

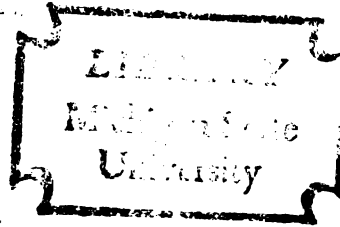
CORRELATES OF ORGANIZATION IDENTIFICATION AND
COMMITMENT

Dissertation for the Degree of Ph. D.

MICHIGAN STATE UNIVERSITY

SAMMY B. GOULD

1975



This is to certify that the
thesis entitled
**Correlates Of Organization
Identification And Commitment**

presented by

Sammy B. Gould

has been accepted towards fulfillment
of the requirements for

Ph. D degree in **Business Administration**

Major professor

Date **July 18, 1975**

0 23926

ABSTRACT

CORRELATES OF ORGANIZATION IDENTIFICATION AND COMMITMENT

by

Sammy B. Gould

The objectives of this research were to (1) provide a multivariate investigation of the correlates which may result in organization commitment, (2) provide a multivariate investigation of the correlates which may result in organization identification, and (3) to investigate the relationship between organization identification and commitment.

Data were collected via questionnaires from two sources. The first sample was a county level social agency. The second sample was Advanced Management Program participants at Michigan State University. The environment in one sample provided an opportunity to satisfy growth needs, while the environment in the other sample did not provide opportunities for satisfying growth needs. Subjects in the samples were classified into three occupational groups: managers, social workers and clerks.

The data were analyzed using higher order partial correlations and analysis of covariance. Stepwise multiple

regressions were employed to provide a comparative analysis between the two environments and three occupational groups.

In the environment which was a source for satisfying growth needs (work and promotion opportunities), commitment was related to the satisfaction of these needs. In the environment which was not a source for satisfying growth needs, the satisfaction of lower order needs was related to commitment. Furthermore, in the growth environment, the importance of growth needs to the individual moderated the relationship between organization identification and commitment. Those with high growth importance had a stronger relationship between identification and commitment than those with low growth importance.

Each of the three occupational groups based its identification upon different satisfactions. Identification for the managers was related to satisfaction with promotion and work. Identification for the social workers was related to satisfaction with people and with their age. Identification for clerical workers was found to relate to satisfaction with work, people, pay and with their sex.

The highest level of commitment was found when both identification and commitment were related to the satisfaction of growth needs. In this case the relationship between identification and commitment was strongest.

The results suggest that there may be two forms of commitment. One form is internal commitment which has as

its basis the satisfaction of higher order needs gained through participation in the organization. A second form is external commitment which results from satisfying lower order needs and from barriers which arise to limit the exit of individuals from organizations. These barriers act to reduce the individual's employment mobility and are external to the organizational role per se.

This study indicates that organization identification and commitment are separate psychological constructs which may or may not be related. The development of identification and commitment appears to be a function of both individual differences in training and interests, and the organization's ability to act as a source for satisfying its member's needs.

CORRELATES OF ORGANIZATION IDENTIFICATION
AND COMMITMENT

by

Sammy B. Gould

A DISSERTATION

Submitted to
Michigan State University
In partial fulfillment of the requirements
for the degree of

DOCTOR OF PHILOSOPHY

Department of Management

1975

© Copyright by
SAMMY BRUCE GOULD

1975

DEDICATION

This volume is dedicated to my loving wife Elaine and to my parents Robert and Dorothy Gould, whose unquestioning love and understanding undergirded this work.

ACKNOWLEDGEMENTS

Though the dissertation is the responsibility of one man, it is the creation of many. I am particularly indebted to my committee members who helped me to pull together the many loose ends and sharpen the focus of the study. I would particularly like to thank Dr. Douglas T. Hall, committee chairman, for sharing many of his insights which helped me to clarify and sharpen my own thinking. I am heavily indebted to Dr. Hall for his guidance, friendship and involvement in my personal development. Dr. Clay Hamner, committee member, has been particularly helpful in keeping the study methodological bounded. His helpful suggestions have significantly limited the number of unproductive paths the author may have explored. Dr. Henry Tosi, committee member and academic advisor, has been a source of council and inspiration throughout my tenure as a doctoral student. Without the help and dedication of these three men, this present volume could not have materialized. I would also like to express my appreciation to Dr. Lawrence Foster for his help in obtaining data for this study and to Dr. Phillip Carter for his sustaining moral support.

A dissertation is completed by the sacrifices of many. I am particularly indebted to my partners in life, Elaine, my wife and Tim, Davy and Mark, my sons, who lovingly accepted the lost weekends, holidays and vacations so that this goal might be attained. Without their love, encouragement and personal sacrifices, I could not have completed the doctoral program.

TABLE OF CONTENTS

	Page
ACKNOWLEDGEMENTS	iii
LIST OF TABLES	vii
LIST OF FIGURES	ix
 Chapter	
I. INTRODUCTION AND REVIEW OF LITERATURE.	1
Introduction	1
Review of Literature	2
Conceptual Frameworks-Organizational Identification	3
Conceptual Frameworks-Organizational Commitment	4
Correlates of Identification	6
Correlates of Commitment	14
Summary of Research Literature	16
An Explanation of the Relationship Between Organization Commitment and Identification	18
Hypotheses	23
Summary.	26
 II. METHODOLOGY.	 28
Introduction	28
Research Design.	28
Sample Characteristics	30
Procedure.	32
Operational Definitions.	33
Tenure	34
Salary	34
Age.	35
Level.	35

Chapter	Page
Sex	36
Satisfaction	36
Need Importance	38
Organization Identification	42
Organization Commitment	42
Sources of Satisfaction	46
Summary of Environmental Differences.	47
Summary	48
III. RESULTS	50
Introduction.	50
Correlates of Organization Identification	53
Correlates of Organization Commitment	56
The Relationship Between Identification and Commitment.	59
Identifying the Best Predictors of Identification and Commitment	64
Major Predictors of Identification and Commitment.	64
Predictors of Identification and Commitment in Three Occupational Groups.	67
Summary of Major Findings	75
IV. DISCUSSION AND CONCLUSION	78
Introduction	78
Discussion of Research Findings	78
A Theoretical Framework for Organization Commitment.	82
Relevance to Practicing Managers	85
Limitations and Recommendations for Further Research	90
Conclusion.	92
BIBLIOGRAPHY.	95
APPENDIX.	103

LIST OF TABLES

Table	Page
1. Sample and Population Data for Sample 1 and Sample 2	31
2. Cronbach's Coefficient Alpha for Selected Sample 1 Scales in Two Sequences	33
3. Cronbach's Coefficient Alpha for Selected Sample 2 Scales in Two Sequences	33
4. Cronbach's Coefficient Alpha Reliabilities for Sample Data.	37
5. Sample 1 Intercorrelation Matrix for Satis- faction Measures	39
6. Sample 2 Intercorrelation Matrix for Satis- faction Measures	40
7. Factor Analysis of Sample 1 Satisfaction Scores	41
8. Factor Analysis of Sample 2 Satisfaction Scores	41
9. Means and Standard Deviations of Sample 1 and Sample 2 Scale Measures	46
10. Summary of Environmental Differences	48
11. Sample 1 Intercorrelation Matrix	51
12. Sample 2 Intercorrelation Matrix	52
13. Sample 1 High Order Partial Correlations	54
14. Sample 2 High Order Partial Correlations	55
15. Sample 1 Means for Low and High Growth Importance Groups.	60

Table	Page
16. Sample 2 Means for Low and High Growth Importance Groups	61
17. Sample 1 Analysis of Covariance	62
18. Sample 1 Adjusted Cell Means.	62
19. Sample 2 Analysis of Covariance	63
20. Sample 2 Adjusted Cell Means.	63
21. Summary of Sample 1 Regression for Organization Identification	66
22. Summary of Sample 1 Regression for Organization Commitment	66
23. Summary of Sample 2 Regression for Organization Identification	69
24. Summary of Sample 2 Regression for Organization Commitment	69
25. Comparison of Beta Weights Obtained from Regressing Best Predictors of Identification from Both Samples on Sample 1 and Sample 2.	69
26. Comparison of Beta Weights Obtained from Regressing Best Predictors of Commitment from Both Samples on Sample 1 and Sample 2.	70
27. Comparison of Best Predictor Variables of Identification and Commitment for Two Environments	70
28. Comparison of Best Predictor Variables of Identification and Commitment for Three Occupational Groups	74
29. Commitment and It's Relationship to Identification Among Three Occupational Groups.	74

LIST OF FIGURES

Figure	Page
1. Correlates of Organization Identification . . .	13
2. Correlates of Organization Commitment	17
3. Correlates of Organization Identification and Commitment.	19
4. Proposed Determinants of Organization Identification and Commitment	22
5. The Propensity to Remain Scale.	44
6. Sample 1 Multiple Regression	65
7. Sample 2 Multiple Regression.	68
8. Sample 1 Non Professionals.	72
9. Sample 1 Professional Staff (Social Workers). .	73
10. A Model of Organization Commitment.	86

CHAPTER I

INTRODUCTION AND REVIEW OF LITERATURE

Introduction

Organization commitment is an important field of investigation for two distinct reasons. First, the survival and growth of an organization hinges on the commitment of its members. The committed employee willingly devotes his energy in behalf of the organization (McGregor, 1967). Secondly, the committed employee is actively engaged in pursuing his own interests through his participation in the organization. Thus the study of commitment may provide information which can result in both more effective organizations and an increased level of satisfaction in the work force.

Organization commitment has been the subject of several studies (Sheldon, 1971; Grusky, 1966; Hrebiniak and Alutto, 1972; Porter, Steers and Boulian, 1973; and Buchanan, 1974). Although some tentative conclusions can be drawn concerning the relationship of organization commitment to other structural and behavioral variables, there are still many important questions which require answers. An objective of this current study is to provide a multivariate

investigation of the correlates which may result in organization commitment. A multivariate approach was chosen so that a clearer distinction might be drawn between the unique and independent contributions of several important variables in explaining the nature of commitment.

A second objective of this study is to provide a multivariate investigation of the correlates which may result in organization identification. This concept is closely related to organization commitment and has also received research attention (Lee, 1969, 1971; Brown, 1969, Hall, Schneider and Nygren, 1970; Schneider, Hall and Nygren, 1971; Hall and Schneider, 1972).

The final objective of this study is to investigate the relationship between organization commitment and organization identification. These two concepts have not been distinguished either conceptually nor empirically in the research literature. In several cases the terms have been used interchangeably (Sheldon, 1971; Hall, et al. 1970; Lee, 1971). Before turning to these tasks, we shall first review the literature relevant to these concepts.

Review of Literature

This section has four parts. The first part develops a conceptual framework for organization identification and commitment. The second part reviews previous research on correlates of organization identification, while part three reviews previous research on correlates of organization

commitment. The final part will summarize the points of interest found in the literature review.

Conceptual Framework-Organization Identification

In reviewing the concept of organization identification, an attempt will be made to gain a wide perspective of the identification process. Material from the psychological and sociological literature will be included which does not specifically address the more specialized case known as "organization identification."

According to Becker and Carper (1956), individuals identify themselves by answering the question, "Who am I?" They answer in terms of the names and categories which exist in the groups in which they participate. By applying these labels to themselves, they learn who they are and how they should behave. They acquire a set of perspectives in terms of which their conduct is shaped.

Kelman (1958) states that identification occurs when an individual accepts influence because he wishes to establish or maintain a satisfying self-defining relationship with another individual or group. Lee (1971) sees identification as being characterized by a degree of belongingness, loyalty and shared characteristics between an individual and an organization. Hall and Lindzey (1957) state that identification results in a person's taking on the features of another person or group, making them a part of

their own personality. Sears' theory of identification (Pervin, 1970) sees early identification in a child as resulting from a process of reinforcement and nurturance between parent and child. This suggests that satisfying the child's needs in a consistent manner will result in the child modeling his behavior after the parent and in the child taking on the parent's values.

Allport (1955) believes that identification is a process by which we extend ourselves or broaden the manner in which we define our individuality. Gergen (1971) sees identification occurring when a person comes to see himself as having those attributes characterizing the role he is required to play.

As a result of these earlier works, we can define organization identification as follows:

Organization identification is a process whereby an individual (1) defines his own self in terms of his organizational role, and (2) accepts the values and behavioral patterns sanctioned by the organization as his own.

Conceptual Frameworks-Organization Commitment

While organization identification engenders an integration of organization values and roles into one's identity, organization commitment is an attitude of affective attachment that an individual develops toward an organization. Grusky (1966) refers to commitment as the "strength of attachment" to an organization. Hrebiniak and Alutto (1972) consider commitment an attitude dealing

with the perceived utility of continued participation in the organization.

In addition to attachment, commitment involves a dedication of one's efforts toward meeting the goals and objectives of the organization. Sheldon (1971) terms commitment a positive evaluation of the organization and an intent to work toward its goals. Buchanan (1974) speaks of commitment as a partisan affective attachment to the organization and one's work role. It consists of identification with its goals and values, an involvement in the work role and loyalty to the organization. Porter, Steers and Boulian (1973) call commitment the strength of an individual's identification with and involvement in an organization. They state that it consists of (1) a strong belief in and acceptance of organizational goals and values, (2) a willingness to exert effort on behalf of the organization, and (3) a definite desire to maintain organizational membership.

Conceptually, organization identification was defined as a process by which the individual increasingly defines himself in terms of those values and behavioral traits which are embraced by the organization. These traits may be aggressiveness and competitiveness in very dynamic organizations, or they may be traits requiring social skills or for that matter physical skills in organizations differing in what Ghiselli (1974) calls the psychological

dimensions of organizations. Commitment, on the other hand, shall be defined as follows:

Organization commitment is an attitude of affective attachment to an organization which is characterized by (1) a high propensity to retain organizational membership, (2) an acceptance of organizational goals, and (3) a willingness to devote one's effort in behalf of the organization.

The differences between identification and commitment is measured then in shades rather than contrasts. The questions of interest involve the conditions under which identification and commitment may co-exist. Are the two concepts always related or are there conditions which may exist that weaken the relationship between identification and commitment? The answer to these questions will require some additional theorizing. However, before we turn to this task, it is appropriate that we review the literature relating to the correlates of organization identification and commitment.

Correlates of Identification

Six correlates of organization identification will be reviewed in this section. They are: (1) length of service (tenure), (2) salary, (3) age, (4) level, (5) satisfaction, and (6) need importance. Where conflicting results are encountered in the literature, an attempt will be made to reconcile the differences.

Tenure.--The relationship between tenure and organization identification was found to have been investigated

in three studies. Brown (1969) found no relationship to exist between tenure and identification. Lee (1971) found tenure to be positively related to identification in his study of research scientists. Hall and Schneider (1972) found the tenure and identification relationship to be moderated by the individual's career style. Those persons with multi-organization careers were not found to have a relationship between tenure and identification while those with single organization careers were found to have such a relationship.

Career style is not a likely explanation for Brown's (1969) failure to find a relationship between tenure and identification. This is because Brown's study was done with a governmental agency not known for multi-organizational careers at the lower organizational levels. Hall, et al., (1970) explained that Brown's results may have occurred because of Brown's use of group means in computing correlational relationships. However, there is another possible explanation for these divergent results. The existence of a competing source for identification could detract from the organization being a source of identification. Then over a period of time, identification with this competing source may strengthen in lieu of identification with the organization. The most common occurrence of competing sources for identification which has been cited in the literature involves the relationship between professionals and professional

associations. As Lee (1969) points out, among professional employees, whose primary contribution is professional expertise, there will be a tension between their identification with their organization and their identification with their profession. Goldner's (1958) cosmopolitan and local constructs also deal with this problem of competing sources of identification in the professional community. In the non-professional community, however, organizations such as employee unions or other employee bargaining units may become competing sources for identification. Brown (1969) found that organization identification was negatively related to the level of union concern. Hence the relationship between tenure and identification may be moderated by the presence of an employee bargaining unit which may act as a competing source for identification. None of the other studies cited had a situation where employees were represented by a union. In the Lee (1969) study, professional prestige was found to be related to organizational prestige and hence professional affiliations were not competing sources for identification but rather they were supportive to organization identification. The result was that Lee found identification with the organization to be related to tenure.

The difference then in whether or not tenure will be related to organization identification may rest on whether or not there is a competing source for identification

which co-exists with the organization. One such competing source may be an employee union.

Salary.--Lee (1971) found salary to be correlated with organization identification. This was the only study found which investigated this relationship.

Age.--Lee (1971) found age to be positively related to organization identification. March and Simon (1958) theorized that as age increases the individual finds fewer outside opportunities and hence more readily identifies with his current organization.

Level.--Brown (1969) found a moderate relationship between level and organization identification. Hall, et al., (1970) also found a positive relationship between level and identification, but it became negligible when tenure was held constant. Porter and Lawler (1965) found job satisfaction to increase with level. This may infer that a higher probability exists for more satisfying relationships to develop between individuals and organizations at higher levels.

Satisfaction.--Satisfaction was found to be a topic of investigation in four studies dealing with organization identification (Brown, 1969; Lee, 1971; Hall, et al., 1970; Hall and Schneider, 1972). Brown found that identification was correlated with the satisfaction of higher order needs.

He contends that identification results when one becomes ego involved in his task rather than from the satisfaction of affiliative needs. Hall and Schneider (1970) talk of two types of organization identification. They called deficiency oriented identification a form of identification which is based upon the satisfaction of lower order needs. Growth oriented identification results from the satisfaction of higher order needs. Lee (1971) also found satisfaction to be related to both higher order and lower order need satisfaction. In addition, Lee found job satisfaction to be related to identification. In Hall et al., (1972), researchers were found to have a relationship between higher order need satisfaction and identification but not between low order need satisfaction and identification.

One problem which has not been approached in the above studies is whether or not the level of an individual's satisfaction can be attributed to his organizational membership. For example, Brown (1969) found that identification was not related to affiliation need satisfaction. This is possibly because the organization was not a source for satisfying affiliative needs. Thus the level of satisfaction for affiliative needs may have been a result of one's union membership. The organization, however, probably was a source for satisfying achievement needs. The workers in Brown's study were professionals and skilled workers who normally fill jobs which are higher than average in

achievement potential. Since the organization is a source for satisfying the achievement need, it is not surprising that satisfaction of achievement needs are related to organization identification.

