THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT

AND TURNOVER INTENTION: THE MODERATION EFFECT OF

CONSTITUENT ATTACHMENT

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The relationship between organizational commitment and turnover intention:

The moderation effect of constituent attachment

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หมายเหตุ

- Methodology , Sampling method , Explain more on descriptive data
- Recommendation base on research result , other applicable industries
- Add 5.3 recommendation in the document

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ABSTRACT

This paper conducts the moderation analysis of constituent attachment on the relationship between organizational commitment and turnover intention. Researcher hypothesize that organizational commitment would negatively predict turnover intention; and that constituent attachment would moderate this relationship at three distinct levels. Ninety-eight respondents from an IT firm in Bangkok, Thailand are employed to respond to constituent attachment, organizational commitment and turnover intention questionnaires. The results indicate that organizational commitment negatively predicts turnover intention, but constituent attachment did not moderate this relationship. However, the moderation analysis of constituent attachment indicates negative relationship between organizational commitment and turnover intention at low, medium, and high levels of constituent attachment. Employees' organizational commitment is high when turnover intention is low, and those who are attached to their coworkers are committed to their organization and are less likely to leave. The implications of these findings for both theory and practice are discussed.

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Bernard Tochukwu Obiechina

DECLARATION

I, Bernard Tochukwu Obiechina, hereby declare that except for references to other people's work, which had been acknowledged, this research paper is the outcome of my independent investigations in the area of study.

Signature: …………..

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Date: …./…/2019

DEDICATION

To My Parents, Mr. John, and Dr. Mrs. Catherine Obiechina

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Chapter 1

Introduction

1.1 Background of the study

According to a survey, 12.8% of employees voluntarily leave their organizations (Compensation Force, 2017), indicating that the majority of employees choose to remain with the organization. Of the many reasons why employees stay, organizational commitment, the individual's emotional attachment in continuing membership with a particular organization (Allen & Meyer, 1990), has become the central interest of study among organizational scholars (Mowday, Porter, & Steers, 2013). Organizational commitment has been proposed as a psychological state that contains three distinct components: affective, continuance, and normative commitment, reflecting employees' desires, needs, and obligations to maintain employment in an organization (Meyer & Allen, 1991). Organizational commitment is one of the many factors reported by employees choosing to stay with the organization (Hausknecht, Rodda, & Howard, 2009).

A meta-analysis of the antecedents, correlates, and consequences of organizational commitment identified correlates of organizational commitment to include job satisfaction and motivation; antecedents to include personal characteristics, job, and organizational characteristics, role states, and group-leader relations; and consequences to include job performance, such as ratings and turnover intention (Mathieu & Zajac, 1990). As turnover intention, the individual's conscious and deliberate willingness to leave the organization (Tett & Meyer, 1993), is predictive of actual turnover (Steel & Ovalle, 1984), researchers have directed their attention to the relationship between organizational commitment and turnover intention. Studies of the antecedents of organizational commitment (Luthans, Baack, & Taylor, 1987; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002) and turnover intention

(Griffeth, Hom, & Gaertner, 2000; Slattery & Selvarajan, 2005) have found job satisfaction and organizational commitment to be valid predictors of turnover intention. Organizational commitment and turnover intention are essential to organizations as organizational commitment has shown to be a consistent negative predictor of turnover intention (Meyer et al., 2002) across countries such as Australia (Perryer, Jordan, Firns, & Travaglione, 2010), Korea (Joo & Park, 2010), and Belgium (De Gieter, Hofmans, & Pepermans, 2011).

The present study contends that employees are committed to the organization as a result of constituent attachment, the extent to which an employee feels attached to coworkers in the workplace (Maertz & Griffeth, 2004). As there does not seem to be any study that has investigated constituent attachment as an antecedent of organizational commitment, this study will examine constituent attachment as a moderator and will contribute to the literature on organizational commitment-turnover intention relationships. Employees who develop constituent attachment are less likely to leave their organizations because constituent attachment negatively predicts turnover intention (Tews, Stafford, & Michel, 2014). However, to shed light on the reason why employees remain with the same organization for a long time, this study proposes to examine the moderating effect of constituent attachment on the relationship between organizational commitment and turnover intention. Figure 1.1 displays the proposed model.
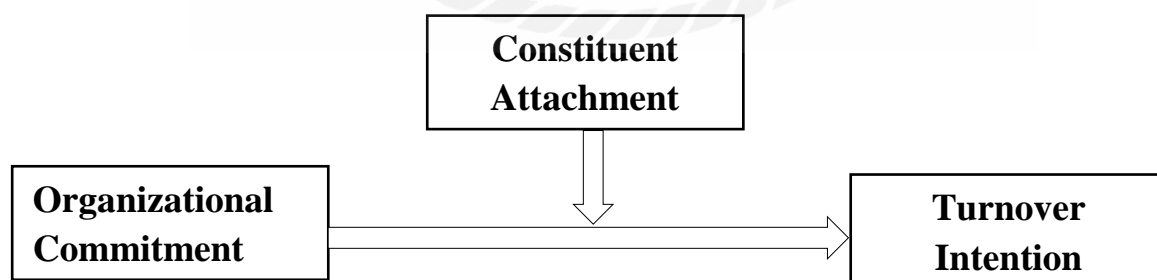
Figure 1.1 Constituent attachment moderates the relationship between organizational commitment and turnover intention.

1.2 Hypotheses on the organizational commitment-turnover intention relationship.

H1: Organizational commitment negatively predicts turnover intention.

H2: Constituent attachment moderates the relationship between organizational commitment and turnover intention, such that:

- Hypothesis 2a: At a high level of constituent attachment, the relationship between organizational commitment and turnover intention is negatively strong;

- H2b at a medium level, the relationship is negatively moderate; and

- H2c a low level, the relationship is zero.

1.3 Definition of terms

Constituent attachment refers to the extent to which an employee feels attached to or has established bonds with coworkers in the workplace (Maertz & Griffeth, 2004).

Organizational commitment indicates the identity, shared goals, interests and values, and individuals' involvement in the organization and his or her continuing membership and attachment in the organization (Meyer & Allen, 1991).

Turnover intention is defined as individuals' deliberate willingness to leave the organization (Tett & Meyer, 1993).

1.4 Scope of the study

This study was conducted in Bangkok, Thailand, a country in Southeast Asia. Thailand has a population of 67.35 million; the capital city of Bangkok has an estimated population of 8.6 million (National Statistical Office, 2016). About 37 million persons in Thailand are gainfully employed (National Statistical Office, 2017). Thailand's Information Communication Technology (ICT) development has continued to increase, and Bangkok is the center of Thailand's economy (National Statistical Office, 2016). The researcher has chosen an information and communication technology firm in Bangkok as the study's venue.

The firm was selected due to its low turnover rate and because more than 40% of its employees have been with the organization since its inception. It has been in business for more than 16 years and employs over 245 information technology personnel.

1.5 Benefits of the study

The benefits of this study are two-fold: the theoretical implication and the practical implication.

Theoretical implication. The present study would contribute to the conceptual model of antecedents, correlates, and consequences of organizational commitment (Mathieu & Zajac, 1990) by examining constituent attachment as an antecedent of organizational commitment and by hypothesizing constituent attachment as a moderator to organizational commitment-turnover intention relationships.

Practical implication. The practical implication suggests that through the application of programs that foster attachment organizations may witness camaraderie common among their employees. These programs are expected to operate in concert with organizational goals and would serve as the organizational culture by focusing on employee networking in the workplace. Organizations may approach the development of constituent attachment to serve as an obligatory relationship among their employees to reduce turnover intention. The development of constituent attachment in organizations is not confined only to the employees but includes the entire organization, such as founder(s), and janitors.

Promoting constituent attachment among employees would benefit the management of the organizations in that the program encourages positive relationships in the work environment. Organizations are expected to gain a two-pronged benefit: (a) maximum productivity from employees and (b) reduction of turnover rate. Organizations could devise programs that induce attachment, such as mentoring (e.g., De Tormes Eby et al., 2013; Mitchell, Eby, & Ragins, 2015); employee networking through fun workplace activities (e.g.,

Tews, Michel, & Allen, 2014); leadership style (e.g., Ariyabuddhiphongs & Kahn, 2017); and leader-follower relationships (e.g., Mayseless, 2010). Many studies support the theory that these programs create a family-type work environment and are the proximate causes of employees' attachment to the organization. The management of the organizations would create leadership relationships, coworker relationships, and a friendly workplace for their employees. Mentoring is a useful tool used to set up attachment between the mentor and the protégé or protégée; the protégés demonstrate more organizational commitment when they perceive themselves as similar to their mentors (Mitchell et al., 2015). Administering fun activities in the workplace also promotes retention through facilitating the development of high-quality work relationships (Tews et al., 2014a). Employees may not leave their organization because of job scarcity, but increasing constituent attachment may prevent them from tendering intentions to turnover in the first place.
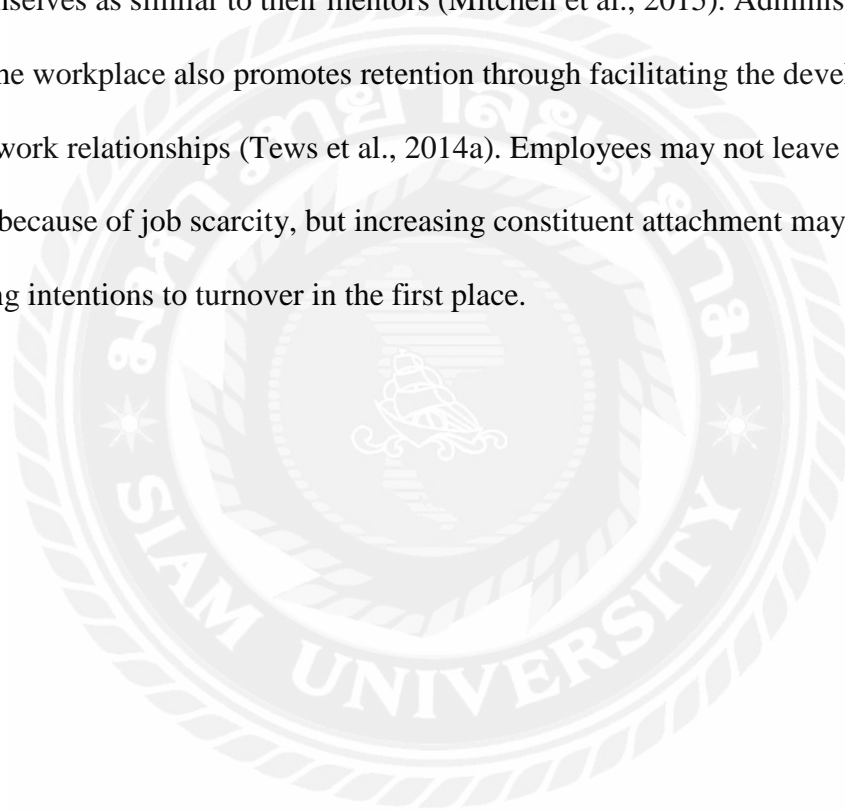
Chapter 2

Literature Review

2.1 Organizational commitment

Organizational commitment has become a major focus of research for decades, and researchers have proposed models to demonstrate the commitment levels of employees in the organization. Two models have gained attention in the literature of organizational commitment. One model states that there are two types of organizational commitment: attitudinal and calculative (Mathieu & Zajac, 1990). Figure 2.1 shows the antecedents, correlates, and consequences of organizational commitment.

