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UNDERSTANDING THE LINKS BETWEEN WORK COMMITMENT CONSTRUCTS

By

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A Dissertation

Submitted to the School of Graduate Studies

In Partial Fulfilment of the Requirements

For the Degree

Doctor of Philosophy

McMaster University

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UNDERSTANDING WORK COMMITMENT

DOCTOR OF PHILOSOPHY (2001)  
(Business Administration)

McMaster University  
Hamilton, Ontario

TITLE: Understanding the Links between Work Commitment  
Constructs

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NUMBER OF PAGES: viii, 79

## Abstract

This study investigated the conceptual distinctiveness and causal links (based on Randall and Cote's (1991) model) between organizational commitment (OC), occupational commitment (OcC), job involvement (JI), work involvement (WI), and intentions to withdraw from the organization and from the occupation. The process involved exploratory and confirmatory factor analyses which supported the distinctiveness of the constructs. Results suggest that WI affects both OC and OcC indirectly through its effect on JI. Furthermore, JI affects intention to leave the organization indirectly through its effect on OC, and affects intention to leave the occupation indirectly through its effect on OcC. Analyses also suggest that OC and OcC have direct and indirect effects on both forms of withdrawal intentions. Theoretical and practical implications are discussed.



## Acknowledgements

I would like to extend my most sincere thanks to my supervisor, Dr. Rick Hackett, for his continuous support and encouragement throughout the evolution of this study and the duration of my doctoral program. I would also like to thank my thesis committee members, Dr. Naresh Agarwal and Dr. Willi Wiesner, for their invaluable suggestions for improving and refining this dissertation as well as their respective guidance throughout my tenure in the program. Strong appreciation goes to my future wife, Adrienne ten Cate, for her support and having put up with my anxiety spells during the various phases of this research. Finally, I would like to thank my external examiner, Dr. John Meyer, for his insightful comments that improved the overall quality of this dissertation.

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## 1. INTRODUCTION

The world of work is changing (see Cascio, 1995). These changes include global competition (Black, Gregersen, & Mendenhall, 1992), rapid developments in information technology (Workplace of the Future, 1993), reengineering of business (Hammer & Champy, 1993), and replacement of "jobs" with "roles" (Bridges, 1994). Organizations are putting much more emphasis on flexibility and efficiency. They must be able to adapt to changing conditions and cut costs in order to remain competitive. These new organizational strategies have various consequences for the worker, among which is the possible loss of his or her job. Consequently, employees are encouraged to look out for themselves and to ensure that they remain employable in the event of a layoff (e.g., Hirsch, 1987).

Given this reality, some might argue that employee commitment is outdated. Nothing could be further from the truth. For example, employees remaining after a series of layoffs become the core of people who are the organization and will inevitably be given more responsibility for decision making and managing their own day-to-day activities. It is

therefore all the more important that organizations be able to trust these employees to do what is right - something that commitment arguably ensures (Meyer & Allen, 1997). However, the state of today's work environment sometimes makes employees reluctant to develop a commitment to an organization, but rather to their occupation or to their specific job within the organization (Meyer & Allen, 1997). Thus, employees can channel their commitment in other directions, not only to their employing organization. The existence of these other foci of commitment has given birth to the broader notion of work commitment. It is this particular concept that was the focus of our study.

The topic of work commitment (WC) has been of continuing interest among scholars and practitioners alike (Blau & Ryan, 1997; Cohen, 1998, 1999; McGinnis & Morrow, 1990; Morrow & McElroy, 1987). In her seminal paper, Morrow (1983) argued for a need to clarify and distinguish the various aspects, facets, or dimensions of employee commitment to work. She highlighted how the proliferation of scales, each purportedly measuring various commitment related concepts, had to be accompanied by a careful segmentation of commitment's theoretical domain in terms of intended meaning

of each concept or the concepts' relationships among each other. Morrow's (1983) study demonstrated that the multitude of scales could be grouped into distinct categories. These categories or facets of work commitment included a value focus (e.g., Protestant work ethic (Mirels & Garrett, 1971), Work ethic (Buchholz, 1978)), a career focus (e.g., career commitment (Blau, 1988; Quadagno, 1978), commitment to a profession (Sheldon, 1971)), a job focus (e.g., job involvement (Patchen, 1970), job attachment (Koch & Steers, 1978)), an organizational focus (e.g., organizational commitment (Mowday, Steers, & Porter, 1979)), and a union focus (e.g., union commitment (Gordon, Philpot, Burt, Thompson, & Spille, 1980)). Other facets of work commitment have risen since Morrow's (1983) study, such as commitment to the work group (e.g., Sheldon, 1971).

The topic of work commitment therefore embodies various facets of employee commitment within the realm of work (Blau, Paul, & St-John, 1993; Cohen, 1993; Morrow, 1983; Randall & Cote, 1991). These facets are conceptualized as being distinct yet related constructs. Researchers have argued that:

"A multivariate approach to work commitment research will advance the understanding of how various pieces of the



commitment puzzle fit together and how constellations of work commitment constructs influence outcome variables" (Randall & Cote, 1991, p. 209).

Wiener and Vardi (1980) stated that since employees in a work setting simultaneously experience different levels of commitment to several different foci of working life, work outcomes such as withdrawal intentions or behaviors may be best understood as a function of all commitment types rather than of one or another in isolation. They further argued that as different facets of WC represent distinct attitudes, different effects on work outcomes could be expected. This article reviews and builds upon the relevant research in this area.

Although previous research has supported the importance of considering multiple foci of employee commitment to best understand behavioural outcomes or intentions (e.g., Becker, 1992; Blau & Boal, 1989; Cohen, 1998; Meyer, Allen, & Smith, 1993), little research has addressed the causal links between the different commitment foci (Cohen, 2000; Randall & Cote, 1991). The goal of this research was to replicate, extend, and help establish the causal links between work involvement, job involvement, organizational and occupational commitment, and intentions to

withdraw from both the organization and the occupation. Specifically, this study examined the direct and indirect effects of organizational commitment and occupational commitment on intentions to leave both the organization and the occupation, the mediating role played by organizational and occupational commitment in the relation between job involvement and intentions to leave both the organization and the occupation, as well as the mediating role played by job involvement in the relation between work involvement and both organizational and occupational commitment. Figure 1 presents a graphic representation of the overall model to be tested in this study. Following is a description of the four facets of work commitment portrayed in that model.

----- Insert Figure 1 here -----

Organizational commitment. Organizational commitment (OC) denotes the strength of identification with and involvement in a particular organization (Mowday, Steers & Porter, 1979). It includes a strong belief in and acceptance of an organization's goals and values, a readiness to exert a considerable effort on behalf of the organization, and a strong desire to remain an organizational member. This particular conceptualisation of organizational commitment

relates highly to Meyer and Allen's concept of affective organizational commitment (Meyer & Allen, 1997). Meyer and Allen (1997) have presented empirical results strongly supporting the existence of two other components of organizational commitment: continuance commitment and normative commitment. These authors have offered the following conceptual definitions for these two constructs: Continuance commitment refers to an awareness of the costs associated with leaving the organization (e.g., pension plans, salary, benefits). Thus, employees who feel strong continuance commitment remain in the organization because they need to do so. Normative commitment reflects a feeling of obligation to continue employment. People with strong normative commitment feel that they ought to remain in the organization. Neither of these two components of organizational commitment were included in this study because, although previous research reported by Meyer and Allen (1997) has demonstrated that they would uniquely influence withdrawal intentions and behaviour, they would play no mediational role in the model proposed and tested in this thesis.

Occupational commitment. Occupational commitment

(OCC) denotes the strength of motivation to work in a chosen career role (Hall, 1971). Terms used interchangeably with OCC include professional commitment (Morrow & Wirth, 1989), career commitment (Blau, 1985) and professionalism (Wetzel, Soloshy & Gallagher, 1990). Our choice of the term OCC is based on the wider applicability of the term across both professional and non-professional jobs, following the approach of Meyer, Allen & Smith (1993). Persons high in OCC should be more likely to participate in skill development, devote greater energy in developing their careers, do more to advance their occupation, and should be less likely to leave their occupation for another. Organizations would likely profit from occupationally committed employees who continue to invest in their own occupational knowledge and expertise.