This explanation seems to hold for other studies involving satisfaction and identification. From Hall, et al., (1970) we can infer that the Forestry Service was a source of satisfaction of a wide range of needs for the Forestry Service employee. The study indicated that both high and low order need satisfaction is related to identification. Hall and Schneider (1972), showed a relationship to exist between identification of researchers and satisfaction of their higher order needs. This may be a reflection that their organizations were able to meet higher order needs. Since they frequently changed organizations, satisfaction of lower order needs were not attributed to the organization, but rather to their own ability to remain mobile. Hence the organization was a source for satisfying their higher order needs, but not their lower order needs.

In summary then we can propose that satisfaction of a need will be related to organization identification in those cases where the organization is a source for satisfying the particular need being considered. Next we will consider the relationship of identification with need importance.

Need Importance.--Need importance was investigated by Hall and Schneider (1972). They found that foresters had a low but significant relationship between the importance of low order needs and identification. Researchers showed a low but negative correlation between the importance of self fulfillment needs and identification. A possible explanation for these findings is that the importance of a need will be positively related to identification if the organization is a source for satisfying that need. Conversely, if the organization is not a source for satisfying a need, the importance of the need will be negatively related to organization identification. Thus in the Forestry Service, which was cited earlier to be a source of satisfaction for low order needs, one would expect to find a positive relationship between the importance of lower order needs and organization identification. Since self fulfillment or growth needs can never be fully saturated (Maslow, 1954; Alderfer, 1969) the organization will not be fully able to satisfy the growth needs of the researcher. This may explain why the researcher in the Hall and Schneider study had a negative correlation between the importance of growth needs and organization identification. Therefore, the relationship of need importance to organization identification may depend upon whether or not the organization is a source for satisfying a particular need. The relationships discussed in this section are summarized in Figure 1.

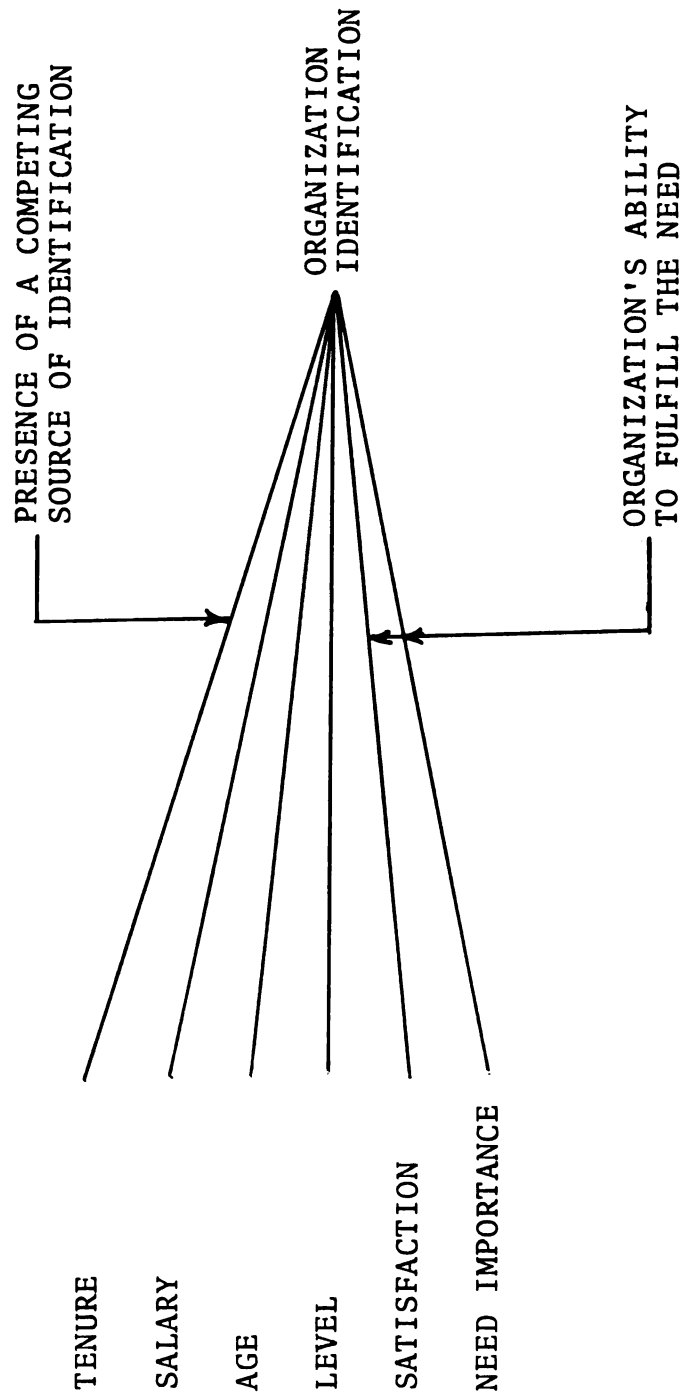


FIGURE 1.--Correlates of Organization Identification.

Correlates of Commitment

In this section, five correlates of organization commitment will be reviewed. They are: (1) tenure, (2) age, (3) level, (4) sex, and (5) satisfaction.

Tenure.--Four studies were found which investigated the relationship between organization commitment and tenure (Grusky, 1966; Sheldon, 1971; Hrebiniak and Alutto, 1972; Buchanan, 1974). In each of these studies, tenure was found to be positively related to organization commitment.

Age.--Sheldon (1971) and Hrebiniak and Alutto (1972) included age in their studies of organization commitment. They both concluded that age is positively related to commitment.

Level.--Sheldon (1971) and Buchanan (1974) both found a positive relationship between level in the organization and the degree of organization commitment.

Sex.--Hrebiniak and Alutto (1972) and Grusky (1966) both found females to be more organizationally committed than males.

No studies were found which directly tested the correlation of satisfaction measures to commitment. However, Grusky (1966) considered "general satisfaction" to be a measure of commitment in his operationalization of the term. Sheldon (1971) and Buchanan (1974) found social

involvements with other organizational members to be related to commitment. For Sheldon, social involvement meant off the job contacts as well as feeling a part of the work group and department in which the individual was employed.

Buchanan's measures dealt with levels of peer group cohesion and group attitudes toward the organization. In both of these cases, the people associated with the organization appear to be sources of satisfaction to the individual.

However, because all three of these studies (Grusky, 1966; Sheldon, 1971; Buchanan, 1974) include, or closely link identification with their measure of commitment, it is difficult to determine whether these sources of satisfaction are correlated with commitment per se, or whether these sources of satisfaction relate to commitment as a reflection of their relationship with identification. Hence more work is required in the area of distinguishing and determining the role of satisfaction to developing commitment.

The relationship of these variables to organization commitment have frequently been explained in terms of an inducements-contributions framework (March and Simon, 1958) or in terms of individual investments in an organization over time (Sheldon, 1971). Age and sex are considered factors which may reduce the amount of outside opportunities. In this case, organizational inducements may be revalued upwards and thus one increases his commitment to the current organization. Tenure and level have been viewed as

investments of energy one has put into an organization which may make leaving the organization appear less attractive. Finally, one's level of satisfaction may be an inducement to maintain a high level of commitment to an organization. These relationships are summarized in Figure 2.

Summary of Research Literature

Several conclusions can be drawn from a review of the literature. First, organization identification is a process where an individual increasingly accepts organizational roles and values as a part of his own identity. Secondly, organization commitment is an attitude of affective attachment to an organization which engenders, (1) a desire to maintain organizational membership, (2) an acceptance of organizational goals, and (3) a willingness to invest one's efforts in behalf of the organization.

Several correlates of organization identification and commitment have been reviewed. From the research literature, one can conclude that tenure with an organization will be positively related to commitment, and in those cases where competing sources for identification are absent tenure will be related to organization identification. Salary was found to be positively related to identification. No studies were found which investigated the relationship of salary to commitment. Age and level were found to have a positive relationship with both identification and commitment. Sex

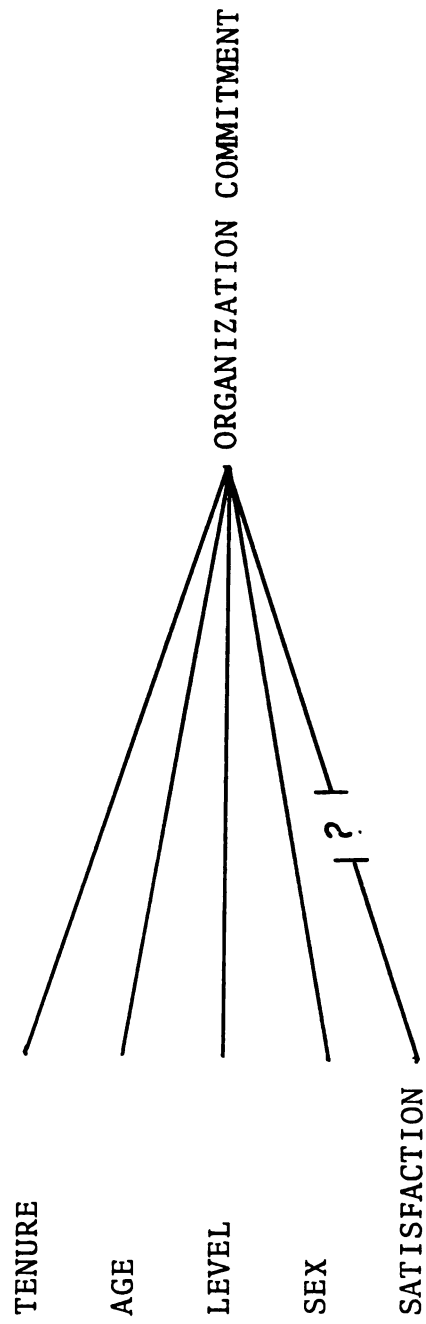


FIGURE 2.--Correlates of Organization Commitment.

was found to related to commitment, but no studies were found investigating the relationship of sex with identification. Females were observed to have higher commitment than males.

Satisfactions derived from the organization were found to be correlated with organization identification, but the relationship between satisfaction derived from the organization and commitment was not clear. Finally, need importance was found to be a correlate of identification when the organization could satisfy a particular need. The relationship of need importance to commitment was not found to have been investigated. These relationships are summarized in Figure 3.

With the literature review completed there are several questions which remain. First, what is the relationship of satisfactions derived from the organization and the importance of needs to organization commitment? Secondly, what relationship exists, if any, between organization identification and commitment? It is to these questions we turn next.

An Explanation of the Relationship Between Organization Commitment and Identification

In this section, we will discuss, (1) the relationship of need importance and satisfaction to organization commitment, and (2) the relationship between organization identification and commitment. Commitment has been defined

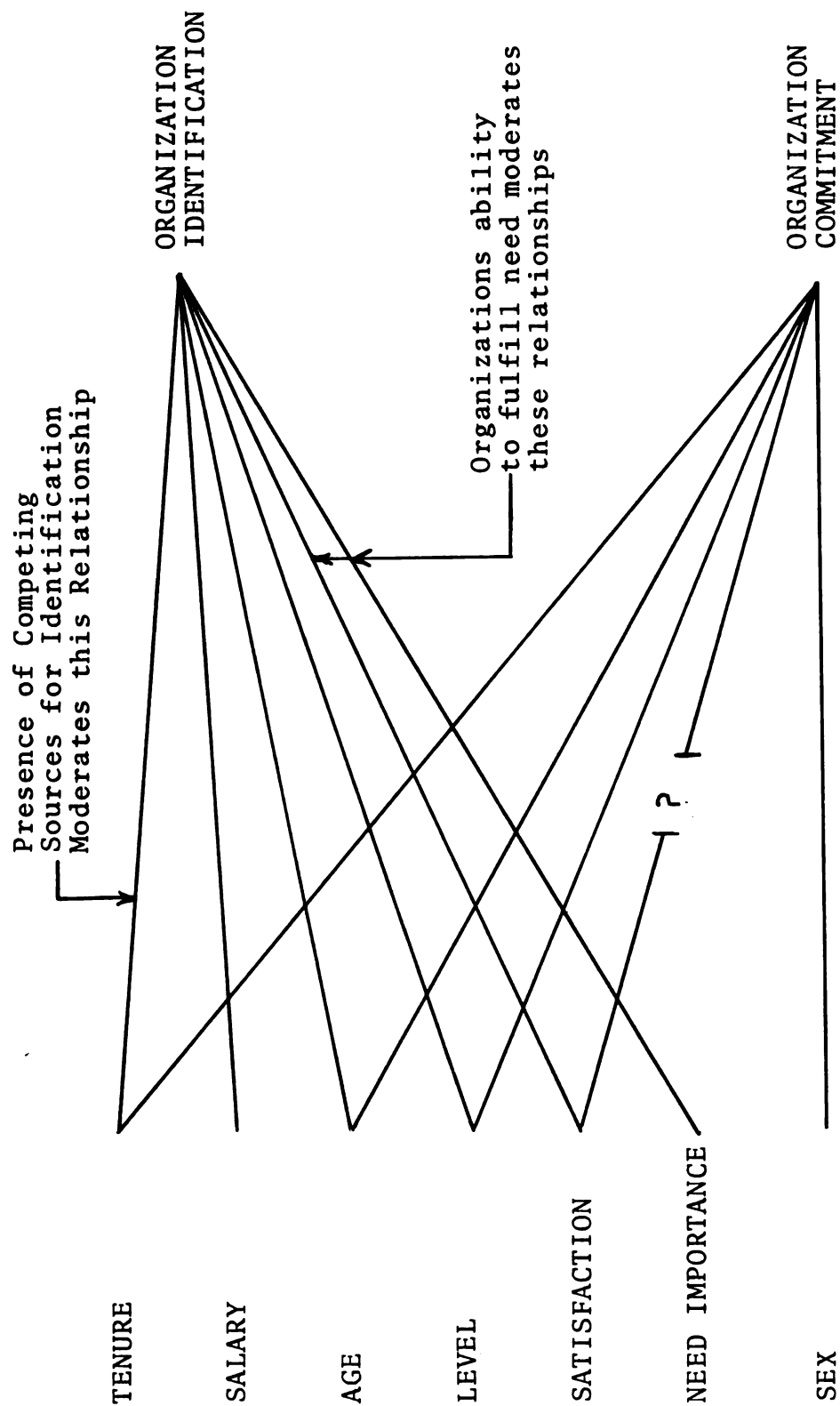


FIGURE 3.--Correlates of Organization Identification and Commitment.

as an affective attachment between the individual and his organization. This relationship partially depends upon whether or not the organization can satisfy the individual's important needs. Thus for an organization which can satisfy existence needs, one would expect those individuals with a high existence need strength to be more committed to the organization. Similarly, if an organization is a source for satisfying relatedness needs, individuals with high relatedness need strength should be more committed to the organization. A like situation follows in organizations which are a source for satisfying growth needs. Hence, the importance of a particular need will be related to organization commitment if the organization is a source of satisfaction for that need. Conversely, if the organization is not a source of satisfaction for a particular need, the importance of that need would be negatively related to organization commitment.

Two of the three aspects of commitment require the individual to willingly devote his effort in behalf of the organization and to accept the goals and objectives of the organization. These requirements are closely related to what Alderfer (1969) terms the growth needs of individuals. Growth needs include all the needs which involve a person making creative or productive effects on himself and the environment. Growth occurs when a person engages in problems which call upon him to fully utilize his capacities

(Alderfer 1969). This requires a challenging work environment with opportunities to move up into positions of greater responsibility in the organization. Operationally, in the present research, growth needs will be considered to be met when the individual has a high level of satisfaction with work and with opportunities for promotion. The importance of growth needs play a special role in the development of commitment. In an organization which is a source for satisfying the growth needs of individuals, high growth importance will lead to a situation where one's identification with the organization is closely related to his commitment to the organization. In such an environment the satisfaction of growth needs are sources for both commitment and identification, and hence they show a closer relationship. However, these conditions do not hold in the organization which is not a source for satisfying growth needs. In this case the importance of growth needs will not act as a strong moderating influence on the commitment-identification relationship. Hence, we propose that the relationship between organization identification and commitment is moderated by, (1) the level of an individual's growth need strength, and (2) the organization's ability to fulfill the growth need. These relationships are illustrated in Figure 4.