ORGANIZATIONAL
COMMITMENT

ANTECEDENTS

Personal Characteristics
Age
sex
Education
Marital Status
Position tenure
Organizational tenure
Perceived Personal Competence
Ability
Salary
Protestant Work Ethic
Job level
Role States
Role Ambiguity
Role Conflict
Role Overload
Job Characteristics
Skill Variety
Task Autonomy
Challenge
Job Scope
Group/ Leader Relations
Group Cohesiveness
Task Interdependence
Leader Initiation Structure
Leader Consideration
Leader Communication
Participative Leadership
Organizational Characteristics
Organizational Size
Organizational Centralization

CORRELATES

Motivation
Overall
Internal
Job involvement
Stress
Occupational Communication
Union Commitment

Job Satisfaction
Overall
Intrinsic
Extrinsic
Supervision
Co-Workers
Promotion
Pay
Work Itself

CONSEQUENCES

Job Performance
Others' ratings
Output measure
Perceived Job Alternative
Intention to Search
Intention to Leave
Attendance
Lateness
Turnover

Figure 2.1 Mathieu and Zajac model showing antecedents, correlates, and consequences of organizational commitment.

Another model identifies three types of organizational commitment: affective, continuance, and normative (Allen & Meyer, 1990; Meyer & Allen, 1991). These models indicate that organizational commitment is a multidimensional construct incorporating antecedents, correlates, and consequences of organizational commitment (Meyer et al., 2002). Organizational commitment is defined as the individual's identity, shared goals, interests, values, and involvement in continuing membership and attachment with the organization (Allen & Meyer, 1990). It describes the psychological state that binds employees to their organization and is said to consist of three components (Meyer, Allen, & Smith, 1993). Affective commitment (AC) refers to the individuals' emotional attachment to remain committed to the organization because they want to do so. Continuance commitment (CC) is the individuals' commitment to the organization due to some financial benefits such as rewards and insurance allowances. And normative commitment (NC) refers to the individuals' feelings of obligation to remain with the organization because they perceived organizational support (Meyer & Allen, 1991). Research findings indicate that employees experience each of all three components of commitment to a varying degree such that an employee may feel a greater desire (AC) and need (CC) to remain with the organization, but less obligation (NC) to do so (e.g., Stanley, Vandenberghe, Vandenberg, & Bentein, 2013), while another employee may feel less need (CC), but a higher desire (AC) and obligation (NC) to remain with the organization (e.g., Herscovitch & Meyer, 2002).

Antecedents of organizational commitment. Since 1970, scholars have researched the antecedents and consequences of organizational commitment. Antecedents of organizational commitment include personal, job, and organizational characteristics, role states, and group–leader relations; correlates include job satisfaction and motivation (Mathieu & Zajac, 1990). A meta-analysis has found positive relationships between age and tenure and organizational commitment; the longer the employees work in the same organization, the more committed

they become (Meyer et al., 2002). Another meta-analysis divided age and tenure into two stages of employment; results indicate that the relationship between organizational commitment and age is the strongest for the youngest subgroups, and the relationship between organizational commitment and tenure is the strongest for the oldest tenure subgroup (Cohen, 1993). Organizational commitment was positively related to age and work performance among 599 hospitality employees from Hong Kong; older employees who are committed to their organization perform well at work assigned to them (Iun & Huang, 2007). A positive relationship between organizational commitment and gender have been found among female employees who have stayed longer with a particular organization, demonstrating a higher degree of organizational commitment than their male counterparts (Colbert & Kwon, 2000). Organizational size and employee satisfaction have been found to predict organizational commitment; medium-sized enterprises focus on human resource practices that are favorable to employees' satisfaction and commitment in the organization (Saridakis, Muñoz Torres, & Johnstone, 2013). A study focused on examining the influence of psychological empowerment on the organizational commitment of the employees; psychological empowerment had a significant impact on organizational commitment for employees in the public sector of Korea (Joo & Shim, 2010). However, regarding role states, role ambiguity predicts organizational commitment; employees who are uncertain about their roles have a lower organizational commitment (Han, Han, An, & Lim, 2015). On group-leader relations, peer collaboration and idea encouragement with project managers' voice behavior predict organizational commitment among employees; results suggest that organizational commitment would be attainable in an organization that encourages peer collaboration and idea-sharing among employees (Ekrot, Rank, & Gemünden, 2016). A research study focused on investigating the impact of motivation on organizational commitment; results found that organizational commitment correlates with work motivation

(Battistelli, Galletta, Portoghese, & Vandenberghe, 2013), although intrinsic motivation is found to correlate more significantly with organizational commitment than extrinsic motivation in the public sector organizations (Moon, 2000).

Consequences of organizational commitment. Consequences of organizational commitment include job performance and intention to job-search, intention to leave, attendance, lateness, and turnover (Mathieu & Zajac, 1990). Studies have highlighted the relevance of employees' organizational commitment and job performance on employees' productivity in the organization. Research findings have indicated a weak relationship between organizational commitment and performance in the organizational commitment literature. One study found a weak correlation between organizational commitment and job performance among 41employees with significant organizational work experience (Wright, 1997). A study examined the relationships among bank employees' organizational commitment, job stress, experience, and performance; results indicated that organizational commitment predicts stress and job performance among employees with low levels of job experience (Hunter & Thatcher, 2007). Studies have found that organizational commitment negatively predicts turnover intention (Joo, 2010), and intention to leave (Lina, Auksė, & Loreta, 2007; Loi, Hang-Yue, & Foley, 2006), and turnover (Craig, Allen, Reid, Riemenschneider, & Armstrong, 2013; Newman, Thanacoody, & Hui, 2011).

2.2 Turnover Intention

Turnover intention is defined as the individual's conscious and deliberate willingness to leave the organization (Tett & Meyer, 1993). Organizations may counter employees' voluntary desire to leave by understanding the predictors associated with turnover intention, which has been found to positively correlate with turnover behavior (Cho & Lewis, 2012; Hsi-An & Ely, 2011). A number of studies have tested models in an attempt to explain turnover intention in nursing research (Takase, 2010; Takase, Teraoka, & Kousuke, 2015)

and health (Almalki, FitzGerald, & Clark, 2012); human resource management (Chang, Wang, & Huang, 2013); and tourism and hospitality literature (Kim, 2014). According to the Almalki et al. (2012) turnover intention model, the link between the quality of work life level and turnover intention is incorporated and controlled by demographic variables.

Work Life/Home Life Dimension
Family and family needs
Energy after work
working hours/shifts
Policy for vacations

Work Design Dimension
Job satisfaction
Workload
Autonomy
Non-nursing tasks
Interruptions
Time to do jobs
Workforce (Staffing)
Patient care

Work Context Dimension
Management
Co-workers
Growth opportunities
Work environment

Work World Dimension
Image of nursing
payment
Labor market
Security of job
Belief in nursing

Quality of Work Life Level

Turnover Intention

Demographics
Gender
Age
Marital status
Dependent children
Dependent adults
Nationality
Ethnicity
Education level
Nursing tenure
Organizational tenure
Positional tenure \
Location of public health center
Salary per month

Figure 2.2 shows the Almalki et al. (2012) turnover intention model.

The proposed model in figure 2.2 suggests that work life-related factors and turnover intention are correlated such that nurses' experiences with patients, coupled with work dimension, level of education, and salary per month are factors predicting nurses' turnover intention (Almalki et al., 2012). Moore (2000) proposed a model, which states that there is one road to turnover, however the model suggests that perceived workload, role ambiguity, role conflict, lack of autonomy, and lack of rewards are positive contributors to work exhaustion, which correlates with turnover intention among technology professionals, and

demographic variables such as age, negative affectivity, and organizational tenure are control variables.
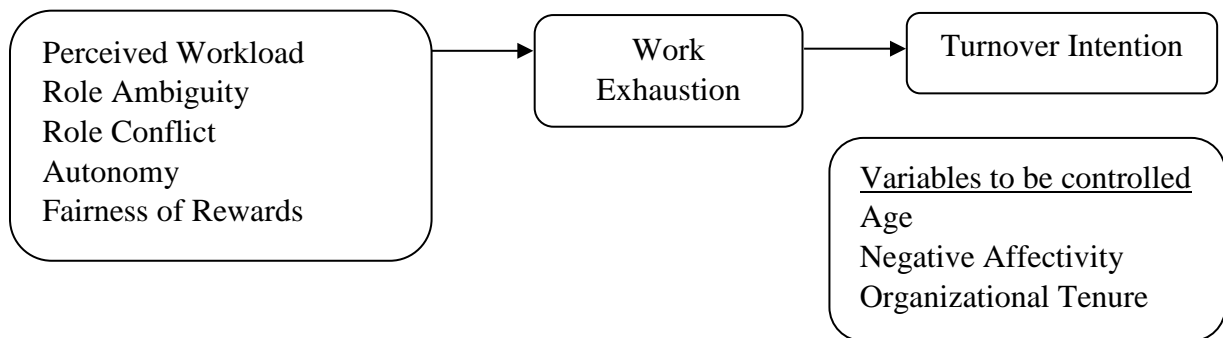
Figure 2.3 Theoretical model showing Moore (2000) one road to turnover in the context of technology professionals.

Figure 2.3 model suggests that technology professionals who experience high levels of exhaustion, especially work overload, are likely to turnover (Moore, 2000). Moreover, a different model suggests that IT professionals who spend most of their work time away from home have turnover intention (Ahuja et al., 2007).
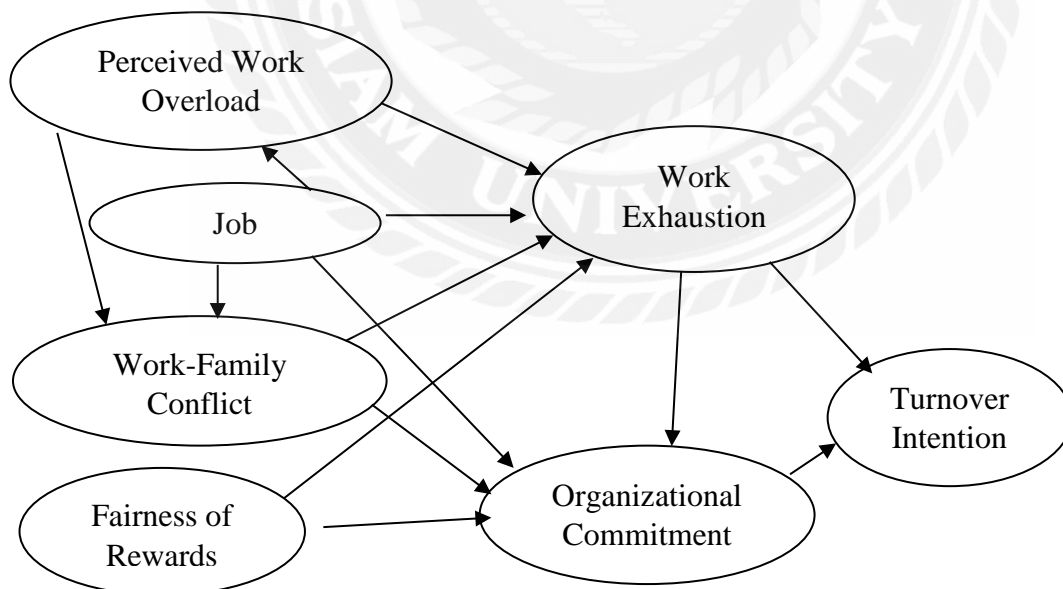
Figure 2.4 Ahuja et al., (2007) turnover intention model.

Figure 2.4 model explains that IT professionals are likely to encounter work-family conflict as the critical source of stress among other work exhaustion contributors of turnover intention (Ahuja, Chudoba, Kacmar, McKnight, & George, 2007). A multilevel model of turnover intention proposed that HR practices and social characteristics operate on the store level, and motivational characteristics operate on the individual level to predict employees' turnover intention (Chang et al., 2013).