Meyer, Allen, and Smith (1993) have found support for a three component conceptualisation of occupational commitment as well. However, as with organizational commitment, the focus of this study was on the relationships among affective forms of commitment and how they differentially influence outcome variables.

Job involvement. Job involvement (JI) denotes the cognitive state of psychological identification with a job (Kanungo, 1982; Lawler & Hall, 1970; Rabinovitz & Hall, 1977). It is a belief about one's current job and tends to be a function of how much the job can satisfy one's present needs (Kanungo, 1982). Highly job-involved individuals make the job an important part of their personal identity. Furthermore, people with high job involvement center most of their interests around their job.

Work involvement. Work involvement denotes a less specific work attitude about the general importance of work in one's life (Kanungo, 1982). Where job involvement tends to be a function of how much one's job can satisfy one's current needs, involvement in work is a normative belief about the value of work in one's life. People with high work involvement tend to believe that work is central to their lives. They also believe that work is its own reward. Also, they easily show contempt for idleness and self-indulgence (Schnake, 1991). They may feel morally obligated to perform a task to the best of their abilities, and may feel guilty if they believe they are not performing as well as they should be. Given the pervasiveness of this facet of work commitment

across work settings, some have argued that this general work attitude is a function of personality (Morrow, 1983). This personality link is based on observations that work ethic endorsement covaries with other stable personality traits (e.g., Brief & Aldag, 1977; Wanous, 1974).

## 2. HYPOTHESIS GENERATION

Previous exploratory and confirmatory factor-analytic research has evidenced the distinctiveness of OcC, OC, and JI (e.g., Blau, 1985, 1989; Brooke, Russell, & Price, 1988; Mathieu & Farr, 1991; Meyer et al., 1993). Also, in their meta-analysis of the antecedents and consequences of OC, Mathieu & Zajac (1990) reported only modest correlations (corrected r's of about .40) among diverse measures of OcC, OC and JI and concluded that it is appropriate to treat the three constructs as separate. In summary, the available research suggests that OC, JI, and OcC correlate moderately yet are distinct constructs. However, few studies have tested the empirical distinctiveness of WI relative to the other work commitment constructs included in this study (Blau, Paul, & St. John, 1993; Cohen, 1996; Morrow, Eastman, & McElroy, 1991). Before testing any causal links between these four dimensions of WC, their distinctiveness should be replicated. Accordingly, it is hypothesized that:

Hypothesis 1: Work commitment is a multidimensional construct with at least four distinct and intercorrelated dimensions.

Since employee intentions to leave both the occupation and the organization are used as outcome variables in this study, it is important to test the conceptual distinctiveness between behavioural intentions and the attitudes with which they are theoretically linked. The underlying assumption in most research that uses behavioural intentions as outcomes to particular work attitudes is that these intentions are related but distinguishable from the attitudes in that they are not simply alternative measures of the same attitudes. In addition, it is important to demonstrate empirical support for the distinctiveness between both forms of withdrawal intentions. Accordingly, it is hypothesized that:

Hypothesis 2: Intention to leave one's organization, intention to leave one's occupation, organizational commitment and occupational commitment are distinct yet intercorrelated constructs.

### 2.1 The mediating role of Job Involvement

As previously mentioned, very little research has investigated and tested the causal links between work commitment constructs. Randall and Cote (1991) have suggested that JI can be thought of as a precursor or



antecedent to both organizational and occupational commitment. In their model, they conceptualised JI as a mediator in the interrelations between several attitudes including the Protestant Work Ethic, OcC, OC, and Work Group Attachment. Specifically, their model suggests that JI directly affects both OC and career salience (OcC). The relation between JI and OC is based on social exchange theory, where people tend to reciprocate those who are a benefit to them. If employees highly involved in their job are more likely to have positive work experiences, these positive work experiences tend to be attributable to efforts made by the employing organization. It would follow that employees highly involved in their jobs are likely to increase their identification with and involvement in their organization, thereby increasing their commitment to that organization. The argument of employee reciprocation is supported by Meyer and Allen (1997). In their summary of the existing research on the antecedents of affective organizational commitment (a construct which captures the essence of Mowday, Steers, and Porter's (1979) definition of organizational commitment), they suggest higher affective commitment to the organization is more likely in employees

who experience positive work experiences. In a recent meta-analysis, Brown (1996) reported a strong relation between JI and OC (average  $r = .496$ ).

Job Involvement is also said to influence employees' commitment to their occupation (career). Indeed, Randall and Cote (1991) postulate that the positive work experiences enjoyed by employees highly involved in their jobs can be attributed not only to their employing organization but also to their chosen career. It would not be surprising that negative work experiences lead to doubts about one's occupational choice, thereby reducing occupational commitment. Conversely, positive work experiences would probably strengthen a person's conviction that she made a wise career choice, thereby increasing her level of occupational commitment.

According to Randall and Cote's (1991) model, JI is said to be directly influenced by the Protestant Work Ethic (PWE). This study measured work involvement instead. Work involvement has been said to be similar to PWE in that both are measuring an ethical endorsement toward work in general. Blau et al. (1993) found that most items from a measure of Protestant Work Ethic and a measure of WI loaded onto one

common factor. This facet of work commitment is believed to be a particularly important one as it has a key role in influencing an employee's affective responses in the workplace (Aldag & Brief, 1975). Indeed, such people would be more likely to be involved in their job than those with weaker work ethics (Kanungo, 1982; Rabinovitz & Hall, 1977). Previous scholars have argued that a major determinant of JI is a value orientation learned early in the socialization process (Blau, 1985; Brooke, Russel, & Price, 1988). An individual who values work in general will probably be "job involved" regardless of the context within which he or she might be employed (Runyon, 1973), thereby supporting the suggestion that WI is a function of one's personality. Cohen (2000) has found some empirical support for the direct influence of WI on JI. Given the scarcity of empirical evidence of this particular relationship, it necessary to replicate these findings on a different and larger sample than used in previous work. Accordingly, given the argument that WI will directly influence JI, which in turn will directly influence both OC and OcC, it is hypothesized that:

Hypothesis 3: Job involvement mediates the relation between work involvement and both organizational and

occupational commitment.

This hypothesis goes against the Morrow's (1993) model, wherein work ethic endorsement (WI) and OcC are more proximal and therefore more highly correlated than work ethic endorsement and JI. She reasoned that WI and OcC are more dispositionally determined whereas JI is more situationally determined. Thus, this thesis would allow the testing of two competing models depicting the relationship between WI, JI and OcC.

## 2.2 Mediating role of Organizational and Occupational Commitment

In a meta-analysis of the antecedents and consequences of job involvement, Brown (1996) reported a medium negative relation between JI and intentions to leave the organization (average  $r = -.310$ ). He also suggested that attitudes such as organizational commitment would be likely to mediate the relation between JI and turnover intentions. Previous research has supported the influence of both OC and OcC on employee turnover intentions and turnover (Jauch, Osborn, & Terpening, 1980; Meyer & Allen, 1997; Mueller, Wallace, & Price, 1992; Price & Mueller, 1981).

Assuming for the moment that JI does in fact directly influence both OC and OcC (hypothesis 3), one would deduce from the above evidence that OC and OcC probably mediate the relation between JI and turnover intentions. This would be an extension to the Randall and Cote (1991) model and would give added credence to the direct influence of JI on both OC and OcC. Specifically, JI would indirectly affect withdrawal intentions through its direct impact on OC and OcC. Cohen (2000) has reported some support for this model, although he included only intentions to leave the organization, not the occupation.