Since organization commitment is closely related to the growth category of needs, commitment to an

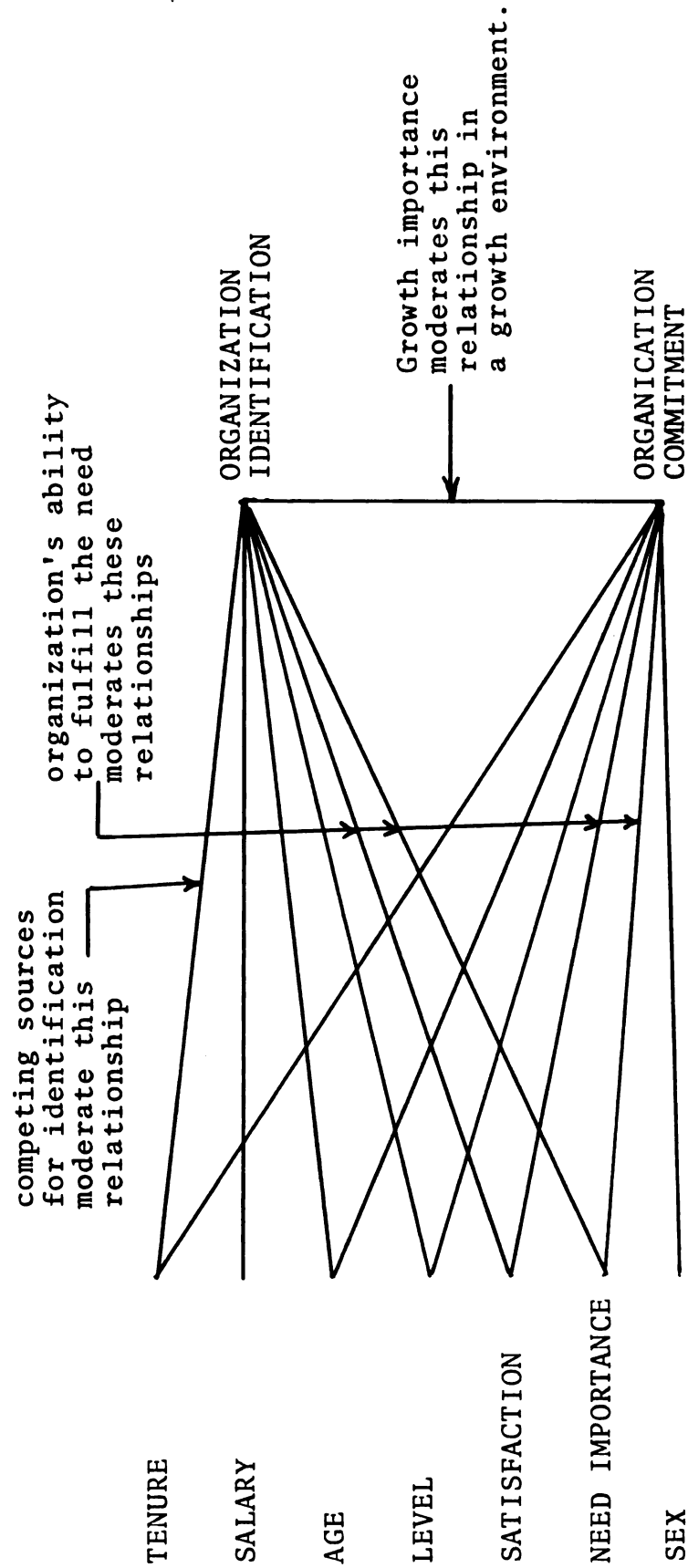


FIGURE 4.---Proposed Determinants of Organization Identification and Commitment.

organization will be related to the satisfaction of these needs. Alderfer (1969) indicates that where growth needs are not met, that relatedness needs become more important to an individual. Hence in those organizations which are not a source for satisfying growth needs, organization commitment will be related to the satisfaction of lower order needs.

Hypotheses

Based upon the preceding analyses, several hypotheses can be generated for testing its validity. These hypotheses which follow will include some attempt to replicate previous findings as well as to test the new relationships which were suggested in the previous sections.

Hypothesis 1a: Age, salary and level will be positively related to, (1) organization identification, and (2) organization commitment.

Hypothesis 1b: Tenure will be related to identification in those organizations in which employees are not represented by a union. This relationship will not exist in those organizations where employees are represented by a union.

Hypothesis 1c: Tenure will be positively related to organization commitment.

Hypothesis 1d: Females will be more committed than males.

Hypotheses 1 tests the relationships which were reported in earlier studies concerning certain demographic variables. The actual relationship appears in the literature review section of this chapter.

Hypothesis 2a: A particular dimension of satisfaction will be related to organization identification if the organization is a source for that satisfaction. If the organization is not a source for that satisfaction, the particular dimension of satisfaction will not be related to organization identification.

Hypothesis 2b: For a particular need, need importance will be positively related to identification if the organization is a source for satisfying that need. If the organization is not a source for satisfying that need, need importance will be negatively related to organization identification.

Hypotheses 2 provide a test of the need importance relationships with identification. It also tests the condition under which satisfactions will lead to organization identification. These hypotheses largely arise from an attempt to reconcile divergent research findings which are discussed earlier in this chapter.

Schneider and Alderfer (1973) showed that the satisfaction of growth needs was related to satisfaction with work and promotion opportunities as measured by the Job Description Index (Smith, Kendall and Hulin, 1969). They further found that the level of relatedness satisfaction was related to satisfaction with co-workers and supervision,

and that satisfaction of existence needs was related to satisfaction with pay. Based upon this finding, satisfaction with work and promotion opportunities will be considered sources for meeting growth needs. Satisfaction with people (both co-workers and supervisors) will be considered a source for meeting relatedness needs and satisfaction with pay will be considered a source for meeting the existence need. These last two classes of needs will be considered lower order needs while the growth category will be considered higher order.

Hypothesis 3a: In organizations which are sources for satisfaction with work and promotion opportunities, the level of these satisfactions will be related to the level of organization commitment.

Hypothesis 3b: In organizations which are not sources for satisfaction with work and promotion opportunities, satisfaction with people and pay will be related to commitment.

Hypothesis 3c: For a particular need, need importance will be positively related to commitment if the organization is a source for satisfying that need. If the organization is not a source for satisfying that need, need importance will be negatively related to organization commitment.

Hypotheses 3 summarizes the relationships which were theorized to exist between organization commitment and need satisfaction and between organization commitment and need importance.

Hypothesis 4: In those organizations which are sources of satisfaction with work and promotion opportunities, the higher the strength of growth needs for an individual, the stronger will be the relationship between organization identification and commitment. In organizations which are not sources of satisfaction with work and promotion opportunities, the importance of growth needs will not affect the relationship between organization identification and commitment.

Hypotheses 4 summarizes a relationship which was theorized to exist between organization identification and commitment in a growth environment.

Summary

This chapter began with a brief description of the objectives for this research study. They are, (1) to conduct a multivariate analysis of the correlates of organization commitment, (2) to conduct a multivariate analysis of the correlates of organization identification, and (3) to investigate the relationship between organization identification and commitment. In preparation for this task, conceptual definitions were developed from a review of the relevant literature. Based upon previous research findings, a review of studies of the correlates of identification and commitment resulted in pointing to certain conclusions which could be reached and certain questions which remain to be challenged. In areas where uncertainty remains some theorizing was accomplished in an attempt to expand our knowledge of the commitment and identification processes. With this

background several hypotheses were advanced to test both the conclusive results found in the literature and the more theoretical propositions advanced in this paper. In the next chapter we shall discuss the methodology of this study.

CHAPTER II

METHODOLOGY

Introduction

In the previous chapter, the literature relevant to organization identification and commitment was reviewed. Several hypotheses were advanced for the purpose of (1) testing relationships previously to have been found in the literature and (2) to test some new relationships which were developed in the latter part of Chapter I. The purpose of this present chapter is to discuss the methodology of this study. The chapter contains these four major sections: (1) research design, (2) sample characteristics, (3) procedure, and (4) operational definitions. The first topic of discussion will be the research design.

Research Design

The research design is a correlational (Cronbach, 1957) field study or what Scott (1975) has termed a "systematic assessment" as opposed to an experimental design. In the systematic assessment, several variables are operationally defined, measured, and then certain relationships between these variables are investigated. The variables are measured in their natural setting.

The primary advantage of the systematic assessment design is in its ease of administration and limited organizational disruption. Normally, once the variables have been operationally defined, all that is required is the creation and administration of a questionnaire to a group of individuals. This is opposed to the experimental design which requires manipulating some environmental variable--a direct intervention in the affairs of the firm. It is more difficult to find an organization which is willing to permit this type of study, and it may require special training of organization members to perform the manipulation of treatment variables. This special training may have behavioral implications for the organization long after the experiment is completed. The implications may be favorable or unfavorable.

The major weakness of the systematic assessment design is the lack of experimental controls which can result in other variables confounding one's results (Campbell and Stanley, 1963). This is a direct threat to the study's internal and external validity. Hence in the systematic assessment design, one cannot assign causality to his independent variables except through inference.

To partially overcome the weakness of the systematic assessment design, two steps have been taken. First, two samples have been used in the study to permit a comparison of results. Secondly, a multivariate approach has been

taken to determine within the bounds of reason, each variable's unique contribution to the explanation of the dependent variables. Although these measures are less than perfect, they nevertheless provide a means for making strong inferences regarding relationships which will be discussed in the remainder of this paper.

Sample Characteristics

The first sample consists of employees in a county level governmental organization. The organization consists of 108 employees, 60 of whom were administered the questionnaire. The sample consisted of three employee classifications which were represented as follows: 47% clerical, secretarial, and paraprofessionals, 43% professional social workers, and 12% managerial and supervisory. The sample had a mean age of 28 years. The average tenure was three years. Fifty-three percent of the sample was female. Salaries averaged \$8,690. The median level of education was 15.5 years. These employees are represented by an organized bargaining unit which negotiates with their top management concerning matters of pay and working conditions. Table 1 compares selected sample statistics with available population parameters. The data indicate that the sample was representative of the population with the exception that the sample had a higher representation of professionals.

The second sample consists of MBA students in the Michigan State University Advanced Management Program. The

TABLE 1.--Sample and Population Data for Sample 1 and Sample 2.

	Sample	Population
<u>Sample 1</u>		
Mean tenure (years)	3.0	3.4
Mean salary (dollars)	8,690	8,330
Mean age (years)	28	29
Mean education (years)	15.5	15.2
Percent clerical	47	67
Percent professional	43	22
Percent managerial	12	10
<u>Sample 2</u>		
Mean age	35	36
Percent nonsupervisory	11	17
Percent first line supervisor	20	23
Percent managerial	69	53
Percent female	11	8

sample consists of 36 students all of whom have full time employment. Twenty percent were first line supervisors while 69% had at least one level of supervision reporting to them. The remaining 11% were non-managers. The sample had a mean age of 35 years and the average tenure was 12 years. Eleven percent of the sample were female. Salaries averaged over \$30,000. All members of the sample were working toward their masters degree. They represented several different organizations.

Table 1 compares available population parameters with their corresponding sample statistics. The data indicates that the sample is representative of the population from which it was drawn.

Procedure

The Sample 1 respondents were administered the questionnaire in small groups ranging in size from 3 to 17. Where work schedules made group administration difficult, a small number of subjects were permitted to take the questionnaire home and return it in a sealed envelope. Complete anonymity was assured each subject. The subjects were informed that the study was being conducted by Michigan State University. They were also told that they would receive feedback from the study from summary results which would be given to their management. Because of the length of the questionnaire, approximately one half of the subjects were given the questionnaire in a form such that they answered the job satisfaction questions first. The remainder of the subjects were given the questionnaire such that the job satisfaction questions were answered last. This provided a means for checking for response bias. Table 2 shows selected job satisfaction reliabilities for both halves of the sample. Since the reliabilities are acceptable in both parts of the sample, response bias does not appear to be a problem. The mean time for completing the questionnaire was 30 minutes.

The second sample of subjects was given the questionnaire in one of their regular classroom sessions. They were instructed to return the completed questionnaire for their next class. Thirty-six of the 67 students returned

TABLE 2.--Cronbach's Coefficient Alpha for Selected Sample 1.

	Sequence 1	Sequence 2
JDI Promotion	.75	.90
JDI Pay	.74	.74

useable questionnaires for a response rate of 54%. Again the subjects were informed that this was a Michigan State University study. Complete anonymity was assured each subject. The sequence of the questionnaire questions were altered as for Sample 1. Table 3 indicates that response bias is not a problem for this sample.

TABLE 3.--Cronbach's Coefficient Alpha for Selected Sample 2 Scales in Two Sequences

	Sequence 1	Sequence 2
JDI Promotion	.90	.89
JDI Pay	.64	.72

Operational Definitions

In this section, the variables pertinent to this study will be operationally defined. The method of measuring each variable will be discussed and the reliability of each scale will be cited. The variables of consideration in this study are: (1) tenure, (2) salary, (3) age, (4) level, (5) sex, (6) satisfaction, (7) need importance,

(8) organization identification, and (9) commitment. For each of these variables, examples of the questionnaire items are included in the text. The full questionnaire appears in Appendix A.

Tenure

Tenure in the organization refers to the length of time the individual has been a member of the organization. It was measured from the following single question:

To the nearest year, how many years have you been with this company?

Those with less than one year of service were instructed to respond with a "1." As previously stated, the mean years of services for Sample 1 was 3.4 years. For Sample 2 the mean years of service was 12 years.

Salary

Salary in the organization refers to the individuals' current annual salary. This variable was measured from responses to the following question:

What is your approximate annual salary before deductions?

Respondents were instructed to check one of several salary categories to answer this question. The mean salary was \$8,690 (interpolated) for Sample 1 and in excess of \$30,000 for Sample 2. Since a large number of subjects in Sample 2 reported salaries of "\$30,000 and over," the exact sample mean cannot be computed.

Age

Age refers to the respondents chronological age in years. This variable was measured from responses to the question:

What is your approximate age?

Responses were grouped into five year categories from 25 years to over 60. The respondent was asked to check his appropriate age category. The mean age (interpolated) for Sample 1 was 28 years and for Sample 2 was 35 years.

Level

Level in the organization is a measure of the individuals relative ranking in the organization. For the Sample 1, clerical workers and paraprofessionals were considered on the lowest level (1) while professional social workers were considered to be in the second level. The managers were the top level (3). Since the organization from which Sample 1 was drawn was small, there was only one manager who was not a first line supervisor.

The level in Sample 2 was based upon whether the individual was a non-manager, a first level manager or higher. The lowest level (1) was assigned to the non-managers and the highest level (3) was assigned to the managers of managers.

Sex

Sex of the respondent was determined by responses to the single question:

What is your sex? ____female ____male.

Females were assigned a "1" and males were assigned a "2" for coding purposes. In Sample 1, 53% of the respondents were female while for Sample 2, 11% were female.

Satisfaction

Satisfaction was measured in three ways. The first set of measures tap need satisfaction based upon Alderfer's (1969) categorization. The measures for the existence, relatedness and growth need satisfactions were attained by use of the Alderfer instrument. The reliabilities for the Alderfer scales are summarized in Table 4. All reliabilities were computed using Cronbach's coefficient Alpha (Nunnally, 1967).

A second set of satisfaction measures were attained from using the Job Description Index (Smith, Kendall and Hulin, 1969). This instrument provides a measure of job satisfaction along the five dimensions of work, promotion opportunities, pay, co-workers and supervision. The reliabilities (coefficient alpha) for these scales appear in Table 4.

A final measure of satisfaction is provided by a measure of value congruence between the organization and the role that the individual is required to adopt in the

TABLE 4.--Cronbach's Coefficient Alpha Reliabilities for Sample Data.

	Sample 1	Sample 2
Organization Commitment	.84	.86
Organization Identification	.88	.74
Existence Satisfaction	.71	.79
Relatedness Satisfaction	.76	.76
Growth Satisfaction	.77	.81
Existence Importance	.84	.82
Relatedness Importance	.90	.96
Growth Importance	.84	.97
Value Congruence	.84	.75
Propensity to Remain	.90	.91
Effort	.70	.87
Goal Acceptance	.73	.76
JDI Work	.71	.76
JDI Promotion	.74	.86
JDI Pay	.73	.64
JDI People	.89	.73
JDI Supervision	.89	.81

organization. Five questions were devised to tap this construct. A sample question from these five is:

To what extent do the things you value highly in your life happen to you when you are the most productive in your work?

Responses to these questions are on a seven point scale. The reliability (coefficient alpha) for Sample 2 was .75. In Sample 1, two of the above five questions were deleted from the scale because of incongruent responses. Perhaps the two questions which were dropped did not have meaning for their particular environment. One of the questions omitted was:

To what extent do you feel that your personal values must be compromised if you are to be successful in your work?

The reliability (coefficient alpha) for the shorter three question scale in Sample 1 was .84.

As Tables 5 and 6 indicate, the intercorrelations between several of these measures of satisfaction were quite high in both samples. Therefore, an attempt to reduce the number of variables was made by performing an oblique factor analysis on the two sample's satisfaction measures. Four a priori factors were submitted to the analysis based upon the finding of Smith, Kendal and Hulin (1969). Their factor analysis of job satisfaction measures led to the five J.D.I. categories. For the factor analysis, satisfaction with co-workers and supervision was combined under the general heading of satisfaction with people. The four factors, satisfaction with (1) the work itself, (2) people, (3) promotion opportunities, and (4) pay, with their factor loadings appear in Tables 7 and 8. These four factors are the satisfaction dimensions which are used in the remainder of this study. They were formed by combining the scores of scales which loaded highest on a factor.

Need Importance

The importance of individual needs were categorized and measured by use of the Alderfer (1969) instrument. The reliabilities for the measures of existence, relatedness and growth importance are reported in Table 4. The reliabilities were computed using Cronbach's alpha (Nunnally, 1967).

TABLE 5.--Sample 2 Intercorrelation Matrix for Satisfaction Measures N=60.

	V.C.	E.S.	R.S.	G.S.	J.W.	J.PR.	J.PY.	J.PL.	J.S.
Value Congruence (V.C.)	1.00								
Existence Satisfaction (E.S.)	-.36 ^b	1.00							
Relatedness Satisfaction (R.S.)	.24	-.02	1.00						
Growth Satisfaction (G.S.)	.40 ^b	-.09	.30 ^b	1.00					
JDI Work (J.W.)	.47 ^c	-.03	.14	.69 ^c	1.00				
JDI Promotion (J.PR.)	.14	.34 ^b	.28 ^a	.34 ^b	.31 ^a	1.00			39
JDI Pay (J.PY.)	-.29 ^a	.71 ^c	.00	.07	.16	.35 ^b	1.00		
JDI People (J.PL.)	.15	.19	.34 ^b	.28 ^a	.25 ^a	.06	.19	1.00	
JDI Supervision (J.S.)	.18	-.04	.70 ^c	.21	.25 ^a	.42 ^c	.09	.19	1.00

^ap<.05
^bp<.01
^cp<.001

TABLE 6.--Sample 2 Intercorrelations Matrix for Satisfaction Measures N=36

	V.C.	E.S.	R.S.	G.S.	J.W.	J.PR.	J.PY.	J.PL.	J.S.
Value Congruence (V.C.)	1.00								
Existence Satisfaction (E.S.)	.41 ^a	1.00							
Relatedness Satisfaction (R.S.)	.52 ^b	.50 ^b	1.00						
Growth Satisfaction (G.S.)	.58 ^c	.25	.49 ^b	1.00					
JDI Work (J.W.)	.60 ^c	.64 ^c	.67 ^c	.45 ^b	1.00				
JDI Promotion (J.PR.)	.21	.10	.60 ^c	.45 ^b	.37 ^a	1.00			40
JDI Pay (J.PY.)	.20	.72 ^c	.49 ^b	.14	.41 ^a	.28	1.00		
JDI People	.41 ^a	.48 ^b	.64 ^c	.30	.56 ^c	.27	.44 ^b	1.00	
JDI Supervision (J.S.)	.40 ^a	.33 ^a	.79 ^c	.47 ^b	.54 ^c	.39 ^a	.35 ^a	.48 ^b	1.00

^ap<.05
^bp<.01
^cp<.001

TABLE 7.--A Factor Analysis of Sample 1 Satisfaction Scores
N=60.

