 item instrument developed by Porter, Steers, Mowday and Boulian (18) known as the Organizational Commitment Questionnaire (OCQ). Responses to the 15 items were arrayed on 7-point Likert scales ranging from 1 (strongly disagree) to 7 (strongly agree). Mowday, Steers, and Porter report information on the measure's internal consistency, test-retest reliability, and convergent, discriminant, and predictive validity (15:25). The internal consistency reliability for the 15 items was found to be .90 for this study.

Job involvement. Five questionnaire items were used to measure job involvement. In a factor analysis of 65 items, Saleh and Hosek (21:Table 1) found the five items, employed in this current study, to load highly on a single factor comprising a "central life interest" type of job

involvement. Responses to the items were arrayed on 7-point Likert scales ranging between 1 (strongly disagree) to 7 (strongly agree). The internal consistency reliability for this measure was determined to be .90 for this study.

Outcomes. Three variables were measured which were treated as work outcomes in the job involvement—organizational commitment model: intent to remain, effort, and performance.

Participants were asked to indicate their "intent to remain with the Air Force," within the coming year, "if they had their own way." Responses to this item were arrayed on a 5-point Likert scale from 1 (definitely intend to remain) to 5 (definitely intend to separate). Kraut (8:240) found that the use of intent to remain as a measure of future turnover has shown that an individual's intentions are a good predictor of his or her future tenure.

Effort was measured using a single survey item. Participants were asked to rate the degree of effort they perceive themselves to be "putting into doing their job." Responses were arrayed on a 5-point Likert scale from 1 (very little effort) to 5 (very much effort).

Performance was measured using five self-appraisal items. Participants expressed their level of agreement with statements about the "quantity," "quality," and "efficiency" of their output. Respondents were also asked to rate their ability in anticipating problems and "preventing them from occurring or minimizing their effects," and their ability in

"handling and adapting" to high priority work situations. All responses were arrayed on 7-point Likert scales from 1 (strongly disagree) to 7 (strongly agree). The internal consistency reliability of the five item measure was calculated as .83 for the current study.

Data Collection Procedures

The data used in this study were obtained as part of a larger research effort involving a longitudinal study on the implementation of a quality circles program. The present study employed data from the initial pretest survey of hospital personnel at a large Department of Defense medical center. Participation in the study was voluntary and steps were taken to ensure the confidentiality of participant responses.

Data were collected on site over a two day period, during several one-hour group sessions. In each session (group sizes ranged between 6 and 50 participants), the objectives of the survey were outlined and instructions were given. Each participant completed a 133 item questionnaire.

Data Analyses

To address the objectives and hypotheses of this study, a series of statistical procedures were conducted on the data. Specifically, the methods of bivariate correlation analysis and multiple linear regression were used. Both of these methods are widely used and are common; therefore,

only a brief description of each procedure will be given. Detailed explanations of these procedures can be found in most statistics text books (10:311,337-368).

Bivariate correlation analysis. Bivariate correlation analysis provides a numerical index to summarize the linear relationship between two variables. The Pearson product-moment coefficient of correlation, symbolized by r , was the statistic used in the current study. The correlation coefficient is a measure of the degree to which variation in one variable is related to variation in another (16:276). This statistic is useful in providing information about the relationship between a pair of variables and in comparing these relationships with those found in other studies. Bivariate correlations were tested for a minimum significance at the .05 level.

Multiple linear regression. Multiple linear regression analysis can be defined as the estimation or prediction of the value of one dependent variable (criterion) from the values of other given independent variables (predictors) (16:321). This is a valuable extension of bivariate analysis because it allows for the simultaneous examination of the effects of two or more independent variables on a dependent variable. Another application of this type of analysis is its use as a means to control some variables in order to better evaluate the effects of other variables (16:321).

Two important results of regression analysis are the standardized regression coefficients (beta weights) and the coefficient of multiple determination (symbolized by R^2). Beta weights indicate the magnitude and direction of change in the dependent variable for a unit change in the independent variable. Since beta weights are standardized, they can be used to compare the relative effect of the independent variables on the dependent variable. The coefficient of multiple determination provides an overall measure of the accuracy of the independent variables in predicting the dependent variable. It represents the proportion of variation in the criterion variable explained by the independent variables.

The coefficient of multiple determination was used to test the value of an independent variable in predicting the criterion variable. As each independent variable was entered into the regression equation on a stepwise basis, the resulting change in R^2 was used to compute an F-ratio (16:338). To determine if the independent variable added significantly to the amount of explained variance in the criterion, the F-ratio was tested at the .05 level.

In a similar test, the coefficient of multiple determination was used to find the amount of variance attributable to specific variable groupings while controlling for the effects of all other variables. This was done by computing the change in R^2 due to the addition of the group

of variables into the regression equation after all other variables had been forced into the equation. This change in the $\underline{R}^2$ is the proportion of variance explained by the group of variables after controlling for the effects of all the other variables. In the manner used for testing the value of independent variables, an F-ratio was computed using the incremental $\underline{R}^2$ due to the variable group and was tested at the .05 level.

CHAPTER 4

RESULTS

Introduction

This chapter presents the analysis¹ and results of the integrative model of organizational commitment and job involvement developed in Chapter 2. For this purpose, the model is discussed in two parts. First, the relationship between the antecedent variables and organizational commitment and job involvement are examined. Second, the relationships between organizational commitment and job involvement and the work outcome variables are examined. The organization of results conforms to the organization of hypotheses derived in Chapter 2.