Meyer and Allen (1997) argued that if we are interested in behavior of relevance to specific constituencies either within or outside the organization, better understanding and prediction might be afforded by a measure of commitment to the relevant constituency. Following that logic, several scholars have tested the differential links between work attitudes and withdrawal behaviors or intentions. Blau (1985) found OC not to relate to intentions to leave the occupation. Meyer, Allen & Smith (1993) reported a negative relation between OC and both intentions to leave one's organization and occupation (-.45 and -.37, respectively,

$p < .01$ ). Multiple regressions supported the stronger relation between OC and intention to leave one's organization, than between OC and intention to leave one's occupation. Blau (1985) reported OcC to relate negatively with intentions to leave the occupation, yet found OcC was unrelated to organizational turnover intentions. Finally, Cohen (1998) reported one's intention to leave the occupation related only to OcC, and one's intention to leave the organization to be most strongly related to OC. Thus, empirical evidence suggests that OC and OcC are more highly related to intentions to leave the organization and to leave the occupation, respectively.

Based on this evidence, and assuming the direct influence of JI on both OC and OcC given the argumentation above, one may posit that OC and OcC mediate the relation between JI and both intentions to leave the organization and to leave the occupation. Specifically, JI would influence OC, which in turn would influence intentions to leave the organization. Also, JI would influence OcC, which in turn would influence intentions to leave the occupation. Before testing such mediation effects, the differential relations between OC, OcC, and intentions to leave the occupation and

the organization should first be tested. Accordingly, it is hypothesized that:

Hypothesis 4: Occupational commitment has a significant direct effect on intention to leave the occupation but not on intention to leave the organization, and organizational commitment has a significant direct effect on intention to leave the organization but not on intention to leave the occupation.

Also, given the causal links argued above, it is hypothesized that:

Hypothesis 5: Organizational commitment mediates the relation between job involvement and intention to leave the organization.

And,

Hypothesis 6: Occupational commitment mediates the relation between job involvement and intention to leave the occupation.

### 2.3 Indirect effects of OC and OcC on withdrawal intentions

Meta-analytic research by Lee, Carswell, & Allen (2000) and by Wallace (1993) has shown that there is a positive relationship between organizational and occupational commitment (average corrected  $r$ 's of .449 and .452,

respectively). Ayree and Tan (1992) have argued that OcC would be affected by OC in terms of an employing organization that provides an environment that promotes the ideals and goals of a specific occupation. The more one is committed to an organization with such an environment, the more one will identify with that occupation, thereby increasing one's commitment to that occupation.

Conversely, OC could be affected by OcC. Vandenberg and Scarpello (1994) have suggested this effect assuming the organization values the profession in question to some extent. People with high OcC working in an environment that allows them to behave consistent with their occupational values and goals would probably reciprocate that opportunity by increasing their commitment to their organization. Similarly, a person with low OcC who works in an organization that values their occupation would be expected to have low OC given the perceived lack of fit between what the employee and the employing organization value.

Thus, there appears to be evidence supporting a reciprocal relationship between OC and OcC. This type of relationship would suggest potential indirect paths between OC and OcC and both forms of withdrawal intentions.



Specifically, OC could affect intention to leave the occupation via its effect on OcC. Also, OcC could affect intention to leave the organization via its effect on OC. Before testing such mediation effects, it is necessary to demonstrate that the relation between OC and OcC is not purely spurious in nature due to the hypothesized direct effect of JI on both OC and OcC (Hypothesis 3). Accordingly, it is hypothesized that:

Hypothesis 7: The relationship between OC and OcC exists even after controlling for the effect of JI.

Regarding the indirect effects of both OC and OcC on both forms of withdrawal intentions, it is hypothesized that:

Hypothesis 8: OcC mediates the relationship between OC and intention to leave the occupation.

And,

Hypothesis 9: OC mediates the relationship between OcC and intention to leave the organization.

### 3. METHOD

#### 3.1 Participants

The data used for this study came from a larger survey effort aimed at measuring numerous work-related attitudes and behavioural intentions of part-time and full-time employed Ontario nurses belonging to a 75,000 member nursing association. Originally, questionnaires were sent out to 4,000 of these nurses (2000 part-time and 2000 full-time). Post cards and a second mail out resulted in 2,154 questionnaires being returned, indicating a response rate of 53.9%. The present study used only those nurses working a full-time work schedule (N=852). The elimination of cases with missing data produced 748 complete questionnaires, or 37.4% of the original 2000 questionnaires sent out to full-time nurses. The average age of this final group of respondents was 36 years. The average total length of education (representing all years of education including public, high, and post secondary schooling) was 15.66 years. Three measures of tenure were collected (in years): organizational tenure (average of 8.24 years), occupational

tenure (average of 13.01 years), and job tenure (average of 2.54 years).

### 3.2 Measures

Organizational Commitment. OC was measured using the 9-item version of the Organizational Commitment Questionnaire (OCQ; Mowday, Steers, & Porter, 1979). Coefficient alpha for this scale was .91, similar to the .86 alpha reliability computed across 9 samples in the meta-analysis done by Mathieu and Zajac (1990). Sample items include "I speak of this organization to my friends as a great one to work for", and "I am proud to tell others that I am part of this organization." Participants were asked to indicate the extent to which they agreed with the statements using a seven-point Likert scale (from "Strongly disagree" to "Strongly agree").

Occupational Commitment. OcC was measured using eight items from Blau's (1985) scale and two items from Landy and Guion's (1970) scale. Coefficient alpha for this scale was .82. The reader can refer to Appendix 1 for the scale items. Participants were asked to indicate the extent to which they agreed with the statements using a five-point Likert scale (from "Strongly disagree" to "Strongly agree").

Job Involvement. JI was measured using 10 items from Kanungo's (1982) scale. Coefficient alpha for this scale was .86, slightly higher than the .78 alpha reliability reported in Mathieu and Zajac's (1990) meta-analysis. Sample items include "I am very much involved personally in my job", and "I like to be absorbed in my job most of the time." Participants were asked to indicate the extent to which they agreed with the statements using a seven-point Likert scale (from "Strongly disagree" to "Strongly agree").

Work Involvement. WI was measured using Kanungo's (1982) 6-item scale. Coefficient alpha for this scale was .77. Sample items include "The most important things that happen in life involve work", and "In my view, an individual's personal life goals should be work oriented." Participants were asked to indicate the extent to which they agreed with the statements using a seven-point Likert scale (from "Strongly disagree" to "Strongly agree").

Organizational Withdrawal Intentions. This variable was measured using items by Mobley (1977) which identify thoughts of quitting, intentions to search for another job, and intentions to quit. Coefficient alpha for this scale was .82, similar to the .84 and .85 alpha reliabilities reported

by Blau (1985 and 1989). In addition, Blau (1989) computed a test-retest reliability of .67. Scale items include "I think about quitting my current job" (response options ranged from "Never" to Constantly" along a five-point scale), "I intend to quit my current job" (response options ranged from "Very unlikely" to "Certain" along a five-point scale), and "I intend to search for another job" (response options ranged from "Very unlikely" to "Certain" along a five-point scale).

Occupational Withdrawal Intentions. Consistent with Blau's (1989) approach, this variable was measured by replacing job with career across Mobley's (1977) items. Coefficient alpha for this scale was .86, very similar to the .84 alpha reliability reported by Mathieu and Zajac (1990) in their meta-analysis. Scale items include "I think about quitting the nursing profession" (response options ranged from "Never" to Constantly" along a five-point scale), "I intend to quit the nursing profession" (response options ranged from "Very unlikely" to "Certain" along a five-point scale), and "I intend to move into another profession/occupation" (response options ranged from "Very unlikely" to "Certain" along a five-point scale).

All instruments, variable scores were operationalized as the sum across the scale items, accounting for those items that were reversed.