Scale	<u>Factor Loadings</u>			
	Work	People	Promotion	Pay
Value Congruence	<u>.76</u>	.24	.14	-.35
JDI Work	<u>.87</u>	.27	.31	.07
Growth Satisfaction (Alderfer)	<u>.84</u>	.33	.34	-.01
Relatedness Satisfaction (Alderfer)	.27	<u>.87</u>	.28	-.01
JDI People	.27	<u>.65</u>	.06	.21
JDI Supervision	.26	<u>.81</u>	.42	.02
JDI Promotion	.32	.32	<u>1.00</u>	.37
JDI Pay	-.02	.12	.35	<u>.92</u>
Existence Satisfaction (Alderfer)	-.19	.06	.34	<u>.92</u>

TABLE 8.--A Factor Analysis of Sample 2 Satisfaction Scores
N=36.

Scale	<u>Factor Loadings</u>			
	Work	People	Promotion	Pay
Value Congruence	<u>.87</u>	.51	.21	.33
JDI Work	<u>.82</u>	.68	.37	.57
Growth Satisfaction (Alderfer)	<u>.81</u>	.48	.45	.21
Relatedness Satisfaction (Alderfer)	.67	<u>.93</u>	.60	.53
JDI People	.51	<u>.81</u>	.27	.50
JDI Supervision	.56	<u>.87</u>	.39	.37
JDI Promotion	.41	.48	<u>1.00</u>	.14
JDI Pay	.30	.49	.28	<u>.93</u>
Existence Satisfaction (Alderfer)	.52	.50	.10	<u>.93</u>

Organization Identification

In Chapter I, organization identification was defined as the extent to which an individual accepts organizational values and roles as a part of his own identity. To measure this variable, four questions were selected from Patchen's (1971) study of the Tennessee Valley Authority.

One of the four questions was:

If you could begin working over again, but in the same occupation you are now in, how likely would you be to choose this organization as a place to work?

The subject could choose among five alternative responses ranging from "definitely would not choose another place" to "definitely would choose another place." The organization identification index was formed by taking the mean response of these four questions. The reliability (coefficient alpha) of the scale was .88 for Sample 1 and .74 for Sample 2.

Organization Commitment

Organization commitment was defined in Chapter I as an attitude toward the organization which engenders (1) a high propensity to remain in the organization, (2) an acceptance of organizational goals, and (3) a willingness to provide effort in behalf of the organization. The measure of organizational commitment used in this study was constructed by combining a measure of propensity to remain in the organization, a measure of goal acceptance, and a

self reported measure of effort that the individual puts into his job.

The measure of the individual's propensity to remain in the organization was taken from a study of Hrebiniak and Alutto (1972). The question asked subjects to indicate under which set of circumstances they would accept an offer from another employer to work in a similar job. The circumstances involved changes in (1) pay, (2) job freedom, (3) status, and (4) friendliness of co-workers. Subjects were asked whether they would definitely leave (score of 1), definitely not leave (score of 3), or were undecided as to whether they would leave (score of 2) if they were offered no increase, a slight increase or a large increase in each of the above categories. The propensity to remain question appears in Figure 5. The total score is attained by summing the individual item scores. Co-efficient alpha for this measure was .90 for Sample 1 and .91 for Sample 2.

The goal acceptance part of the commitment measure for Sample 1 consisted of responses to three questions, each scored on a seven point scale. The questions are anchored at the bottom by the phrase, "to a very little extent" and at the top by, "to a great extent." An example of the three questions is:

To what extent are your own personal work goals similar to the goals of the section in which you work?

Assume you were offered a similar position, but with another employing organization. Would you leave your present organization under any of the following conditions? (Please indicate what you would do by placing a check mark in the appropriate space.)

	Yes Definitely	Uncertain	No Definitely Not
1. With no increase in pay.	_____	_____	_____
2. With a slight increase in pay.	_____	_____	_____
3. With a large increase in pay.	_____	_____	_____
4. With no more freedom in my job.	_____	_____	_____
5. With slightly more freedom in my job.	_____	_____	_____
6. With much more freedom in my job	_____	_____	_____
7. With no more status.	_____	_____	_____
8. With slightly more status.	_____	_____	_____
9. With much more status.	_____	_____	_____
10. To work with people who are no friendlier.	_____	_____	_____
11. To work with people who are a little friendlier.	_____	_____	_____
12. To work with people who are much friendlier.	_____	_____	_____

FIGURE 5.--The Propensity to Remain Scale¹

¹from Hrebiniak and Alutto (1972).

The reliability of this scale (coefficient alpha) for Sample 1 was .73. For Sample 2, two more questions were added to the scale in an attempt to increase the reliability. One of the five questions comprising the Sample 2 scale was dropped because of its low intercorrelation with the other questions. The reliability of the resulting four question scale for goal acceptance in Sample 2 was .76.

Effort was measured in Sample 1 from responses to two questions. The reliability for Sample 1 was .70. Three additional questions were added to the scale for Sample 2, in an attempt to increase the scale reliability. The augmented effort scale for Sample 2 had a reliability of .87. Cronbach's coefficient alpha (Nunally, 1967) was used to compute these reliabilities. An example of one of the effort questions is:

How hard do you work at your job?

Respondents chose their response from a five point scale anchored at the bottom by, "Not very hard," and at the top by "as hard as possible."

The commitment score was constructed by taking the mean to standardized scores on the scales for propensity to remain, goal acceptance and effort. The reliability (coefficient alpha) for the commitment index was .84 for Sample 1 and .86 for Sample 2.

Table 9 contains the means and standard deviations for the variables measured in this study for both Sample 1 and Sample 2.

TABLE 9.--Means and Standard Deviations of Sample 1 and Sample 2 Scale Measures.

Scale	<u>Sample 1</u>		<u>Sample 2</u>		t	p<
	Mean	S.D.	Mean	S.D.		
Organization Commitment	3.46	.58	3.95	.45	4.31	.001
Organization Identification	3.29	.69	3.66	.70	2.53	.050
Existence Importance	4.68	1.22	3.60	1.16	4.28	.001
Relatedness Importance	3.77	1.68	3.44	1.87	.89	N.S.
Growth Importance	4.99	1.32	4.65	1.76	1.07	N.S.
Tenure	3.41	3.07	12.06	5.65	9.65	.001
Salary	3.69	2.21	10.80	1.28	17.60	.001
Age	2.42	1.79	3.86	.97	4.38	.001
Level	1.67	.69	2.57	.70	6.06	.001
Sex	1.47	.50	1.89	.32	4.45	.001
Work Satisfaction	4.79	.94	5.39	.74	3.27	.010
People Satisfaction	5.50	.99	5.66	.82	.82	N.S.
Pay Satisfaction	3.59	1.22	5.26	1.10	6.08	.001
Promotion Satisfaction	3.16	1.73	4.94	1.83	4.77	.001

Sources of Satisfaction

Sources of satisfaction refer to whether or not the individual's work organization is a place where he can satisfy his needs. Thus, if an organization is capable of satisfying the growth need of individuals, we would

conclude that the organization is a source for satisfying growth needs. The method used to determine whether or not the organization is a source for satisfying a particular need is by inspection of the mean level of satisfaction of that need in the organization as a whole. Table 9 indicates that the organizations in Sample 2 are sources for satisfaction with work, promotion, people, and pay. This follows from the observation that the mean levels for these dimensions of satisfaction are relatively high. Inspection of the satisfaction means for Sample 1 indicates that this organization is a source of satisfaction with work and people, but is to a much lesser degree a source of satisfaction with promotion and pay.

Summary of Environmental Differences

The differences between the organizational environments play an important role in the study. These differences will now be described.

First in Sample 1, the county employees have an organized bargaining unit for the purpose of representing their needs to their employer. Sample 2 consists of almost entirely managers whom we can infer from their mean age and salary levels are competitive, "fast track" and successful. They represent themselves to their higher management and have been successful in doing so.

A second way in which the Sample environments differ is in regard to the sources of satisfaction they can

provide to their members. These differences were discussed immediately above. Table 10 summarizes the differences between the sample environments. Since Sample 2 is a source for satisfaction with work and promotion opportunities, it will be considered a growth environment. Conversely, since this organization in Sample 1 is deficient as a source for satisfaction with promotion opportunities, it will not be considered a growth environment.

TABLE 10.--Summary of Environmental Differences.

	Sample 1	Sample 2
Employees represented by a bargaining unit?	yes	no
Source for satisfaction with:		
People	yes	yes
Work	yes	yes
Pay	no	yes
Promotion	no	yes

Summary

In this chapter, the methodology of this study has been outlined. It was noted that a two sample, "systematic assessment" design has been used for the purpose of testing hypotheses in two different organizational environments. In this chapter the variables of this study have been operationally defined, their measurement discussed and their scale reliabilities cited. In the next chapter we shall

review the results found from incorporating the above analyses.

CHAPTER III

RESULTS

Introduction

The purpose of this chapter is to present the results obtained from testing the hypotheses developed in Chapter I. These results are presented in three sections. The first section pertains to the hypotheses testing the correlates of organization identification. The second section deals with the hypotheses concerning the correlates of organization commitment. The third section deals with the hypothesis about the relationship between identification and commitment. A fourth section discusses the results obtained from several stepwise multiple regressions which were run on the sample data.

Tables 11 and 12 contain the intercorrelation matrices for Samples 1 and 2 respectively. The relatively high intercorrelations among several of the variables indicate the utility of a multivariate approach to testing the hypotheses of this study. Therefore, unless otherwise noted, the correlations discussed in this chapter refer to higher order partials. These partials were obtained by holding all variables in this study constant except for the two

TABLE 11.--Sample 1 Intercorrelation Matrix N=60.

	C	I	PAY	PPL	W	PROM	T	S	A	L	SEX	EI	RI	GI
Commitment (C)	1.00													
Identification (I)	.43 ^c	1.00												
Satisfaction pay (PAY)	-.05	.12	1.00											
Satisfaction people (PPL)	.41 ^b	.56 ^c	.12	1.00										
Satisfaction work (W)	.66 ^c	.46 ^c	-.11	.39 ^b	1.00									
Satisfaction promotion (PROM)	.23	.31 ^a	.38 ^b	.33 ^b	.31 ^a	1.00								
Tenure (T)	-.04	.03	-.10	-.15	.01	-.18	1.00							
Salary (S)	-.27 ^a	-.12	-.14	-.13	.06	-.12	.44 ^c	1.00						
Age (A)	.15	.31 ^a	.05	-.26 ^a	.06	.08	.68 ^c	.16	1.00					
Level (L)	-.19	-.13	-.18	-.30 ^a	-.03	-.11	.13	.65 ^c	-.03	1.00				
Sex (SEX)	-.16	-.38 ^b	.02	-.30 ^a	.00	-.02	.07	.32 ^a	-.02	.47 ^c	1.00			
Existence importance (EI)	-.11	-.03	-.51 ^c	-.04	.17	-.12	.35 ^b	.35 ^b	.21	.35 ^b	.18	1.00		
Relatedness importance (RI)	-.14	-.34 ^b	-.10	-.26 ^a	-.25 ^a	-.17	.13	.11	-.13	.17	.17	-.05	1.00	
Growth importance (GI)	-.39 ^b	-.31 ^a	-.15	-.07	-.36 ^b	-.14	.05	.20 ^a	-.07	.15	.16	.11	.30 ^a	1.00

^ap<.05 (two tail)^bp<.01 (two tail)^cp<.001 (two tail)

TABLE 12.--Sample 2 Intercorrelation Matrix N=36.

	C	I	PAY	PPL	W	PROM	T	S	A	L	SEX	EI	RI	GI
Commitment (C)	1.00													
Identification (I)	.67 ^C	1.00												
Satisfaction pay (PAY)	.34 ^a	.33 ^a	1.00											
Satisfaction people (PPL)	.51 ^b	.50 ^b	.53 ^C	1.00										
Satisfaction work (W)	.79 ^C	.66 ^C	.44 ^b	.69 ^C	1.00									
Satisfaction promotion (PROM)	.62 ^C	.57 ^C	.24	.51 ^b	.44 ^b	1.00								
Tenure (T)	.18	.39 ^a	.29	.16	.19	.12	1.00							
Salary (S)	.29	.27	.52 ^b	.35 ^a	.40 ^a	.14	.44 ^b	1.00						
Age (A)	-.03	.25	.21	.11	.11	-.01	.47 ^b	.52 ^b	1.00					
Level (L)	.30	.27	.21	-.05	.22	.01	.30	.33 ^a	.38 ^a	1.00				
Sex (SEX)	.19	.18	.21	.21	.21	.31	.12	.58 ^C	.41 ^a	.30	1.00			
Existence importance (EI)	-.22	-.27	-.44 ^C	-.49 ^b	-.42 ^a	-.14	-.11	-.14	.14	.11	.04	1.00		
Relatedness importance (RI)	-.29	-.22	-.15	-.49 ^b	-.29	-.20	-.16	-.12	.12	.23	-.08	.60 ^C	1.00	
Growth importance (GI)	-.24	-.08	-.06	-.39 ^a	-.31	-.14	.13	-.21	.14	.29	-.13	.54 ^C	.67 ^C	1.00

^ap<.05 (two tail)^bp<.01 (two tail)^cp<.001 (two tail)

whose relationship is being tested. These higher order partials appear in Tables 13 and 14 for Samples 1 and 2 respectively.

Correlates of Organization Identification

Hypothesis 1a proposed that age, salary and level would be positively related to organization identification. The relationship of identification and age was supported in both Sample 1 ($r=.28$, $p<.05$) and Sample 2 ($r=.27$, $p<.10$) of this study. Salary, however, was not found to relate significantly with organization identification in either Sample 1 or Sample 2. Level was found to be significantly correlated to identification in Sample 1 ($r=.23$, $p<.10$) but not in Sample 2.

Hypothesis 1b proposed that whether or not the organization has a union, moderates the relationship between tenure and identification. The presence of a union was theorized to be a competing source for identification since the rewards received from the organization might be attributed to the union rather than the organization. This hypothesis was not supported since for Sample 2 (no union), the relationship between tenure and identification failed to reach significance.

Hypothesis 2a suggests that satisfaction will be related to identification only if the organization is a source for that satisfaction. Since we noted in Chapter II that the organization of Sample 1 was a source for

TABLE 13.--Sample 1 High Order Correlations¹ N=60.

	Organization Identification	Organization Commitment
Tenure	.06	.01
Salary	-.13	-.30 ^b
Age	.28 ^b	.25 ^b
Level	.23 ^a	.05
Sex	-.32 ^c	.15
Satisfaction-Work	.23 ^a	.57 ^d
Satisfaction-People	.37 ^c	.24 ^b
Satisfaction-Pay	.05	-.21 ^a
Satisfaction-Promotion	.08	-.05
Existence Importance	-.07	-.31 ^b
Relatedness Importance	-.15	.15
Growth Importance	-.10	-.19 ^a
Organization Identification	1.00	.00

¹Controlling for all other variables.

^ap<.10 (two tail)

^bp<.05 (two tail)

^cp<.01 (two tail)

^dp<.001 (two tail)

for satisfaction with work and people, there should be a significant relationship between these satisfactions and identification. The correlations are .23 (p<.10) for the work-identification relationship and .37 (p<.01) for the people-identification relationship. The organization in Sample 1 was not a source for satisfaction with pay and promotion opportunities. The relationship between satisfaction with pay and identification was .05 and between satisfaction with

TABLE 14.--Sample 2 High Order Partial Correlations¹

	Organization Identification	Organization Commitment
Tenure	.22	-.06
Salary	-.26	.20
Age	.27 ^a	-.32 ^a
Level	-.03	.43 ^b
Sex	-.12	-.13
Satisfaction-Work	.23	.66 ^d
Satisfaction-People	.05	-.23
Satisfaction-Pay	.09	.08
Satisfaction-Promotion	.33 ^b	.42 ^b
Existence Importance	-.11	.40 ^b
Relatedness Importance	.00	-.36 ^b
Growth Importance	.12	-.10
Organization Identification	1.00	.22

¹Controlling for all other variables.

^ap<.10 (two tail)
^bp<.05 (two tail)
^cp<.01 (two tail)
^dp<.001 (two tail)

promotion and identification was .08. These findings support hypothesis 2a.

In Chapter II it was noted that the organizations represented in Sample 2 were sources for satisfaction with all four of the satisfaction dimensions. However, for Sample 2, only satisfaction with promotion was found to be significantly related to identification. The correlation was .33 (p<.05). The correlations between identification and satisfaction with work, people and pay were .23, .05

and .09 respectively. Hence Sample 2 only partially supports hypothesis 2a.

Hypothesis 2b suggests that need importance will be positively related to identification when the organization is a source for satisfying a need and negatively related to identification when the organization is not a source for satisfying that need. This hypothesis was not supported since none of the correlations reached significance in either sample.

Correlates of Organization Commitment

Hypothesis 1a suggests that age, salary and level will be positively related to organization commitment. This hypothesis received only partial support in this study. Age was found to be positively correlated to commitment in Sample 1 ($r=.25, p<.05$), but negatively correlated to commitment in Sample 2 ($r= -.32, p<.10$). Salary was found to negatively correlate with commitment in Sample 1 ($r= -.30, p<.05$), but to be unrelated to commitment in Sample 2. Level was unrelated to commitment in Sample 1 but significantly related in Sample 2 ($r=.43, p<.05$).

The negative relationship in Sample 1 between salary and commitment spurred some further analysis. It was found that 25% of the Sample consisted of married males who earned the highest salaries. Although their salaries were high for the agency, they averaged only \$10,500 which is not adequate for a married man who is in his early 30's and has family

responsibilities. The lowest salaries were earned by single females who made up 28% of the Sample. These women were in their early 20's and did not have family responsibilities. It may be that for these lower paid employees salary level was not a source for noncommitment as it was for their higher paid co-worker.