Store Level
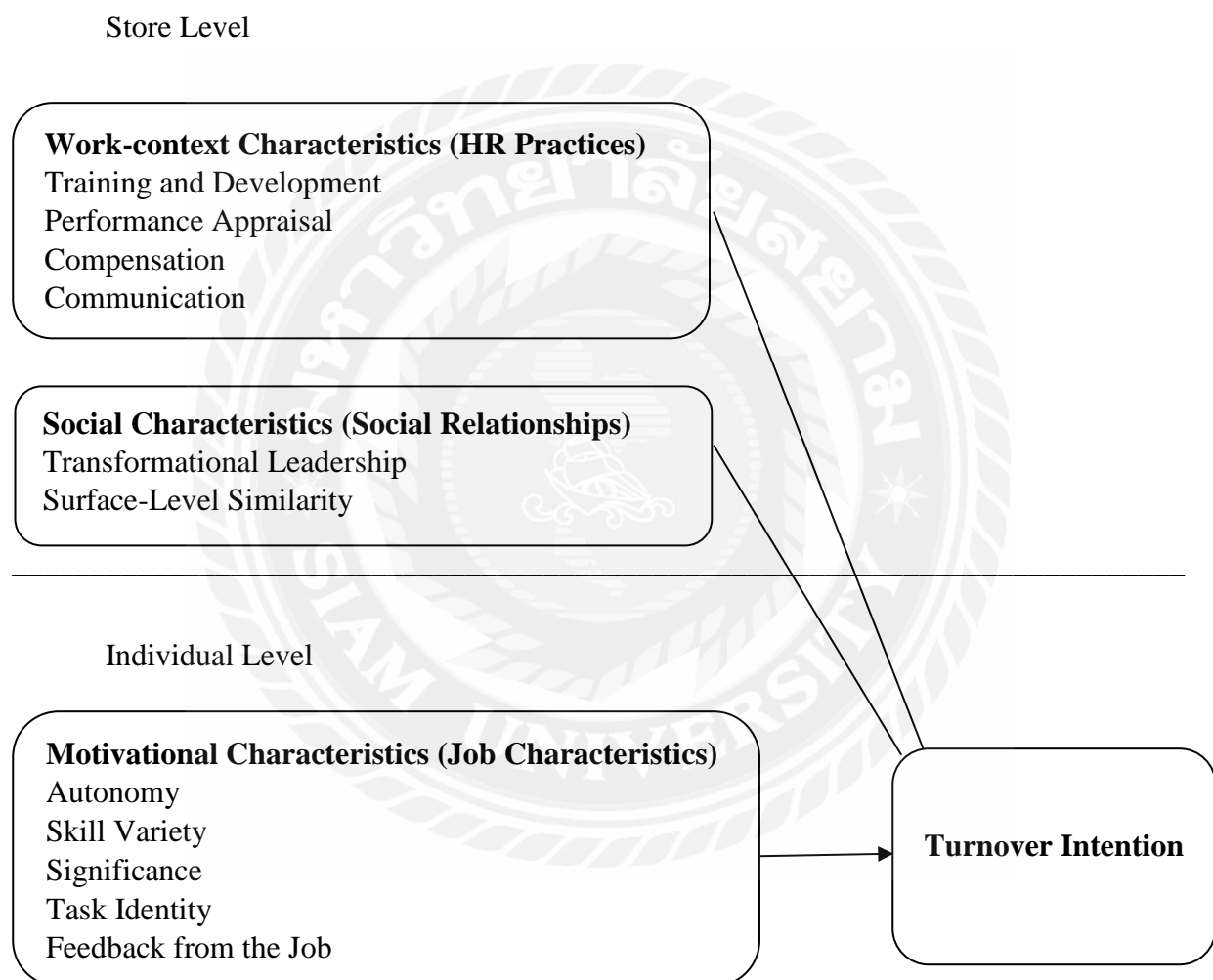
Figure 2.5 Chang et al., (2013) turnover intention model.

Figure 2.5 model suggests that job characteristics and transformational leadership, on an individual level, are external variables that play an essential role in the employees' turnover intention model; thus, skill variety, task identity, task significance, autonomy, and task feedback influence employees' psychological states to work behavior such as turnover intention, job satisfaction, and performance (Chang et al., 2013).

Antecedents of turnover intention. Antecedents in the turnover intention literature include employee factors such as demographic factors and employees' behavioral/attitudinal responses (job performance, satisfaction, organizational commitment, and burnout); organizational factors such as organizational characteristics, culture, climate, and interpersonal relations; work-related factors such as role stress, workload, financial rewards, working conditions, and employees' access to power; and external factors (Takase, 2010). Regarding employee factors, age and gender have been found to associate negatively to turnover intention, especially in the Chinese public sector (Liu, Liu, & Hu, 2010). In another study, psychological contract (the employees' beliefs that they owe allegiance to their organization) and development opportunities (the incentives offered by organizations to induce the employee to stay) are pertinent to reducing nurses' turnover intentions, especially among younger nurses in Japan (Takase, Teraoka, & Yabase, 2016). Research has shown that job satisfaction and organizational commitment are valid predictors of turnover intention such that employees who are satisfied and are committed to their job are less likely to leave their organization (DiPietro & Bufquin, 2017; Hyosu Kim & Kao, 2014; Matz, Wells, Minor, & Angel, 2013; Wang, Tsai, Lei, & Lai, 2016). In another study, job satisfaction and performance associate negatively with turnover intention; employees who are satisfied with their job performance are less likely to have turnover intention (Saeed, Waseem, Sikander, & Rizwan, 2014). A study examined the relationship among burnout, workload, new autonomy, job satisfaction, and turnover intention; burnout has been found to have a significant effect on

turnover intention among 1,099 Taiwanese reporters (Liu & Lo, 2018). Studies that examined organizational factors have found organizational culture and climate to be predictors of turnover intention (Shim, 2010), and perceived organizational support to negatively predict turnover intention among 346 individuals in a manufacturing firm (Dawley, Houghton, & Bucklew, 2010). On work-related factors, studies have found a positive relationship among role stress (Hansung Kim & Stoner, 2008), job stress (Chen, Lin, & Lien, 2011), work-related stress, and employees' turnover intention (Elçi, Şener, Aksoy, & Alpkan, 2012). Research results indicate that stress is the primary reason for high levels of turnover intention among Chinese teachers (Liu & Onwuegbuzie, 2012).

Consequences of turnover intention. In contrast to the several studies that investigated antecedents and predictors of turnover intention, a few studies have explored its consequences. Actual turnover is a direct consequence of turnover intention (Cho & Lewis, 2012; G. Cohen, Blake, & Goodman, 2015). Turnover intention was found to positively relates to turnover of 490 full-time employees working in a large telecommunication company in China (Tse, Huang, & Lam, 2013). The consistent increase of turnover intention leads to future turnover after employees have considered several alternatives to leaving the organization. For example, studies indicate that turnover intention can predict voluntary turnover over a 12-month time period (Peltokorpi, Allen, & Froese, 2015), and actual turnover over a six-month period (Chau, Dahling, Levy, & Diefendorff, 2009), suggesting that employees spend a certain amount of time considering whether to leave the organization before actually leaving. When employees are considering leaving the organization, they tend to be absent from work; absence from work is related positively to turnover (Borda & Norman, 1997). Employee turnover causes loss of productivity and economic costs to the organization (O'Connell & Mei-Chuan, 2007). Turnover leads to declining labor productivity in both the public and private sectors (Abbasi & Hollman, 2000).

2.3 Organizational commitment and turnover intention

Organizational commitment predicts turnover intention (Joo & Park, 2010; Nazir, Shafi, Qun, Nazir, & Tran, 2016); employees who have higher levels of affective organizational commitment have lower levels of turnover intention in the United States (Brunetto et al., 2013). Organizational commitment was found to influence turnover intention negatively; the results suggest that boosting organizational commitment could lead to reducing turnover intention (Chou-Kang, Chi-Sheng, Chieh-Peng, & Ching Yun, 2005). A study examined the relationship between organizational commitment, perceived organizational support, and turnover intentions; organizational commitment was found to negatively correlated with turnover intention (Perryer et al., 2010). In another study, organizational commitment moderates the relationship between job-related anxiety and intention to leave, the findings indicate that employees who experience low organizational commitment, are more likely to experience job-related stress, which in turn results in a high level of turnover intention (Glazer & Kruse, 2008). A higher level of commitment reduced turnover intention among frontline employees in the hospitality industry (Kang, Gatling, & Kim, 2015), and organizational commitment also had a negative direct effect on turnover intention among 763 employees from different types of organizations (Mathieu, Fabi, Lacoursière, & Raymond, 2015). It is, therefore, hypothesized that:

H1: Organizational commitment would negatively predict turnover intention.

2.4 Constituent Attachment

Attachment theory. According to attachment theory (Bowlby, 1969), individuals are born with innate behaviors that function to attract and maintain proximity to attachment figures (e.g., parents or caregiver) to guard against psychological threats when the individuals are in distress. In childhood, an emotional attachment is formed between one primary caregiver and the infant to enable successful social development in monitoring the feelings of

the infant (Bowlby, 1969). For example, infants react happily when their parents or caregivers have arrived after having been away for several hours or days. Attachment in adulthood consists of four dimensions: secure, anxious/preoccupied, dismissive-avoidant, and fearful-avoidant (Bartholomew & Horowitz, 1991; Griffin & Bartholomew, 1994).

Figure 2.6 shows the Bartholomew et al. (1994) four-category model of adult attachment.
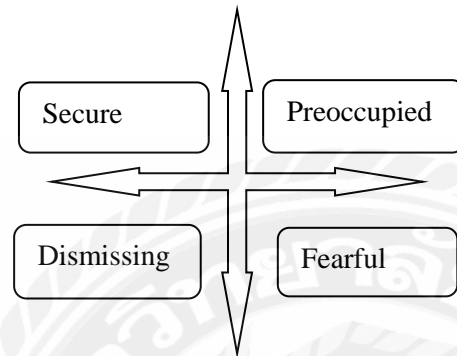
Figure 2.6 Bartholomew et al. (1994) four-category model showing adult attachment.

Although attachment anxiety and avoidance are often researched by scholars to examine adult attachment behaviors in organizations (Mikulincer & Shaver, 2005), it is believed that individuals possess a dominant attachment pattern that tends to remain relatively stable (Richards & Schat, 2011). Adults develop attachment related to their childhood experiences because attachment revolves around their caregiver, who may have had much influence in their developmental stages when they were young. For example, when an adult feels insecure or avoids closeness with others, attachment theory posits that the cause of such self-expression from the individual might be rooted in their childhood experience (Bowlby, 1969). In the organizational context, constituent attachment was found in Reichers' (1985) reconceptualization of organizational commitment, which refers to the extent to which an employee feels attached to coworkers in the workplace (Maertz & Griffeth, 2004).

Antecedents of constituent attachment. Antecedents of constituent attachment include age; workplace fun (such as fun activities), coworker socializing, and manager support for fun; engagement; and interpersonal citizenship behavior. Research has found that emerging

adults, usually 18-25 years of age, are more likely to be attached to coworkers than non-emerging adults, aged 26-64; findings indicate that constituent attachment reduced turnover among emerging workers (Ellingson, Tews, & Dachner, 2016). Research results indicate fun activities, coworker socializing, and manager support for fun correlate with constituent attachment (Tews et al., 2014a), and fun activities overall significantly related to both engagement and constituent attachment among 205 employees from 11 hotel properties in the United States (Becker & Tews, 2016). A study examined the association between personality and interpersonal citizenship behavior among 429 front-line service employees of an American restaurant chain; results indicated that constituent attachment has a positive relationship with interpersonal citizenship behavior (Dachner, Ellingson, & Tews, 2017).