### 3.3 Analyses

The empirical distinctiveness of WI, OC, OcC, and JI was assessed using principal axis analysis followed by oblique rotation given the hypothesized relations among the four dimensions. Exploratory factor analysis was chosen over confirmatory factor analysis given the lack of theoretical rationale for forcing the WI items onto one of the other three WC factors. Put otherwise, there was no theory-based three-factor model, which would include the WI items, that the four-factor model could be compared to. In addition, comparing a four-factor model to an all-inclusive one-factor model would be an inappropriate test of our hypothesis. The four-factor model would undoubtedly yield superior fit given previous research which has evidenced the distinctiveness of the three other WC factors. Such a test would not, however, clearly test the distinctiveness of WI relative to the other three factors.

The empirical distinctiveness of OC, OcC, intentions to leave the organization and intentions to leave the

occupation were assessed via confirmatory factor analysis using LISREL 8.3. Fit indices indicate the degree of empirical support for the different models to be tested. Bollen (1989) suggested that several fit indices should be used in factor analysis because of specific problems associated with each fit index. The following indices were used in the analysis: Chi-square, Normed Fit Index, Nonnormed Fit Index, Parsimony Normed Fit Index, Comparative Fit Index, Incremental Fit Index, Goodness of Fit Index, Adjusted Goodness of Fit, Parsimony Goodness of Fit Index, and Root Mean Square Error of Approximation.

To test the distinctiveness of OC, OcC, and both forms of withdrawal intentions, four models were tested (the null model, a two-factor model where OC and intention to leave the organization load onto one factor and OcC and intention to leave the occupation load onto another factor, a three-factor model where OC and OcC are distinct factors and where both forms of withdrawal intentions load onto one common factor, and a four factor model, representing each of the four constructs).

To test the mediating effect of JI on the relation between WI and both OC and OcC, a partial-correlation

approach based on previous work (Darlington, 1990; Judge & Cable, 1997) was used. In order for JI to be a mediating variable, three conditions must be satisfied: (a) There must be a significant relation between WI and both OC and OcC; (b) There must be a significant relation between JI and both OC and OcC; (c) The relation between WI and both OC and OcC decreases significantly once JI is partialled out. Indeed, if the exogenous variable affects the dependent variable largely through its effect of the mediating variable, once the mediating variable is partialled out, the relation between the exogenous and dependent variables should weaken considerably. Perfect mediation occurs when, after partialling out the mediating variable, the relation between the independent variable and the dependent variable ceases to exist (i.e., becomes non-significant) (Baron & Kenny, 1986). We believed a fourth condition should also be satisfied in order to further substantiate a claim of causality (despite the relative difficulty in doing so given the cross-sectional data set). The relation between the hypothesized mediating variable (JI) and the outcome variable(s) (OC and OcC) should not cease to exist when controlling for the exogenous variable (WI), given the assumption that the exogenous



variable is not accounting for (mediating) the relation between the mediating and dependent variables. One might expect a slight decrease in the relation due to common method variance. The same four-condition approach was used for testing the mediating effect of OC and OcC on the relation between JI and both forms of withdrawal intentions, the mediating effect of OC on the relationship between OcC and intentions to leave the organization, and the mediating effect of OcC on the relationship between OC and intentions to leave the occupation.

Previous research has suggested OC can be determined by OcC (Vandenberg & Scarpello, 1994). If JI is actually a determinant of OcC, JI could also affect OC indirectly via OcC. Thus, OcC was controlled for when testing the mediating role of JI in the relation between WI and OC in order to assess the observed relations with as much clarity as possible.

It has also been suggested that OcC can in turn be affected by OC (Aryee & Tan, 1992). JI could therefore also be affecting OcC indirectly through its potential hypothesized effect on OC. Thus, OC was controlled for when testing the mediating role of JI in the relation between WI

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and OcC to assess with clarity the proposed relations.

Additional controls were also used when testing the mediating role of OC and OcC on the relation between JI and withdrawal intentions. It can be argued that intention to leave the occupation can have a direct effect on intention to leave the organization. Indeed, in the case of nurses, it is unlikely they can apply their skills and training toward another type of job in their hospital or health institution. Their desire to leave their occupation would most likely force them to leave their organization. If one's intention to withdraw from the occupation is affected by OcC (hypothesis 4), it is entirely possible OcC would affect one's intention to withdraw from the organization indirectly through one's intention to leave the occupation. These arguments, combined with the hypothesized effect of JI on OcC, compelled me to control for both OcC and intention to leave the occupation in trying to clearly assess the mediating role of OC in the relation between JI and intention to leave the organization.

It can also be argued that intention to leave the organization can directly affect intention to leave the occupation. Indeed, given the general knowledge that similar

working conditions existed throughout health institutions in Ontario at the time of the survey, one's desire to quit one's job or leave the organization would probably compel the person to quit their occupation altogether. If one's intention to withdraw from the organization is affected by OC (hypothesis 4), it is entirely possible OC would affect one's intention to withdraw from the occupation indirectly through one's intention to withdraw from the organization. These arguments, combined with the hypothesized effect of JI on OC, forced us to control for both OC and intention to leave the organization in trying to clearly assess the mediating role of OcC in the relation between JI and intention to leave the occupation.

Earlier research (Cotton & Tuttle, 1986; Meyer & Allen, 1997; Porter & Steers, 1973) has suggested that tenure variables (job tenure, organizational tenure, occupational tenure) and age are related to work attitudes. As a precautionary measure, these variables were controlled for in all of the above mediation analyses.

To test for the differential impact of OC and OcC on both withdrawal intentions, multiple regression analysis (simultaneous entry of all independent variables) was used.

The purpose was to assess the relative effects of OC and OcC on both forms of withdrawal intentions. Again, given the likely reciprocal relation between both withdrawal intentions as discussed above, the withdrawal intention not chosen as the dependent variable was entered into the regression equation in order to account for its effect.

I considered using structural equation modelling (SEM) to test the fit of our overall model. However, use of SEM would have precluded the inclusion of a reciprocal causal relation between both OC and OcC, and between both forms of withdrawal intentions. In these cases, the two variables that are reciprocally related are determined by a common endogenous variable. In such a scenario, it is impossible to identify the error variances of both reciprocally related variables, thereby halting the convergence of the model (Private communication from LISREL customer support, February 2000). OC and OcC are both determined by JI. Both withdrawal intentions are determined by both OC and OcC (necessary for testing hypothesis 4). In addition, SEM does not permit us to control for the potential effects of the age and tenure variables on the attitudes and withdrawal intentions of interest to this study, since the objective was

to partial out the variance shared between these variables and all attitudes and behavioural intentions included in this study, not just a few in isolation.

#### 4. RESULTS

Table 1 provides a correlation matrix, means, and standard deviations of all variables included in this study.

----- Insert Table 1 here -----

##### 4.1 The distinctiveness of WI, JI, OC, and OcC

Principal axis component extraction followed by direct oblimin oblique rotation identified seven factors with eigenvalues greater than unity. However, the scree plot (see Figure 2) suggests that after the fourth factor, the remaining factors appear to form a straight, almost horizontal, line. Cattell's (1966) scree test suggests that when there appears to be a clear break between eigenvalues, akin to an elbow in the plot, it would make sense to retain only the factors with eigenvalues higher than the break point. In this case, only the first four factors were retained as meaningful.

Factor loadings for the unrotated four-factor solution can be seen in Table 2. The reader will notice that many of the items in the unrotated factor matrix have cross loadings that exceed .3, which calls for the subsequent factor rotation to more clearly interpret the four extracted

factors. As can be seen in Table 3, the correlations between the four factors range from .103 to .464. The use of oblique factor rotation is therefore justifiable.

----- Insert Table 2 here -----

----- Insert Table 3 here -----

Upon inspection of the pattern matrix (see Table 4), it can be seen that the exploratory factor analysis generally supports the hypothesized four factor solution. All WC items significantly load onto their respective factors, except for two OcC items, which do not appear to belong to any of the four hypothesized factors. More importantly however, the factor analysis demonstrates that all six of the WI items load onto their own factor. The variance of three of the ten JI items seems to be partially explained by the WI factor. Such cross-loadings warrant future investigation in JI scale improvements with respect to item clarity. The reader is reminded that the pattern matrix consists of loadings analogous to partial standardized regression coefficients in a multiple regression analysis. When factors are correlated, it makes sense to view loadings that account for the relations among factors.