Hypothesis 1c suggests that tenure will be related to commitment. This hypothesis was not supported in either Sample of this study. Hypothesis 1d suggests that sex will be related to commitment. This relationship was not supported in either Sample 1 or 2.

Hypothesis 3a suggests that for organizations which are sources for satisfaction with work and promotion opportunities, that the level of these satisfactions will be related to organization commitment. In Sample 1, the organization was a source for satisfaction with work. The correlation between satisfaction with work and commitment is a .57 ($p < .001$). In Sample 2, the organizations were sources for satisfaction with both work and promotion. These variables correlate with commitment .66 ($p < .001$) and .42 ($p < .05$) respectively. Thus hypothesis 3a is strongly supported.

Hypothesis 3b suggests that in organizations which are not sources for satisfaction with work and promotion, organization commitment will be related to satisfaction with people and pay. In Sample 2, the organizations are sources for satisfaction with work and promotion, hence Sample 2 data does

not apply in testing this hypothesis. In Sample 1, however, the organization is not a source of satisfaction for promotion. To support this hypothesis, satisfaction with people and pay should be related to commitment. The correlation between satisfaction with people and commitment is .24 ($p < .05$). The correlation between satisfaction with pay and commitment is $-.21$ ($p < .10$). This latter correlation while significant was not in the hypothesized direction.

Hypothesis 3c proposes that need importance will be positively related to organization commitment if the organization is a source for satisfying that need. When the organization is not a source for satisfying that need, a negative relationship is hypothesized to exist between need importance and commitment. This relationship was partially supported by Sample 1. Both existence importance and growth importance was negatively correlated to commitment. The correlations were $-.31$ ($p < .05$) and $-.19$ ($p < .10$) respectively. The importance of relatedness needs was positively but not significantly related to commitment ($r = .15$). In Sample 2, the importance of existence needs was positively correlated to commitment ($r = .40$, $p < .05$). However, the importance of relatedness needs was negatively related to commitment ($r = -.36$, $p < .05$).

The Relationship Between Identification
and Commitment

Hypothesis 4 proposes that the level of importance of growth needs for an individual will moderate the relationship between his organization identification and commitment.

The hypothesis further stipulates that this relationship will only hold if the organization is a source for satisfaction with work and promotion opportunities. One method of testing this hypothesis would be to split each sample into high and low growth importance groups, then test the correlations between identification and commitment in each group for a significant difference. One problem in this design is that variables which covary with growth importance may confound this analysis because they will also differ and may affect the dependent variables in the two groups. To adjust for the biasing effects of these covariates, a two way analysis of covariance design was employed. The factors in the ANCOVA are identification and growth importance. Each of these factors is dichotomized at the median into high and low levels. The dependent variable is organization commitment.

The covariates for the ANCOVA were chosen by the following procedure. Each sample was split at the median into low and high growth importance groups. The means and standard deviations for these groups are summarized in Tables 15 and 16 for Samples 1 and 2 respectively. Each variable which differed significantly between the low and high growth importance groups was chosen as a covariate to be included

TABLE 15.--Sample 1 Means for Low and High Growth Importance Groups.¹

	Low Growth Importance		High Growth Importance		t	p<
	Mean	S.D.	Mean	S.D.		
Commitment	3.66	.45	3.26	.63	2.75	.01
Identification	3.49	.64	3.08	.69	2.39	.05
Tenure	3.67	3.31	3.17	2.88	1.91	N.S.
Salary	3.55	2.35	3.83	2.09	1.53	N.S.
Age	2.57	1.81	2.27	1.78	2.05	.05
Level	1.68	.72	1.67	.66	.06	N.S.
Sex	1.54	.51	1.43	.50	.78	N.S.
Existence Importance	4.68	1.17	4.67	1.29	.10	N.S.
Relatedness Importance	3.26	1.55	4.28	1.67	7.75	.001
Growth Importance	3.94	1.02	6.03	.48	10.15	.001
Satisfaction-Work	5.12	.76	4.46	.99	2.90	.01
Satisfaction-People	5.53	1.13	5.46	.85	.27	N.S.
Satisfaction-Promotion	3.30	1.97	3.01	1.46	2.05	.05
Satisfaction-Pay	3.71	1.23	3.47	1.21	.76	N.S.

¹Groups formed by splitting Sample at the median on growth importance.

in that Sample's ANCOVA. Table 15 indicates that the variables satisfaction with work, satisfaction with promotion, age, and importance of relatedness needs differ significantly between the low and high growth importance groups in Sample 1. Therefore, these four variables were chosen as the covariates for the Sample 1 ANCOVA. In a similar manner, Table 16 indicates that the covariates for the Sample 2 ANCOVA should be satisfaction with people, and the importance of existence and relatedness needs.

TABLE 16.--Sample 2 Means for Low and High Growth Importance Groups.¹

	Low Growth Importance		High Growth Importance		t	p<
	Mean	S.D.	Mean	S.D.		
Commitment	4.04	.38	3.87	.51	1.14	N.S.
Identification	3.78	.31	3.54	.94	1.01	N.S.
Tenure	11.76	5.47	12.33	5.96	.30	N.S.
Salary	11.12	1.11	10.50	1.38	1.48	N.S.
Age	3.82	.81	3.89	1.13	.21	N.S.
Level	2.41	.80	2.72	.57	1.35	N.S.
Sex	1.94	.24	1.83	.38	1.00	N.S.
Existence Importance	3.01	1.20	4.20	.78	3.50	.01
Relatedness Importance	2.26	1.09	4.62	1.75	4.85	.001
Growth Importance	3.13	1.04	6.18	.64	10.62	.001
Satisfaction-Work	5.55	.44	5.23	.94	1.30	N.S.
Satisfaction-People	5.94	.55	5.37	.95	2.20	.05
Satisfaction-Promotion	5.39	1.78	4.50	1.81	1.48	N.S.
Satisfaction-Pay	5.26	1.25	5.25	.97	.03	N.S.

¹Groups formed by splitting Sample at the median on growth importance.

The data will support hypothesis 4 if there is a significant interaction between identification and growth importance in the growth environment (Sample 2), but if there is no such interaction in the low growth environment (Sample 1). Table 17 indicates that there is not a significant interaction in Sample 1. Table 18 reports the adjusted commitment means for the four cells of the two way ANCOVA performed on Sample 1. Table 19 indicates that there is a significant main effect for identification and

TABLE 17.--Sample 1 Analysis of Covariance.¹

Source	DF	SS	MS	F
Identification	1	220,629	220,629	.11
Growth Importance	1	3,124,640	3,124,640	1.56
Interaction	1	603,896	603,896	.30
Within	52	103,901,550	1,998,107	

¹Dependent variable is commitment. Covariates are satisfaction with work and promotion, age and relatedness importance.

TABLE 18.--Sample 1 Adjusted Cell Means.¹

<u>Growth Importance</u>			
		High	Low
I D E N T	High	3.39	3.55
	Low	3.33	3.53

¹Dependent variable is commitment. Covariates are satisfaction with work and promotion, age and relatedness importance.

a significant interaction in the Sample 2 ANCOVA. The adjusted cell means reported in Table 20 indicate that commitment is highest in Sample 2 when both identification and growth importance are high, and that commitment is low

TABLE 19.--Sample 2 Analysis of Covariance.¹

Source	DF	SS	MS	F
Identification	1	7,783,486	7,783,486	6.36 ^a
Growth Importance	1	54,765	54,765	.05
Interaction	1	8,102,761	8,102,761	6.62 ^a
Within	29	35,472,372	1,223,185	

¹Dependent variable is commitment. Covariates are satisfaction with people, existence importance and relatedness importance.

^ap<.05

TABLE 20.--Sample 2 Adjusted Cell Means.¹

		<u>Growth Importance</u>	
		<u>High</u>	<u>Low</u>
I D E N T	High	4.24	4.01
	Low	3.68	3.95

¹Dependent variable is commitment (cell means). Covariates are satisfaction with people, existence importance and relatedness importance.

when growth importance and identification are low. Thus, in the growth environment, the individual's importance of growth needs moderates the relationship between organization identification and commitment. This relationship was not found

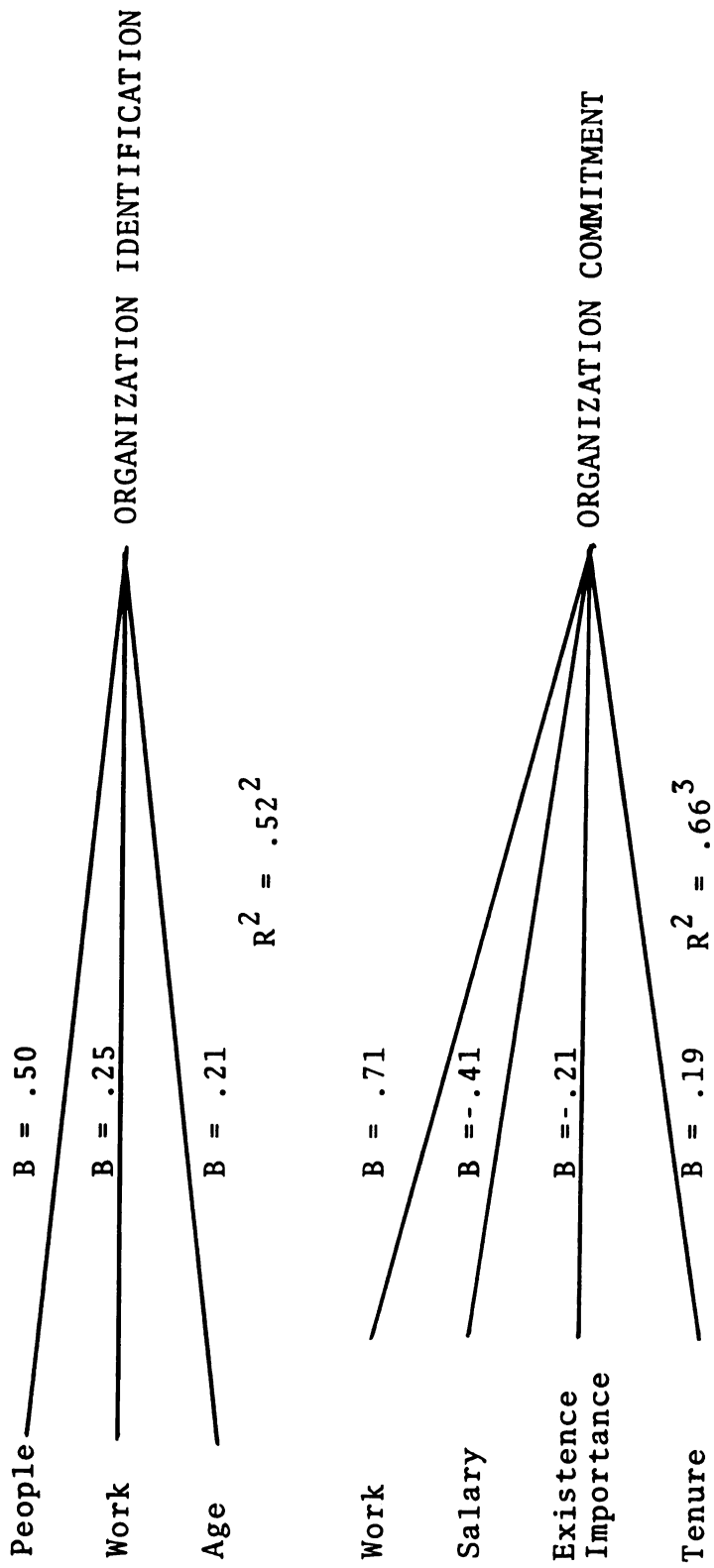
in the low growth environment of Sample 1. Hence hypothesis 4 is supported.

Identifying the Best Predictors of Identification and Commitment

The value in any theory lies in finding those few variables which contribute the most to explaining the concept under investigation. In the spirit of selecting those "best" predictors of organization identification and commitment, several stepwise multiple regressions were run on the Sample 1 and Sample 2 data. The criterion for selecting the "best" predictor variables, was that the semi-partial correlation of the predictor with the dependent variable must be significant ($p < .05$). The semi-partial correlation is the relationship between an independent variable about to be added to the regression and the dependent variable when the effects of the previous independent variables in the regression have been removed (Nunnally, 1967).

Major Predictors of Identification and Commitment

Figure 6 indicates that three variables (1) satisfaction with work, (2) satisfaction with people, and (3) age were selected by the stepwise multiple regression as being the best predictors of organization identification in Sample 1. These variables accounted for 52% of the variance. A summary of this regression is provided in Table 21. Table 21 indicates that the single most important predictor of organization identification in Sample 1 was satisfaction with people.



¹Significance of entering variables <.05

² $p < .005$ for regression

³ $p < .005$ for regression

FIGURE 6.--Sample 1 Multiple Regression¹

TABLE 21.--Summary of Sample 1 Regression for Organization Identification.

Predictor Variable	Beta ¹ Weight	R ² for Regression	Increase in R ²	Significance of Equation
People	.50	.41	.41	.0005
Work	.25	.48	.07	.0005
Age	.21	.52	.04	.0005

¹Beta applies to final regression equation.

Figure 6 also indicates that 66% of the variance in organization commitment is accounted for by the variables: (1) satisfaction with work, (2) salary level, (3) importance of existence needs, and (4) tenure. The summary of this regression appears in Table 22. For this sample, satisfaction with work was the best predictor of commitment.

TABLE 22.--Summary of Sample 1 Regression for Organization Commitment.

Predictor Variable	Beta ¹ Weight	R ² for Regression	Increase in R ²	Significance of Equation
Work	.71	.45	.45	.0005
Salary	-.41	.61	.16	.0005
Existence Importance	-.21	.63	.02	.0005
Tenure	.19	.66	.03	.0005

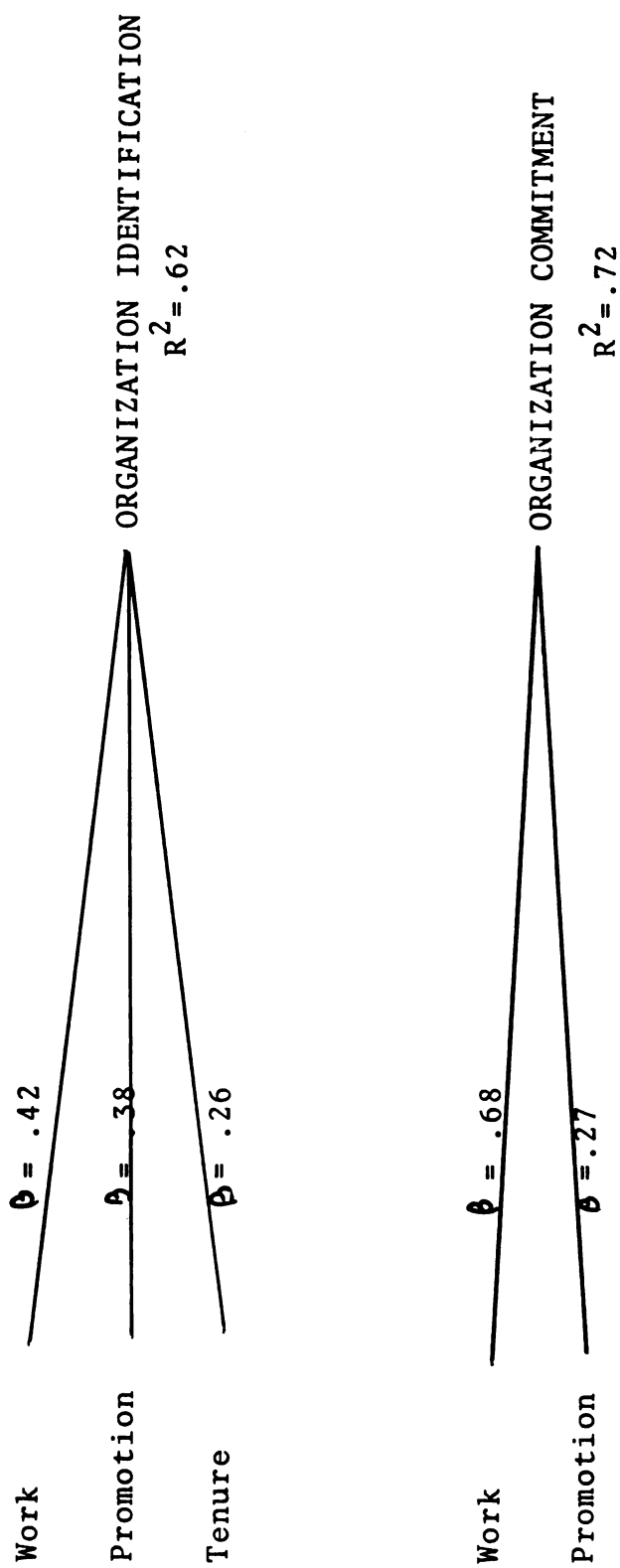
¹Beta applies to final regression equation.

Figure 7 shows that in Sample 2, 62% of the variance of organization identification is accounted for by the following variables: (1) satisfaction with work, (2) satisfaction with promotion opportunities, and (3) tenure. Further, satisfaction with work and promotion opportunities accounted for 72% of the variance in organization commitment. These regressions are summarized in Tables 23 and 24 respectively.

To emphasize the similarities and dissimilarities between the predictors of organization identification in the two environments, the best predictors for Sample 1 and Sample 2 were combined and then regressed on each of the samples. Table 25 compares the beta weights obtained from these two regressions. Table 26 compares the beta weights obtained when the best predictors of organization commitment were combined and then regressed on the two samples. These Tables indicate that satisfaction with work was a strong predictor of commitment in both Samples. However, the strongest predictor for identification was satisfaction with people in Sample 1 and satisfaction with work in Sample 2. Table 27 summarizes the best predictors of identification and commitment for the two samples.

Predictors of Identification and Commitment for Three Occupational Groups

In chapter 2, it was noted that three occupational groups were represented in this study. Because differences



¹Significance of entering variables <.05.

FIGURE 7.---Sample 2 Managers.¹

TABLE 23.--Summary of Sample 2 Regression for Organization Identification.