Model Antecedents

Antecedents of Organizational Commitment

Hypothesis 1 predicts that the antecedent variables in the model are predictive of organizational commitment. The results of a stepwise multiple regression analysis regressing organizational commitment with 19 antecedent

¹Since a description of the population demographics was included in Chapter 3, they will not be repeated here. Appendix B contains a detailed analysis of the demographics.

variables are displayed in Table 4. Seven variables were predictive of organizational commitment: group cohesiveness (work experiences), age (personal demographic), job stress (personal-psychological), working with others (work experiences), sex (personal-demographic), communication climate (work experiences), and job tenure (personal-demographic) contributed additional variance significant beyond the .05 level and combined to explain 40.8 percent of the criterion variance. Each of the four groupings of antecedent variables were represented by at least one of the seven significant predictor variables.

Table 4
Regression of Antecedent Variables With
Organizational Commitment

Determinant	Beta	R ²	R ² Change
Group cohesiveness	.23	.255	.255**
Age	.14	.304	.049**
Job stress	-.16	.337	.033**
Working with others	.13	.368	.031**
Sex	.13	.382	.014*
Communication climate	.09	.396	.014*
Job tenure	.12	.408	.012*

Note: n = 254

*p < .05

**p < .001

Antecedents of Job Involvement

Hypothesis 2 predicts that the antecedent variables in the model are predictive of job involvement. The results of a stepwise multiple regression analysis regressing job involvement with 19 antecedent variables are displayed in Table 5. The two variables of task variety and group cohesiveness contributed additional variance significant at the .001 level or better and explained 22.7 percent of the variance in job involvement. These variables were grouped under job characteristics and work experiences, respectively.

Table 5
Regression of Antecedent Variables
With Job Involvement

Determinant	Beta	R ²	R ² Change
Task variety	.22	.164	.164*
Group cohesiveness	.13	.227	.063*

Note: n = 254

*p < .001

Simple Correlations

Many other variables from all of the antecedent groupings had significant simple correlations with organizational commitment and job involvement. A complete correlation matrix for the entire model is displayed in Table 6.

Table 6
Intercorrelation Matrix

Variable	M	SD	1	2	3	4	5	6	7	8
1 Self-reported performance	5.78	1.09	—							
2 Job involvement	3.24	1.56	.26***	—						
3 Working with others	5.52	1.30	.15*	.23***	—					
4 Task autonomy	4.63	1.40	.29***	.27***	.31***	—				
5 Task identity	4.73	1.42	.19**	.12*	.14*	.39***	—			
6 Task variety	4.44	1.67	.19***	.41***	.49***	.45***	.21***	—		
7 Task significance	5.84	1.21	.18***	.30***	.39***	.26***	.27***	.50***	—	
8 Feedback	4.85	1.34	.10***	.33***	.27***	.46***	.34***	.38***	.42***	—
9 Decision making/ problem solving	3.89	1.64	.20***	.27***	.27***	.41***	.16***	.23***	.16***	.24***
10 Work overload	3.76	1.73	n.s.	n.s.	.21***	n.s.	-.17**	.14*	n.s.	n.s.
11 Trust	4.02	1.29	.13*	.24***	.17**	.16**	n.s.	.24***	.20***	.19***
12 Group cohesiveness	4.56	1.51	.38***	.41***	.34***	.44***	.25***	.36***	.37***	.35***
13 Supervision quality	4.55	1.65	.23***	.21***	.13*	.20***	.18**	n.s.	.23***	.29***
14 Communication climate	4.60	1.41	.27***	.28***	.29***	.30***	.19***	.18**	.27***	.34***
15 Organizational commitment	4.50	1.23	.28***	.45***	.34***	.43***	.19***	.37***	.29***	.32***
16 Self-reported effort	4.18	.94	.34***	.24***	.17**	.23***	n.s.	.27***	.17**	.19**
17 Intent to remain	3.97	1.21	.14*	.24***	.22***	.22***	.21***	.26***	.19**	.17**
18 Age	3.15	1.34	.24***	.24***	.13*	.26***	n.s.	.34***	.15**	.13*

Table 6 (Continued)

Variable	M	SD	1	2	3	4	5	6	7	8
19 Education	3.38	1.48	n.s.	.13*	.21***	.22***	n.s.	.29***	n.s.	n.s.
20 Sex	.34	.47	n.s.	n.s.	n.s.	n.s.	n.s.	n.s.	n.s.	n.s.
21 Tenure in organization	4.64	1.96	.18**	n.s.	n.s.	.17**	n.s.	n.s.	n.s.	n.s.
22 Tenure in job	3.66	1.83	.20***	n.s.	n.s.	.18**	n.s.	.16**	n.s.	.16**
23 Job stress	4.22	1.98	n.s.	-.14*	n.s.	-.17**	-.27***	n.s.	n.s.	-.18**
24 Off-job stress	2.20	1.64	n.s.	n.s.	n.s.	n.s.	n.s.	-.12*	n.s.	n.s.