----- Insert Table 4 here -----

#### 4.2 The distinctiveness of OcC, OC, and withdrawal intentions

Using maximum likelihood estimation and the covariance matrix of the 25 items, LISREL 8.3 generated fit indices for the two-, three- and four-factor models, as well as the null model. Based on the results presented in Table 5, the four-factor model provides the best fit to the data with a significant chi-square difference with the two-factor model (Chi-square difference = 2067.75,  $df = 5$ ,  $p < .01$ ) as well as the three-factor model (Chi-square difference = 596.31,  $df = 3$ ,  $p < .01$ ) and a considerable improvement across the fit indices. These results were considered sufficient to support the discriminability of the OC, OcC, organizational and occupational withdrawal intentions constructs.

----- Insert Table 5 here -----

#### 4.3 The mediating role of JI

As hypothesized, the relation between WI and OC ( $r = .171$ ,  $p < .001$ ) fell to a non-significant one after controlling for JI ( $r = -.014$ ,  $p = .705$ ). When controlling for WI, the relation between JI and OC ( $r = .323$ ,  $p < .001$ )



remained significant ( $r = .279, p < .001$ ). These results suggest that JI does in fact mediate the relation between WI and OC.

Also as hypothesized, the relation between WI and OcC ( $r = .102, p = .005$ ) fell to a non-significant one after controlling for JI ( $r = -.039, p = .302$ ). When controlling for WI, the relation between JI and OcC ( $r = .242, p < .001$ ) remained significant ( $r = .224, p < .001$ ). These results suggest that JI mediates the relation between WI and OcC as well.

#### 4.4 The differential relations between OC, OcC, and withdrawal intentions

As hypothesized, intention to withdraw from the organization is influenced by OC but not OcC. Having entered the control variables (age, tenure measures, and intention to leave the occupation), OcC failed to explain any unique variance in intention to leave the organization over and above OC ( $\beta = -.047, p = .175$ ). Testing the significance of a variable's regression coefficient is tantamount to testing the increment in variance explained by that particular variable over and above the other

independent variables in the equation (Pedhazur & Schmelkin, 1991). Detailed results of the multiple regression analysis are shown in Table 6.

----- Insert Table 6 here -----

Also as hypothesized, intention to leave the occupation is determined by OcC but not OC. Having entered the control variables (age, tenure measures, and intention to leave the organization), OC failed to explain any unique variance in intention to leave the occupation over and above the other variables included in the equation ( $\beta = -.018$ ,  $p = .528$ ). Detailed results of the multiple regression analysis are shown in Table 7.

----- Insert Table 7 here -----

#### 4.5 The mediating effect of OC on the relationship between JI and intentions to leave the organization

Even before controlling for OC, the relation between JI and intention to leave the organization bordered on significance using an alpha level of .05 ( $r = -.064$ ,  $p = .067$ ). However, after controlling for OC, the relation fell sharply to a highly non-significant level ( $r = -.0029$ ,  $p = .934$ ). After controlling for JI, the relation between OC and

intention to leave the organization ( $\underline{r} = -.189, p < .001$ ) remained significant ( $\underline{r} = -.179, p < .001$ ). These results suggest that OC mediates the relation between JI and intention to leave the organization.

#### 4.6 The mediating effect of OcC on the relationship between JI and intentions to leave the occupation

As hypothesized, the relation between JI and intention to leave the occupation ( $\underline{r} = -.0821, p = .025$ ) fell to a much smaller and non-significant one after controlling for OcC ( $\underline{r} = .017, p = .646$ ). After controlling for JI, the relation between OcC and intention to leave the occupation ( $\underline{r} = -.422, p < .001$ ) remained significant ( $\underline{r} = -.415, p < .001$ ). These results allow us to conclude that OcC mediates the relation between JI and intention to leave the occupation.

#### 4.7 The relationship between OC and OcC

As hypothesized, the relation between OC and OcC ( $\underline{r} = .447, p < .001$ ) remained significant after controlling for JI ( $\underline{r} = .332, p < .001$ ), suggesting the relationship between OC and OcC is not totally accounted for by the effects of JI.

Controls for both of the above correlations included age and all three tenure variables.

#### 4.8 The mediating effect of OcC on the relationship between OC and intentions to leave the occupation

As hypothesized, the relation between OC and intention to leave the occupation ( $r = -.171, p < .001$ ) became non-significant after controlling for OcC ( $r = -.015, p = .685$ ). However, the relation between OcC and intention to leave the occupation ( $r = -.449, p < .001$ ) remained significant after controlling for OC ( $r = -.422, p < .001$ ). Controls for all the above correlations included intention to quit the organization, age, and all three tenure variables. These results suggest OcC mediates the effect of OC on intention to leave the occupation.

#### 4.9 The mediating effect of OC on the relationship between OcC and intentions to leave the organization

As hypothesized, the relation between OcC and intention to leave the organization ( $r = -.112, p = .002$ ) became non-significant after controlling for OC ( $r = -.045, p = .218$ ). However, the relation between OC and intention to

leave the organization ( $\underline{r} = -.214, p < .001$ ) remained significant after controlling for OcC ( $\underline{r} = -.189, p < .001$ ). Controls for all the above correlations included intention to leave the occupation, age, and all three tenure variables. These results suggest OC mediates the effect of OcC on intention to leave the organization.

## 5. DISCUSSION

### 5.1 Theoretical Implications

The results of this study suggest that WI, OC, OcC, and JI are indeed distinguishable constructs, thereby lending further credence to the multidimensional nature of employee work commitment. In addition, it was demonstrated how behavioural intentions to withdraw from the organization and from the occupation are indeed distinct from one's commitment to one's organization or occupation. These results, combined with previous research which has evidenced the relation between behavioural intentions to withdraw and actual withdrawal (e.g., O'Reilly & Chatman; 1986, Steel & Ovalle, 1984; Tett & Meyer, 1993), give substantial usefulness to the measurement of behavioural intentions to withdraw in organization research.

Despite the theoretical relevance of helping establish the conceptual distinctiveness of the various work commitment constructs included in this study, testing the theoretical linkages between the constructs was of primary interest. Our results suggest that intentions to withdraw from the organization and from the occupation are both

directly and indirectly influenced by OC and OcC. OC and OcC would in turn both be directly influenced by JI, which would finally be influenced by WI. Despite how cross-sectional data limits our ability to claim causality in our observed relations, these results support the primacy of certain constructs over others in the hypothesized causal chain.

‡ Testing mediational paths is essential to enhancing our understanding of the relative roles of these various constructs within the larger domain of work commitment. Indeed, limiting oneself to meta-analytically derived correlations or to regression derived predictors of particular outcome variables in no way explains *why* some attitudes are better predictors than others. Thus, mediational research offers the means by which one can better understand the nomological network of work attitudes and provide practitioners direction in policy development and management practice.

The model tested offers incremental empirical evidence for Randall and Cote's (1991) theoretical model conceptualizing the various causal links between WC constructs. In their original model, they argued that commitment to one's work group would directly influence JI

as well. Unfortunately, our sample did not lend itself to the measurement of such a construct. Thus, our results offer but partial support for Randall and Cote's (1991) model. This study did however help extend Randall and Cote's (1991) model by including intentions to leave both the occupation and the organization as final outcome variables, and by investigating and finding support for direct and indirect effects of OC and OcC on both forms of withdrawal intentions.

The results of this research are inconsistent with Morrow's 1993 model. WI has been shown to be more proximal to JI than to OcC, in that WI influences OcC through its more proximal relationship with JI. Interestingly, Lee, Carswell, and Allen's (2000) meta-analysis on the relationship between OcC and other work attitudes and outcome variables also failed to support Morrow's model. Specifically, they found that OcC was more highly correlated with JI (average corrected  $r = .518$ ) than with WI (average corrected  $r = .344$ ).