Predictor Variable	Beta ¹ Weight	R ² for Regression	Increase in R ²	Significance of Equation
Work	.42	.43	.43	.0005
Promotion	.38	.55	.12	.0005
Tenure	.26	.62	.07	.0005

¹Beta applies to final regression equation.

TABLE 24.--Summary of Sample 2 Regression for Organization Commitment.

Predictor Variable	Beta ¹ Weight	R ² for Regression	Increase in R ²	Significance of Equation
Work	.68	.66	.66	.0005
Promotion	.27	.72	.06	.0005

¹Beta applies to final regression equation.

TABLE 25.--Comparison of Beta Weights Obtained from Regressing Best Predictors of Identification from Both Samples on Sample 1 and Sample 2.

Predictor Variable	Sample 1		Sample 2	
	Beta	Significance of Beta	Beta	Significance of Beta
People	.48	.0005	-.13	.45
Age	.22	.16	.11	.41
Work	.24	.04	.49	.005
Promotion	.07	.52	.43	.004
Tenure	-.01	.95	.22	.10

TABLE 26.--Comparison of Beta Weights Obtained from Regressing Best Predictors of Commitment from Both Samples on Sample 1 and Sample 2.

Predictor Variable	Sample 1		Sample 2	
	Beta	Significance of Beta	Beta	Significance of Beta
Work	.71	.0005	.75	.0005
Promotion	.001	.995	.26	.02
Tenure	.19	.05	.04	.74
Salary	-.41	.0005	-.05	.70
Existence Importance	-.21	.034	.12	.26

TABLE 27.--Comparison of Best¹ Predictor Variables of Identification and Commitment for Two Environments.

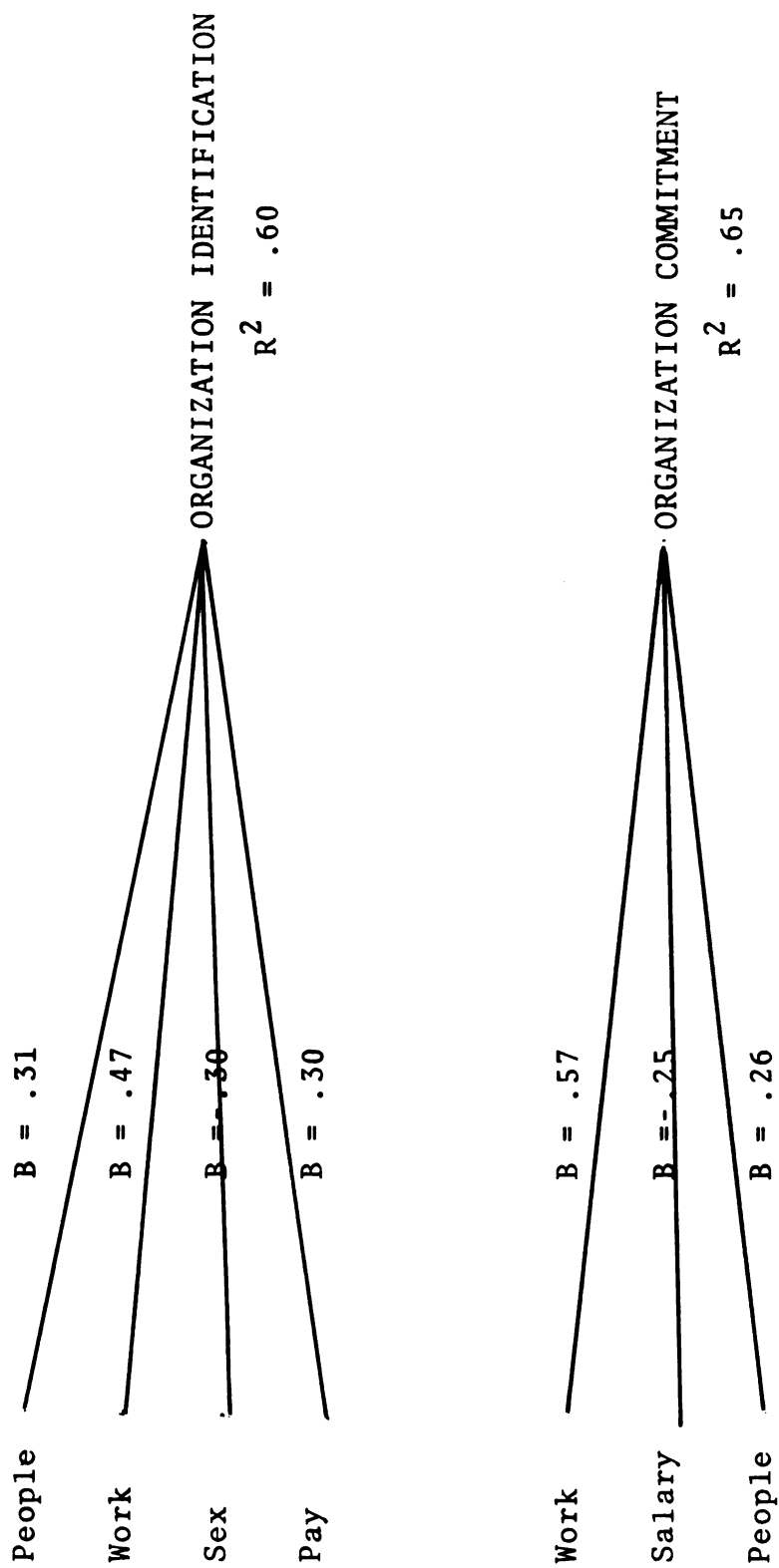
Environment	Identification		Commitment	
	Predictor	R ²	Predictor	R ²
County Agency (Sample 1)	Work People Age	.52	Work Salary (-) Existence Importance Tenure	.66
Managers (Sample 2)	Work Promotion Tenure	.61	Work Promotion	.71

¹Best refers to the criterion that the semi-partial correlation of each variable entering the stepwise multiple regression must be significant at $\alpha = .05$.

in occupational training and values may influence the basis for an individual's identification and commitment, a final set of regressions were run for comparing the determinants

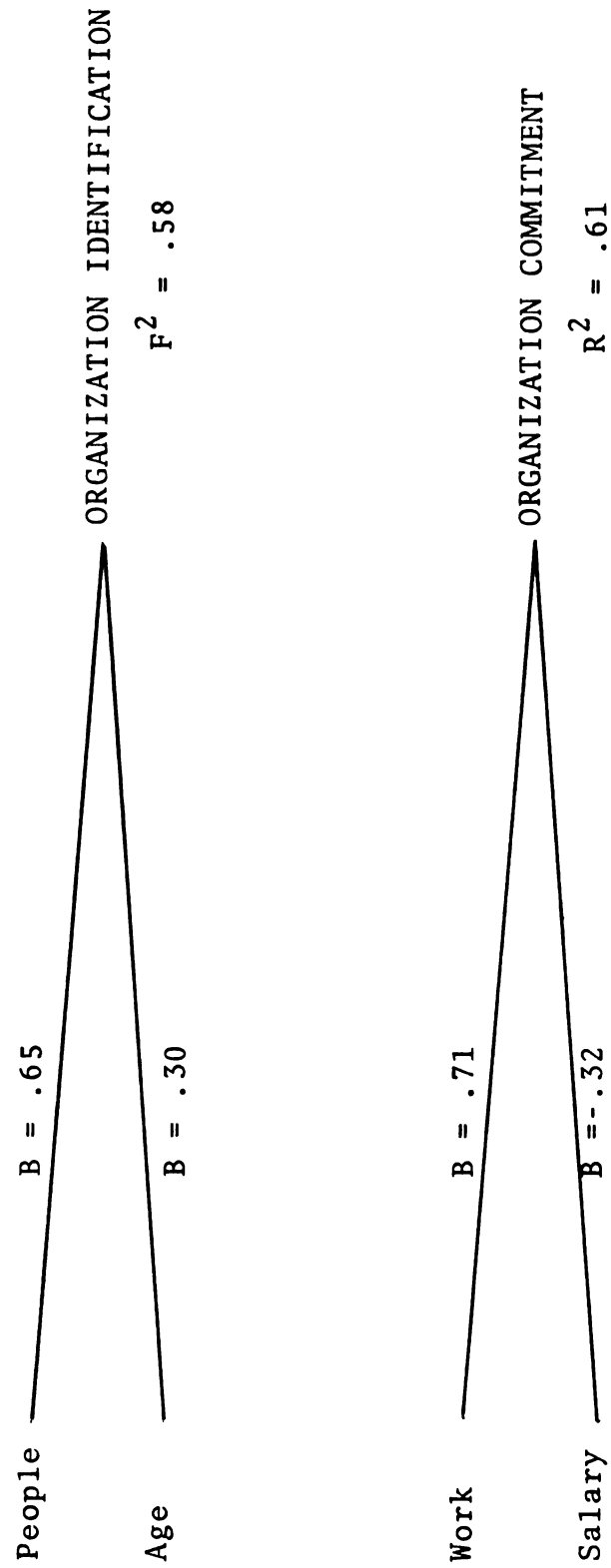
of these variables for the three occupations. Sample 1 can be classified into professional and nonprofessional segments. The former group consists of county social workers and their supervisors. The latter group is made up of clerical and paraprofessional workers. Sample 2 consists mainly of managers.

Figure 8 indicates that among the nonprofessionals, the best predictors of identification were sex and satisfaction with work, people and pay. These variables accounted for 60% of the variance in identification. The variables salary, satisfaction with work and satisfaction with people accounted for 65% of the variance in commitment. For the professional group, Figure 9 shows that satisfaction with people and age were the best predictors of their identification. These variables accounted for 58% of the variance in this dependent variable. Satisfaction with work and level of salary accounted for 61% of the variance in commitment for this group. Table 28 compares the best predictors for identification and commitment for the managerial group of Sample 2 and the professional and nonprofessionals of Sample 1. Table 29 compares the levels of commitment and identification to the correlation between identification and commitment for the three occupational groups in this study. Tables 28 and 29 indicate that for these groups commitment to an organization is highest where both identification and commitment are related to the satisfaction of the higher order



¹Significance of entering variables <.05.

FIGURE 8.--Sample 1 Clerical Workers.¹



¹Significance of entering variables $< .05$.

FIGURE 9.--Sample 1 Social Workers.¹

TABLE 28.--Comparison of Best¹ Predictor Variables of Identification and Commitment for Three Occupational Groups.

Environment	Identification		Commitment	
	Predictor	R ²	Predictor	R ²
Managers (Sample 2)	Work Promotion Tenure	.61	Work Promotion	.71
Social Workers (Sample 1)	People Age	.58	Work Salary (-)	.61
Clerical (Sample 1)	Work People Pay Sex	.60	Work People Salary (-)	.65

¹Best refers to the criterion that the semi-partial correlation of each variable added to the stepwise multiple regression equation must be significant at $\alpha = .05$.

TABLE 29.--Commitment and Its Relationship to Identification Among Three Occupational Groups.

Occupational Group	Level of Identification	Level of Commitment	Correlation of Identification to Commitment
Managers	3.66 ¹	3.95 ²	.67 ³
Social Workers	3.23	3.34	.34 ³
Clerical	3.36	3.57	.49

¹Score is significantly greater than score for Clerks ($p < .01$).

²Score significantly greater than for clerks ($p < .01$) and social workers ($p < .001$).

³Difference between correlations is significant ($p < .10$).

growth needs. In this case, the relationship between organization identification and commitment is strongest.

Summary of Major Findings

The major findings of this study are summarized in the following paragraphs. The organizations of this study were found to differ in the sources of satisfaction they provided their members. It was found that any of these satisfactions may be a source for an individual's identification with his organization.

The research indicated that in the organization which was a source for satisfaction with work and promotion opportunities, that commitment was related to these satisfactions. The research also indicated that in such an environment, the importance of an individual's growth needs moderates the relationship between organization identification and commitment. This moderating effect was not found in the organization which was not a source for satisfaction with work and promotion. In this latter organization, commitment was related to satisfaction with people, as well as to satisfaction with work.

Managers, clerical workers and social workers were found to base their identification upon different satisfactions. Identification within the manager's group was related to satisfaction with work and opportunities for promotion. Identification for the social workers was related to satisfaction with people and their age while identification for

the clerical workers was related to their sex and satisfaction with work, people and pay.

The highest level of commitment was found in the managerial group whose identification and commitment were related to satisfaction with work and promotion opportunities. In this case there was a strong relationship between commitment and identification. The lowest level of commitment was among the social workers. In this group identification was closely related to satisfaction with people while commitment was related to satisfaction with work. In this case identification and commitment were not strongly related.

Organization commitment has been hypothesized to result from a favorable inducements-contributions balance (March and Simon, 1958; Hrebiniak and Alutto, 1972) or from the accumulation of personal investments in the organization (Sheldon, 1971; Hrebiniak and Alutto, 1972). Based upon this approach, the variables of sex, age, tenure and salary were hypothesized to relate with organization commitment. While this present study does not refute these earlier findings, it does show that the importance of these variables in explaining commitment may not be as significant as the level of satisfaction that one derives from the organization. While the former variables in the previously mentioned studies accounted for as much as 7% of the variance in identification and 16% of the variance in commitment, the satisfaction variables in this study accounted for as much as 55%

of the variance in identification and 72% of the variance in commitment. Thus in this study the satisfaction variables were much stronger predictors of both identification and commitment than were the variables sex, age, tenure and salary.

CHAPTER IV

DISCUSSION AND CONCLUSION

Introduction

The purpose of this chapter is to discuss the results obtained from the preceding analysis in terms of their general implications, and relevance to practicing managers. The chapter will also discuss the limitations of this study and suggest some areas for further research.

Discussion of Research Findings

The organizations of this study differed in the sources of satisfaction they provided their members. The county agency was a source for satisfaction with work and people but only a limited source for satisfaction with promotion and pay. The managers' organizations were sources for satisfaction with promotion, work, people and pay. The analysis indicates that any of these satisfactions could be a source for an individual's organization identification. For a specific individual, however, a given type of satisfaction was related to organization identification only when the organization was a source for that satisfaction. This implies that organization identification cannot be adequately studied without considering both the individual's level of

satisfaction in a particular dimension, and the organization's ability to fulfill that satisfaction.

In the organizations which were sources for satisfaction with work and promotion in this study, organization commitment was related to the level of satisfaction of those needs. Further, in these organizations, the importance of growth needs to an individual moderated the relationship between identification and commitment. For people with strong growth needs there was a strong relationship between identification and commitment. For people with lower growth needs, there was a weaker relationship. This indicates that organization identification and commitment are separate psychological constructs which may or may not be related, depending upon individual and environmental circumstances.

In the organization which was not a source for satisfaction with promotion opportunities, commitment was related to satisfaction with work and people. Thus, there appear to be both intrinsic and extrinsic sources for organization commitment. In the intrinsic case, commitment develops from intrinsic satisfactions derived from one's organizational role. In the extrinsic case, commitment develops in response to extrinsic satisfactions and barriers which materialize to prohibit the individual from freely leaving the organization. One might term these "internal commitment" and "external commitment" respectively.

Previous researchers have approached the study of commitment as though it was only of the external form. Grusky (1966) thought that commitment would be higher when an individual overcame significant obstacles in their organizational careers. These obstacles were operationalized in terms of low educational level and sex. Individuals who had a low level of education or who were female and rose to a managerial level in the firm were theorized to be more committed. The reason for their greater commitment was that the organization permitted them to succeed in spite of their "unmarketable" qualities. Sheldon (1971) and Buchanan (1974) found that the degree of social involvement with other organization members was related to commitment. The external pull of one's relationship with his co-workers can be another form of external commitment. Hrebiniak and Alutto (1972) investigated the relationship of tenure, age and sex to organization commitment. They viewed commitment in terms of exchange or reward-cost considerations. Being female, growing older or increased tenure weakened the individual's mobility and hence strengthened commitment to the current organization. This present study emphasizes the fruitfulness of investigating the intrinsic determinants of an internal form of commitment. The findings indicate that intrinsic factors may account for up to 70% of the variance in organization commitment while the extrinsic factors account for about 20% of the variance.

In the analysis of the three occupational groups, the manager's commitment was based largely on intrinsic factors. Satisfaction with work and opportunities for promotion were the strongest predictors of their commitment. For the clerical and social workers, commitment was a mixture of the internal and external forms. Satisfaction with work, satisfaction with people and salary level were important predictors of commitment for these individuals.

The three occupational groups also differed in their determinants of identification. For the managers, satisfaction with promotion, satisfaction with work and tenure were the strongest predictors of organization identification. Thus, it is those individuals who were trained and who thrived in the competitive and dynamic managerial ranks of the organization which most readily identified with the organization. For the social workers, satisfaction with people and their age were the strongest predictors of organization identification. For this group, which has been trained to be sensitive to the personal problems of individuals, the quality of their relationships with people on the job was their greatest source of organization identification. For the clerical group, whose training and education was more general, satisfaction with work, pay and people, as well as their sex, were the strongest predictors of identification. Hence it appears that identification represents a fit between the background, training, and interests of the individual and his organizational role.

The highest level of commitment was found in the managerial group, where both organization identification and commitment were related to satisfaction with work and promotion. In this case the relationship between identification and commitment was strong. The lowest level of commitment was found in the social worker group. In this case, identification was based largely on their satisfaction with people. However, their commitment was related strongly to their satisfaction with work. For the social workers, identification and commitment were not strongly related. This indicates that commitment will be highest when identification and commitment are highly correlated.

The findings of this research can be integrated into a theoretical framework which resembles Alderfer's need theory (Alderfer, 1969). In the next section we shall discuss this framework.

A Theoretical Framework for Organization Commitment

Based upon Alderfer's theory of needs (Alderfer, 1969), and the findings from this study, we can propose a tentative theoretical framework for organization commitment. Alderfer contends that when the satisfaction of a need is frustrated, the importance of the next lower order need increases. Thus in his three level system of needs, frustration of the satisfaction of growth needs results in a higher importance being placed upon relatedness needs of an

individual. Similarly, frustration of relatedness needs results in the increase of importance in existence needs. Alderfer's research (Alderfer, 1969; Schneider and Alderfer, 1972) has further shown that except for the growth needs, frustration of a need will result in increasing its importance. Thus frustrating the relatedness need not only increases the importance of existence needs but it also increases its own importance.