Table 6 (Continued)

Variable	9	10	11	12	13	14	15	16	17	18
9 Decision making/ problem solving	—									
10 Work overload	n.s.	—								
11 Trust	.12*	-.19***	—							
12 Group cohesiveness	.43***	n.s.	.37**	—						
13 Supervision quality	.37***	-.02*	.26***	.40***	—					
14 Communication climate	.39***	-.19***	.25***	.50***	.65***	—				
15 Organizational commitment	.27***	n.s.	.30***	.51***	.30***	.38***	—			
16 Self-reported effort	n.s.	n.s.	n.s.	.15*	n.s.	n.s.	.36***	—		
17 Intent to remain	n.s.	n.s.	.18**	.36***	.18**	.24***	.45***	n.s.	—	
18 Age	.16**	n.s.	n.s.	.23***	n.s.	n.s.	.29***	.26***	.25***	—
19 Education	n.s.	.21***	n.s.	.16**	n.s.	n.s.	.18**	.14*	n.s.	.27***
20 Sex	n.s.	n.s.	n.s.	n.s.	n.s.	n.s.	.14*	n.s.	n.s.	n.s.
21 Tenure in organiza- tion	n.s.	n.s.	n.s.	n.s.	n.s.	n.s.	n.s.	n.s.	n.s.	.26***
22 Tenure in job	n.s.	n.s.	n.s.	n.s.	n.s.	n.s.	.14*	.21***	n.s.	.38***
23 Job stress	n.s.	.35***	-.18**	-.24***	-.16**	-.22***	-.29***	n.s.	-.18**	n.s.
24 Off-job stress	n.s.	n.s.	n.s.	n.s.	n.s.	n.s.	n.s.	-.14*	n.s.	n.s.

Table 6 (Continued)

Variable	19	20	21	22	23	24
19 Education	—					
20 Sex	n.s.	—				
21 Tenure in organiza- tion	n.s.	n.s.	—			
22 Tenure in job	n.s.	n.s.	.57***	—		
23 Job stress	n.s.	n.s.	n.s.	n.s.	—	
24 Off-job stress	n.s.	n.s.	n.s.	ns.s	.21***	—

*p < .05

**p < .01

***p < .001

n.s. = not significant

Individual Importance of Antecedent Variable Groupings

To assess the types of variables most predictive of organizational commitment and job involvement, separate multiple regressions were run between each of the four groups of antecedent variables and organizational commitment and job involvement. This procedure eliminated the effects of predictor intercorrelation across variable groups that occurred when all variables from all groups were included in the same regression model. This analysis was employed to determine the amount of variance in the criteria explained by a particular group of antecedents when they were analyzed independently of all other groups.

Table 7 shows the results of the independent regressions. The findings indicate that all four groups were significantly related to both organization commitment and job involvement at the .001 level or better. It was found that work experiences were most predictive of organizational commitment ($R^2 = .281$) followed by job characteristics ($R^2 = .266$), personal-demographic characteristics ($R^2 = .145$), and personal-psychological characteristics ($R^2 = .138$). For job involvement, it was found that job characteristics ($R^2 = .217$) were most predictive followed by work experiences ($R^2 = .156$), personal-demographic characteristics ($R^2 = .090$), and personal-psychological characteristics ($R^2 = .069$). These results show that the groups of antecedent variables

in this model are not equally predictive of organizational commitment and job involvement.

Table 7
Regression Results Between Individual Antecedent
Groupings and Organizational Commitment
and Job Involvement

Variable Group	Organizational Commitment R ²	Job Involvement R ²
Work experiences	.281*	.156*
Job characteristics	.266*	.217*
Personal-demographic characteristics	.145*	.090*
Personal-psychological characteristics	.138*	.069*

Note: n = 254

*p < .001

Relative Importance of Antecedent
Variable Groupings

Hypothesis 3 predicts that different patterns of variable groupings are predictive of organizational commitment and job involvement. In order to assess the relative predictive value of the variable groupings, the unique variance explained by each group was determined. This was accomplished by computing the difference between the total variance explained in the criterion by all the antecedent variables and the variance explained by all the variables except for those in the group in question. For example, the total

variance explained in organizational commitment by all the antecedent variables was 43.6 percent. The variance explained by personal-demographic characteristics, personal-psychological characteristics and job characteristics was 37.7 percent. The difference between these was 5.9 percent which represented unique criterion variance in organizational commitment attributable to work experience variables. An F-statistic was then computed to determine if the unique variance was significant. This procedure was followed for each variable grouping for both organizational commitment and job involvement. The results are displayed in Table 8.

Table 8
Unique Variance Explained in Job Involvement
and Organizational Commitment by the
Antecedent Variable Groups

Variable Group	Unique R^2 In Organizational Commitment	Unique R^2 In Job Involvement
Work experiences	.059*	n.s.
Personal-demographic characteristics	.057*	n.s.
Personal-psychological characteristics	.023*	n.s.
Job characteristics	n.s.	.081*

Note: n = 254

*p < .05

n.s. = not significant

Support for hypothesis 3 was found by examining the unique variance explained by the variable groupings (Table 8). As predicted by the hypothesis, different patterns of variable groupings were predictive of organizational commitment and job involvement. For organizational commitment, the work experience variables, personal-demographic characteristics, and personal-psychological characteristics explained successingly smaller proportions of significant criterion variance. The unique variance in organizational commitment accounted for by job characteristics proved to be nonsignificant. For job involvement, only job characteristics contributed a significant amount of unique criterion variance. It is important to note that work experiences and job characteristics explained the greatest unique variance in organizational commitment and job involvement, respectively. They were the most predictive individual groups for organizational commitment and job involvement, respectively, in the preceding analysis (Table 7).