The effects of OC and OcC on both types of withdrawal intentions deserves further discussion. Though evidence was found for the hypothesized direct and indirect effects,



this was accomplished after controlling for the alternative withdrawal intention given the likelihood of mutual influence between both forms of withdrawal intentions. Regression analyses revealed that both withdrawal intentions were in fact highly related. These findings strongly suggest OC would have an additional indirect effect on intention to leave the occupation through its effect on intention to leave the organization. Alternatively, OcC probably has an additional indirect effect on intention to leave the organization through its effect on intention to leave the occupation. In order to test these indirect relations, additional mediation analyses were conducted.

The relation between OC and intention to leave the occupation ( $r = -.115$ ,  $p = .002$ ) dropped to a non-significant correlation after controlling for intention to leave the organization ( $r = -.015$ ,  $p = .685$ ). However, the correlation between intention to leave the organization and intention to leave the occupation ( $r = .472$ ,  $p < .001$ ) did not drop as dramatically when controlling for OC ( $r = .459$ ,  $p < .001$ ). Controls for the calculation of the above relations included age, tenure measures, and OcC. These

results suggest intention to leave the organization does in fact mediate the relation between OC and intention to leave the occupation. Conceptually, these results suggest that a person's level of organizational commitment negatively affects their intention to leave their organization. The more a person is committed to their organization, the less they want to leave. Conversely, the less they are committed to their organization, the more they want to leave. Subsequently, their intention to leave the organization positively affects their intention to leave their occupation. As previously discussed, this effect is explained by the assumed knowledge nurses had that working conditions in health institutions were generalizable across the province at the time of data collection. Thus, given the low likelihood that a nurse would be able to find better working conditions in another health institution (assuming limited labour mobility), the desire to leave one's organization would lead to one's desire to leave the nursing profession altogether. Future research should examine the potential moderator(s) of the effect of intention to leave the organization on intention to leave the occupation. A promising moderator would be employees'

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belief that the same working conditions exist in most organizations within a given industry.

The relation between OcC and intention to leave the organization ( $r = -.293, p < .001$ ) dropped to a non-significant correlation after controlling for intention to leave the occupation ( $r = -.045, p = .218$ ). However, the relation between intention to leave the occupation and intention to leave the organization ( $r = .525, p < .001$ ) did not fall as dramatically after controlling for OcC ( $r = .459, p < .001$ ). Controls for the calculation of the above relations included age, tenure measures, and OC. These results offer support for the mediating effect of intention to leave the occupation on the relation between OcC and intention to leave the organization over and above recent meta-analytic work by Lee, Carswell, and Allen (2000). In their research, meta-analytic analyses involving semi-partial correlations suggested that occupational turnover intentions mediate the relationship between occupational commitment and organizational turnover intentions. The current study further substantiated the direction of causality by testing for the significance of the partial

correlation between both forms of withdrawal intentions after controlling for occupational commitment.

Conceptually, these results suggest a nurse's level of OcC negatively affects his or her intention to leave the nursing profession. Specifically, the higher the commitment to the occupation, the lower the desire to leave the occupation. Conversely, the lower the commitment to the occupation, the higher the desire to leave the occupation. Subsequently, the desire to leave the occupation positively affects the desire to leave the organization. Given the specific training one is given in the nursing profession, it is unlikely that a nurse would be able to find a different job within the same organization. Thus, a nurse's desire to leave the nursing profession is usually followed by a desire to leave the organization.

These results, along with earlier results supporting the direct and indirect effects of OC and OcC on both forms of withdrawal intentions suggest that both work attitudes can influence both types of withdrawal intentions.

Our results on the role of WI in determining subsequent work attitudes is of considerable importance.

Previous research suggesting WI is a function of personality (e.g., Mowday, 1983) is quite interesting in light of the increased importance given to the use of personality as a predictor of work behaviour (Mount & Barrick, 1995). Little research has addressed the effect of traits on the subsequent development of work attitudes (e.g., Lee, Ashforth, Walsh, & Mowday, 1992). Future research should investigate the extent to which specific personality traits determine WI and subsequent more specific work attitudes. Conscientiousness, a trait that has been associated with withdrawal behaviours such as absenteeism and turnover (Barrick & Mount, 1996; Judge, Martocchio, & Thoresen, 1997) would be promising in that regard, especially given the increased importance given to the five-factor model of personality (Mount & Barrick, 1995). Research has suggested that conscientiousness includes several subfacets (Costa & McCrae, 1992). One of these subfacets, dutifulness, seems to be of considerable relevance to the construct of work involvement. According to Costa and McCrae (1992), people who are high on dutifulness adhere strictly to their ethical principles and scrupulously fulfill their moral obligations. Low scorers

are more casual about such matters and may be somewhat undependable or unreliable. Given this conceptual definition, it would seem reasonable to postulate that dutifulness has a role to play in the development of one's level of work involvement. In order for such a relationship to emerge from future research, it is imperative that dutifulness scores be used. Using an overall conscientiousness score instead, which includes various distinct yet related subfacets of conscientiousness, would introduce a significant amount of error in the prediction equation, thereby weakening the magnitude of the effect. Such research would allow us to more fully understand the role of WI within a broader nomological network of personality traits, work attitudes, and outcomes.

## 5.2 Practical Implications

One practical implication is the potential use of a work involvement scale as a screening device for potential employees. Such a scale could be used to predict which candidates would be more likely to develop strong involvement in their jobs, and subsequent high commitment to both their organization and their occupation. These

statements are not intended to detract managers from other established antecedents of important work attitudes (e.g., leadership, rewards, employee recognition, developmental opportunities, etc.). It is potentially useful to alert them to the possibility of controlling yet another factor that may influence the extent to which their employees may become committed and more effective assets to their organization. Of course, the use of such a predictor would only be warranted if it explains unique variance in work outcomes over and above other well known predictor traits, such as conscientiousness.

Another practical implication is the knowledge that JI probably has a direct influence over both OC and OcC. Thus, influencing employees' level of JI is likely to subsequently affect their levels of OC and OcC. Meta-analytic work by Brown (1996) has evidenced promising determinants of JI, such as job challenge, task identity, feedback, task significance, task complexity, and motivating potential. These variables should be considered if one wishes to effectively influence JI.

Finally, it is undoubtedly useful to know that helping to enhance an employee's level of occupational or

organizational commitment is likely to affect both his or her intentions to stay within the organization and within the occupation (directly and indirectly). Thus, whether an organization is interested in minimizing intentions to leave the occupation or the organization, steps should be taken to influence both forms of commitment. Further research should focus on determining which conditions are likely to moderate the relation between intentions to leave the occupation and to leave the organization, and between organizational and occupational commitment. Determination of such moderators would help us anticipate indirect effects of either OC or OcC on withdrawal intentions.



### 5.3 Agenda for Future Research

The primary research interest following this investigation should be to better understand the conditions that would affect the relationships between intentions to withdraw from one's organization and from one's occupation, and between commitment to one's organization and to one's occupation. Indeed, such knowledge would significantly improve the predictive capacity of the model.

As mentioned earlier, it would be interesting to test the assumption that intention to leave one's organization will affect intention to leave one's occupation either when one believes similar working conditions exist in other accessible organizations, or when one is limited in terms of mobility. Labour mobility and similarity in working conditions might both be shown as being significant moderators of that relationship. It would be of value to measure these two hypothesized moderators either objectively or using parties other than survey respondents in order to avoid the threat of common method variance. Labour mobility could be collected from provincial and/or national statistics or via professional association records.

Similarity in working conditions could be collected from professional association representatives.