The results of this study of commitment are somewhat analogous to Alderfer's findings. Earlier in Chapter I we noted that satisfaction with work and promotion opportunities can be considered sources for satisfying the growth needs of individuals. Similarly it was noted that satisfaction with people could be considered a source for satisfying relatedness needs and that satisfaction with pay could be considered to be a source of satisfying existence needs. Now, commitment was found to be related to satisfaction with work and promotion when the organization was a source for satisfying these needs. However, when the organization was not a source for satisfying both of these needs, relatedness needs became more important in determining the individual's level of commitment.

Alderfer's research has further shown that as needs become satisfied, their importance diminishes, and the importance of the next higher need increases. The growth needs are an exception in that they are insatiable (Alderfer, 1969),

and their satisfaction leads to strengthening the growth need. The current study indicates for the manager group, that their organizations provide satisfaction with work, promotion, people and pay. The importance of satisfaction with people and pay is minimal, but the satisfaction with work and promotion is highly important in determining their level of commitment. The findings from the county level agency are not as clear since the agency is not a source for satisfaction with pay and is not a source for satisfaction with promotion. It appears that the partial frustration of growth related needs increases the importance of satisfaction with people in the agency, particularly for the clerical workers. Satisfaction with pay did not seem to be an important determinant of commitment.

The findings indicate that satisfaction derived from organizations are sources for organization identification. From the previous section, we concluded that identification was a measure of fit between the background, training and interests of an individual and his organizational role. Hence depending upon the needs, interests and values of the individual, any source of satisfaction from an organization may also be a source for identification with the organization.

Finally, organization commitment was found to be highest when both identification and commitment were based upon meeting the growth needs of individuals. The lowest level of commitment was found where identification and

commitment were based largely upon different factors and were thus only weakly related. This may indicate that organization commitment and identification have a very important relationship. In particular, commitment will be greatest when it is consistent with one's own identity. That is to say, when the sources upon which one bases his commitment are the same as those upon which he bases his identity, then commitment will be great. In those cases where commitment and identification are based upon different factors, the strength of commitment will be weakened.

The relationships discussed in this section are summarized in Figure 10. The figure indicates that identification results when the organization satisfies those needs which are related to the individual's preferences as determined by his background, interests and training. It indicates that commitment based upon satisfying growth related needs such as work and promotion (internal commitment), will be stronger than commitment based upon meeting other needs (external commitment). It further indicates that commitment will be greatest when the sources for commitment and identification are the same.

Relevance to Practicing Managers

The implications and inferences drawn from this study have particular relevance to practicing managers and policy makers in an organization. The first factor the manager should be aware of is that both identification and

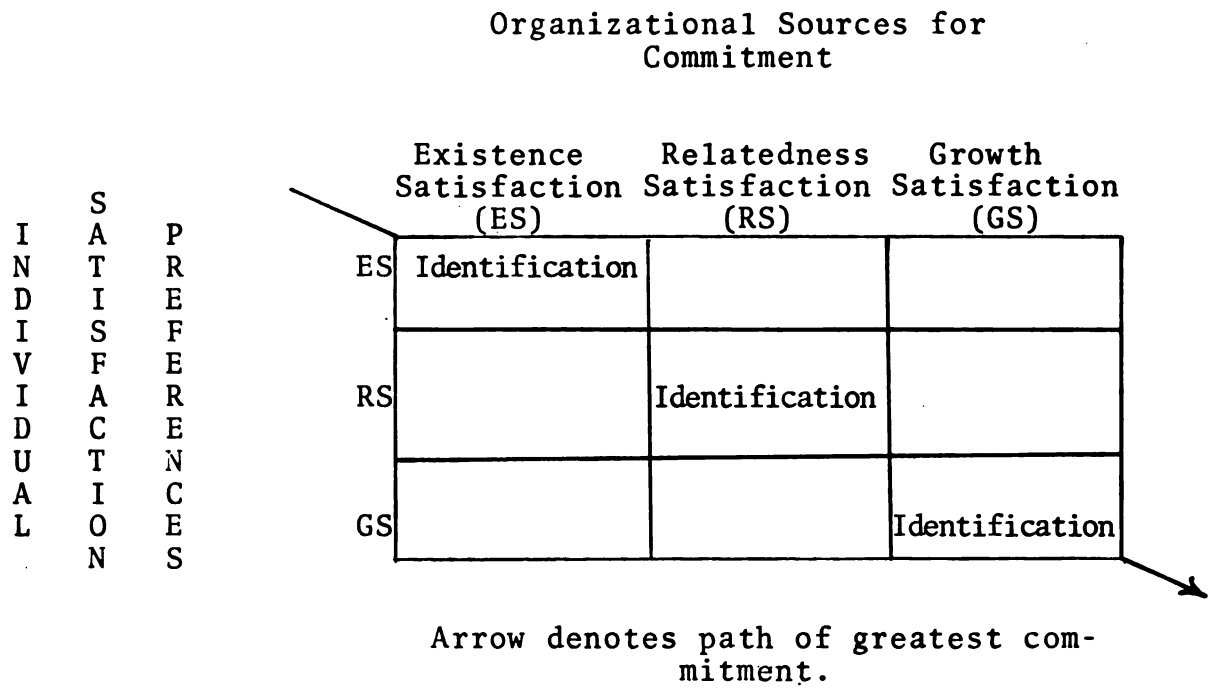


FIGURE 10.--A Model of Organization Commitment.

commitment are the result of an interaction between the individual and the organization. Organizational policies determine to a large extent the organization's sources for commitment and thus which satisfactions will be provided to its members. The greatest commitment is possible only when the existence, relatedness and growth needs of individuals can be satisfied by their organizational membership. This indicates that a necessary condition for an optimal level of commitment is a fair pay policy where the individual's existence needs can be satisfied as well as a work environment which engenders satisfying personal relationships with supervisors, co-workers, and others with which one comes in daily contact. It also requires an opportunity for meeting one's growth needs. Such needs can be met through participative forms of management, career planning, and development of organizational members.

Meeting the spectrum of human needs is a necessary but not sufficient condition for optimizing the commitment of organizational members. The process is limited by the personal attributes of those individuals employed by the organization. Thus an organization will gain little by implementing a participative management system if their employees have little interest in satisfying their growth needs. It is therefore important that employers select those individuals who will identify with an organization which offers opportunities for satisfying growth needs. It is in this case that an optimum commitment can be reached.

Optimums are seldom feasible in reality. The more common situation a manager faces, is, "Given my present employees, how can I optimize commitment?" Therefore, the problem reduces to one of sub-optimization given the constraint of a nearly fixed organizational membership. Here the organization is faced with the problem of selecting those policies which will result in the greatest organization identification and organization commitment. In this case we are fitting the organization to the members rather than selecting the members for the organization. In practice this would require an investigation to determine the member's preferences, interests and backgrounds. For example, should the employees be oriented toward satisfying relatedness needs, the optimum commitment will result when their existence needs are met, and the organization is a place with harmonious interpersonal relationships. The commitment would not be as high in this organization as in an organization which had members bent on satisfying their growth needs, and which provided means by which the existence, relatedness, and growth needs of their members could be met. However, commitment would be optimized given the constraint of their present work force.

Another constraint placed upon managers is inflexible policy. For example, the organization's technology may be such that the manager is unable to freely select the sources of satisfaction that the firm might offer individuals.

Proponents of automated assembly have argued that jobs can be changed to become intrinsically rewarding only at great costs in efficiency and thus exorbitant market prices. The best a manager can do in this situation is to select employees which have a low interest in meeting their growth needs and assign them to these tasks. Efforts should then be made to meet the needs most suitable to these employees such as existence or relatedness needs.

An implication of this research is that the optimum level of commitment for a group can be attained when their organization identification and organization commitment are based upon the same set of factors. Thus it is important for the manager or policy maker to understand how organization members identify with the organization and then set policies to, (1) change the membership to fit current policies (i.e., via selection or socialization), or (2) change current policies to fit the present members.

Prior to completing this discussion, it is appropriate to mention the process of socialization. Socialization is a process by which one's identification develops. The social dynamics of influential others tend to determine the individual's values and attitudes. Schein (1967) has shown that such a process can occur during management education programs. Thus it seems possible that organizations, through their training programs both formal and informal, may be able to shape the individual to fit the organization.

The extreme of this approach is taken by the military services in Basic Training. However, the fact that the military requires a two to four year "hitch" to preclude the egress of its members is evidence that the military's socialization program is at best only partially successful. McKelvey (1969) has shown that individuals react differently to socialization attempts, particularly when a firmly held belief or value is challenged. The prospective members of an employing organization have already acquired a set of values and beliefs. Thus the organization will be most successful if it selects those individuals whose values and attitudes are congruent with the values of the organization.

Limitations and Recommendations for Future Research

As in any study using a systematic assessment approach, the results are dependent upon those variables which the researcher chooses to include in the study. Since practicality precludes the inclusion of all variables which have been studied in the behavioral sciences, the selection of variables is an important part of any study. An attempt was made to select the most relevant variables which would meet the objectives of this paper. The selection was made on the basis of either previous research findings of that the variable would help distinguish between the concepts of identification and commitment. Other variables excluded from this study may have done a better job or may not have.

At any rate, the selection of variables and exclusion of other variables is one source of limitation in this study.

A second limitation of this study involves the method by which the organizations were classified as sources or non-sources for certain dimensions of satisfaction. A better method needs to be developed to determine what portion of a person's satisfaction is actually derived from the organization. Ghiselli (1974) has suggested that organizations have different psychological dimensions which affects their behavior. Sources of satisfaction are perhaps one of these dimensions which represent an area for fruitful research.

Although this study included two samples with divergent characteristics, there are several types of employees who have not been included. For the most part both samples included well educated individuals. The mean level of education was approximately 14 years for Sample 1 and over 16 years for Sample 2. Thus it is not possible to generalize, except by inferences, the results of this study to those who have less than a high school education. Thus greater generality can only be achieved over a period of time as other researchers find supporting or contrasting results.

The emphasis of this study has been to determine the correlates of identification and commitment in terms of which factors lead to developing them. Emphasized was how the two concepts might differ in their relationship to each

other. However, there was no effort made to determine what the outcomes of these two variables would be. A valuable piece of future research would be to draw a distinction between commitment and identification treating them as independent variables rather than dependent variables. This would provide managers with a clear picture of what benefits they might receive from developing a stronger sense of identification or commitment in their organizations.

Finally, a need for an experimental approach must be included in areas of future research. Until a controlled experiment can be done in organizational settings the assessment of causality to independent variables must be made largely through inference.

Conclusion

Several conclusions can be drawn from this study regarding organization identification and commitment. Perhaps the most important one is that they are definitely not the same concept nor must they always be related. Two factors seem to account for the relationship between these variables.

First, the organization makes a difference in regard to the sources of satisfaction it may provide to its employees. This factor seems to affect both the determinants of identification and commitment. In an organization which is a source for satisfying growth needs, the strongest determinants of identification and commitment are satisfaction of these growth needs. In such a climate, the importance of

growth needs further moderates the relationship between identification and commitment.

In the organization which is not a source for satisfaction of growth needs, other variables appear to take on importance in determining the level of identification and commitment. In Sample 1, satisfaction with people was the strongest correlate of identification while satisfaction with work and the level of one's salary were important correlates of commitment. Hence in the non-growth climate these concepts seem to move in separate directions with largely separate determinants. Further, the moderating effect of growth importance does not work in this climate.

Individuals also make a difference in determining the level of identification or commitment. For example in the growth climate, the individual who can derive growth satisfaction from the organization is the most committed. Similarly, in the non-growth climate of Sample 1, the individual who can derive high relatedness satisfaction from the organization is the one who identifies most strongly. Thus to a large extent, the individual must be capable of deriving satisfactions from the organization in order to develop a sense of identification or commitment.

Finally, the role of satisfaction with work is the single most consistent correlate of identification and commitment in both samples of this study. The importance of this variable must not be underestimated when considering

development of identification or commitment to an organization.

BIBLIOGRAPHY

BIBLIOGRAPHY

- Adams J. Stacy. "Toward an Understanding of Inequity." Journal of Abnormal and Social Psychology, 67:422-436, 1963.
- Alderfer, Clayton P. "Convergent and Discriminant Validation of Satisfaction and Desire Measures by Interviews and Questionnaires." Journal of Applied Psychology, 51:509-520, 1967.
- _____. "An Empirical Test of a New Theory of Human Needs." Organization Behavior and Human Performance, 4:142-175, 1969.
- Allport, George W. Becoming: Basic Considerations for a Psychology of Personality. New Haven: Yale University Press, 1955.
- Becker, Howard S. and James Carper. "The Elements of Identification with an Occupation." American Sociological Review, 21:341-347.
- Blocker, Donald H. and Richard A. Schutz. "Relationships Among Self-Descriptions, Occupational Stereotypes, and Vocational Preferences." Journal of Counseling Psychology, 8:314-317, 1961.
- Block, Jack and Hobart Thomas. "Is Satisfaction with Self a Measure of Adjustment?" Journal of Abnormal and Social Psychology, 51:254-259, 1955.
- Brown, Michael E. "Identification and Some Conditions of Organizational Involvement." Administrative Science Quarterly, 14:346-355, 1969.
- Buchanan, Bruce II. "Building Organizational Commitment: The Socialization of Managers in Work Organizations." Administrative Science Quarterly, 19:533-546, 1974.
- Campbell, Donald T. and Julian C. Stanley. Experimental and Quasi-Experimental Designs for Research. Chicago: Rand McNally, 1966.

- Centers, Richard and Daphne E. Bugental. "Intrinsic and Extrinsic Job Motivations Among Different Segments of the Working Population." Journal of Applied Psychology, 50:193-197, 1966.
- Combs, Arthur and Donald Snygg. Individual Behavior: A Perceptual Approach to Behavior. New York: Harper and Brothers, 1959.
- Cronbach, Lee J. "The Two Disciplines of Scientific Psychology." American Psychologist, 12:671-684, 1957.
- Dubin, Robert. "Industrial Workers' Worlds: A Study of the 'Central Life Interests' of Industrial Workers." Social Problems, 3:131-142, 1955.
- Dunnette, Marvin D., Richard D. Arvey and Paul A. Banas. "Why Do They Leave?" Personnel, 50:25-39, 1973.
- Farley, Frank H. and Wallace L. Meabea. "Fear and the Locus of Control." Psychology, 9:10-12, 1972.
- Farris, George F. "A Predictive Study of Turnover." Personnel Psychology, 24:311-328, 1971.
- Forehand, Garlie A. and B. VonHaller Gilmer. "Environmental Variation in Studies of Organization Behavior." Psychological Bulletin, 62:361-382, 1964.
- French, John R.P., Jr. "SPSSI Presidential Address--1963: The Social Environment and Mental Health." Journal of Social Issues, 19:39-56, 1963.
- Gavin, James F. "Self-Esteem as a Moderator of the Relationship Between Expectancies and Job Performance." Journal of Applied Psychology, 57:83-88, 1973.
- Gergen, K.J. The Concept of Self. New York: Holt, Rinehart and Winston, 1971.
- Ghiselli, Edwin E. "Some Perspectives for Industrial Psychology." American Psychologist, 29:80,87, 1974.
- Goldman, Daniel R. "Managerial Mobility Motivations and Central Life Interests." American Sociological Review, 38:119-126, 1973.
- Gouldner, Alvin W. "Cosmopolitans and Locals: Toward an Analysis of Latent Social Roles I." Administrative Science Quarterly, 2:281-306, 1958a.

- _____. "Cosmopolitans and Locals: Toward an Analysis of Latent Social Roles II." Administrative Science Quarterly, 2:444-480, 1958b.
- Greenhaus, Jeffrey H. "Career Salience as a Moderator of the Relationship Between Satisfaction with Occupational Preference and Satisfaction with Life in General." The Journal of Psychology, 86:53-55, 1974.
- Grusky, Oscar. "Career Mobility and Organizational Commitment." Administrative Science Quarterly, 10:488-503, 1966.
- Gustin, Bernard H. "Charisma, Recognition, and the Motivation of Scientists." American Journal of Sociology, 78: 1119-1134, 1973.
- Hackman, Richard J. and Edward E. Lawler, III. "Employee Reactions to Job Characteristics." Journal of Applied Psychology Monograph, 55:259-286, 1971.
- Hall, Calvin and Gardner Lindzey. Theories of Personality. New York: John Wiley, 1957.
- Hall, Douglas T. and Benjamin Schneider. "Correlates of Organizational Identification as a Function of Career Pattern and Organizational Type." Administrative Science Quarterly, 17:340-350, 1972.
- Hall, Douglas T., Benjamin Schneider and Harold T. Nygren. "Personal Factors in Organizational Identification." Administrative Science Quarterly, 15:176-190.
- Hays, William L. Statistics for the Social Sciences. New York: Holt, Rinehart and Winston, 1973.
- Hersch, Paul D. and Kark E. Scheike. "Reliability and Validity of Internal-External Control as a Personality Dimension." Journal of Consulting Psychology, 31:609-613, 1967.
- Hrebiniak, Lawrence G. and Joseph A. Alutto. "Personal and Role-Related Factors in the Development of Organizational Commitment." Administrative Science Quarterly, 17:555-573, 1972.
- Inkeles, Alex and Daniel J. Levinson. "The Personal System and the Sociocultural System in Large-Scale Organizations." Sociometry, 26:217-230, 1963.