Work Outcomes

Bivariate correlation analysis showed that both organizational commitment and job involvement were significantly related to all of the outcome variables in the positive direction beyond the .001 level of significance. Organizational commitment had a .45 correlation with intent to remain, a .28 correlation with self-reported performance,

and a .36 correlation with self-reported effort. Job involvement had a .24 correlation with intent to remain, a .26 correlation with self-reported performance and a .24 correlation with self-reported effort. In all cases, organizational commitment was more strongly related to the work outcome criteria than job involvement (Table 9).

Hypothesis 4 predicts that organizational commitment and job involvement predict work outcomes better than either construct individually. To assess the joint predictiveness of organizational commitment and job involvement, multiple regression analysis was performed. Table 9 presents three separate regressions using organizational commitment and job involvement as predictors of intent to remain, self-reported performance, and self-reported effort.

In predicting intent to remain, organizational commitment was significant beyond the .001 level and explained 19.6 percent of the relevant criterion variance. Job involvement did not significantly explain any additional criterion variance (Table 9).

In predicting self-reported job performance, organizational commitment was significant at the .001 level and job involvement was significant at the .05 level in explaining a total of 10.1 percent of the criterion variance. Organizational commitment entered the equation first and accounted for 8.2 percent of the criterion variance (Table 9).

Table 9

Regression Results Employing Organizational Commitment
and Job Involvement as Predictors of Work
Outcome Variables

Predictor	Beta	R ²	R ² Change	Simple r
<u>Dependent Variable: Intent to Remain</u>				
Organizational commitment	.43	.196	.196**	.45**
Job involvement	—	—	n.s.	.24**
<u>Dependent Variable: Self-Reported Performance</u>				
Organizational commitment	.21	.082	.082**	.28**
Job involvement	.16	.101	.019*	.26**
<u>Dependent Variable: Self-Reported Effort</u>				
Organizational commitment	.32	.141	.141**	.36**
Job involvement	—	—	n.s.	.24**

Note: n = 254

*p < .05

**p < .001

n.s. = not significant

Organizational commitment was also most predictive of self-reported effort by accounting for 14.1 percent of the criterion variance at the .001 level of significance. As with intent to remain, job involvement proved nonsignificant in explaining any additional variance (Table 9).

The above results provide little support for hypothesis 4. In only one of three tests (self-reported performance), organizational commitment and job involvement combined to predict a work outcome with greater accuracy than either alone. Organizational commitment clearly emerged as the most powerful predictor of all the work outcomes for this study.

CHAPTER 5

DISCUSSION

Introduction

In Chapter 2 of this thesis, a model was developed which incorporated the concepts of organizational commitment and job involvement. Although the two constructs are viewed as unique and independent, the literature indicates commitment and involvement share common antecedents and outcomes. It was argued that a simultaneous examination of the determinants of commitment and involvement could give insights to the similarities and differences in the two constructs. Furthermore, it was argued that by classifying the antecedents into distinct categories a more structured approach to the understanding of the important determinants of commitment and involvement could be obtained. Since persons may experience varying degrees of commitment and involvement, it was felt that behavioral outcomes may also be better understood as a function of both constructs.

The model was tested on a group of hospital employees and the results were presented in the previous chapter. The purpose of this chapter is to provide a discussion of these results along with possible interpretations for these findings in light of past and present research. A discussion is

presented of the findings with regard to the antecedents of the model and the outcomes of the model. The implications for the model are then discussed and recommendations for further research are provided. Finally, the limitations of the present study are highlighted and recommendations for practitioners are given.

Antecedents

Findings of this study support the conclusion reached by Steers (23:53) that the variable predictors of organizational commitment are "quite diverse in their nature and origin." In this study, variables from all four categories of antecedents (personal-demographic, job characteristics, work experiences, personal-psychological) were found to have a significant influence on commitment. Specifically, committed persons were found to be older, to be female, have long tenure in their current position, jobs requiring work with other people, strong feelings of group cohesiveness, good communications climate on the job, and low levels of job stress.

The distinction between personal-demographic and personal-psychological variables was found to be useful in understanding the determinants of commitment. Although Steers did not draw this distinction, personal-psychological variables (need for achievement) and personal-demographic variables (education, age) were found to be significant

predictors of commitment in his study (23:Table 2). Steers' results add support to the present finding that personal-demographic variables and personal-psychological variables are both predictive of commitment. The separation of these qualitatively different types of personal variables is a refinement in the understanding of how antecedents affect commitment.

Another finding of this study was that, while all variable categories proved to be significantly predictive of organizational commitment, work experience variables were found to exert the most influence on commitment. Similar findings have been reported by Steers (23:53) and Buchanan (3:545). The more an employee encounters positive and supportive experiences at the work place, the greater the sense of commitment to the organization. This was found to be especially true of social interaction experiences such as group cohesiveness and communications climate.

The relative strength of work experiences in predicting commitment may receive some explanation in light of Hrebiniak and Alutto's concept of exchange. They propose that commitment depends in part on the ratio of perceived rewards received from the organization and the costs of receiving those rewards (7:570). Commitment is enhanced when the rewards for participation in the organization outweigh the costs of participation. In the current sample, employees

who find positive experiences in their work environment (rewards) will respond with higher levels of commitment.