Consequences of constituent attachment. Research has investigated critical life events such as external personal events, external professional events, internal work events, turnover, and voluntary turnover as the consequences of constituent attachment (Ellingson et al., 2016; Tews et al., 2014b). Constituent attachment and critical events predict turnover such that positive and negative external personal events, and external professional events, significantly and positively related to turnover among 290 servers from a restaurant chain in the United States (Tews et al., 2014b). Research findings suggest that employees who have lower levels of constituent attachment have higher levels of turnover (Ellingson et al., 2016; Tews et al., 2014a).

 Based on the above literature review, the researcher argues that employees remain with the same organization for a long time because they are attached to the people in their organization. Constituent attachment is an emotion experienced by individuals in the organization which consistently correlates negatively with turnover intention (Tews et al., 2014b) and is one of the eight forces that negatively predicts voluntary turnover (Maertz & Griffeth, 2004).

2.5 The moderating effects of constituent attachment

According to Tews et al. (2014b), employees higher in constituent attachment are believed to be less likely to leave their organization, and those lower in constituent attachment are more likely to do so. This study proposed constituent attachment as an antecedent of the organizational commitment-turnover intention relationship to extend Mathieu and Zajac (1990) theoretical model. This study also explored whether the level of attachment among coworkers in an organization influences their commitment level and turnover intention. Research has found that employees who quit conditionally, mainly when unexpected life events occur, have a lower constituent attachment (Maertz & Campion, 2004) since the occurrence of constituent attachment is essential to fun and support in the organization (Tews et al., 2014a). Constituent attachment is central to reducing turnover (Tews et al., 2014b) and employees with greater constituent attachment are less likely to leave their organization (Tews et al., 2014a).

However, none of the previous studies examined the potential moderating effects of constituent attachment. Constituent attachment as a moderator is the third variable that affects the direction or strength of the relationship between an independent variable and a dependent variable (Baron & Kenny, 1986). For example, research has tested the moderating effects of qualitative variables such as locus of control and work autonomy (Aubé, Rousseau, & Morin, 2007), and organizational tenure (Ng & Feldman, 2011). On the one hand, the strength of the relationship between perceived organizational support (POS) and affective commitment is moderated by locus of control and work autonomy (Aubé et al., 2007). On the other hand, organizational tenure moderates the relationship between affective organizational commitment and organizational citizenship behavior (OCB); the strength of the affective commitment-OCB relationship increased as organizational tenure increased, suggesting that the longer employees work in a particular organization, the more they are affectively

committed to it (Ng & Feldman, 2011). In the analysis of variance terms, a moderator effect can be presented as an interaction between an independent focal variable and a factor that specifies the appropriate conditions for its operation; thus, the moderator variable always functions as an independent variable (Baron & Kenny, 1986).

The researcher argues that the relationship between organizational commitment and turnover intention is moderated by constituent attachment such that at a high level of constituent attachment, organizational commitment would negatively and strongly predict turnover intention; and at a medium level of consistent attachment, organizational commitment would moderately and negatively predict turnover intention; and at a low level of constituent attachment, organizational commitment would have no effect on turnover intention. Examining the strength of the relationships indicates the importance and implications of maintaining relationships and closeness with coworkers. Thus supporting the hypothesis:

H2: Constituent attachment would moderate the relationship between organizational commitment and turnover intention, such that:

- Hypothesis 2a: At a high level of constituent attachment, the relationship between organizational commitment and turnover intention is negatively strong;

- H2b at a medium level, the relationship is negatively moderate; and

- H2c a low level, the relationship is zero.

Chapter 3

Methodology

3.1 Participants

The participants for this study consisted of 98 IT professionals working in Bangkok, Thailand. The majority of the participants, 57 (58.2%) were males, and 39 (40.7 %) were females. Two participants did not report their gender. The average age of participants was 29.90 years, $SD = 6.03$; two participants did not indicate their age. The average tenure with the organization was 4.29 years, $SD = 3.86$. The majority of the participants, 72 (73.5%) were single; two participants did not report their marital status. The majority of the participants 81 (82.7%) had a bachelor's degree; one participant's education was not reported. Almost half of the participants 43 (43.9%) had a personal monthly income in the range of 20,000-29,999 Thai Baht (32.49 THB is equivalent to $1); five participants did not report their income. Table 1 shows the complete detailed demographic information of the sample.

Table 3.1 Demographic characteristics of the sample ($N = 98$)

Participant characteristics		Number	Percentage
Gender:	Male	57	58.2
	Female	39	39.8
Age in years: M = 29.90, SD = 6.03			
Organizational tenure in years: M = 4.29, SD = 3.86			
Marital status:	Single	72	73.5
	Married/Living together	23	23.5
	Divorced /widowed	1	1.0
Education:	Lower than bachelor	4	4.1
	Bachelor	81	82.7
	Higher than bachelor	12	12.2
Monthly Income (32 THB = $1USD)	Baht 0-9,999	1	1.0
	10,000-19,999	5	5.1
	20,000-29,999	43	43.9
	30,000-39,999	20	20.4
	40,000-49,999	10	10.2
	50,000-59,999	7	7.1
	60,000-69,999	2	2.0
	70,000-79,999	2	2.0
	80,000 and higher	3	3.1

3.2 Instruments

   Organizational commitment. The researcher used only the affective portion of the

organizational commitment factors because it is the core component of organizational

commitment (Mercurio, 2015). Affective commitment, the emotional attachment individuals

have in continuing membership with their organization, was assessed with the affective

commitment factor of the Organizational Commitment Scale (Meyer et al., 1993). The scale

consists of six items. The scale may be found in the Appendix. Participants was asked to

indicate the extent of their agreement with the statements in a 7-point scale, with the

following measures: 1 = *(strongly disagree)*, 2 = *(disagree)*, 3 = *(disagree somewhat)*, 4 =

(neither agree nor disagree), 5 = *(agree somewhat)*, 6 = *(agree)*, 7 = *(strongly agree)*. Affective commitment is the sum of the scores of six items, with a high score indicating a high level of organizational commitment. Factor analysis of the organizational commitment scale with an eigenvalue of 1.0 and Varimax rotation yielded two factors that accounted for 47.15%. Items 3, 4, and 5 loaded on the first factor, which described the individual's feelings of attachment and belongingness to the organization. Items 1, 2, and 6 loaded on the second factor, which described the individual's feelings of happiness, and personal meaning to the affairs of the organization. The Cronbach's alpha coefficient for organizational commitment for this study was .74.

Constituent attachment. Constituent attachment, the individual's attachment to coworkers in the workplace, was assessed with the five-item Constituent Attachment Scale developed by Ellingson et al. (2016). Samples of the items read: 1. "I want to continue working with my coworkers here," 3. "I would lose valuable friendships if I quit," 5. "I enjoy working here because of the people I work with." Participants were asked to indicate the extent of their agreement with the items on a 5-point Likert scale from 1 = *(strongly disagree)* to 5 = *(strongly agree)*. Constituent attachment is the sum of the scores of five items, with a high score indicating a high level of constituent attachment. Exploratory factor analysis with an eigenvalue of 1.0 and Varimax rotation was performed. The result showed two factors accounting for 52.42% of the variance. The first factor consisted of items 1, 4, and 5, which expressed an individual's feelings of continuing to work for the same organization. Items 2 and 3, which expressed feelings of losing valuable friendship if an individual leaves the organization, loaded on the second factor. The Cronbach coefficient index for the Constituent Attachment Scale in the study was .75.

Turnover Intentions. Turnover intention, the individual's willingness to leave the job and the organization, was assessed with the six-item turnover intention scale (Pravichai &

Ariyabuddhiphongs, 2018). The turnover intention scale comprises of two categories: (a) items number 1 to number 3 describe employees' intention to leave their job; and (b) items number 4 to number 6 describe employees' intention to leave the organization. The turnover intention scale inquired employees of the same organization to indicate their intention to leave their job and organization. Samples from the items read: 1. "How important to you is your present job?" (*response from 1. Very important to 5. Not at all important*) and 4. "How important is your career with this organization?" (*response from 1. very important to 5. Very unimportant*). Turnover intention is the sum of the scores of six items inquiring about the respondents' intention to turnover in their job and organization. A high score would indicate a high level of turnover intention. Exploratory factor analysis of the scale with an eigenvalue of 1.0 and Varimax rotation yielded one factor that accounted for 56.79% of the variance. The Cronbach alpha coefficient index for the turnover intention scale in this study was .84.

3.3 Procedure

The Siam University thesis review committee approved the research project. The original version of the questionnaire employed in this study was in English. As the study involved local IT professionals in Bangkok, the English version of the questionnaire was translated to Thai by a Siam University professor who is a Thai native speaker. The researcher then forwarded the questionnaire to another professor who is also a native Thai to check the accuracy of the translation.

Determination of sample size. To determine the appropriate sample size for this study, a Statistical Power Analysis was performed. G*Power 3.1.9.2 software program was used to determine the sample size needed for this study. The program was used to compute the statistical power of t-tests, F-tests, χ^2 tests, z-tests and exact tests in the social, behavioral, and biomedical sciences (Faul, Erdfelder, Lang, & Buchner, 2007). G*Power covers one-sample correlation tests, statistical tests comparing both dependent and independent Pearson

correlations, simple linear regression coefficients, multiple linear regression coefficients for both the fixed and random-predictors models, logistic regression coefficients, and Poisson regression coefficients (Faul, Erdfelder, Buchner, & Lang, 2009). A priori power analysis was done to determine sample size as power can be controlled before conducting the study (Faul et al., 2007). In selecting statistical test of linear multiple regression coefficients, a priori power analysis of (a) sample size, (b) statistical power, and (c) effect size are known, while (d) alpha was calculated.

For this study, the parameters for the power analysis were as follow:

1. Test family: t-tests, measured to determine the difference between two groups of people.

2. Statistical test: Linear multiple regression: fixed model, single regression coefficient explains the relationship between two or more independent variables and one dependent variable.

3. Type of power analysis: A priori: Compute required sample size – given α power, and effect size.

    -   The sample size is the number of participants needed in a study.

    -   The statistical power is the probability of making a type II error (Cohen, 1992).

    -   A type II error is the failure to recognize a false null hypothesis (Cohen, 1992).

    -   The effect size is the degree of the association between variables (Ferguson, 2009).

    -   Alpha is the probability of making a type I error, and a type I error is rejecting a true null hypothesis (Cohen, 1992).

4. Input parameters:

- Tail(s): Two

- Effect size f^2: 0.15

- α error probability: 0.05

- Power (1-β) error probability: 0.95

- Number of predictors: 3 (constituent attachment; organizational commitment; a demographic variable).