- Ivancevich, John M. and James H. Connelly, Jr. "A Study of Role Clarity and Need for Clarity for Three Occupational Groups." Academy of Management Journal, 17: 28-36, 1974.
- Kahn, Robert L., Donald M. Wolfe, Robert P. Quinn and J. Diedrick Snoek. Organization Stress: Studies in Role Conflict and Ambiguity. New York: John Wiley & Sons, 1964.
- Kelman, Herbert C. "Compliance, Identification and Internalization: Three Processes of Attitude Change." Journal of Conflict Resolution, 2:51-60, 1958.
- Korman, Abraham K. "Self-Esteem Variable in Vocational Choice." Journal of Applied Psychology, 50:479-486, 1966.
- . "Toward an Hypothesis of Work Behavior." Journal of Applied Psychology, 54:31-41, 1970.
- Kritzer, Herbert M., A. Paul Hare and Herbert H. Blumberg. "The General Survey: A Short Measure of Five Personality Dimensions." The Journal of Psychology, 86:165-172.
- Lawler, Edward E., III. Motivation in Work Organizations. Belmont: Wadsworth, 1973.
- Lee, Sang M. "Organizational Identification of Scientists." Academy of Management Journal, 12:327-337, 1969.
- . "An Empirical Analysis of Organizational Identification." Academy of Management Journal, 14:213-226, 1971.
- Lewin, Kurt. Field Theory in Social Science. New York: Harper & Brothers, 1951.
- Likert, Rensis. The Human Organization: Its Management and Value. New York: McGraw-Hill, 1967.
- Lodahl, Thomas M. and Mathilda Kejner. "The Definition and Measurement of Job Involvement." The Journal of Applied Psychology, 49:24-33, 1965.
- Lyons, Thomas F. "Role Clarity, Need for Clarity, Satisfaction, Tension and Withdrawal." Organization Behavior and Human Performance, 6:99-110, 1971.

- Maracek, Jeanne and David R. Mettee. "Avoidance of Continued Success as a Function of Self-Esteem, Level of Esteem Certainty, and Responsibility for Success." Journal of Personality and Social Psychology, 22:98-107, 1972.
- March, James G. and Herbert A. Simon. Organization. New York: John Wiley, 1958.
- Maslow, Abraham. Motivation and Personality. New York: Harper, 1954.
- McGregor, Douglas. The Professional Manager. New York: McGraw-Hill, 1967.
- McKelvey, William W. "Expectational Noncomplementarity and Style of Interaction Between Professional and Organization." Administrative Science Quarterly, 14: 21-32, 1969.
- Merton, Robert K. Social Theory and Social Structure. New York: The Free Press, 1968.
- Mettee, David R. "Rejection of Unexpected Success as a Function of the Negative Consequences of Accepting Success." Journal of Personality and Social Psychology, 17:332-341, 1971.
- Nelson, Leland R. and Merrick L. Furst. "An Objective Study of the Effects of Expectation on Competitive Performance." The Journal of Psychology, 81:69-72, 1972.
- Nunnally, Jum C. Psychometric Theory. New York: McGraw-Hill, 1967.
- Oberg, Winston. "Charisma, Commitment, and Contemporary Organization Theory." MSU Business Topics, Spring 1972:18-32.
- Oppenheimer, Ernest A. "The Relationship Between Certain Self Constructs and Occupational Preferences." Journal of Counseling Psychology, 13:191-197, 1966.
- Organ, Dennis W. and Charles N. Greene. "The Perceived Purposefulness of Job Behavior: Antecedents and Consequences." Academy of Management Journal, 17: 69-78, 1972.
- Patchen, Martin. Participation, Achievement, and Involvement on the Job. Englewood Cliffs: Prentice-Hall, 1970.

- Pervin, Lawrence A. "Performance and Satisfaction as a Function of Individual-Environment Fit." Psychological Bulletin, 69:56-68, 1967.
- _____. Personality Theory Assessment and Research. New York: John Wiley, 1970.
- Phares, E. Jerry. "Internal-External Control and the Reduction of Reinforcement Value after Failure." Journal of Consulting and Clinical Psychology, 37:386-390, 1971.
- Porter, Lyman W. and Edward E. Lawler, III. "Properties of Organization Structure in Relation to Job Attitudes and Job Behavior." Psychological Bulletin, 64:23-51, 1965.
- Porter, Lyman W. and Richard M. Steers. "Organizational, Work, and Personal Factors in Employee Turnover and Absenteeism." Psychological Bulletin, 80:151-176, 1973.
- Porter, Lyman W., Richard M. Steers, and Paul V. Boulian. Organization Commitment, Job Satisfaction and Turnover Among Psychiatric Technicians. Technical Report No. 16, Personnel and Training Research Programs Office, Office of Naval Research, 1973.
- Raven, John, Eddie Molloy and Rory Corcoran. "Toward a Questionnaire Measure of Need Achievement." Human Relations, 25:469-492, 1972.
- Rizzo, John R., Robert H. House, and Sidney I. Lirtzman. "Role Conflict and Ambiguity in Complex Organizations." Administrative Science Quarterly, 15:150-163, 1970.
- Ronan, W.W., "Relative Importance of Job Characteristics." Journal of Applied Psychology, 54:192-200, 1970.
- Schein, Edgar H. "Attitude Change During Management Education: A Study of Organizational Influences on Student Attitudes." Administrative Science Quarterly, 11:601-628, 1967.
- _____. "The Individual, the Organization, and the Career: A Conceptual Scheme." Journal of Applied Behavioral Science, 7:401-426, 1971.

- Schneider, Benjamin and Clayton P. Alderfer. "Three Studies of Measures of Need Satisfactions in Organizations." Administrative Science Quarterly, 18:489-505, 1973.
- Schneider, Benjamin and C.J. Bartlett. "Individual Differences and Organizational Climate: I. The Research Plan and Questionnaire Development." Personnel Psychology, 21:223-333, 1968.
- _____. "Individual Differences and Organizational Climate: II. Measurement of Organizational Climate by the Multi-Trait, Multi-Rater Matrix." Personnel Psychology, 23:493-512, 1970.
- Schneider, Benjamin, Douglas T. Hall and Harold T. Nygren. "Self Image and Job Characteristics as Correlates of Changing Organizational Identification." Human Relations, 24:397-416, 1971.
- Scott, William E. "The Development of Knowledge in Organization Behavior and Human Performance." Organization Behavior and Human Performance, 6:142-165, 1975.
- Sheldon, Mary E. "Investments and Involvements as Mechanisms Producing Commitment in the Organization." Administrative Science Quarterly, 16:143-150, 1971.
- Singelmann, Peter. "Exchange as Symbolic Interaction: Convergences Between Two Theoretical Perspectives." American Sociological Review, 37:414-424, 1972.
- Smith, Patricia C., L.M. Kendall and Charles L. Hulin. The Measurement of Satisfaction in Work and Retirement: A Strategy for the Study of Attitudes. Chicago: Rand McNally, 1969.
- Tyre, Timothy E. "Review of the Internal-External Control Construct as a Counseling Adjunct." Psychology, 9:33-41, 1972.
- Weiss, Howard and John Sherman. "Internal-External Control as a Predictor of Task Effort and Satisfaction Subsequent to Failure." Journal of Applied Psychology, 57:132-136, 1973.
- White, J. Kenneth and Robert A. Ruh. "Participation and Job Attitudes." Administrative Science Quarterly, 18: 506-514, 1973.
- Wiener, Yoash. "Task Ego-Involvement and Self-Esteem as Moderators of Situationally Devolved Self-Esteem." Journal of Applied Psychology, 58:225-332, 1973.

APPENDIX

APPENDIX

The Questionnaire

The questions used to measure each of the variables included in this study are presented in this appendix.

Tenure: Tenure was measured by the following question.

To the nearest year, how many years have you been with your company? _____years

Salary: Salary was measured by responses to the following.

What is your approximate annual salary before deductions?

___ under 9,000	___ 11,000-12,999	___ 20,000-24,999
___ 9,000-9,999	___ 13,000-14,999	___ 25,000-29,999
___ 10,000-10,999	___ 15,000-19,999	___ over 30,000

Age: The question for age was:

What is your approximate age?

___ under 25	___ 36 to 40	___ 51 to 55
___ 26 to 31	___ 41 to 45	___ 56 to 60
___ 31 to 35	___ 46 to 50	___ over 60

Sex: Sex was determined by this question.

What is your sex? Female_____ Male_____

Level. In Sample 1, level was measured by use of the following question.

Please indicate your classification level.
 Tops _____ Professional _____ Managerial _____.

"Tops" refers to the clerical workers classification. For Sample 2, the following question was used.

Do you supervise anyone as part of your job?
 Yes____ No____. If so, are any of your subordinates also supervisors? Yes____ No____.

Need Satisfaction. The questions used for measuring need satisfaction were taken from Alderfer's questionnaire (Alderfer, 1969). Individuals were asked whether they strongly agree, agree, mildly agree, undecided, mildly disagree, disagree or strongly disagree to each of the following questions.

For measuring existence need satisfaction, the questions were:

The fringe benefit program here gives nearly all the security I want. . . .

I make enough money from my job to live comfortably. . . .

I feel completely safe from physical harm in my work. . . .

Considering the work required, the pay for my job is what it should be. . . .

Compared to other places, our fringe benefits are excellent. . . .

I never sense that my physical well-being is in danger in my work. . . .

For satisfaction with relatedness needs the questions were:

My boss takes account of my wishes and desires.

My co-workers are uncooperative unless it's to their advantage.

It's easy to talk with my boss about my job.

I can count on my co-workers to give me a hand when I need it.

My boss gives me credit when I do good work.

My co-workers welcome opinions different from their own.

For satisfaction with growth needs, the questions were:

In my job I am never bored.

I use a wide range of abilities in my work.

I make one or more important decisions everyday.

I have an opportunity to do challenging things at work.

I often get the feeling of learning new things from my work.

I have the opportunity to use many of my skills at work.

Job Satisfaction. Job satisfaction was measured by using the Job Description Index (J.D.I.) as developed by Smith, Kendall and Hulin (1969). The JDI is reproduced below.

PEOPLE ON YOUR PRESENT JOB

Think of the majority of the people that you work with now or the people you meet in connection with your work. How well does each of the following words describe these people? In the blank beside each word below put:

Y if it describes the people you work with
N if it does NOT describe them
? if you cannot decide

 Stimulating
 Boring
 Slow
 Ambitious
 Stupid
 Responsible

 Fast
 Intelligent
 Hard to Meet
 Talk too much
 Smart
 Lazy

 Unpleasant
 No Privacy
 Active
 Narrow interests
 Loyal
 Easy to make
 enemies

SUPERVISION ON PRESENT JOB

Think of the kind of supervision that you get on your job. How well does each of the following words describe this supervision? In the blank beside each word below put:

Y If it describes the supervision you get on your job.
N if it does NOT describe it.
? if you cannot decide.

<u> </u> Asks my advice	<u> </u> Up-to-date	<u> </u> Tells me where
<u> </u> Hard to please	<u> </u> Lazy	<u> </u> I stand.
<u> </u> Impolite	<u> </u> Quick-tempered	<u> </u> Intelligent
<u> </u> Knows job well	<u> </u> Annoying	<u> </u> Leaves me on
<u> </u> Tactful	<u> </u> Stubborn	<u> </u> my own
<u> </u> Influential	<u> </u> Praises good	<u> </u> Bad
<u> </u> Doesn't supervise	<u> </u> work	
<u> </u> enough	<u> </u> around when	
	<u> </u> needed	

WORK ON PRESENT JOB

Think of your present work. What is it like most of the time? In the blank beside each word given below, write:

Y for "yes" if it describes your work.
N for "no" if it does NOT describe it.
? if you cannot decide.

<u> </u> Fascinating	<u> </u> Respected	<u> </u> Challenging
<u> </u> Routine	<u> </u> Hot	<u> </u> On your feet
<u> </u> Satisfying	<u> </u> Pleasant	<u> </u> Frustrating
<u> </u> Boring	<u> </u> Useful	<u> </u> Simple
<u> </u> Good	<u> </u> Tiresome	<u> </u> Endless
<u> </u> Creative	<u> </u> Healthful	<u> </u> Gives sense
		<u> </u> of accomplish-
		<u> </u> ment

OPPORTUNITIES FOR PROMOTION

Think of the opportunities for promotion that you have now. How well does each of the following words describe these? In the blank beside each word put:

Y for "yes" if it describes your opportunities for promotion.
N for "no" if it does NOT describe them.
? if you cannot decide.

<input type="checkbox"/> Good opportunity for advancement	<input type="checkbox"/> Dead-end job	<input type="checkbox"/> Infrequent promotions
<input type="checkbox"/> Opportunity some- what limited	<input type="checkbox"/> Good chance for promotion	<input type="checkbox"/> Regular promotions
<input type="checkbox"/> Promotion on ability	<input type="checkbox"/> Unfair promo- tion policy	<input type="checkbox"/> Fairly good chance for promotion

PRESENT PAY

Think of the pay you get now. How well does each of the following words describe your present pay? In the blank beside each work put:

Y if it describes your pay.
N if it does NOT describe your pay.
? if you cannot decide.

<input type="checkbox"/> Insecure	<input type="checkbox"/> Barely live on pay	<input type="checkbox"/> Pay adequate for normal expenses
<input type="checkbox"/> Highly paid	<input type="checkbox"/> Bad	<input type="checkbox"/> Satisfactory profit sharing
<input type="checkbox"/> Less than I deserve	<input type="checkbox"/> Underpaid	<input type="checkbox"/> Pay provides luxuries

Value Congruence. The measure of value congruence was measured from responses to the questions which follow. The respondent could respond based upon a seven point scale anchored at the bottom by "to very little extent" and at the top by "to a great extent."

For Sample 1 the questions were:

To what extent do the things you value highly in your life happen to you when you are the most productive in your work?

When you are putting forth your greatest effort toward meeting the requirements of your work, to what extent are you doing the type of activities you value highly?

When you are doing the type of activities you value highly at work, to what extent are you engaged in activities which are the most important to your job?

For Sample 2, the following questions were added to the above group:

To what extent do you feel that your personal values must be compromised if you are to be successful in your work?

To what extent do you feel that your personal values conflict with the type of activities that your work requires you to do?

Need Importance. Need importance measures were taken from Alderfer's instrument (Alderfer, 1969). The importance of existence needs were measured by the following set of questions in which the respondent was asked to indicate how much more of each of the following items he would like to have. The scale had seven points anchored at the bottom by "no more," and at the top by "very much more."

Frequent raises in pay.

A complete fringe benefit program.

A sense of security from bodily harm.

Good pay for my work.

Frequent improvements in fringe benefits.

Feeling safe from physical danger.

For measuring the importance of relatedness needs the questions were:

Respect from your boss.

Cooperative relations with your co-workers.

Openness and honesty between your boss and yourself.

Respect from your co-workers.

Mutual trust between your boss and yourself.

Openness and honesty with your co-workers.

For measuring the importance of growth needs, the questions were:

Making full use of my abilities at work.

Getting a sense of self-fulfillment.

Opportunities for personal growth and development.

Thinking for yourself.

Developing new skills and knowledge at work.

Being challenged by your work.

Organization Identification. This variable was measured using the following questions.

I feel a strong sense of identification with this organization. (Please circle the appropriate number)

1	2	3	4	5
strongly				strongly
disagree				agree

If you could begin working over again, but in the same occupation as you are now in, how likely would you be to choose this organization as a place to work. (Place a check by choice.)

- (5) ___ definitely would not choose another place.
 (4) ___ probably would not choose another place.
 (3) ___ wouldn't care whether it was this organization or another one.
 (2) ___ probably would choose another place.
 (1) ___ definitely would choose another place.

I take pride in being a part of this organization. (Please circle the appropriate number.)

1	2	3	4	5
Strongly				Strongly
disagree				agree

How do you feel when you hear or read about someone criticizing this organization. (Place a check by choice.)

- | | |
|---|---|
| 1 <u> </u> I mostly agree with the criticism | 4 <u> </u> It gets me quite mad |
| 2 <u> </u> It doesn't bother me | 5 <u> </u> I never hear or read such criticism |
| 3 <u> </u> It gets me a little mad | |

Propensity to Remain: This variable was measured using Hrebiniak and Alutto's scale for commitment (Hrebiniak and Alutto, 1972). The question is as follows:

Assume you were offered a similar position, but with another employing organization. Would you leave your present organization under any of the following conditions? (Please indicate what you would do by placing a check mark in the appropriate space.)

	Yes Defin- itely	Uncer- tain	No Definitely Not
1. With no increase in pay	_____	_____	_____
2. With a slight increase in pay	_____	_____	_____
3. With a large increase in pay.	_____	_____	_____
4. With no more freedom in my job.	_____	_____	_____
5. With slightly more freedom in my job.	_____	_____	_____
6. With much more freedom in my job.	_____	_____	_____
7. With no more status.	_____	_____	_____
8. With slight more status.	_____	_____	_____

	Yes Defin- itely	Uncer- tain	No Definitely Not
9. With much more status.	_____	_____	_____
10. To work with people who are no friendlier.	_____	_____	_____
11. To work with people who are a little friendlier.	_____	_____	_____
12. To work with people who are much friendlier.	_____	_____	_____

Effort. Effort was maintained in Sample 1 from responses to the following two questions.

How often do you waste time between work assignments? (Please circle the appropriate number.)

1 _____ 2 _____ 3 _____ 4 _____ 5 _____
frequently _____ never

How would you rate the amount of overall effort you put into your work? (Circle the appropriate number.)

1 _____ 2 _____ 3 _____ 4 _____ 5 _____
very low _____ very high

For Sample 2, three more questions were added to the scale as follows:

In comparison with other employees similar to you, how do you rate the amount of effort you put forth at work? (Please check one.)

(5) ☐ Top 10% (2) ☐ Top 75% but not
(4) ☐ Top 25% but not top 10% top 50%
(3) ☐ Top 50% but not top 25% (1) ☐ Bottom 25%

How motivated are you at work?

1	2	3	4	5
very low				very high
motivation				motivation

How hard do you work at your job?

1	2	3	4	5
not very				hard as
hard				possible

Goal Acceptance. The following three questions were used to measure goal acceptance for Sample 1. All responses were framed in a seven point scale anchored at the bottom by "to a very little extent" and at the top by "to a great extent."

If you devoted all your effort on the job to activities which directly help the company be successful, to what extent would you be doing things which also satisfy your own personal needs and interests?

To what extent are your own personal work goals similar to the goals of the section in which you work?

To what extent do your personal job objectives reflect the most serious and pressing needs of your work section and the company for which you work?

For Sample 2 the first question above was dropped and the following two questions were added.

To what extent do the key objectives of your work section coincide with your own personal work goals?

To what extent are the goals of your work section or company important to you personally?

MICHIGAN STATE UNIV. LIBRARIES



31293102799610