The variables which were predictive of organizational commitment did not predict job involvement in the same way. A different pattern of variables was expected to be predictive of job involvement than those for organizational commitment. This different patterning was observed to an extent. However, the total predictiveness of the variables was lower than expected. In this study, task variety and group cohesiveness emerged as the best individual predictors of involvement, and job characteristics was the variable group which had the strongest relationship with involvement.

These findings are not totally consistent with the work of Saal. While Saal found job characteristic to be strong predictors of involvement, personal-psychological variables were found to be the strongest predictors (20: Table 3). In the current study, personal-psychological variables predicted much less variance in involvement and explained no significant unique variance in involvement when the other variable categories were considered. A logical explanation for this inconsistency might be that fewer and different variables in both categories were used in this study.

Outcomes

The relationships between commitment and the outcome criteria are consistent with predictions that may be derived from the definition of the construct. Porter et al. have characterized organizational commitment in terms of three factors:

- (a) a strong belief in and acceptance of the organization's goals and values;
- (b) a willingness to exert considerable effort on behalf of the organization;
- (c) a definite desire to maintain membership in the organization [18:604].

It would be expected that persons possessing these characteristics would have lower turnover rates and exhibit greater effort and performance.

The present study found that commitment was significantly correlated with intent to remain in the organization. In addition, commitment was found to be strongly correlated with self-rated effort and self-rated performance. Steers also reported commitment to be strongly correlated with desire and intent to remain but found only a weak and non-significant relationship between commitment and the supervisor's rating of overall performance (23:Table 3).

Job involvement was also found to be significantly and positively correlated with all three outcome variables. While the involvement-intent to remain relationship is consistent with existing literature (19), the relationships between job involvement and effort and performance have been less clear (19; 20; 26). The significant correlations

between involvement and self-reported measures of effort and performance are consistent with logical arguments (19) for a link between involvement and job performance. Job involvement is defined as the degree to which the job is a "central life interest" or a major source of satisfaction of personal needs (21:213). It is not surprising then that a job involved worker would manifest this attitude in job related behaviors. If a person is involved in his job, it would follow that he would also perceive himself to be exerting considerable effort and performing at high levels.

Two alternative interpretations exist for these findings and deserve mention. First, the relationships between involvement and the two outcomes, effort and performance, may be a function of the type of measures used. In all the studies reviewed (except Wiener and Vardi), supervisory ratings were used as measures of performance and effort. Wiener and Vardi used hard measures of performance and effort (annual income and hours worked per week, respectively) (26:87-88). Thornton found that self and supervisory appraisals consistently emerge as separate factors (25:267). This suggests that the self and supervisory ratings tap different dimensions of job performance. If this is the case, the supervisory ratings used in previous research may have failed to tap those elements of performance common to both job involvement and job performance.

Secondly, it is conceivable that the job involvement-performance, -effort relationships could reflect nothing more than common method variance. Since all data for this study were collected through a single measurement method (survey questionnaire), the magnitude of the correlations observed may be inflated due to common method variance. Although the findings in this study concur with Wiener and Vardi (26), the possibility of this interpretation cannot be totally ruled out.

The prediction that commitment and involvement would explain more variance in work outcome criteria than either individually recieved only limited support. Organizational commitment was found to be the strongest predictor of all three outcomes with job involvement adding only to the explanation of significant unique criterion variance in the self-rated performance measure. The large correlation between commitment and involvement suggests that a possible explanation for the poor performance of involvement in this prediction may be due to the effects of multicollinearity. Multicollinearity occurs when two variables contribute overlapping information. Although both involvement and commitment contribute information for the prediction of outcome criteria, the high intercorrelation between the two constructs point to the possibility of a redundancy in this information. Thus, involvement may not have entered into the stepwise regression because it contains only redundant

information. Of course, another explanation may be that commitment is simply a better predictor of all the work criteria examined in this study.

The Model

The unique features of the proposed model are the simultaneous consideration of the antecedents and outcomes of both organizational commitment and job involvement. The antecedent component of the commitment-involvement model has provided insights into the similarities and differences between the two constructs. Each category of variables received support for its inclusion in the model by being significantly predictive of each of the criteria. The failure of some of the variables categories to explain significant amounts of unique variance in the two constructs does not, after a single study, warrant radical revision of the model. It should be recognized that the variables incorporated into this study do not represent a totally comprehensive list of all the variables that could be studied. On the contrary, many of the variables found to be significant predictors of organizational commitment and job involvement in past research were not included in the present work, and any decision to exclude a variable category based on these results would be very premature.

The use of both organizational commitment and job involvement in an integrative approach to predicting work

outcomes was found to be of little more value than a one dimensional approach using only commitment in all cases except self-rated performance. This finding is disturbing since the ultimate value of the model lies in its ability to predict work behaviors. It is possible that the integrative model has obscured the important differences between commitment and involvement. Commitment and involvement are attitudes referenced to two different social objects. Job involvement is an attitude aimed at the job while organizational commitment is an attitude referenced to the total organization. The effect that these two different attitudes have on behavior may not be fully reflected when both are considered together.