After calculating the input parameter, the required sample size, using G*Power 3.1.9.2, was 89. Figure 3.1 shows the plot of the sample size.
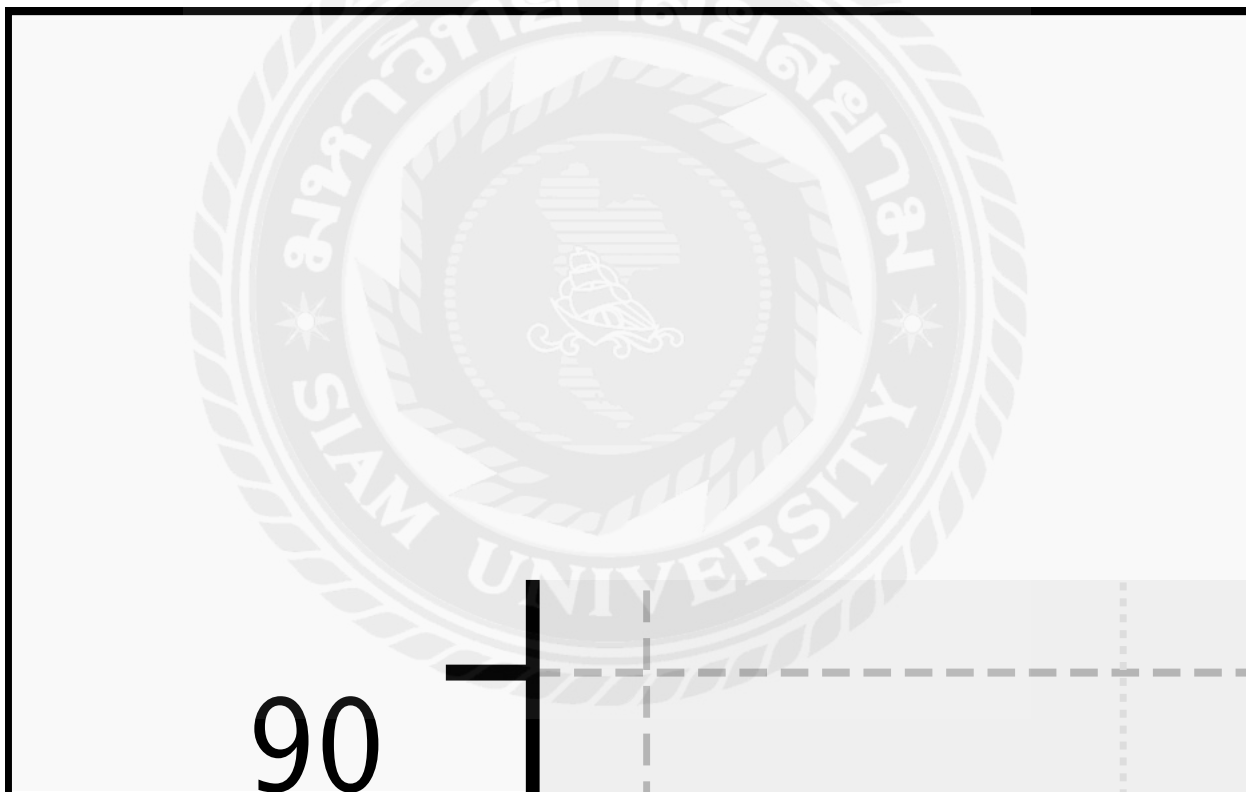

Figure 3.1. Power analysis to determine sample size.

According to the results of the a priori power analysis, a sample size of 89 participants was required for this study.

    Questionnaire distribution. A letter from the researcher was attached to the questionnaire informing the participants of the voluntary nature of the research, the

confidentiality of the data, and the non-disclosure of personal data. The permission of the human resource manager of this IT firm was obtained, and the firm's staff members participated in the study. The researcher sent the electronic version of the questionnaire to the human resource manager of this firm. The human resource manager then distributed the questionnaire to all of the employees in the company and asked them to return the survey directly to the researcher's email. The researcher did not offer any incentives to the participants for participating in the study. This study was conducted in a single IT firm in Bangkok, with over 250 IT personnel and had been operating for over 18 years. Out of 250 questionnaires that were distributed, 98 were returned, a response rate of 39.2%.

Statistical analysis. Due to the electronic survey distribution, data were initially imported into Excel and was moved to SPSS. The following statistical analyses were conducted: (a) demographic information of the participants was computed using SPSS to determine their frequencies; (b) responses to organizational commitment scale, constituent attachment scale and turnover intention scale were analyzed to determine their factor structures, and the reliabilities of the scales and; (c) SPSS was used to calculate the correlation among age, education, income, constituent attachment, organizational commitment, and turnover intention, in order to detect any multicollinearity. The PROCESS macro was loaded into the SPSS to analyze the moderation effect of constituent attachment on the relationship between organizational commitment and turnover intention. PROCESS macro is an add-on for SPSS that allows the analyses of mediation and moderation effects using an ordinary least squares or logistic regression based path analytic framework (Bolin, 2014).

Chapter 4

Results

4.1 Preliminary Analysis of Correlations among Variables.

Table 4.1 below displays the means and standard deviations of organizational commitment, constituent attachment and turnover intention and their correlations with the respondents' age, education, and income. Age was positively related to education, income, and organizational commitment. Older organizational employees who were highly educated earned a higher income were committed to their organization. Age was negatively related to constituent attachment and turnover intention; older organizational employees who were not attached to their coworkers tended to harbor intentions to leave their organization. Education was positively related to income and turnover intention; those employees who were highly educated earned a higher income and tended to harbor intentions to leave their organization. Education was negatively related to organizational commitment and constituent attachment. Those employees who were highly educated were not necessarily commitment and were not attached to their coworkers. Income was related to organizational commitment and turnover intention; and negatively related to constituent attachment. Those employees who earned a higher salary were committed to their organization, inclined to leave their organization, and were not attached to their coworkers. Organizational commitment was positively related to constituent attachment; and negatively and significantly related to turnover intention at -.60 correlation coefficient. Those employees who were committed to their organization were attached to their coworkers and were not inclined to leave their organization. Constituent attachment was negatively and significantly related to turnover intention. Those employees who were attached to their coworkers were unlikely to leave their organization.

Table 4.1. Organizational commitment, constituent attachment and turnover intention: Means, standard deviations, and correlations with respondents' age, education, and income ($N = 98$)

	Mean	SD	Age	Education	Income	Organizational commitment	Constituent attachment
Age	29.90	6.03					
Education	2.08	.40	.13				
Income	3.97	1.60	.56**	.40**			
Organizational commitment	5.04	.95	.28**	-.12	.06		
Constituent attachment	3.52	.74	-.04	-.28**	-.18	.26*	
Turnover intention	2.08	.67	-.11	.30	.22*	-.60**	-.48**

*p < .05, ** p < 0.01

4.2 Analysis of the Hypothesized Relationships among Constituent Attachment, Organizational Commitment, and Turnover Intention

To test the hypotheses that organizational commitment will negatively predict turnover intention; and whether constituent attachment moderates this relationship, the PROCESS procedure for SPSS Release 3.1 (Hayes, 2018) was used to perform a regression analysis in SPSS version 22, specifying Model 1, 95% confidence interval, and 5,000 bootstrap resamples. Education and income were related to turnover intention and were specified as control variables. Turnover intention was specified as the dependent variable

(Y); organizational commitment was specified as the independent variable (X); and constituent attachment as the moderator (W).

Table 4.2 presents the results of regression analyses, examining the moderating effect of constituent attachment on the relationship between organizational commitment and turnover intention in the following steps: (1) two covariance variables, education and income; (2) organizational commitment and turnover intention; (3) the interaction term of constituent attachment and turnover intention; and organizational commitment and turnover intention. Results indicate that constituent attachment negatively predicted turnover intention ($\beta = -1.10$, SE $= .43$, $p < .012$); and organizational commitment negatively and significantly predicted turnover intention ($\beta = -.86$, SE $= .26$, $p < .001$). Hypothesis 1 was supported.

As shown in table 4.2, in the analysis of moderation, the interaction term between constituent attachment and organizational commitment on turnover intention was not significant ($\beta_1 \times \beta_2 = -1.10 \times -.86 = 0.95$, $p < 0.065$). Thus, organizational commitment, through the moderation effect of constituent attachment, did not predict turnover intention.

Table 4.2 *Constituent attachment predicted from organizational commitment and turnover intention*

Predictor	β	SE	*p*	95% CI	
Constituent attachment	-1.10	.431	.012	-1.96	-.245
Organizational commitment	-.86	.26	.001	-1.37	-.354
Constituent attachment x Organizational commitment	.026	.014	.065	-.002	.054

*$p \leq .05$

To determine the levels of the moderating variable, Hayes (2018) PROCESS procedure displays three levels of moderation effect of constituent attachment on the

relationship between organizational commitment and turnover intention: one standard deviation below the mean, one standard deviation at the mean, and one standard deviation above the mean. As shown in Table 4.3, organizational commitment was negatively related to turnover intention when constituent attachment was low, moderate, and high p (< .001).

Table 4.3 *The effects of organizational commitment on turnover intention conditional upon the values of constituent attachment*

Constituent attachment	β	SE	*p*	95% CI	
One *SD* below mean (13. 83)	-.50	.08	<.001	-646	-.343
At the mean (17.57)	-.40	.06	.001	-.512	-.292
One *SD* above mean (21.30)	-.28	.08	.008	-.445	.-121

The figures in this table indicate that at the low value of constituent commitment, organizational commitment moderately and negatively predicted turnover intention. At the mean value of constituent attachment, organizational commitment slightly and negatively predicted turnover intention. At one standard deviation above the mean of constituent attachment, organizational commitment weakly and negatively predicted turnover intention. At low, medium, and high attachment, employees seem to commit to the organization and deem to have low turnover intention.

Graphic display of hypothesis 2 and the result
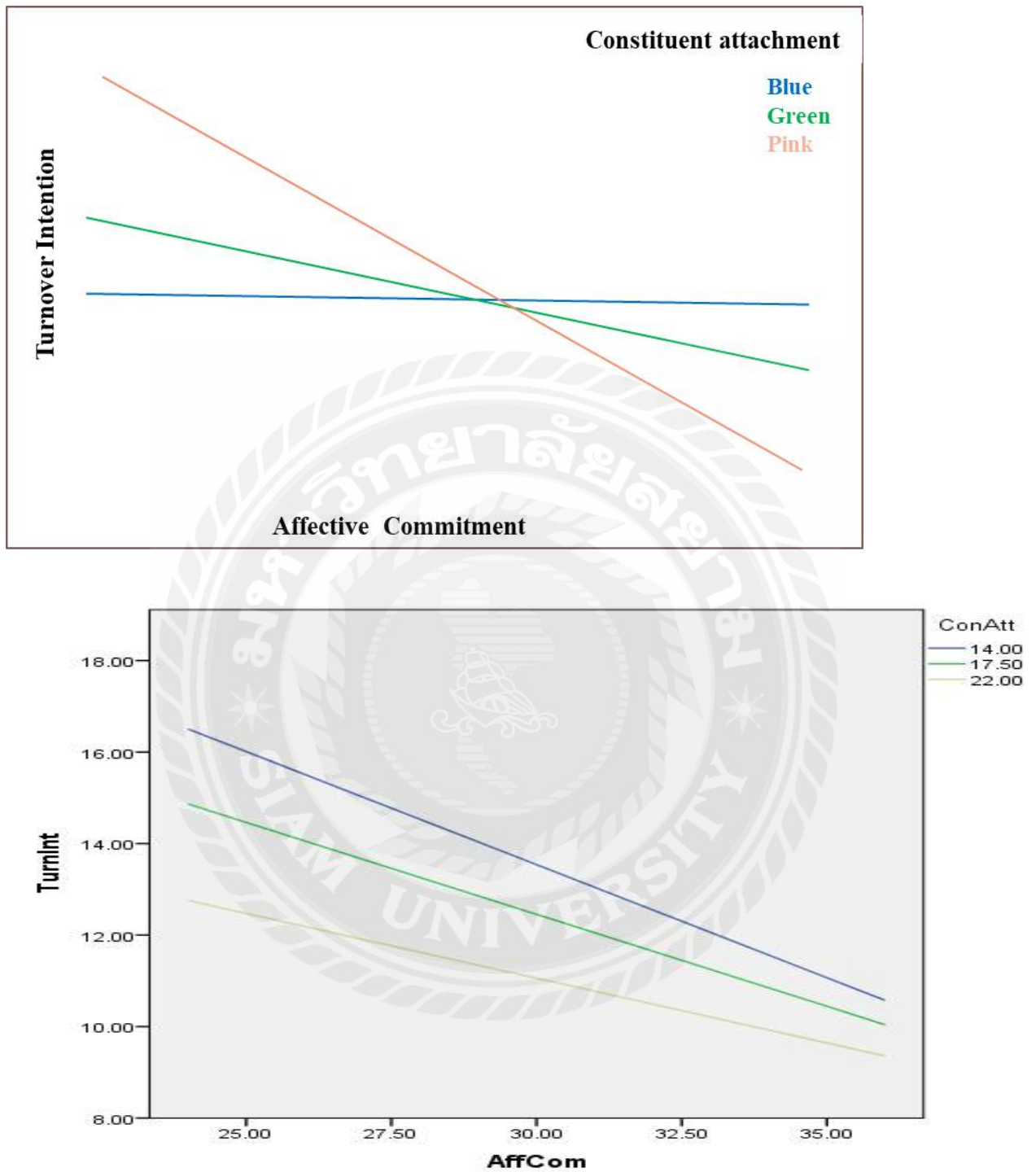
Figure 4.1: Moderating effect of constituent attachment on organizational commitment and turnover intention

Figure 4.1 indicated that when constituent attachment was low, the relationship between organizational commitment and turnover intention was negatively moderate; suggesting that when employees are strongly attached to coworkers, they are immune to deliberate about leaving the organization. When constituent attachment was medium, the relationship between organizational commitment and turnover intention was slightly moderate; suggesting that when employees are moderately attached to coworkers, they are less likely to deliberate about leaving the organization. When constituent attachment was high, the relationship between organizational commitment and turnover intention was negatively weak; suggesting that when employees are highly attached to their coworkers, they are slightly to deliberate about leaving the organization. In other words, at every level of constituent attachment, the relationship between organizational commitment and turnover intention was negative.