One should also investigate the conditions that would affect the relationship between OC and OcC. It was previously argued that OcC affects OC because it is assumed that most organizations allow people to exercise the values and objectives of their chosen professions. However, if organizations make certain administrative decisions that impede upon employees' capacity to properly exercise their occupation (e.g., significantly cutting back on necessary staff, resources, equipment, etc.), it is unlikely that employees, especially those highly committed to their occupations, will develop a strong sense of commitment to that organization, thereby changing the nature of the relationship. Lee, Carswell, and Allen's (2000) meta-analysis has started to address this issue. Specifically, they have shown that the relationship between OC and OcC is stronger among professionals working in organizations who are less likely to support their professional values and goals (e.g., nurses working in industry rather than working in a public hospital). In order to guide practitioners, further research should investigate what types of

organizational actions or policies impede employees from fulfilling their occupation's ideals and values.

In order to better position work attitudes within a larger nomological network that would include personality traits, one should ascertain the relationship or potential conceptual overlap between WI and the well-researched trait of conscientiousness.

As discussed in the introduction of this thesis, it would be of interest to ascertain the incremental contribution of other components of occupational and organizational commitment (i.e., continuance, normative) in predicting withdrawal intentions. Such research would enrich our understanding of the various pieces of the work commitment puzzle by helping scholars and practitioners alike understand the relative contributions of these various components of commitment in the determination of employee behaviour.

Finally, in order to further expand the model, it would be important to examine the roles and relative contributions of attitudes towards other foci, such as commitment toward one's work group and toward the union. Very little research has conceptually, let alone

empirically, addressed how one's commitment to the union interacts with or affects one's commitment to the organization or to its constituents (e.g., management, work group, etc.). For example, Meyer and Allen (1997) have suggested that for employees who feel strong affective commitment toward both their union and their employer, strong conflict between these foci of commitment might be unbearable, thereby inciting organizational withdrawal. Such research would further contribute to our understanding of the impact of work commitment on employee behaviour.

#### 5.4 Limitations

One obvious limitation to consider is the exclusive use of Likert-type self-report scales for measuring the attitudes and behavioural intentions. The resulting correlation coefficients among the variables might have been inflated by common method variance, although the mediation analyses suggest that this was not a significant factor in explaining the observed correlations in light of the results indicating perfect mediation. Another weakness is the cross-sectional nature of this research. Future investigations using longitudinal designs would establish with more

certainty the causal links tested in this study. Finally, the results of this study are limited in their generalizability. For example, the higher labour mobility in the high-tech industry might weaken the effect of intention to leave the organization on intention to leave the occupation since employees tend to be in a better position to find more satisfactory working conditions elsewhere in the country or even in a different country. Future research should investigate the relations tested in this study in other industries.

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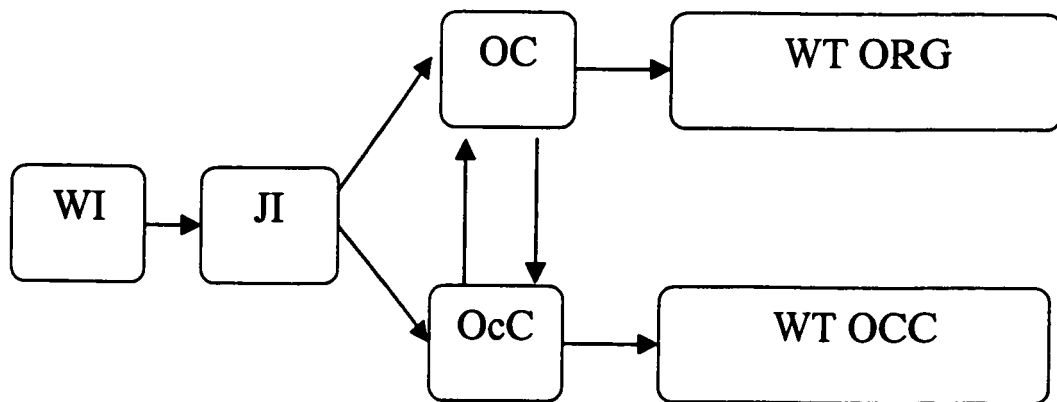
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Figure 1: Overall Model to be Tested



Note. WI = Work Involvement, JI = Job Involvement, OC = Organizational Commitment, OcC = Occupational Commitment, WT ORG = Intention to withdraw from the organization, and WT OCC = Intention to withdraw from the occupation.

Figure 2: Scree Plot of Extracted Factors

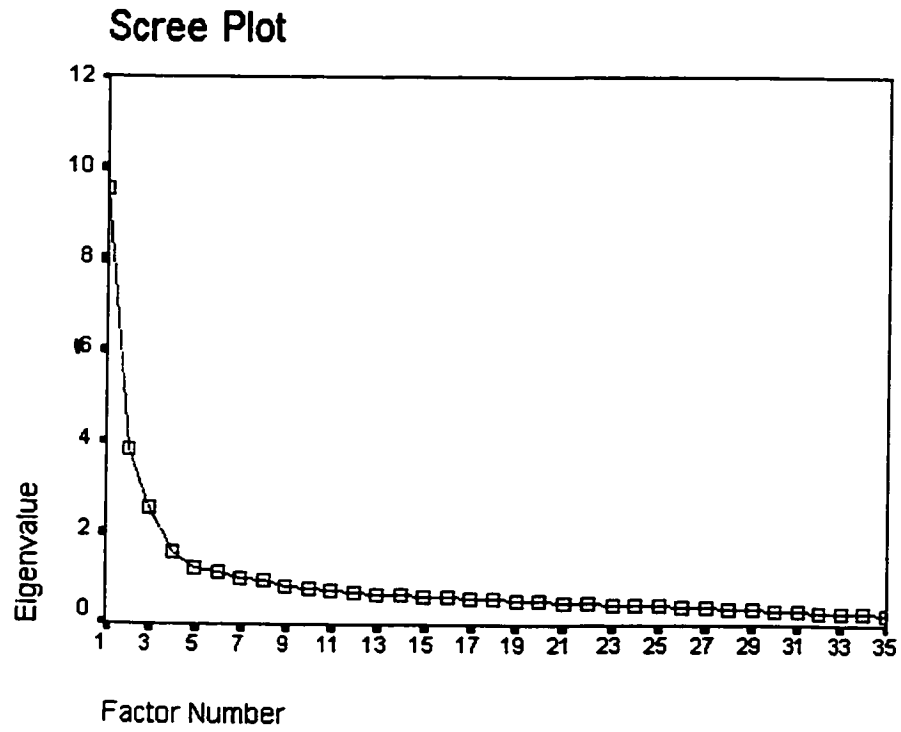


Table 1: Zero-order Correlation Matrix for all Variables

	Avg	SD	AGE	JB TEN	WT ORG	Jl	OC	OCC	OCC TEN	WT OCC	ORG TEN	WI
AGE	36.14	9.39	1									
JB TEN	2.54	0.77	0.274**	1								
WT ORG	8.35	3.64	-0.277**	-0.137**	1							
Jl	27.67	8.72	0.056	-0.009	-0.224**	1						
OC	34.63	12.54	0.112**	-0.009	-0.371**	0.450**	1					
OCC	28.96	8.58	0.144**	0.026	-0.413**	0.403**	0.469**	1				
OCC TEN	13.01	8.87	0.882**	0.284**	-0.294**	0.042	0.076*	0.084*	1			
WT OCC	7.18	3.42	-0.214**	-0.088*	0.605**	-0.251**	-0.361**	-0.573**	-0.181**	1		
ORG TEN	8.34	6.94	0.674**	0.404**	-0.259**	0.054	0.025	0.062	0.758**	-0.160**	1	
WI	15.89	4.85	0.152**	-0.031	-0.091**	0.591**	0.244**	0.208**	0.124**	-0.161**	0.067	1

Note. JB TEN = job tenure, WT ORG = intention to withdraw from organization, Jl = job involvement, OC = organizational commitment, OCC = occupational commitment, OCC TEN = occupational tenure, WT OCC = intention to withdraw from occupation, ORG TEN = organizational tenure, WI = work involvement, Avg = variable mean, SD = variable standard deviation.