Directions for Future Research

Several suggestions for future research directly follow from the previous discussion. First, further efforts are needed to expand the variables contained in each antecedent category. By including antecedents with established relationships to commitment and involvement, further validation of the determinants of these variables can take place. Special attention may be devoted to variables which can be influenced by management in order that levels of commitment and involvement may be enhanced for key personnel.

Research should also be directed at increasing the ability of the model to predict work outcomes. These efforts

should examine alternative measures of work behaviors to ascertain the predictiveness of the model for other criteria. Specifically, measures of actual turnover criteria and independent measures of performance (e.g., supervisory appraisals, direct indices) should be used. Efforts may also include additional outcome criteria such as absenteeism.

To more clearly define the distinctions between organizational commitment and job involvement, refinements in the model can be made. Wiener and Vardi suggest classifying individuals into "commitment profiles [26:92]." By comparing groups with different levels of commitment and involvement (i.e., high commitment-high involvement, high commitment-low involvement, low commitment-high involvement, low commitment-low involvement), an improved understanding of how involvement and commitment affect outcomes may be obtained.

Future studies should incorporate broader measures of job involvement. In a review of commonly used measures of job involvement, Saleh and Hosek (21:222) found three distinct factors emerged as components of job involvement: "active participation in the job;" "central life interest;" "performance as central to self-esteem." They concluded that the three factors express different dimensions of the "self" and job involvement is the degree to which the three components of the self are reflected in the individual's job (21:222-223). If such a conceptualization of job

involvement is correct, the current study has tapped only a portion ("central life interests") of the total concept. Including other dimensions of job involvement into the model may lead to improved measurement of job involvement and ultimately to stronger relationships between involvement and the other components of the model.

Limitations

As with all studies, there are several limitations in the current study which need to be identified. One limitation is that a random sample was not obtained. The lack of a random sample makes it difficult to know whether or not the characteristics of the sample represent those of the population. As a result, caution must be used when trying to generalize these results to a specific population.

It must also be noted that this study was a cross-sectional study. A cross-sectional study is a "snap shot" of the sample at one point in time. As a result, the sequence in which attitudes such as commitment and involvement evolve over time can only be implied. In the current study, it is assumed that the antecedent variables cause commitment and involvement, and commitment and involvement cause work behaviors. A longitudinal study would be necessary, however, to test the validity of this assumption.

Recommendations

Regardless of the limitations in the present study, this effort does have some implications for practitioners. Organizational commitment has been found to be consistently related to intent to remain. The current concern over retention in the military makes this finding particularly of interest to military managers. The "belief in and acceptance of the organization's goals and values [18:604]" may be even more important in an organization where individuals may be called upon to make considerable sacrifices, even their lives. Military managers, then, should be especially concerned with enhancing levels of organizational commitment in their people.

Levels of commitment are most influenced by the experiences one has on his job. It is felt that management can make efforts to increase commitment by creating a positive work environment for employees. Managers can improve communication climates at the work place and create environments conducive to strong group cohesiveness. The results of such efforts should be reflected in higher levels of commitment and a more stable work force due to decreased turnover.

Job involvement was found to be strongly correlated with all the work behaviors examined in this study and was also found to add to the prediction of self-rated performance

above that which was already predicted by commitment. On the basis of these findings, managers should be warned not to be too quick to dismiss the possible importance of job involvement. Any manager who is truly concerned about work behaviors would be unwise to neglect the attitudes his workers have towards their jobs. Efforts by management to increase levels of involvement should include designing jobs with more task variety and developing a work atmosphere where close ties can be formed between employees.

APPENDIX A
MEASURE

PERSONAL DEMOGRAPHICS¹

Your age is:

1. Less than 20.
2. 20 to 25.
3. 26 to 30.
4. 31 to 40.
5. 41 to 50.
6. 50 to 60.
7. More than 60.

Your highest educational level obtained was:

1. Non high school graduate.
2. High school graduate or GED.
3. Some college work.
4. Associate degree or LPN.
5. Bachelor's degree or LPN.
6. Some graduate work.
7. Master's degree.
8. Doctoral degree.

Your sex is:

1. Male.
2. Female.

Total months in this organization is:

1. Less than 1 month.
2. More than 1 month, less than 6 months.
3. More than 6 months, less than 12 months.
4. More than 12 months, less than 18 months.
5. More than 18 months, less than 24 months.
6. More than 24 months, less than 36 months.
7. More than 36 months.

¹Headings used in this appendix do not represent headings that may have appeared on the actual survey.

Total months in present position:

1. Less than 1 month.
2. More than 1 month, less than 6 months.
3. More than 6 months, less than 12 months.
4. More than 12 months, less than 18 months.
5. More than 18 months, less than 24 months.
6. More than 24 months, less than 36 months.
7. More than 36 months.

You are a (an):

1. Officer.
2. Airman.
3. Civilian (GS).
4. Civilian (Wage Grade Employee).
5. Non-appropriated Fund ((NAF) Employee).
6. Other.

JOB CHARACTERISTICS

Work Overload

I don't have enough time to do everything that is expected of me on my job.

The amount of work I have to do interferes with how well it gets done.

I have work standards that cannot be met given my time constraints.

- 1 = strongly disagree
- 2 = moderately disagree
- 3 = slightly disagree
- 4 = neither agree nor disagree
- 5 = slightly agree
- 6 = moderately agree
- 7 = strongly agree

Job Diagnostic Survey

To what extent does your job require you to work closely with other people (either "clients," or people in related jobs in your own organization)?