The Johnson-Neyman technique showed that the relationship between organizational commitment and turnover intention was negative when constituent attachment was less than 13 standard deviations below the mean, 17 standard deviations at the mean, and 21 standard deviations above the mean. The relationship between organizational commitment and turnover intention is negative when constituent attachment is sequentially low, moderate, and high.

- Hypothesis 2a: At a high level of constituent attachment, the relationship between organizational commitment and turnover intention is negatively strong (not supported);

- Hypothesis 2b: At a medium level, the relationship is negatively moderate (partially supported); and

- Hypothesis 2c: At a low level, the relationship is zero (not supported).

Chapter 5

Discussion

This study examined the moderation effect of constituent attachment on the relationship between organizational commitment and turnover intention. It was hypothesized that organizational commitment would negatively predict turnover intention; and at a high level of constituent attachment, the relationship between organizational commitment and turnover intention would be negatively strong; and at a medium level, the relationship would be negatively moderate; and a low level, the relationship would be zero. The results indicated support for the first hypothesis that organizational commitment negatively predicted turnover intention. The results partially supported the second hypothesis.

The results of this study highlight the salient effects of employees' attachment to coworkers in the organization. Both organizational commitment and constituent attachment negatively predicted turnover intention. Although organizational commitment failed to predict turnover intention through the moderation effect of constituent attachment at 0.95, organizational commitment negatively predicted turnover intention at high, medium, and low levels of constituent attachment. The results suggest that committed employees who are attached to their coworkers are less likely to develop intention to leave the organization. Employees who are committed to their organization at high, medium and low levels of attachment to their coworkers are less likely to leave their organization. The results of this study suggest the importance of constituent attachment at work. Despite the high salary offered to the employees, they may stay longer in the organization if they have meaningful relationships with coworkers. Employees are less likely to experience pressure or depression by the demanding nature of their jobs if they have a good bond with coworkers. Given the essence of attachment to coworkers, employees would be uncertain about developing an

attachment with others elsewhere if they were to leave their current organization. A survey indicated that 23% of U.S. workers had reported depression from work, while 40% of them had sought medical attention (Leonard, 2014), suggesting the need for managers to provide support in their workplaces by encouraging socialization among coworkers. Managers may mitigate the extent to which employees experience stress and depression at work by fostering attachment programs that instigate commitment and comfort in the work environment. Coupled with the challenges at work, research has found that socializing at workplace enhances attachment (Tews et al., 2014a), and attachment to others provides emotional support (Ellingson et al., 2016). Constituent attachment negatively predicted employee leaving behavior (Maertz & Campion, 2004) such that employees who had established social ties with coworkers were less likely to leave their organization (Ellingson et al., 2016). Friendship opportunities in the workplace promote commitment and reduce turnover intention (Riordan & Griffeth, 1995), and commitment in the organization facilitates communication (Raina & Roebuck, 2016).

The practical implication suggests that through the implementation of programs that foster attachment, organizations may witness camaraderie among its employees. Constituent attachment should be in the managers' repertoire in encouraging employees to bond with others at work. Such an approach may be in concert with organizational goals in enabling employees to cultivate the culture of friendliness at work. The development of constituent attachment in organizations should be pervasive in the entire organization such as the managers, the employees, and the janitors. There should not be restriction of socialization; everyone in the organization should be entitled to socialize with whomever they want to, and in whatever department or team they are assigned to. Promoting constituent attachment programs would benefit the management of the organizations such that the programs will encourage positive relationships in the workplace. Constituent attachment had a positive

effect on organizational commitment, indicating that the management of the organization, through the application of attachment programs, is likely to witness employees' attachment to coworkers as a means of committing to the organization. Due to its positive relationship with constituent attachment, organizational commitment could be defined as employees' attachment to coworkers, identify with, and involvement in the organization. Managers could devise programs to instigate attachment through mentorship (De Tormes Eby et al., 2013; Mitchell et al., 2015); fun activities (Tew et al., 2014a); leadership style (Ariyabuddhiphongs & Kahn, 2017; Pravichai & Ariyabuddhiphongs, 2018); and establishing leader-follower relationships (Mayseless, 2010). These tools are useful to induce attachment at work, ranging from developing relationships with coworkers to managers. Research has suggested the need for veteran employees to socialize with new employees in order to create an impression of a friendly work environment (Tews et al., 2014b) and through mentoring, protégés were found to demonstrate more organizational commitment when they perceived themselves as similar to their mentors (Mitchell et al., 2015).

Another approach to initiating constituent attachment is by administering fun activities in the workplace. A study found that managers' support for fun activities facilitated the development of high-quality work relationships (Tews et al., 2014a). Managers should encourage such events in the workplace to provide opportunities for employees to network, socialize, and get together. Fun is instrumental in strengthening constituent attachment (Tews et al., 2014a) and establishing quality relationships embed employees within organizations (Allen & Shanock, 2013). Leadership style is another crucial aspect of developing attachment between the subordinate and the immediate manager, such that subordinates are influenced by the transformational leadership style exhibited by their managers (Ariyabuddhiphongs & Kahn, 2017). Leaders in the organization should serve as role models in bolstering leadership practices that encourage bonding in the workplace (Hollander, 2012). Leadership behavior is

significantly related to organizational commitment (Huey Yiing & Zaman Bin Ahmad, 2009). When subordinates identify themselves with their manager they tend to be creative at work (Wang & Rode, 2010) and when their manager appreciates them they perform well (Tierney, Farmer, & Graen, 1999). When subordinates are not attached to managers, both the managers and subordinates are likely to experience burnout (Ronen & Mikulincer, 2012) which consequently leads to a high turnover intention (Wong & Spence Laschinger, 2015). Subordinates are satisfied when they perceive trust in the manager (Gill, 2008); subordinates who trust in the leader's right speech and polite words (Pravichai & Ariyabuddhiphongs, 2018) are most likely to develop such traits in similarly addressing other people. Amid these programs, the management of organization may utilize them to boost the people-to-place relationship and people-to-people relationship in an attempt to reduce employees' turnover intention.

As the theoretical implication of this study was based on Mathieu and Zajac (1990) theoretical model of antecedents, correlates, and consequences of organizational commitment, this study contributes to the growing literature on the moderators of the organizational commitment-turnover intention relationships. These moderators include ease of movement (Koslowsky, Weisberg, Yaniv, & Zaitman-Speiser, 2012), supervisory support (Kang et al., 2015), person-supervisor fit (Zhang, Ling, Zhang, & Xie, 2015), career commitment (Eunmi, 1999), employee demography (Chen & Francesco, 2000), and experience, gender, and performance (Russ & McNeilly, 1995). This study also expanded the theoretical aspect of the organizational commitment-turnover intention relationship as a result of demonstrating constituent attachment as a predicting variable along with other predictors of turnover intention such as job satisfaction (De Gieter et al., 2011), and perceived organizational support (Dawley et al., 2010). This study indicates that the proposal of constituent attachment as an antecedent is theoretically justified and underlines the

importance of investigating intermediate linkages in organizational-commitment turnover intention research.

5.1 Recommendation

Organizations have been interested in deploying ways to strengthen their retention strategy. The type of activities in organizations can be pivotal in managing the affairs of the organizational members. The key findings of this study hinge on the employees' attachment levels with coworkers in the organization. The following are recommendations for employee retention and the promotion of attachment in the workplace for the IT industry and other related industries.

5.1.1 Recommendations for the HR department in the IT industry

There are various reasons employees leave their organization, as indicated by past research, and it is essential to retain employees, particularly long-tenured ones. The human resource managers (HRMs) of IT firms, given the high rate of turnover in the industry, may apply the following recommendations: (a) The HRMs should privately meet the employees to learn more about their career ambitions; (b) discuss whether or not employees' career paths are being attended to by the organization; (c) suggest some external training courses to upgrade their career; (d) learn whether or not they are happy with their team members and manager; (e) encourage employees to participate in the team bonding activities or outings and; (f) work closely with the managers to attend to the affairs of their team members. Employees are said to leave their organizations within the first five years of employment (Ballinger, Craig, Cross, & Gray, 2011) and the IT industry is experiencing high demand for IT professionals. The HRMs of IT firms may resort to fun activities in the workplace as a benchmark to other retention strategies and employee commitment in the organization.

5.1.2 Recommendation for other industries

Although this study was conducted among IT personnel of an organization in Bangkok, Thailand, the results may apply to other organizations in different industries. The research findings revealed that constituent attachment is an essential factor through which employees are committed to their organization. Therefore, it is crucial to affirm the research findings of other industries. For example, research indicated that employees in the hospitality industry were less likely to leave their organizations because they are attached to their coworkers (Tew et al., 2014a; Tews et al., 2014b); committed employees in the hospitality (Kang et al., 2015) and various industries (Mathieu et al. 2015), were less likely to leave their organizations because they are committed to the affairs of their organization.

Organizational commitment and job satisfaction have been the main predictors of turnover intention. Thus, it is significant to acknowledge the effects of constituent attachment on turnover intention. The idea of socializing at work as a retention tool should be embraced in the workplace. Organizations should reconsider the conventional method of retaining professionals with a generous salary and benefits packages, and add to those, a healthy, friendly workplace. Highly skilled professionals likely leave their organization, regardless of the level of their salary, employer branding, benefits, and bonuses offered to them. The study results showed that highly paid and educated IT personnel were likely to leave their organizations. However, careful consideration to initiate a friendly workplace may add to retaining professionals who may harbor intentions to turnover. The findings of this study continue the results found in the organizational commitment-turnover intention relationship literature and suggest that constituent attachment is among the main predictors of turnover intention.

5.2 Limitations of the study and directions for future research

The primary limitation is the Constituent Attachment Scale and the Affective Commitment Scale. The exploratory analysis of the Constituent Attachment Scale yielded two factors contrary to its theoretical one factor. The research survey was administered online by the human resource manager (HRM), which may have affected the responses of the questionnaire. Some of the respondents could not identify with the meaning of some of the items in the Constituent Attachment Scale or may have responded the survey while having in mind that the responses would be directed to the HRM. The exploratory factor analysis of the Affective Commitment Scale also yielded two factors. Future research may consider voluntarily recruiting participants at their convenient time to respond to the survey and hand over the responses to the data collector, instead of having it go through their HRM.