\* $p < .01$ , \*\* $p < .001$ .



Table 2: Unrotated Factor Matrix of WC Items

Item	Factor 1	Factor 2	Factor 3	Factor 4
J11	.621			
J12	.464			
J13	.525			-.363
J14	.546	.424		
J15	.589	.391		
J16	.532			
J17	.378			-.313
J18	.546	.394		
J19	.555	.429		
J110	.523	.403		
OC1	.568			
OC2	.669	-.381	-.300	
OC3	.461			
OC4	.546	-.318	-.316	
OC5	.669	-.454	-.314	
OC6	.666	-.357	-.323	
OC7	.636	-.420	-.310	
OC8	.616	-.300		
OC9	.667	-.329		
OcC1	.478		.501	
OcC2	.503		.401	
OcC3	.465		.506	
OcC4	.417		.441	
OcC5	.557		.501	
OcC6	.487		.315	
OcC7	.494		.392	
OcC8				
OcC9	.421			
OcC10				
WI1	.381	.462		
WI2	.304	.345		
WI3	.381	.318		
WI4	.358	.363		.348
WI5	.414	.467		.423
WI6	.389	.372		.352
% Var	25.93	9.56	6.05	3.01

Note. Only factor loadings higher than .300 are reported;

OC = Organizational Commitment, OcC = Occupational

Commitment, JI = Job involvement, and WI = Work  
involvement, % Var = Percentage of total variance accounted  
for by factor.

Table 3: Intercorrelations between WC Factors

Factor	OC	WI	OcC	JI
OC	1			
WI	.158	1		
OcC	.464	.103	1	
JI	-.378	-.403	-.375	1

Note. Negative correlations between JI and the factors are due to the factor rotation method. They do not reflect the true direction of the relations with the other WC factors, OC = Organizational commitment, WI = Work involvement, OcC = Occupational commitment, and JI = Job involvement.

Table 4: Pattern Matrix of WC Items

Items	OC	WI	OcC	JI
JI1				-.474
JI2				-.456
JI3				-.672
JI4				-.640
JI5				-.697
JI6				-.545
JI7				-.460
JI8		.352		-.415
JI9		.417		-.391
JI10		.336		-.428
OC1	.445			
OC2	.828			
OC3	.427			
OC4	.762			
OC5	.887			
OC6	.839			
OC7	.834			
OC8	.659			
OC9	.760			
OcC1			.736	
OcC2			.608	
OcC3			.772	
OcC4			.639	
OcC5			.767	
OcC6			.557	
OcC7			.668	
OcC8				
OcC9			.442	
OcC10				
WI1		.521		
WI2		.383		
WI3		.319		
WI4		.614		
WI5		.757		
WI6		.628		

Note. Only factor loadings higher than .300 are reported;

OC = Organizational Commitment, OcC = Occupational

Commitment, JI = Job involvement, and WI = Work

involvement.

Table 5: Model Fit Indices for the Distinctiveness of OC, OCC, and Withdrawal Intentions

Model	$\chi^2$	df	NFI	NNFI	PNFI	CFI	IFI	GFI	AGFI	PGFI	RMSEA
Null	13467.07*	300	-	-	-	-	-	-	-	-	-
2-fac.	4132.20*	274	.69	.68	.63	.71	.71	.68	.62	.57	.14
3-fac.	2660.76*	272	.80	.80	.73	.82	.82	.78	.74	.66	.11
4-fac.	2064.45*	269	.85	.85	.76	.86	.86	.82	.78	.68	.095

Note.  $\chi^2$  = Chi-square, df = degrees of freedom, NFI = Normed Fit Index, NNFI = Nonnormed Fit Index, PNFI = Parsimony Normed Fit Index, CFI = Comparative Fit Index, IFI = Incremental Fit Index, GFI = Goodness of Fit Index, AGFI = Adjusted Goodness of Fit Index, PGFI = Parsimony Goodness of Fit Index, RMSEA = Root Mean Square Error of Approximation.

2-fac. = 2-factor model, where items for OC and intention to leave the organization load onto one factor, and those for OCC and intention to leave the occupation load onto a second factor; 4-fac. = 4-factor model, where items load onto their

respective latent variables, OC, OCC, intention to leave the occupation, and intention to leave the organization.

\*p < .05.

Table 6: Multiple Regression with Intention to Leave the Organization as the Dependent Variable

<u>Variable</u>	<u>B</u>	<u><math>\beta</math></u>	<u>p</u>	<u>SPC</u>
Age	.036	.095	.096	.044
JB TEN	-.167	-.035	.229	-.032
OCC <sup>†</sup> TEN	-.089	-.219	.001	-.090
ORG TEN	-.030	-.058	.171	-.036
WT OCC	.521	.486	.000	.389
OC	-.048	-.166	.000	-.145
OcC	-.020	-.047	.175	-.036

Note. B = unstandardized coefficient,  $\beta$  = standardized coefficient, p = significance level, SPC = semi-partial correlation, JB TEN = job tenure, OC = organizational commitment, , OcC, occupational commitment, OCC TEN = occupational tenure, WT OCC = intention to withdraw from occupation, ORG TEN = organizational tenure.

Table 7: Multiple Regression with Intention to Leave the Occupation as the Dependent Variable

<u>Variable</u>	<u>B</u>	<u><math>\beta</math></u>	<u>p</u>	<u>SPC</u>
Age	-.032	-.089	.098	-.041
JB TEN	-.041	-.009	.736	-.008
OCC TEN	.027	.072	.237	.029
ORG TEN	-.007	-.015	.715	.009
WT ORG	.405	.434	.000	.368
OC	-.005	-.018	.528	-.016
OcC	-.150	-.378	.000	-.317

Note. B = unstandardized coefficient,  $\beta$  = standardized coefficient, p = significance level, SPC = semi-partial correlation, JB TEN = job tenure, OC = organizational commitment, , OcC, occupational commitment, OCC TEN = occupational tenure, WT ORG = intention to withdraw from organization, ORG TEN = organizational tenure.



## APPENDIX 1

### Occupational Commitment Scale Items

1. If I could get a job different from being a nurse and paying the same amount, I would take it.
2. I definitely want a career for myself in nursing.
3. If I could do it all over again, I would not choose to work in the nursing profession.
4. If I had all the money I needed without working, I would probably still continue to work in the nursing profession.
5. I like this vocation too well to give it up.
6. This is the ideal profession for a life work.
7. I am disappointed that I ever entered the nursing profession.
8. I spend a significant amount of time reading nursing-related journals, books or magazines.
9. I talk down the nursing profession.
10. I would take upgrading courses or seminars in the nursing profession only if paid for by my employer.

Organizational commitment scale items

1. I am willing to put a great deal of effort beyond that normally expected in order to help this organization be successful.
2. I speak of this organization to my friends as a great one to work for.
3. I would accept almost any type of job assignment in order to keep working for this organization.
4. I find that my values and the organization's values are very similar.
5. I am proud to tell others that I am part of this organization.
6. This organization really inspires the very best in me in the way of job performance.
7. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.
8. I really care about the fate of this organization.
9. For me this is the best of all possible organizations for which to work.

Work involvement scale items

1. The most important things that happen in life involve work.
2. Work is something people should get involved in most of the time.
3. Work should be only a small part of one's life.
4. Work should be considered central to life.
5. In my view, an individual's personal life goals should be work oriented.
6. Life is worth living only when people get absorbed in work.

Job involvement scale items

1. The most important things that happen to me involve my present job.
2. To me, my job is only a small part of who I am.
3. I am very much involved personally in my job.
4. I live, eat, and breathe my job.
5. Most of my interests are centred around my job.
6. I have very strong ties with my present job, which would be very difficult to break.
7. Usually I feel detached from my job.
8. Most of my personal life goals are job-oriented.
9. I consider my job to be very central to my existence.
10. I like to be absorbed in my job most of the time.