1-----2-----3-----4-----5-----6-----7

Very little; dealing with other people is not at all necessary in doing the job.

Moderately; some dealing with others is necessary.

Very much; dealing with other people is an absolutely essential and crucial part of doing the job.

How much autonomy is there in your job? That is, to what extent does your job permit you to decide on your own how to go about doing the work?

1-----2-----3-----4-----5-----6-----7

Very little; the job gives me almost no personal "say" about how and when the work is done.

Moderate autonomy; many things are standardized and not under my control, but I can make some decisions about the work.

Very much; the job gives almost complete responsibility for deciding how and when the work is done.

To what extent does your job involve doing a "whole" and identifiable piece of work? That is, is the job a complete piece of work that has an obvious beginning and end? Or is it only a small part of the overall piece of work, which is finished by other people or by automatic machines?

1-----2-----3-----4-----5-----6-----7

My job is only a tiny part of the overall piece of work; the results of my activities cannot be seen in the final product or service.

My job is a moderate-sized "chunk" of the overall piece of work; my own contribution can be seen in the final outcome.

My job involves doing the whole piece of work; from start to finish; the results of my activities are easily seen in the final product or service.

How much variety is there in your job? That is, to what extent does the job require you to do many different things at work, using a variety of your skills and talents?

1-----2-----3-----4-----5-----6-----7

Very little; the job requires me to do the same routine things over and over again.

Moderate variety.

Very much; the job requires me to do many different things, using a number of different skills and talents.

In general, how significant or important is your job? That is, are the results of your work likely to significantly affect the lives or well-being of other people?

1-----2-----3-----4-----5-----6-----7

Not very significant; the outcomes of my work are not likely to have important effects on other people.

Moderately significant.

Highly significant; the outcomes of my work can affect other people in very important ways.

To what extent does doing the job itself provide you with information about your work performance? That is, does the actual work itself provide clues about how well you are doing--aside from any "feedback" co-workers or supervisors may provide?

1-----2-----3-----4-----5-----6-----7

Very little; the job itself is set up so I could work forever without finding out how well I am doing.

Moderately; sometimes doing the job provides "feedback" to me; sometimes it does not.

Very much; the job is set up so that I get almost constant "feedback" as I work about how well I am doing.

Section Two

How accurate is the statement in describing your job?

1	2	3	4	5	6	7
Very	Mostly	Slightly	Uncertain	Slightly	Mostly	Very
Inaccurate	Inaccurate	Inaccurate		Accurate	Accurate	Accurate

The job requires me to use a number of complex or high-level skills.

The job requires a lot of cooperative work with other people.

The job is arranged so that I do not have the chance to do an entire piece of work from beginning to end. (R)

Just doing the work required by the job provides many chances for me to figure out how well I am doing.

The job is quite simple and repetitive. (R)

The job can be done adequately by a person working alone--without talking or checking with other people. (R)

This job is one where a lot of other people can be affected by how well the work gets done.

The job denies me any chance to use my personal initiative or judgment in carrying out the work. (R)

The job provides me the chance to completely finish the pieces of work I begin.

The job itself provides very few clues about whether or not I am performing well. (R)

The job gives me considerable opportunity for independence and freedom in how I do the work.

The job itself is not very significant or important in the broader scheme of things. (R)

(R) = reverse scored item

WORK EXPERIENCES

- 1 = strongly disagree
- 2 = moderately disagree
- 3 = slightly disagree
- 4 = neither agree nor disagree
- 5 = slightly agree
- 6 = moderately agree
- 7 = strongly agree

Group Decision Making

Within my work-group, the people most affected by decisions frequently participate in making the decisions.

In my work-group, there is a great deal of opportunity to be involved in resolving problems which affect the group.

Group Cohesiveness

There is a high spirit of teamwork among my co-workers.

Members of my work group take a personal interest in one another.

If I had a chance to do the same kind of work for the same pay in another work group, I would still stay here in this work group.

Supervision

My supervisor represents the group at all times.

My supervisor performs well under pressure.

My supervisor is a good planner.

Communications Climate

My organization provides all the necessary information for me to do my job effectively.

My work group is usually aware of important events and situations.

My supervisor asks members of my work group for our ideas on task improvements.

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A PROCESS MODEL OF ORGANIZATIONAL COMMITMENT AND JOB
INVOLVEMENT(U) AIR FORCE INST OF TECH WRIGHT-PATTERSON
AFB OH SCHOOL OF SYSTEMS AND LOGISTICS

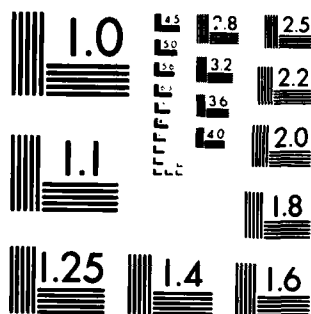
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PERSONAL PSYCHOLOGICAL

- 1 = strongly disagree
- 2 = moderately disagree
- 3 = slightly disagree
- 4 = neither agree or disagree
- 5 = slightly agree
- 6 = moderately agree
- 7 = strongly agree

Stress at the Job

My work (job) causes me a great deal of stress and anxiety.

Stress Away From the Job

My life away from my work causes me a great deal of stress and anxiety.

Trust

In general, people tell the truth, even when they know they could benefit by lying.