The second limitation is the research sample that was a fraction of IT personnel in the Information Communication Technology (ICT) industry of Thailand. As the sample was from an IT firm in Bangkok, the result of the study may not necessarily represent the whole IT personnel in Thailand. Future research may consider conducting cross-regional studies on participants who work in the same industry to obtain results that could serve the majority of those professionals in that industry and make a regional comparison, if necessitated, by the outcome of the result.

The third limitation is the weakness of the affective commitment and constituent attachment as the predicting variables. Many organizations do less to retain IT personnel, even though the industry is experiencing a high demand for them. As the results of this study indicated the moderation effect of consistent attachment at three distinct levels, it is vital for a future research to consider whether other types of predictors such as job satisfaction (De Gieter et al., 2011), fun activities (Becker & Tews, 2016), leadership style (Lok & Crawford,

2004), would have a moderating effects on the organizational-commitment turnover intention relationship.

The last limitation is the possibility there could be other predictors that influence employee turnover intention. The result of the exploratory factor analysis explained the total variance of 52.42% for constituent attachment, and 47.15 % for affective commitment, on turnover intention, suggesting the possibility of other predicting factors known to the participants other than the examined constituent attachment and organizational commitment in this study. Income was also found to be positively related to turnover intention, indicating that irrespective of the level of income, employees could still leave. Future research may consider focusing on self-report scales, where participants would be asked to rate the level of their constituent attachment and organizational commitment reasons to remain in the organization.

As this study demonstrated that not all constituent attachment is equal to predicting the negative relationship between organizational commitment and turnover intention, it is noteworthy for future research to consider the extent to which fun workplace activities reduce employee turnover intention. Also, future research could focus on finding out the specific event that motivate individuals to enjoy participating, whether such occasion organized by the management of the organization are voluntary or mandatory. It is also essential for future research to curb the extent to which individuals are more motivated to participate in the activities. For example, whether or not individuals are more likely to participate in the activities with their team members, play much impact on their commitment level than with the other members of the organization. Despite the limitations, this study provides a clear understanding of the effects of attachment to coworkers on their commitment level with reducing their intentions to leave the organization.

5.3 Conclusion

This study examined the antecedent of organizational-commitment turnover intention relationship at high, medium, and low moderation effects of constituent attachment. The results lent credence to the theoretical findings of the consistent negative correlation between organizational commitment and turnover intention. The findings demonstrated that constituent attachment and organizational commitment are central to predicting turnover intention. High organizational commitment led to a low turnover intention. The level of organizational commitment of the employees have implications for both the employees and the organization such that employees are likely to exert extra responsibilities in assisting their coworkers and are committed to working extra hours. As organizational commitment was found to predict turnover intention negatively, this present study findings provided supporting evidence to the extent to which constituent attachment curbed the relationship. The results of the study point to the need for coworker socialization through which the management of organization may utilize to gain ample understanding of how the nature of the workplace affects the behavior of the employees.

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Appendix

_____, 2018

Dear Participant,

I would appreciate it if you would kind enough to respond to the attached questionnaire. I am doing a research on the relationships among constituent attachment, organizational commitment and turnover intention. The first part of the questionnaire contains questions regarding your personal data but does not identify you by name. The second part of the questionnaire contains questions regarding your thoughts, attitudes and behaviors; there is no right or wrong response as each response reflects your current thoughts, attitudes and behaviors. Your responses will not be revealed to anyone; and the research paper will report only aggregate data. You can be assured that your response will be kept confidential.

Please sign your name in the consent form below to indicate that you have agreed to participate in the study. Your signature signifies that you understand the nature of the study and your role in the research and that you agree to participate in this research. If you have any question concerning this research, please contact me at the e-mail or the telephone number below.

Thank you for your time in responding to the questionnaire.

Sincerely,

Bernard Obiechina, Investigator

E-mail:_____

Tel: _____

Respondent's Consent Form:

   I acknowledge that I have been informed by the investigator of the nature and purpose of this research, and I am freely choosing to participate without duress or coercion.

   I understand that I may refuse to participate or withdraw my consent at any time I wish without having to state any reason, penalty or prejudice.

   I have been assured by the investigator that any information I provide will be anonymous and kept confidential, and the research result will not disclose any personal data.

   I am at least 18 years of age, and that I consent to participate in this study under the above conditions.

                    _____

                     Respondent

Part 1:

Section 1: Personal Data

1	Gender	1☐ Male 2☐ Female
2	Age	_____ Years
3	How long have you been working in this organization	_____ Years
4	Marital status	1☐ Single 2☐ Married/Live together 3☐ Divorced/Widowed
5	Highest education level	1☐ Lower than bachelor degree 2☐ Bachelor degree 3☐ Higher than bachelor degree
6	Your income	1☐ 0-9,999 Baht 2☐ 10,000-19,999 Baht 3☐ 20,000-29,999 Baht 4☐ 30,000-39,999 Baht 5☐ 40,000-49,999 Baht 6☐ 50,000-59,999 Baht 7☐ 60,000-69,999 Baht 8☐ 70,000-79,999 Baht 9☐ 80,000 Baht or more

Part 2:

<u>Section 1. Constituent Attachment</u>

The following sentences describe your attachment to your coworkers. Please indicate the extent

of your agreement with the following statements from 1. Strongly disagree, 2. Disagree, 3.

Neither agree nor disagree, 4. Agree, 5. Strongly agree.

	Degree of agreement				
1. I want to continue working with my coworkers here.	1	2	3	4	5
2. I would lose valuable working relationships with the people here if I quit.	1	2	3	4	5
3. I would lose valuable friendships if I quit.	1	2	3	4	5
4. I want to continue working here because I like my coworkers.	1	2	3	4	5
5. I enjoy working here because of the people I work with.	1	2	3	4	5

Section 2. Organizational Commitment

The following sentences describe your commitment to your organization. Please indicate the extent of your agreement with the following statements from 1. Absolutely disagree, 2. Disagree, 3. Slightly disagree, 4. Neither agree nor disagree, 5. Slightly agree, 6. Agree, 7. Absolutely agree

	Degree of agreement						
1. I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5	6	7
2. I really feel as if this organization's problems are my own.	1	2	3	4	5	6	7
3. I do not feel a strong sense of "belonging" to my organization. (R)	1	2	3	4	5	6	7
4. I do not feel "emotionally attached" to this organization. (R)	1	2	3	4	5	6	7
5. I do not feel like a "part of the family" at my organization. (R)	1	2	3	4	5	6	7
6. This organization has a great deal of personal meaning to me.	1	2	3	4	5	6	7
7. Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5	6	7

8. It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5	6	7
9. Too much of my life would be disrupted if I decided I wanted to leave my organization now.	1	2	3	4	5	6	7
10. I feel that I have too few options to consider leaving this organization.	1	2	3	4	5	6	7
11. If I had not already put so much of myself into this organization, I might consider working elsewhere.	1	2	3	4	5	6	7
12. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	1	2	3	4	5	6	7
13. I do not feel any obligation to remain with my current employer. (R)	1	2	3	4	5	6	7
14. Even if it were to my advantage, I do not feel it would be right to leave my organization now.	1	2	3	4	5	6	7
15. I would feel guilty if I left my organization now.	1	2	3	4	5	6	7
16. This organization deserves my loyalty.	1	2	3	4	5	6	7
17. I would not leave my organization right now because I have a sense of obligation to the people in it.	1	2	3	4	5	6	7
18. I owe a great deal to my organization.	1	2	3	4	5	6	7

Section 3. Turnover Intention

The following statements describe your intention to leave your job and organization.

1. If an organization offers you a job giving you the same salary you are earning, would you consider leaving your job?

1 ☐ Definitely would not consider   2 ☐ Not incline to consider   3 ☐ Would be ambivalent

4 ☐ Incline to consider   5☐ Definitely would consider

2. If you are free to choose, would you choose to continue working in your present job?

1☐ Definitely would choose to continue working in my present job

2☐ Probably would choose to continue working in my present job

3☐ Am being ambivalent

4☐ Probably would not choose to continue working in my present job

5☐ Definitely would not choose to continue working in my present job

3. How often do you think of leaving your job?

1 ☐ Never   2 ☐ Once in a while   3 ☐ Often

4 ☐ Regularly   5 ☐ Am considering a new job

4. How important is your career with this organization?

1☐ Very important   2☐ Important   3☐ Neither important nor unimportant

4☐ Unimportant,   5☐ Very unimportant.

5. How do you feel about leaving this organization?

1 ☐ Definitely would not consider leaving this organization

2 ☐ Probably would not consider leaving this organization

3 ☐ Am being ambivalent

4 ☐ Am seriously considering leaving this organization

5 ☐ Am looking for a new job and plan to leave this organization

6. Which of the following phrase truly describe your thought of your future in this organization?

1 ☐ Definitely would place my future with this organization

2 ☐ Probably would place my future with this organization

3 ☐ Am being ambivalent

4 ☐ Probably would not place my future with this organization

5 ☐ Definitely would not place my future with this organization

วันที่ _____ 2561

เรียน ท่านผู้ตอบแบบสอบถาม

      ผมขอบคุณเป็นอย่างยิ่งหากท่านจะกรุณาตอบคำถามในแบบสอบถามที่แนบมานี้ ผมกำลังทำการวิจัยเรื่องความสัมพันธ์ระหว่างความ

ผูกพันกับคนรอบข้าง การทุ่มเทให้กับองค์กรและความตั้งใจที่จะออกจากงาน โดยใช้แบบสอบถามในการเก็บข้อมูล ส่วนแรกของแบบสอบถามเป็น

ข้อมูลส่วนตัวของท่านโดยทั่วไปแต่ไม่ถามถึงชื่อของท่าน คำถามส่วนที่สองเป็นคำถามเกี่ยวกับความคิด ทัศนคติ และพฤติกรรมของท่าน คำตอบ

ของท่านไม่มีถูกหรือผิด เนื่องจากคำตอบสะท้อนความคิด ทัศนคติและพฤติกรรมของท่านในปัจจุบัน ข้อมูลที่ท่านให้มาจะไม่ถูกเปิดเผยให้ใคร

ทราบและรายงานการวิจัยก็จะรายงานข้อมูลเป็นภาพใหญ่ ดังนั้น ท่านจึงมั่นใจได้ว่าข้อมูลที่ท่านให้มาจะถูกเก็บไว้เป็นความลับ

      ขอให้ท่านลงนามในหนังสือแสดงความยินยอมข้างล่างนี้ เพื่อเป็นการแสดงว่าท่านยินยอมเข้าร่วมการวิจัยครั้งนี้ การลงนามเป็นการแสดง

ว่าท่านเข้าใจในลักษณะของการวิจัยครั้งนี้ ในบทบาทของท่านในการวิจัย และเป็นการแสดงว่าท่านยินยอมเข้าร่วมงานวิจัยนี้ หากท่านมีคำถาม

เกี่ยวกับการวิจัยครั้งนี้ โปรดติดต่อกับข้าพเจ้าได้ที่อีเมล์หรือหมายเลขโทรศัพท์ข้างล่างนี้

ขอขอบคุณท่านที่ได้สละเวลาตอบแบบสอบถามนี้

เบอร์นารด โอบีชินา ผู้วิจัย

E-mail:------------------------ โทรศัพท์ ----------------------

หนังสือแสดงความยินยอม

       ข้าพเจ้าได้รับการบอกเล่าถึงวัตถุประสงค์และลักษณะของการวิจัยครั้งนี้ และยินดีเข้าร่วมการวิจัยโดยอิสระและไม่ได้ถูกบังคับหรือข่มขู่แต่อย่างใด