Generally speaking, most people are inclined to look out for themselves rather than helping others. (R)

If given the chance, most people will try to take advantage of others rather than trying to be fair. (R)

ORGANIZATIONAL COMMITMENT

- 1 = means you strongly disagree with the statement
- 2 = means you moderately disagree with the statement
- 3 = means you slightly disagree with the statement
- 4 = means you neither disagree nor agree with the statement
- 5 = means you slightly agree with the statement
- 6 = means you moderately agree with the statement
- 7 = means you strongly agree with the statement

I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.

I talk up this organization to my friends as a great organization to work for.

I feel very little loyalty to this organization. (R)

I would accept almost any type job assignment in order to keep working for this organization.

I find that my values and the organization's values are very similar.

I am proud to tell others that I am part of this organization.

I could just as well be working for a different organization as long as the type of work was similar. (R)

This organization really inspires the very best in me in the way of job performance.

It would take very little change in my present circumstances to cause me to leave this organization. (R)

I am extremely glad that I chose this organization to work for, over others I was considering at the time I joined.

There's not too much to be gained by sticking with this organization indefinitely. (R)

Often, I find it difficult to agree with this organization's policies on important matters relating to its employees. (R)

I really care about the fate of this organization.

For me this is the best of all possible organizations for which to work.

Deciding to work for this organization was a definite mistake on my part. (R)

JOB INVOLVEMENT

- 1 = means you strongly disagree with the statement
- 2 = means you moderately disagree with the statement
- 3 = means you slightly disagree with the statement
- 4 = means you neither disagree nor agree with the statement
- 5 = means you slightly agree with the statement
- 6 = means you moderately agree with the statement
- 7 = means you strongly agree with the statement

The most important things that happen to me involve my work.

The most important things I do involve my work.

The major satisfaction in my life comes from my job.

The activities which give me the greatest pleasure and personal satisfaction involve my job.

I live, eat, and breathe my job.

OUTCOMES

Intent to Remain

Within the coming year, if I have my own way: (R)

- 1 = I definitely intend to remain with the Air Force.
- 2 = I probably will remain with the Air Force.
- 3 = I have not decided whether I will remain with the Air Force.
- 4 = I probably will not remain with the Air Force.
- 5 = I definitely intend to separate from the Air Force.

Self-rated Effort

As fairly and objectively as you can, rate the typical amount of effort you normally put into doing your job.

- 1 = very little effort
- 2 = enough effort to get by
- 3 = moderate effort
- 4 = more effort than most
- 5 = very much effort

Self-rated Performance

- 1 = strongly disagree
- 2 = moderately disagree
- 3 = slightly disagree
- 4 = neither agree or disagree
- 5 = slightly agree
- 6 = moderately agree
- 7 = strongly agree

The quantity of your output is very high.

The quality of your output is very high.

You always get maximum output from the available resources (e.g., money, materiel, personnel).

You do an excellent job anticipating problems that may come up and either preventing them from occurring or minimizing their effects.

When high priority work arises (e.g., "crash projects" and sudden schedule changes) you do an excellent job in handling and adapting to these situations.

APPENDIX B
POPULATION DEMOGRAPHICS

RESPONDENTS' AGE

Category	Frequency		Cumulative
	Absolute	Percentage	
Under 20	19	6.8	6.8
20-25	90	32.3	39.1
26-30	68	24.4	63.4
31-40	51	18.3	81.7
41-50	35	12.5	94.3
51-60	15	5.4	99.6
Above 60	1	.4	100.0
Missing	5	—	
Total	284		

RESPONDENTS' SEX

Category	Frequency		Cumulative
	Absolute	Percentage	
Male	178	66.4	66.4
Female	90	33.6	100.0
Missing	16	—	
Total	284		

RESPONDENTS' EDUCATION

Category	Frequency		Cumulative
	Absolute	Percentage	
Non high school graduate	5	1.8	1.8
High school graduate or GED	70	25.1	26.9
Some college work	124	44.4	71.3
Associate degree or LPN	29	10.4	81.7
Bachelor's degree or RN	18	6.5	88.2
Some graduate work	14	5.0	93.2
Master's degree	16	5.7	98.9
Doctoral degree	3	1.1	100.0
Missing	5	—	
Total	284		

RESPONDENTS' TENURE IN THE ORGANIZATION

Category	Frequency		
	Absolute	Percentage	Cumulative
Under 1 month	14	5.1	5.1
More than 1 month, less than 6 months	40	14.5	19.6
More than 6 months, less than 12 months	35	12.7	32.2
More than 12 months, less than 18 months	41	14.9	47.1
More than 18 months, less than 24 months	31	11.2	58.3
More than 24 months, less than 36 months	43	15.6	73.9
More than 36 months	72	26.1	100.0
Missing	8	—	
Total	284		

RESPONDENTS' TENURE IN THE JOB

Category	Frequency		
	Absolute	Percentage	Cumulative
Less than 1 month	21	7.6	7.6
More than 1 month, less than 6 months	70	25.4	33.0
More than 6 months, less than 12 months	60	21.7	54.7
More than 12 months, less than 18 months	51	18.5	73.2
More than 18 months, less than 24 months	16	5.8	79.0
More than 24 months, less than 36 months	22	8.0	87.0
More than 36 months	36	13.0	100.0
Missing	8	—	
Total	284		

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