       ข้าพเจ้าเข้าใจว่าข้าพเจ้าสามารถปฏิเสธการเข้าร่วมการวิจัยหรือถอนตัวออกจากการวิจัยเมื่อใดก็ได้ที่ข้าพเจ้าต้องการโดยไม่จำเป็นต้องให้เหตุผลและโดยไม่มีผลกระทบทางลบแก่ข้าพเจ้า

       ข้าพเจ้าได้รับการยืนยันจากผู้วิจัยว่า ข้อมูลที่ข้าพเจ้าให้จะถูกเก็บไว้เป็นความลับและผลการวิจัยจะไม่เปิดเผยข้อมูลส่วนตัวใด ๆ

       ข้าพเจ้าขอรับรองว่าข้าพเจ้ามีอายุ 18 ปีบริบูรณ์และยินยอมเข้าร่วมการวิจัยครั้งนี้ตามเงื่อนไขข้างต้น

                    ลงชื่อ --ผู้ตอบแบบสอบถาม

ส่วนที่หนึ่ง

ตอนที่ 1 ข้อมูลเกี่ยวกับผู้ตอบแบบสอบถาม

กรุณากา X หรือเติมข้อมูลบนคำตอบที่ท่านเลือก

1	เพศ	1□ ชาย 2□ หญิง
2	อายุ	_____ ปี
3	ท่านทำงานในองค์การนานเท่าใด	_____ ปี
4	สถานภาพสมรส	1□ โสด 2□ แต่งงาน/อยู่ด้วยกัน 3□ หย่าร้าง / ม่าย
5	การศึกษาสูงสุด	1□ ต่ำกว่าปริญญาตรี 2□ ปริญญาตรี 3□ สูงกว่าปริญญาตรี
6	รายได้ต่อเดือนของท่าน	1□ 0-9,999 บาท 2□ 10,000-19,999 บาท 3□ 20,000-29,999 บาท 4□ 30,000-39,999 บาท 5□ 40,000-49,999 บาท 6□ 50,000-59,999 บาท 7□ 60,000-69,999 บาท 8□ 70,000-79,999 บาท 9□ 80,000 บาทหรือมากกว่า

ส่วนที่สอง

ตอนที่ 1 ความผูกพันกับคนรอบข้าง

ประโยคต่อไปนี้บรรยายถึงความผูกพันที่ท่านมีต่อคนรอบข้างในองค์กร กรุณากา X บนคำตอบที่ท่านเลือกเพื่อระบุว่าท่านเห็นด้วยกับแต่ละ

ประโยคมากน้อยเพียงใด   โดยมีระดับความเห็นด้วยดังนี้   1 = ไม่เห็นด้วยอย่างยิ่ง   2 = ไม่เห็นด้วย   3 = ก้ำกึ่ง   4 = เห็นด้วย และ 5

= เห็นด้วยอย่างยิ่ง

	ระดับความเห็นด้วย				
1. ข้าพเจ้าต้องการทำงานกับเพื่อนร่วมงานที่นี่ไปเรื่อย ๆ	1	2	3	4	5
2. ถ้าข้าพเจ้าออกจากงาน ข้าพเจ้าจะเสียความสัมพันธ์ด้านการงานที่มีค่าที่ข้าพเจ้ามีกับเพื่อนร่วมงานที่นี่	1	2	3	4	5
3. ถ้าข้าพเจ้าออกจากงาน ข้าพเจ้าจะเสียเพื่อนที่ดีไปหลายคน	1	2	3	4	5
4. ข้าพเจ้าต้องการทำงานที่นี่ต่อไปเพราะข้าพเจ้าชอบเพื่อนร่วมงานที่นี่	1	2	3	4	5
5. ข้าพเจ้าชอบทำงานที่นี่เพราะข้าพเจ้าชอบคนที่ข้าพเจ้าทำงานด้วย	1	2	3	4	5

ตอนที่ 2 ความผูกพันกับองค์กร

ประโยคต่อไปนี้เป็นความผูกพันของท่านที่มีต่อองค์กร กรุณากา X บนคำตอบที่ท่านเลือกเพื่อระบุว่าท่านเห็นด้วยกับแต่ละประโยคมากน้อยเพียงใด

โดยมีระดับความเห็นด้วยดังนี้ 1 = ไม่เห็นด้วยอย่างยิ่ง   2 = ไม่เห็นด้วย   3 = ค่อนข้างไม่เห็นด้วย   4 = ก้ำกึ่ง   5 = ค่อนข้างเห็นด้วย

6 = เห็นด้วย และ 7 = เห็นด้วยอย่างยิ่ง

	ระดับความเห็นด้วย						
1. ข้าพเจ้ายินดีที่จะใช้ชีวิตในการทำงานที่เหลือของข้าพเจ้ากับองค์กรนี้	1	2	3	4	5	6	7
2. ข้าพเจ้ารู้สึกว่าปัญหาขององค์กรเป็นเสมือนปัญหาของข้าพเจ้า	1	2	3	4	5	6	7
3. ข้าพเจ้าไม่รู้สึกว่าตนเองเป็นส่วนหนึ่งขององค์กรนี้ (R)	1	2	3	4	5	6	7
4. ข้าพเจ้าไม่รู้สึกว่าตนเองมีความผูกพันกับองค์กรนี้ (R)	1	2	3	4	5	6	7
5. ข้าพเจ้าไม่รู้สึกว่าตนเองเป็นส่วนหนึ่งของครอบครัวในองค์กรนี้ (R)	1	2	3	4	5	6	7
6. องค์กรนี้มีความหมายส่วนตัวต่อข้าพเจ้าเองมาก	1	2	3	4	5	6	7
7. ขณะนี้ ข้าพเจ้าอยู่กับองค์กรนี้ด้วยความจำเป็นเท่า ๆ กับความต้องการ	1	2	3	4	5	6	7
8. ถึงแม้ว่าจะอยากออกจากองค์กรมากเพียงไร ก็คงยากที่ข้าพเจ้าจะทิ้งองค์กรนี้ไป	1	2	3	4	5	6	7
9. ถ้าข้าพเจ้าตัดสินใจที่จะทิ้งองค์กรนี้ไปในขณะนี้ ชีวิตของข้าพเจ้าคงยุ่งเหยิงมากทีเดียว	1	2	3	4	5	6	7
10. ข้าพเจ้ารู้สึกว่าข้าพเจ้ามีทางเลือกน้อยที่จะคิดออกจากองค์กรนี้	1	2	3	4	5	6	7

11. ถ้าข้าพเจ้าไม่ได้ทุ่มเทให้องค์กรนี้มากจนเกินไป ข้าพเจ้าอาจพิจารณาออกไปทำงานที่อื่น	1	2	3	4	5	6	7
12. ข้อเสียหนึ่งของการออกจากองค์กรนี้ก็คือไม่มีทางเลือกอื่นมากนัก	1	2	3	4	5	6	7
13. ข้าพเจ้าไม่รู้สึกผูกพันที่จะอยู่กับนายจ้างปัจจุบัน (R)	1	2	3	4	5	6	7
14. ถึงแม้ข้าพเจ้าจะได้เปรียบ ข้าพเจ้าไม่รู้สึกว่าข้าพเจ้าควรออกจากองค์กรในขณะนี้	1	2	3	4	5	6	7
15. ข้าพเจ้ารู้สึกผิดถ้าข้าพเจ้าจะออกจากองค์กรในขณะนี้	1	2	3	4	5	6	7
16. องค์การนี้สมควรได้รับความภักดีจากข้าพเจ้า	1	2	3	4	5	6	7
17. ข้าพเจ้าคงไม่ออกจากองค์กรนี้เพราะข้าพเจ้ามีความรู้สึกผูกพันกับคนที่อยู่ในองค์กร	1	2	3	4	5	6	7
18. ข้าพเจ้าเป็นหนี้องค์กรนี้มากมาย	1	2	3	4	5	6	7

ตอนที่ 3 ความตั้งใจที่จะออกจากงาน

ประโยคต่อไปนี้บรรยายถึงความตั้งใจจะออกจากงานและองค์กรของท่าน

1. ถ้ามีองค์กรหนึ่งเสนองานให้ท่านโดยให้เงินเดือนในระดับเดียวกันกับที่ท่านได้รับอยู่ ท่านจะพิจารณาออกจากงานของท่านหรือไม่

1☐ ไม่พิจารณาอย่างแน่นอน   2☐ ไม่มีความโน้มเอียงที่จะพิจารณา   3☐ รู้สึกก้ำกึ่งกัน

4☐ มีความโน้มเอียงที่จะพิจารณา   5☐ พิจารณาอย่างแน่นอน

2. ถ้าหากท่านมีอิสระที่จะเลือก ท่านจะเลือกทำงานที่ท่านกำลังทำต่อไปหรือไม่

1☐ เลือกที่จะทำงานที่กำลังทำต่อแน่นอน 2☐ อาจเลือกที่จะทำงานที่กำลังทำต่อ   3☐ รู้สึกก้ำกึ่งกัน

4☐ อาจไม่เลือกที่จะทำงานที่กำลังทำต่อ   5☐ ไม่เลือกที่จะทำงานที่กำลังทำต่อแน่นอน

3. ท่านคิดจะออกจากงานที่กำลังทำอยู่มากน้อยเพียงไร

1☐ ไม่เคยคิดเลย 2☐ คิดเป็นบางครั้งบางคราว   3☐ คิดอยู่บ่อย ๆ   4☐ คิดอยู่เป็นประจำ 5☐ กำลังติดต่องานใหม่อยู่

4. การมีอาชีพงานกับองค์กรนี้มีความสำคัญกับท่านมากน้อยเพียงไร

1☐ สำคัญมาก   2☐ สำคัญ   3☐ สำคัญ/ไม่สำคัญก้ำกึ่งกัน   4☐ ไม่สำคัญ   5☐ ไม่สำคัญเลย

5. ท่านรู้สึกอย่างไรในเรื่องการออกจากองค์กรนี้

1☐ ไม่พิจารณาออกจากองค์กรนี้แน่นอน   2☐ อาจไม่พิจารณาออกจากองค์กรนี้   3☐ รู้สึกก้ำกึ่งกัน

4☐ กำลังพิจารณาอย่างจริงจังที่จะออกจากองค์กรนี้   5☐ กำลังมองหางานทำใหม่และมีแผนที่จะออกจากองค์กรนี้

6. วลีต่อไปนี้วลีใดสะท้อนความรู้สึกของท่านเกี่ยวกับอนาคตของท่านในองค์กรนี้มากที่สุด

1☐ ฝากอนาคตไว้กับองค์กรนี้อย่างแน่นอน   2☐ อาจฝากอนาคตไว้กับองค์กรนี้   3☐ รู้สึกก้ำกึ่งกัน

4☐ อาจไม่ฝากอนาคตไว้กับองค์กรนี้   5☐ ไม่ฝากอนาคตไว้กับองค์กรนี้อย่างแน่นอน

Reliability Statistics for Constituent Attachment Scale

Case Processing Summary

		N	%
Cases	Valid	97	99.0
	Excluded[a]	1	1.0
	Total	98	100.0

a. Listwise deletion based on all variables in the procedure

Reliability Statistics

Cronbach's Alpha	N of Items
.75	5

Reliability Statistics for Affective Commitment Scale

Case Processing Summary

		N	%
Cases	Valid	97	99.0
	Excluded[a]	1	1.0
	Total	98	100.0

a. Listwise deletion based on all variables in the procedure

Reliability Statistics

Cronbach's Alpha	N of Items
.74	6

Reliability Statistics for Turnover Intention Scale

Case Processing Summary

		N	%
Cases	Valid	95	97
	Excluded[a]	3	3.1
	Total	98	100.0

a. Listwise deletion based on all variables in the procedure

Reliability Statistics

Cronbach's Alpha	N of Items
.84	6